Pre-Meeting Safety Brief

KOPPERS Investor Day

Plan for an Emergency:

ZERO harm

Call 911: Designate an attendee to call 911.

CPR, First Aid and AED: Identify the location of the AED and designate an attendee to retrieve it in an emergency.

Flagger: Designate an attendee to go outside and escort EMS personnel to the location.

Exits: Identify the exit locations. If there is a need for evacuation, plan to gather at the designated outdoor meeting point.

Fire Extinguisher: Identify the closest fire extinguisher(s) in case of a fire emergency.

Medical Information: If you have a health condition that could result in a sudden emergency consider sharing critical information with an attendee and how they can provide aid should an emergency occur.

Emergency Contacts: Consider providing access to your emergency contacts through your cell phone lock screen, hard hat sticker, or other means.



Company Overview and Catalyst Update

Leroy Ball
Chief Executive Officer and Board Chair

KOPPERS
Investor Day

Today's Agenda

KOPPERS Investor Day

1. **Company Overview and Catalyst Update**
   Leroy Ball | Chief Executive Officer and Board Chair

2. **Strategy for Enhanced Value Creation**
   Stephanie Apostolou | Chief Legal and Strategy Officer

3. **Leadership Panel: Our Strategy for Disciplined Value Creation**
   Jim Sullivan | President, Koppers Inc.
   Doug Fenwick | President, Koppers Performance Chemicals
   Jason Bakk | Vice President, Utility and Industrial Products
   Travis Gross | Vice President, Railroad Products and Services

4. **Financial Overview and 2028 Targets**
   Eric Brenner | Chief Financial Officer and Treasurer

5. **Q&A**
   Executive Leadership Team

Safe Harbor Statement

Koppers Investor Day

Certain statements in this presentation are "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 and may include, but are not limited to, statements about sales levels, acquisitions, restructuring, declines in the value of Koppers assets and the effect of any related impairment charges, profitability and anticipated expenses and cash outflows. All forward-looking statements involve risks and uncertainties. All statements contained herein that are not clearly historical in nature are forward-looking, and words such as "outlook," "guidance," "forecast," "believe," "anticipate," "expect," "estimate," "may," "will," "should," "continue," "plan," "potential," "intend," "likely," or other similar words or phrases are generally intended to identify forward-looking statements. Any forward-looking statement contained herein, in other press releases, written statements or other documents filed with the Securities and Exchange Commission regarding future dividends, expectations with respect to sales, earnings, cash flows, operating efficiencies, restructurings, cost reduction efforts, transformation initiatives, product introduction or expansion, the benefits of acquisitions, divestitures, joint ventures or other matters as well as financings and debt reduction, are subject to known and unknown risks, uncertainties and contingencies. Many of these risks, uncertainties and contingencies are beyond our control, and may cause actual results, performance or achievements to differ materially from anticipated results, performance or achievements. Factors that might affect such forward-looking statements include, among other things, availability of and fluctuations in the prices of key raw materials, including coal tar, lumber and scrap copper; the impact of changes in commodity prices, such as oil, copper and chemicals, on product margins; the successful implementation of multi-year cost mitigation programs; the extent of the dependence of certain of our businesses on certain market sectors and customers; economic, political and environmental conditions in international markets, including governmental changes, tariffs, restrictions on trade and restrictions on the ability to transfer capital across countries; geopolitical events (including the current conflicts in the Middle East); current and potential future tariffs or duties; general economic and business conditions; potential difficulties in protecting our intellectual property; the ratings on our debt and our ability to repay or refinance our outstanding indebtedness as it matures; our ability to operate within the limitations of our debt covenants; unexpected business disruptions; potential delays in timing or changes to expected benefits from cost reduction efforts; timing and results of any transformation initiatives, including estimates and assumptions related to the cost and the anticipated benefits of the transformation initiatives; potential impairment of our goodwill and/or long-lived assets; demand for Koppers goods and services; competitive conditions; capital market conditions, including interest rates, borrowing costs and foreign currency rate fluctuations; disruptions and inefficiencies in the supply chain; changes in laws; the impact of environmental laws and regulations and compliance therewith; unfavorable resolution of claims against us, as well as those discussed more fully elsewhere in this presentation and in documents filed with the Securities and Exchange Commission by Koppers, particularly our latest annual report on Form 10-K and any subsequent filings by Koppers with the Securities and Exchange Commission. We caution you that the foregoing list of important factors may not contain all of the material factors that are important to you. In addition, in light of these risks and uncertainties, the matters referred to in the forward-looking statements contained in this presentation may not in fact occur. Any forward-looking statements in this presentation speak only as of the date of this presentation, and we undertake no obligation to update any forward-looking statement to reflect events or circumstances after that date or to reflect the occurrence of unanticipated events.

Next Era of Focused Value Creation

KOPPERS Investor Day

KEY MESSAGES

Our focus since we launched our
CATALYST TRANSFORMATION in 2025:

Transformed the operating model as we adopted Catalyst process

Increased cash flow generation creating opportunity

Streamlined capital allocation approach

Targeted **adjacent growth investments** in PC and UIP

Laser focused on **return of capital to shareholders**

Increased cash flow generation → Enhanced capital deployment

A Balanced Portfolio Driving Shareholder Value

KOPPERS Investor Day

COMPANY OVERVIEW:

Focus on Value Creation

1	2	3	4	5
Market leader in critical end markets	Diverse end markets are a strength	Vertical integration drives value	Reduced capital intensity	Driving cash flow and shareholder value

FINANCIAL SNAPSHOT: Accelerating Profitability

Revenue

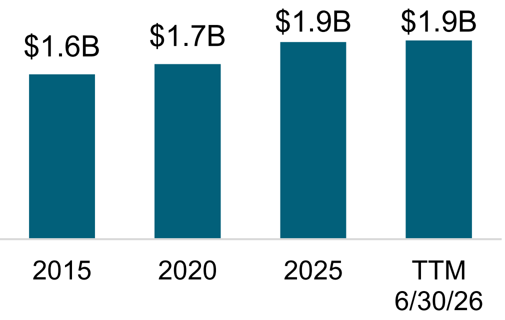
$1.9 Billion

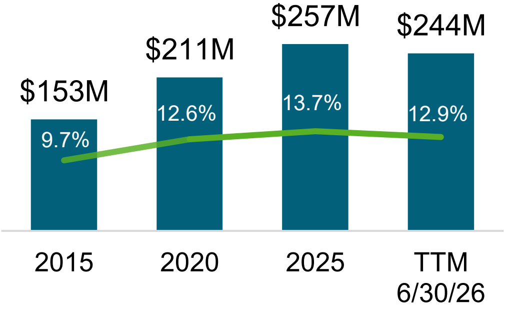
TTM 6/30/26 | 1.9% CAGR Since ’15

Adjusted EBITDA and Margin[1]

$244 Million

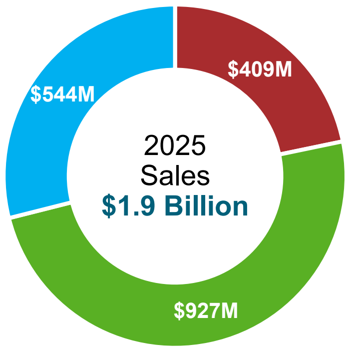
TTM 6/30/26 | 4.8% CAGR Since ’15



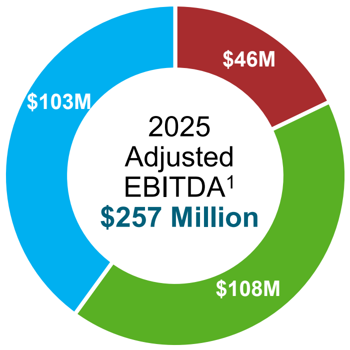


PORTFOLIO SNAPSHOT: Balanced and Improving Mix

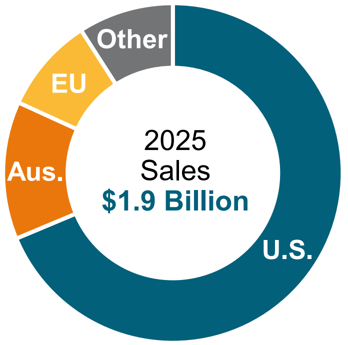
Sales



Adj. EBITDA



Geography



Carbon Materials & Chemicals | Railroad and Utility Products & Services | Performance Chemicals

Balanced and diversified portfolio with improving business mix and cash generation

1. See appendix for additional information regarding non-GAAP measures.

Diversified and Integrated Businesses in Essential Markets

Performance Chemicals

- Global leader in wood preservation chemicals and technologies
- Supplies 10 of the 11 largest lumber treating companies in the U.S. and 4 of the 5 largest in Canada
- **$544M** 2025 Revenue; **18.9%** Adj. EBITDA Margin[1]

Railroad Products & Services

- Largest supplier of crossties to Class I Railroads in North America
- Supplies all 6 North American Class I Railroads
- **$622M** 2025 Revenue

Utility & Industrial Products

- Leading supplier of utility poles in the U.S. and Australia
- Supplies 8 of the top 10 largest U.S. utilities
- **$305M** 2025 Revenue

Carbon Materials & Chemicals

- Key supplier of critical components to railroad, construction and aluminum markets
- Largest supplier of creosote to the North American railroad industry
- **$409M** 2025 Revenue; **11.2%** Adj. EBITDA Margin[1]

Essential supplier to critical markets → **Balanced portfolio spanning geographies and end markets** → **Enhancing cash flow generation** → **Targeted growth investments** → **Return of capital to shareholders**

1. See appendix for additional information regarding non-GAAP measures.

Strong Portfolio Management Record

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Our strategic shift towards **wood preservation** has been carefully managed **over more than 10 years**

2014 – 2020

Portfolio Transformation and Restructuring

- Shifted toward wood preservation, Osmose acquisition (PC)
- Asset sales, deleveraging
- Began restructuring CMC business
- Acquired Cox division (UIP)

2021 – 2025

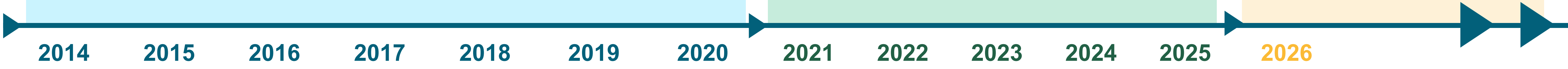
Expand & Optimize

- Wood treatment expansion
  - Gross and Janes acquisition
  - North Little Rock expansion
  - Brown Wood acquisition
  - Greenhill Reload acquisition
  - Leesville, LA pole peeling drying facility built
- Railroad tie facilities network optimization
- Enhanced Carbon Products line built at Nyborg

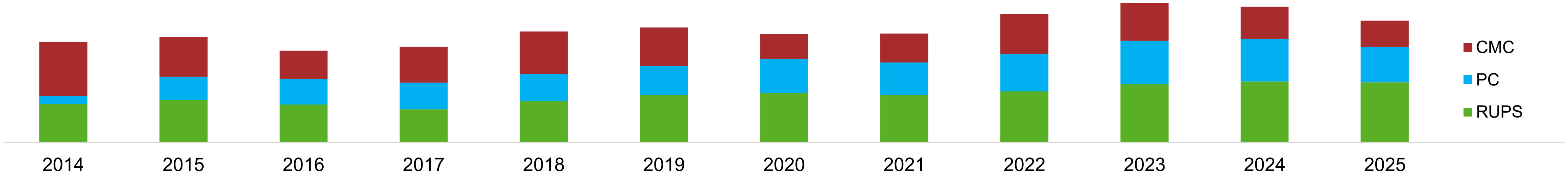
2026+

Accelerate Cash Generation: Catalyst

- Launched Catalyst transformation to step up performance and culture
- Increased target to $90M[1] gross benefits by end of 2028



Revenue by segment



1. Represents a forward-looking non-GAAP measure, for which reconciliation is not provided.

Catalyst: Reshaping the Operating Model

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OBJECTIVES

Unleash the ingenuity in the organization to deliver:

- Stronger competitive position
- Greater scalability and resilience
- Enhanced cash flow generation

CATALYST

MAY 2025

- Catalyst initiated

DECEMBER 2025

- Achieved $46M in benefits in 2025
- 15% reduction in adjusted SG&A compared to 2024[1]

INVESTOR DAY 2026

- Reconfirmed 2028 target of +$90M of benefits
- Entering final phase

2027 & Beyond

- **Build on the one-time gains of Catalyst to create a high-performance operating model:** enhancing processes, technology, skills, and decision-making so that improvements become permanent and self-reinforcing
- **Drives 2028 Strategic Plan and Goals:** increased competitiveness, resilience, and discipline

1. See appendix for additional information regarding non-GAAP measures.

Catalyst Transformation Program Enabling Great Returns

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CATALYST

The Next Phase: Key Value Opportunities

$40M - $53M
Commercial Excellence

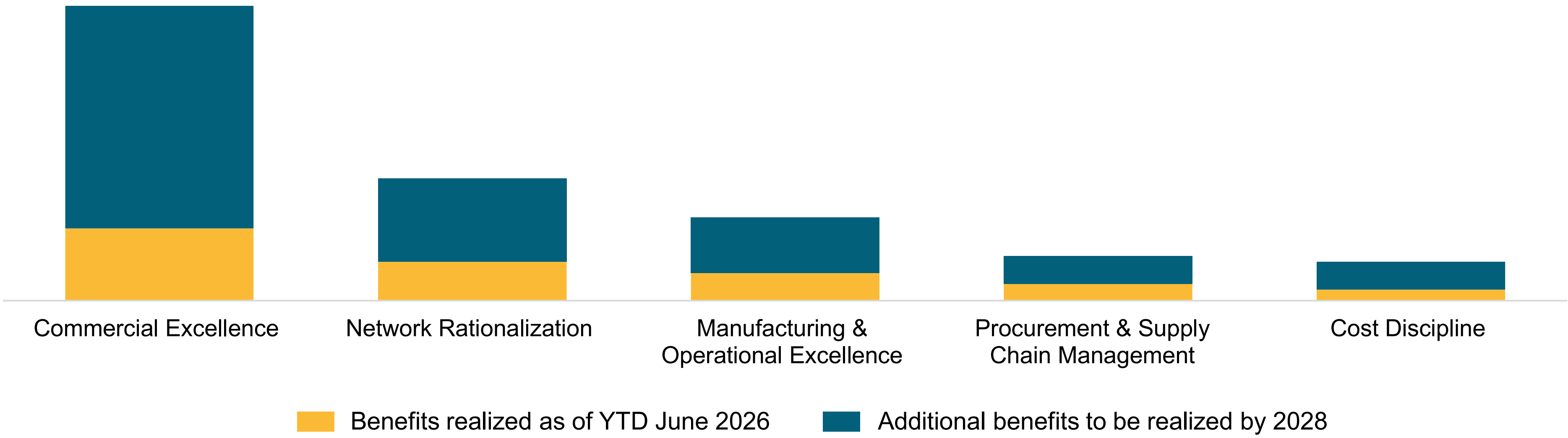
$15M - $22M
Network Rationalization
(Stickney, Vance, Florence)

$10M - $15M
Manufacturing & Operational Excellence

$5M - $8M
Procurement & Supply Chain Management

$5M - $7M
Cost Discipline

A Clear Path Towards Significant Ongoing Benefit (in $M)



$90M
Identified Recurring[1] Annual Adjusted EBITDA benefit by end of 2028

Positioning Koppers for Future Success:

TALENT > PROCESS > TECHNOLOGY

- Generate Meaningful Earnings Growth
- Improve Cash Flow
- Increase Capital Efficiency

1. Recurring Adj. EBITDA benefit estimated based on 2025 baseline volumes and margins. Represents a forward-looking non-GAAP measure, for which reconciliation is not provided.

CASE STUDY:
Organizational Design

Identified Opportunity: Guiding Principles for Organization Review

1
Centralize where scale and standardization matter

2
Simplify and streamline before adding headcount

3
Push transactional work down, out or automate

4
Build capability where risk, judgment and value matter

5
Design for execution not theoretical performance

Solution:

1.
- Build out FP&A function and centralize

2.
- Finance
- Zero Harm

3.
- ERP implementation unlocks opportunities

4.
- AI and Data Enablement

5.
- Align Transformation with Strategy
- Dedicated leadership of CMC restructuring

Results:

- **3M-$5M** of identified annualized benefits
- Organization equipped to capture **value well beyond identified gains**

Performance Chemicals:

Customer Intimacy, Proven Technology

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Business-at-a-Glance

PC: PERFORMANCE CHEMICALS

Product Overview

Residential and Industrial wood preservatives:
micronized copper azole (MicroPro®), micronized pigments (MicroShades®), DCOI, and CCA

Leading supplier of fire-retardant chemicals (FlamePro®) for pressure treatment of wood, primarily in commercial construction

Key Drivers

- Residential home building supported by long term housing shortage
- Residential renovation and repair favorable momentum
- Industrial demand balances cyclicality of residential market

Key Strengths

1. Vertically integrated through in-house manufacturing of copper compounds
   - Purchase ~30M pounds of scrap copper annually; hedge copper price exposure
   - Provide supply security of copper-based wood preservatives
2. Provide value-added services such as marketing, engineering, environmental, regulatory, and technical support

$543.8M
2025 Revenue

$102.7M
2025 Adj. EBITDA[1]

18.9%
2025 Adj. EBITDA Margin[1]

Customers and Markets

- Decking, fencing, utility poles, construction lumber and timbers, and agricultural uses
- Manufacturing in North America, Europe, South America, and Australasia
- Supplies 10 of the 11 largest lumber treating companies in the U.S. and 4 of the 5 largest in Canada

1. See appendix for additional information regarding non-GAAP measures.

RUPS

Utility and Industrial Products:

Well Positioned for Growth

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Business-at-a-Glance

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UIP: UTILITY AND INDUSTRIAL PRODUCTS

Product Overview

- Provide treated utility poles to utility customers
  - **Pressure-treated transmission and distribution poles** for electric and telephone utilities
  - **Treated with preservatives** such as CCA, DCOI, and creosote, produced internally by PC and CMC

Key Drivers

- Grid investment and AI-driven load growth leading to durable demand environment
- Investor-owned utility market remains strong and expected to hold into 2027, with potential upside from rising pole demand

$304.6M

2025 Revenue

Customers and Markets

- Leading market positions with network of plants in U.S. and Australia to serve utility pole markets; serving 8 of the top 10 U.S. utilities by revenue
- Closely positioned to attractive growth markets, improving supply chain resilience, and broadening geographic reach

Key Strengths

1. Second largest utility pole supplier in U.S. and largest in Australia
2. Integrated supply chain, from pole procurement and peeling to internally produced preservatives by PC

RUPS

Railroad Products and Services:

Optimized for Success and Enhanced Profitability

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Business-at-a-Glance

KOPPERS Investor Day

RPS: RAILROAD PRODUCTS AND SERVICES

Product Overview

- Provides pressure-treated railroad ties to railroad industry in the U.S. and Canada
- Includes crossties, switch ties, bridge and crossing lumber, untreated wood products, and rail joint bars

Key Drivers

- Class I railroads buy ~70% of all crossties produced in the U.S. and Canada
- 75% of sales under long-term contracts

$622.2M

2025 Revenue

Key Strengths

1. Largest supplier of crossties to Class I railroads in North America
2. Security of supply due to internally-sourced creosote; logistics advantages due to plants being positioned on rail lines of Class I customers

Customers and Markets

- Largest supplier of crossties to Class I railroads in North America; supplies all 6 North American Class I railroads
- Network of plants in U.S. and Canada, located by timber suppliers for raw material access

Carbon Materials and Chemicals:

Strategic Location, Enhanced Logistics

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Business-at-a-Glance

CMC: CARBON MATERIALS AND CHEMICALS

Product Overview

Principal products: creosote, for wood treatment and as a carbon black feedstock; carbon pitch, critical raw material for aluminum and steel; and naphthalene, surfactant in concrete

Uses distillation process to separate coal tar into chemical oils, distillate, and carbon pitch

Key Drivers

- Provides logistics capability and flexibility required to support reliable, cost-effective supply
- Expect to reduce production costs by ~50% compared with 2024

Key Strengths

1. Believed to be the largest global supplier of creosote to the North American railroad industry
2. Multiple sourcing options; consistent supply of high-quality products across network
3. Vertically integrated operations provide security of supply and logistics advantages for customers

$408.7M
2025 Revenue

$46M
2025 Adj. EBITDA[1]

11.2%
2025 Adj. EBITDA Margin[1]

Customers and Markets

- Coal tar distillation facilities located in Nyborg, Denmark and Mayfield, Australia
- Core markets span North America, Europe, and Australia, with various raw material supply arrangements

1. See appendix for additional information regarding non-GAAP measures.

Deep Commitment to Sustainability

Koppers Sustainability Strategy focuses on three key pillars of **People, Planet, and Performance**:

- **People:** Treat people with dignity, respect, and fairness
- **Planet:** Our Zero Harm commitment places the health, safety, and well-being of our employees, communities, and the environment first
- **Performance:** Our 2025 Sustainability report highlights our 2025 achievements and introduces our 2030 Sustainability Strategy

2026 vs. 2025

Leading Activities Rate	Recordable Injury Rate	Serious Safety Incidents
-29%	0%	+4

2026 Key Goals

Our Path to Zero

- Reinforce Foundational Elements
- Deploy Additional Tools & Training
- Drive Environmental Improvements

READ OUR 2025 CORPORATE SUSTAINABILITY REPORT HERE

Taking Action to Drive Improvement and Offset Market Headwinds

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We are **not waiting for markets to recover.** Actions underway across commercial execution, cost, operations, and cash are strengthening Koppers today and supporting our 2028 objectives.

Current Headwinds

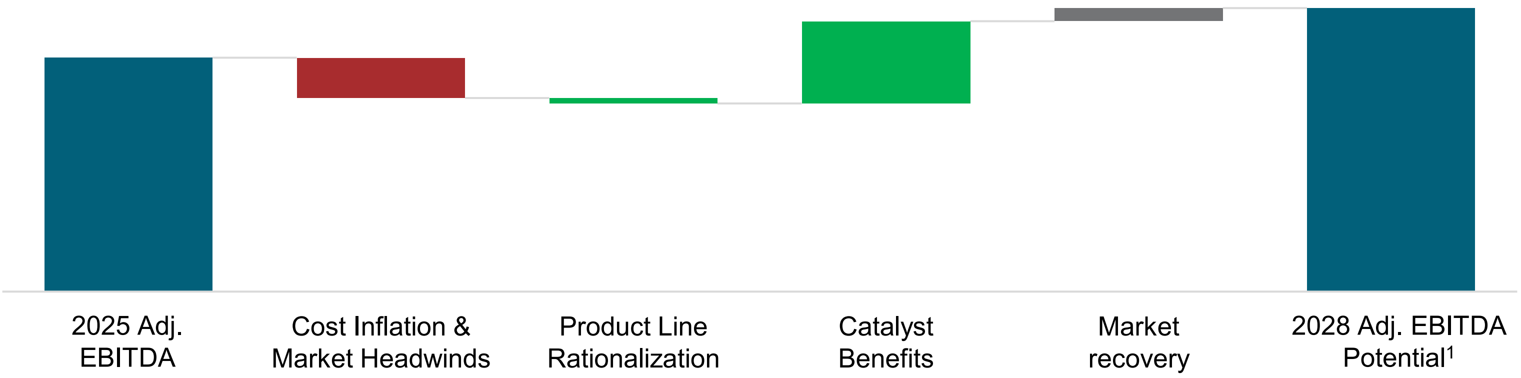
CMC Margins
Lower profitability and market volatility due to conflicts in Middle East and Russia/Ukraine

RUPS Pricing
Lower demand and pricing in advance of additional volume

Stagnant Housing Market
Higher mortgage rates and low consumer confidence

Cost Inflation, Freight, Energy & Tariffs
Continued input-cost pressure

Our 2028 Potential



1. Represents a forward-looking non-GAAP measure, for which reconciliation is not provided.

Driving Cash Flow Generation for Deployment Towards Targeted Growth Areas

Pursue Adjacent Growth Opportunities

Explore New Markets and Geographies for PC and UIP

Streamline Structure and Enhance Business Mix

- Reduce SG&A
- Optimize Capex
- Streamline Working Capital

Return Capital to Shareholders

- Enhanced dividends and buybacks
- Deleveraging

Increase Cash Flow Generation

Maximize Cash Flow from CMC and RPS

2028 Targets

Adjusted EBITDA margin
>15%

3-year Adjusted EPS CAGR
>10%

Net leverage
<2.5x

Free cash flow average
$100M/yr.

PC and RUPS
>85%
of sales

Next Era of Focused Value Creation

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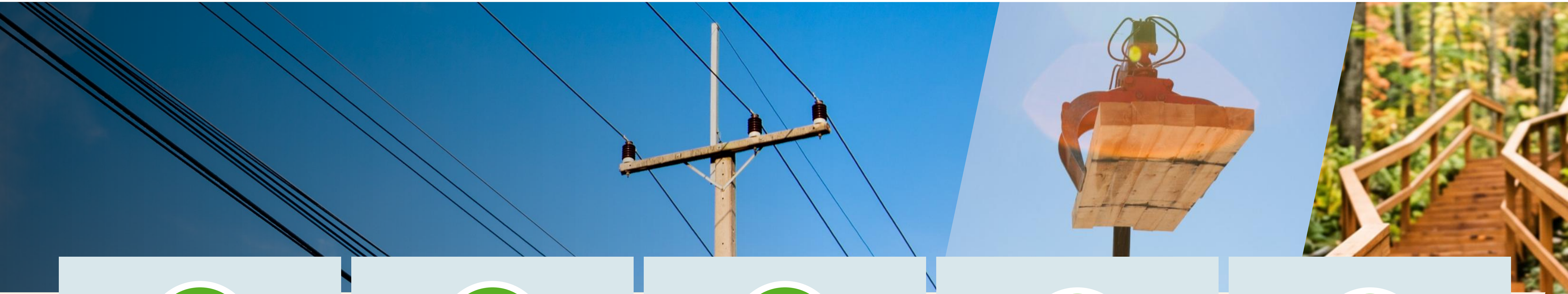

Transformed the operating model as we adopted Catalyst process

Increased cash flow generation creating opportunity

Streamlined capital allocation approach

Targeted **adjacent growth investments** in PC and UIP

Laser focused on **return of capital to shareholders**

Increased cash flow generation → Enhanced capital deployment



Strategy for Enhanced Value Creation

Stephanie Apostolou
Chief Legal and Strategy Officer

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Next Era of Focused Value Creation

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CATALYST PROGRAM is the engine driving execution across all segments.

TARGETED STRATEGY to maximize value of each segment:

Performance Chemicals:
Grow with New Products and New Geographies

RUPS
Utility and Industrial Products:
Gain Market Share and Expand into New Geographies

RUPS
Railroad Products and Services:
Maximize Cash Flow through Operational Excellence

Carbon Materials and Chemicals:
Reduce Risk and Cash Requirements

The Opportunity in Performance Chemicals

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PC: PERFORMANCE CHEMICALS

NEW PRODUCTS

- **Next generation residential wood preservative:** finalizing development with improved performance and less copper dependency
- **Fire-resistant infrastructure and building materials**: expanding capabilities to address increasing demand

GROWTH MARKETS

- **Brazil CCA manufacturing facility** scheduled for completion by Q1 2027
- Exploring opportunities in **adjacent chemistries and end markets**

COMMERCIAL EXCELLENCE

- **Partner with customers** to solve challenges and innovate
- **New and enhanced R&D facilities** enable deeper customer partnerships
- **2027 contract renewals** provide opportunity to gain share in existing markets

Why Koppers Wins

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PC: PERFORMANCE CHEMICALS

Partner with customers, not just a supplier	**Work closely to help customers solve production challenges**
Provide engineering expertise	**Optimize production processes and safety improvements**
Continue to advance wood preservation through R&D	**Develop new technologies that keep customers ahead of the market**

UIP Opportunity by Region: 2023 → 2028

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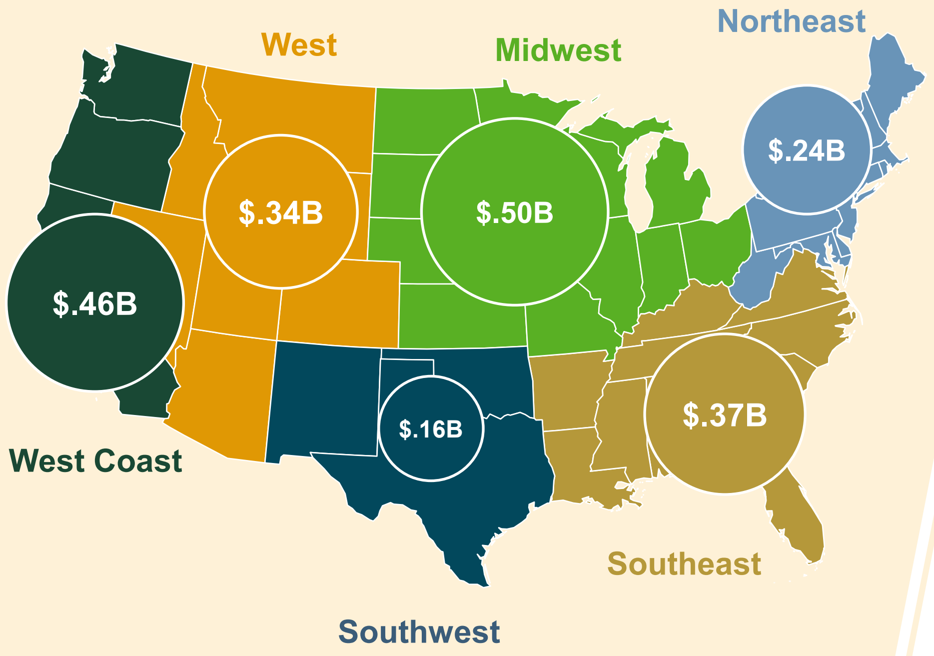
UIP: UTILITY AND INDUSTRIAL PRODUCTS

Above GDP growth opportunity

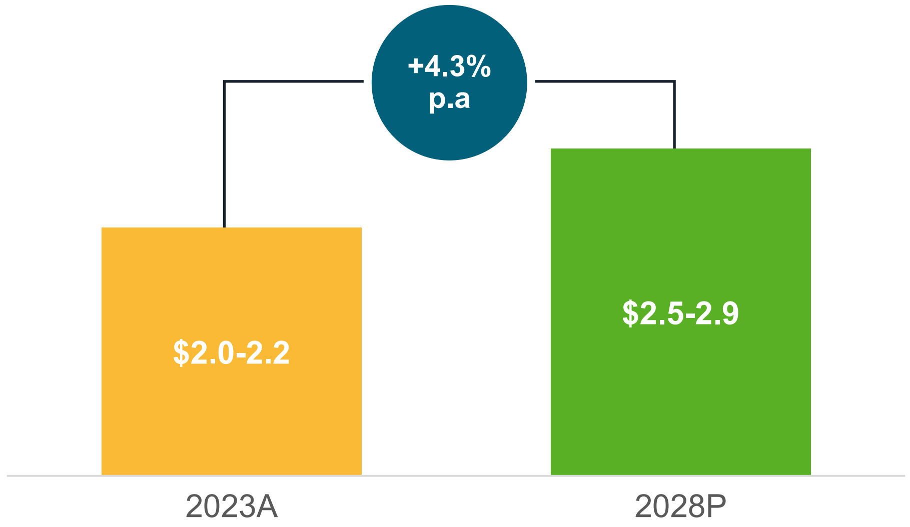
Share gain from consolidated markets primarily in **Midwest and Southwest**

Douglas Fir lumber **expand product offerings**

Market Size



U.S. Wood Pole Growth Projection ($B)



Source: Management estimate of US wood pole market size and growth projection.

RPS and CMC: Generating Cash Flow

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RPS: RAILROAD PRODUCTS AND SERVICES

Improved Portfolio
- Koppers Railroad Services sold
- KRR shifted to tie recovery-only mode

Reset & Optimization
- Commercial wins to secure new volume
- Network optimization to lift utilization

Focused & Cash Generative
- Leaner, simplified footprint
- Lower Opex Costs
- Cash Flow Optimized

CMC: CARBON MATERIALS AND CHEMICALS

2025: PAA Production Discontinued

July 2026: N.A. Supply Shift to Nyborg from Stickney Terminal

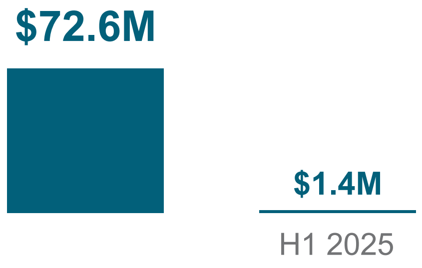
September 2026: Stickney, IL final production[1]

Outcome: Smaller, Derisked, Focused CMC

Portfolio built to maximize cash

Higher asset utilization across the footprint at lower operating costs

Record H1 2026 free cash flow[2]



Expected Stickney Benefits[1]

~50% lower CMC production costs
vs. 2024
Nyborg already serves majority of North American customers

$15-20M[2]
Annual Adj. EBITDA

$1.00-1.20[2]
Annual Adj. EPS

$8-15M
Lower annual Capex

1. Closing expected 9/30/26.
2. See appendix for additional information regarding non-GAAP measures.

Leadership Panel

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Our Strategy for Disciplined Value Creation

Moderated by Stephanie Apostolou, Chief Legal and Strategy Officer

Jason Bakk

Vice President, Utility and Industrial Products

Doug Fenwick

President, Koppers Performance Chemicals

Travis Gross

Vice President, Railroad Products and Services

Jim Sullivan

President, Koppers, Inc.

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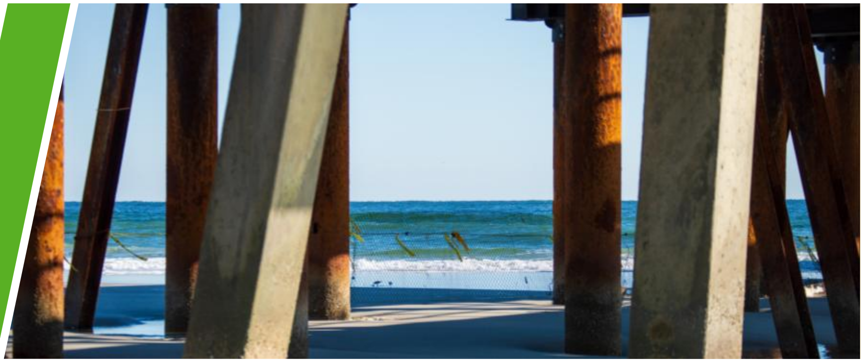
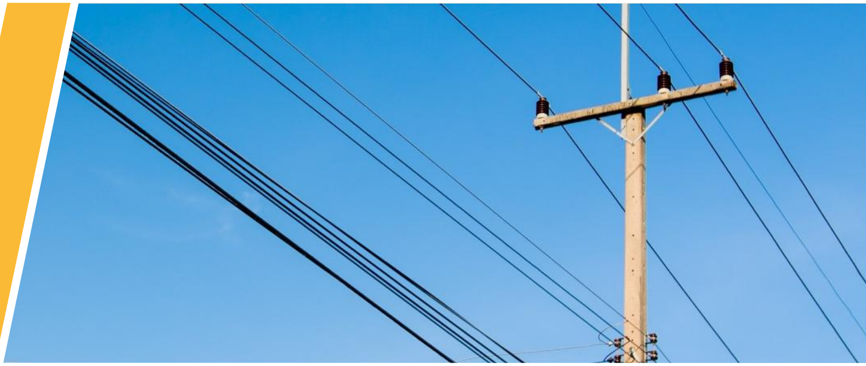


Financial Overview and 2028 Targets



Eric Brenner
Chief Financial Officer and Treasurer

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Next Era of Focused Value Creation

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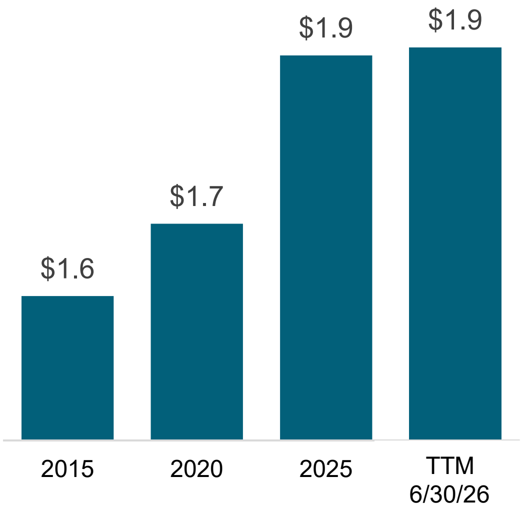
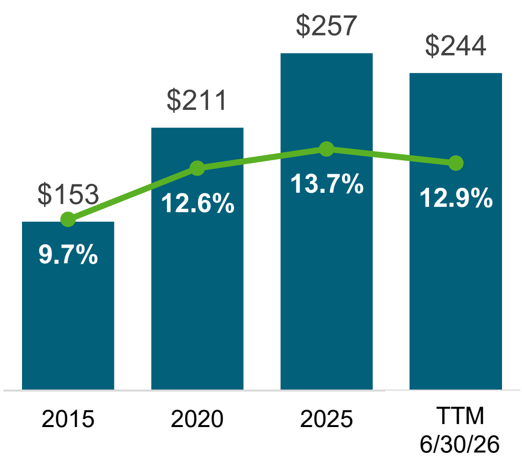
Increased cash flow generation → Enhanced capital deployment

Historical Financial Performance

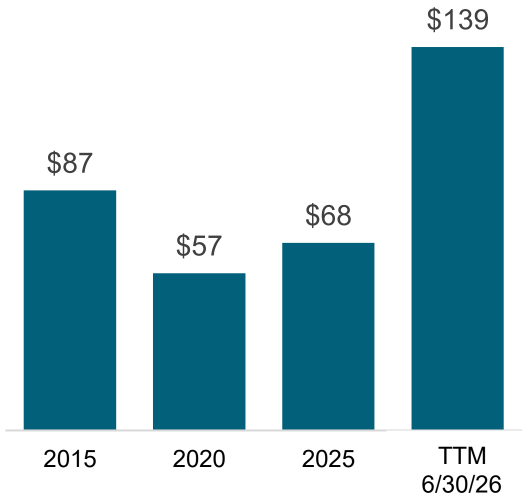
Sales ($B)



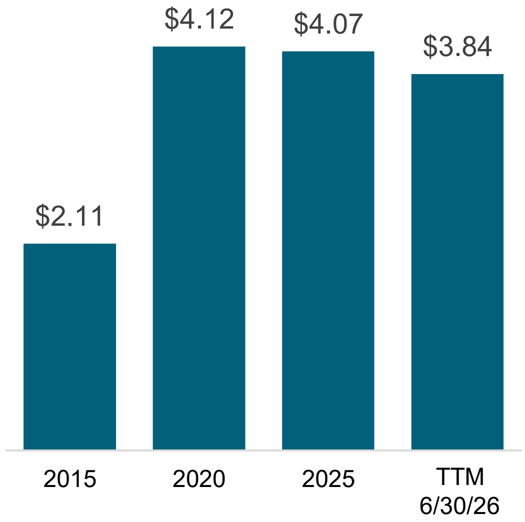
Adj. EBITDA ($M) & Margin (%)[1]



Free Cash Flow ($M)[1]



Adj. EPS[1]



Current results reflect near-term headwinds; actions in flight support significant 2028 earnings and cash-flow potential.

1. See appendix for additional information regarding non-GAAP measures.

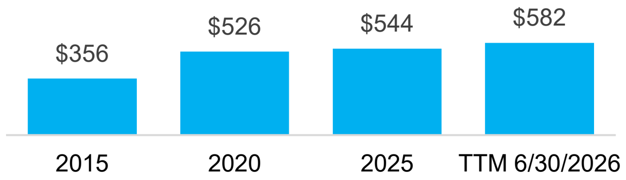
A Portfolio Positioned to Grow Earnings & Improve Cash Flow

PERFORMANCE CHEMICALS

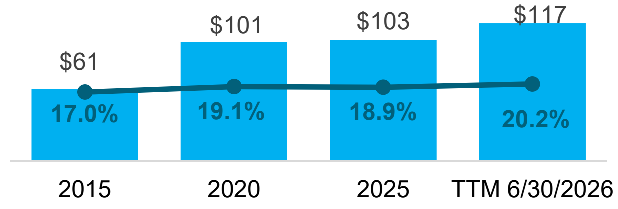
Expanding Our Most Profitable Segment

- Geographic expansion with growth projects in S. America & Australasia
- Expanding N. American share; upside with market recovery

Sales ($M)



Adj. EBITDA ($M) and Margin %[1]

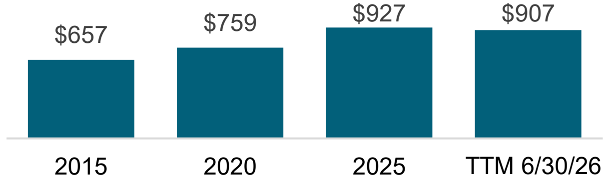


RAILROAD & UTILITY PRODUCTS & SERVICES

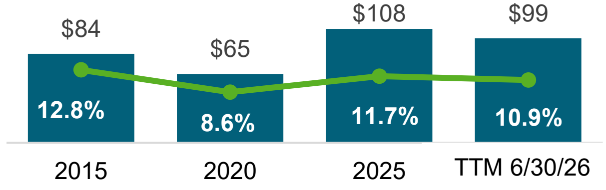
Multiple Ways To Grow

- Capturing share of recurring rail & utility maintenance activity
- Significant operating leverage with future volume growth

Sales ($M)



Adj. EBITDA ($M) and Margin %[1]

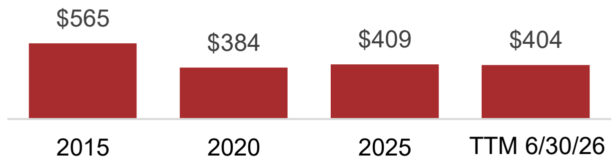


CARBON MATERIALS & CHEMICALS

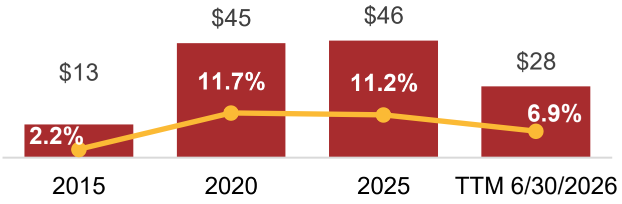
Optimizing to Enhance Returns

- Eliminating high-cost U.S. production and optimizing operations

Sales ($M)



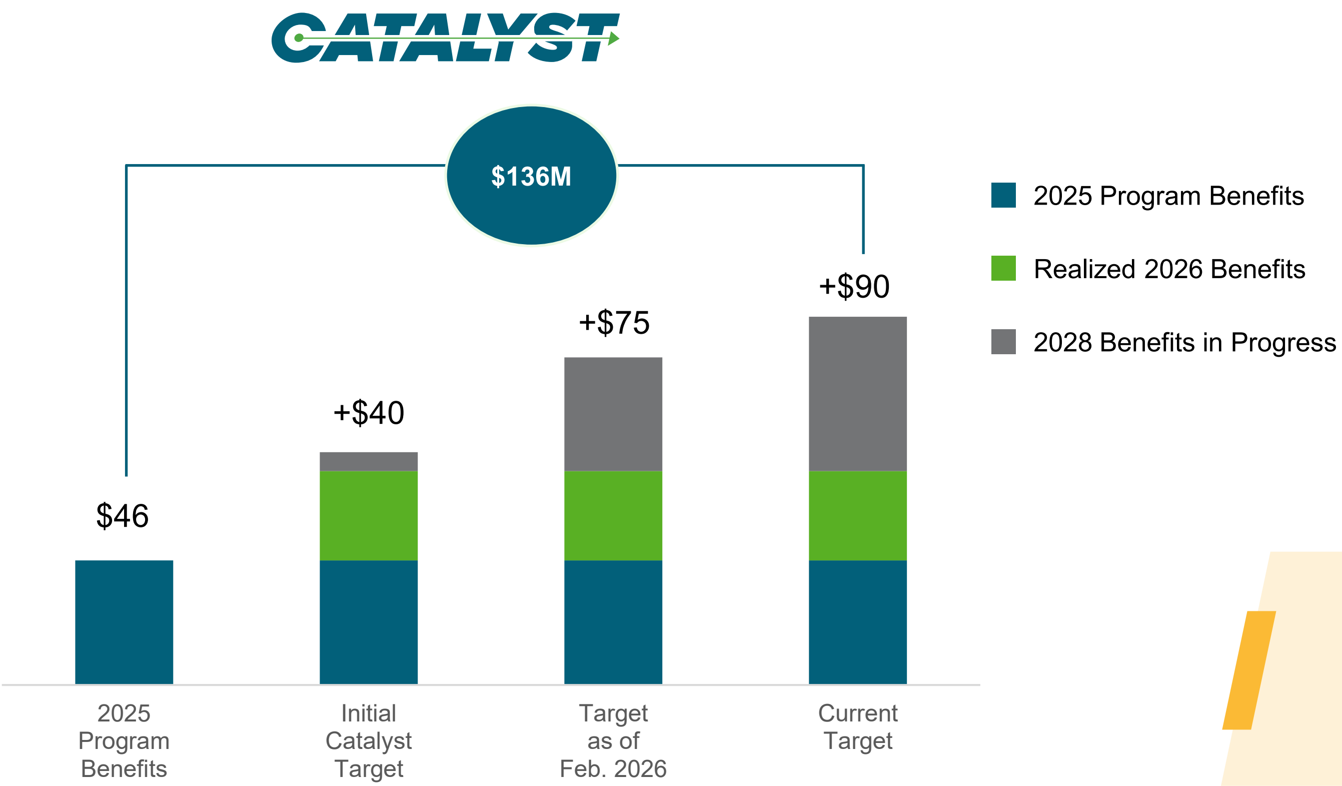
Adj. EBITDA ($M) and Margin %[1]



1. See appendix for additional information regarding non-GAAP measures.

Catalyst Exceeding Expectations & Offsetting Headwinds

Transformation Program Benefits
$ millions



Rapidly implemented margin preservation actions in 2025

- $46M of benefits in 2025 led by cost reduction efforts
  - 2025 adj. SG&A[1] declined 15% vs. 2024
  - Headcount down >20% from 2024 peak to 2026

Launched Catalyst in Q2 2025 as our platform to accelerate change and drive sustainable improvements

- Established performance infrastructure
- Embedded change management and skill development
- Key driver of our future adjusted EPS & cash flow growth

Incremental Recurring Annual Adj. EBITDA Benefits:

$90M[2] by end of 2028

1. See appendix for additional information regarding non-GAAP measures.
2. Recurring Adj. EBITDA benefit estimated based on changes relative to 2025 baseline volumes, costs, and margins. Represents a forward-looking non-GAAP measure for which reconciliation is not provided.

CATALYST CASE STUDY: Improving Yield Through Data-Driven Operational Excellence

Identified Opportunity

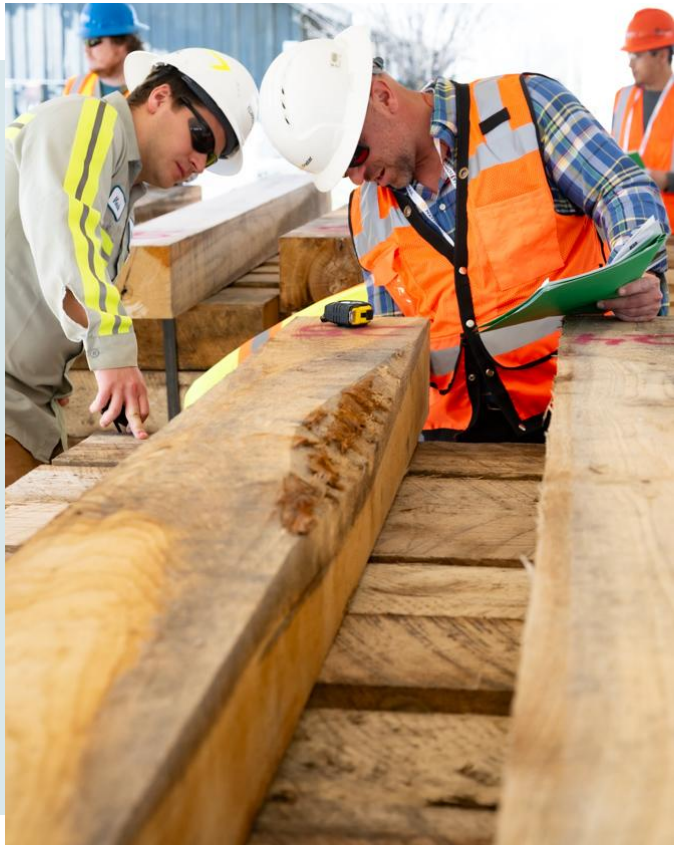
- Significant variability existed in incoming tie & pole quality with limited visibility into root causes
- Defects resulted in material being downgraded or scrapped

Solution

- Implemented performance dashboards
- Increased transparency drivers and supplier performance
- Standardized grading expectations across plants
- Improved alignment among procurement, inspectors, and operations teams

Results

- Reduced downgrade rates and improved product consistency for customers
- Improved yield & reduced material costs



CATALYST CASE STUDY:
Leveraging Data & Scale to Reduce Enterprise Costs

Identified Opportunity

- Historically, indirect spend was managed locally across plants and business units with varying suppliers and limited enterprise-wide visibility

Solution

- Implemented spend analytics and centralized governance framework across 20 categories
- Completed comprehensive bid and contracting process for 15 categories and established a scalable and repeatable process to unlock future savings

Results

- Reduced operating expenses with contracted cost reductions and scope reductions
- Consolidated vendor base for further improvements

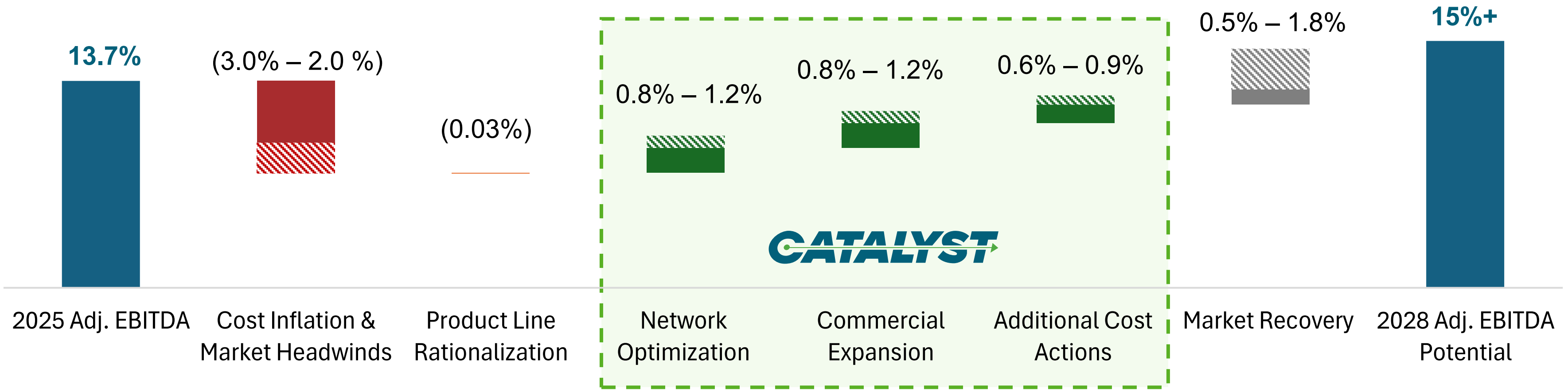
Catalyst Transformation: Enabling Margin Expansion

Key drivers for margin expansion:

- Closure of Stickney
- Supply chain improvements and cost reductions to drive further efficiency gains
- Volume leverage with market share gains and increased demand across all businesses

Positioned for strong, double-digit adjusted EPS growth

Our Path To >15% Adj. EBITDA Margin[1]



Strategic actions drive >280 bps of margin expansion

Catalyst Benefits by Business[1]

Catalyst Benefits by Workstream[1]

1. Recurring adj. EBITDA benefit estimated based on 2025 baseline volumes and margins. Represents a forward-looking non-GAAP measure, for which reconciliation is not provided.

Delivering Improved Cash Flow with Further Upside

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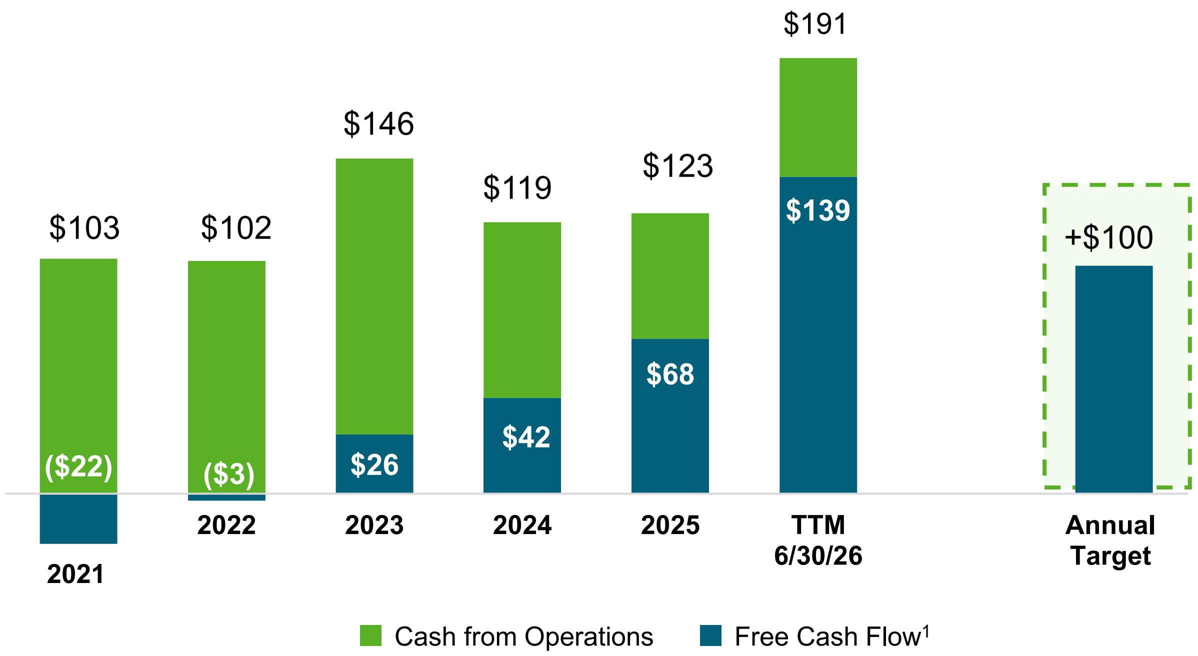
A Structurally Stronger Free Cash Flow Profile

$ millions



2026 Free Cash Flow Above Target

- Record YTD June 2026 cash from operations and free cash flow led by deliberate working capital gains
- Pension derisking actions have reduced future cash obligations

Clear pathway to step-up in cash generation

- Major growth investment cycle complete, reducing future capital requirements
- Catalyst initiatives continue to improve earnings and cash conversion
- 2026-2028 cash taxes expected to be below ~28% tax rate
- Near-term cash will be impacted by Stickney closure and transition costs

1. Free cash flow represents cash from operating activities less capital expenditures. This is a non-GAAP measure. Refer to Non-GAAP reconciliations at the end of this presentation.

Our Disciplined Capital Allocation Framework

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Our Priorities

1 **Capex investments to sustain operations**

Future capex estimated at ~2 -3% of revenue going forward down from an average of 5% between 2021 to 2025

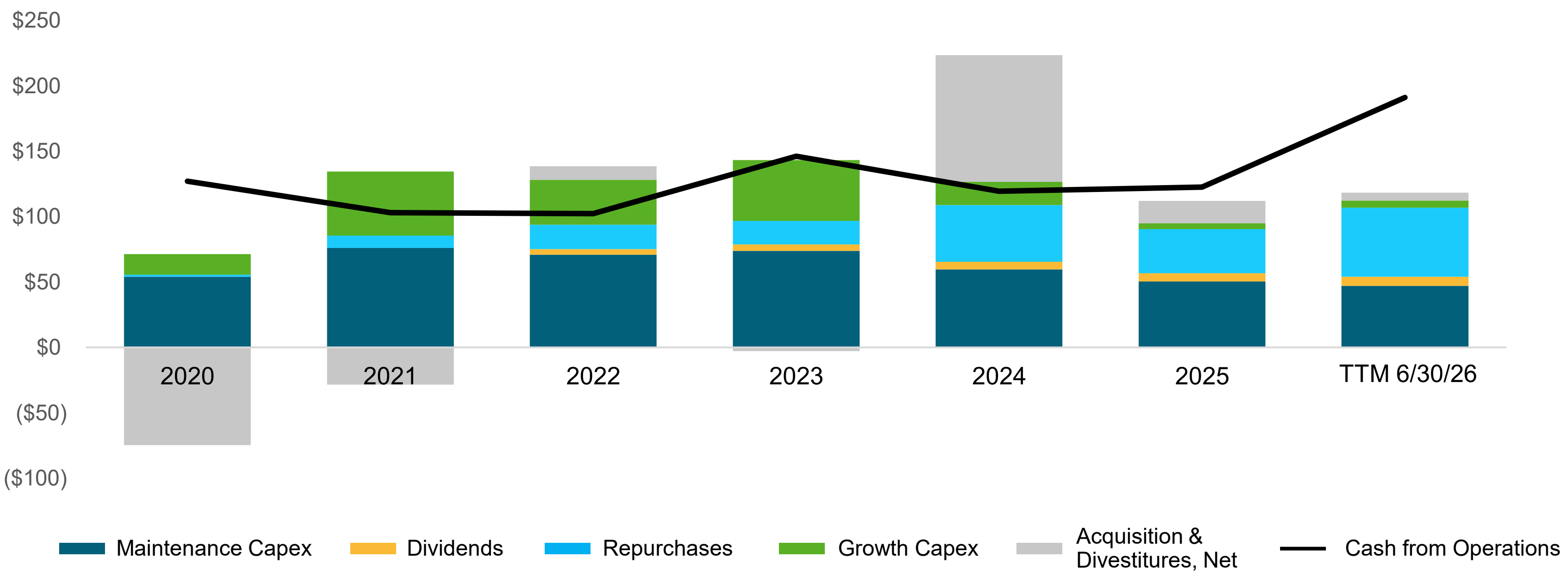
2 **Shareholder returns through dividends and buybacks**

3 **Deleveraging: <2.5x net debt/adj. EBITDA target leverage**

4 **Strategic growth opportunities**

Cash Allocation Profile

2020 – TTM 6/30/26 ($M)



~50% of future **free cash flow**[1,2] is targeted for shareholders

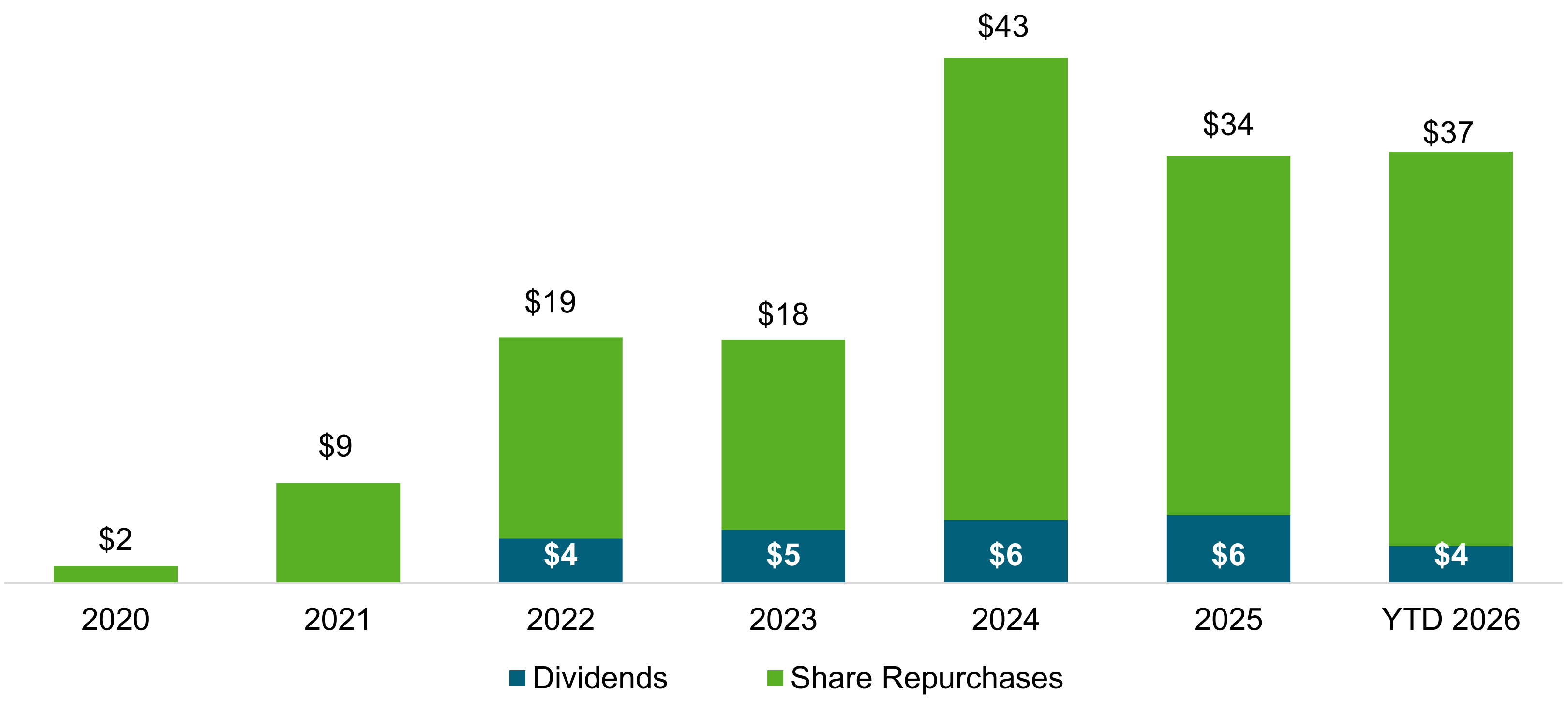
Flexibility for **future growth and deleveraging**

1. Free cash flow is cash from operating activities minus capital expenditures, see appendix for detailed calculations of non-GAAP reconciliations.
2. Under our revolving credit facility, a distribution may not be made unless regularly scheduled dividends and share repurchases do not exceed the greater of (x) $50 million in any fiscal year, with unused amounts in any fiscal year being carried over to the succeeding fiscal year and (y) 6.0% of market capitalization.

Extending Our Track Record of Returning Capital

Returned $187 million to Shareholders

In Dividends and Share Repurchases since 2020
($M)



Substantial capital returns for shareholders expected to continue with **improved cash generation**[1]

0.7% Dividend Yield
as of June 30, 2026

4 Consecutive years
of annual dividend **growth**

1. Under our revolving credit facility, a distribution may not be made unless regularly scheduled dividends and share repurchases do not exceed the greater of (x) $50 million in any fiscal year, with unused mounts in any fiscal year being carried over to the succeeding fiscal year and (y) 6.0% of market capitalization.

Balance Sheet Overview

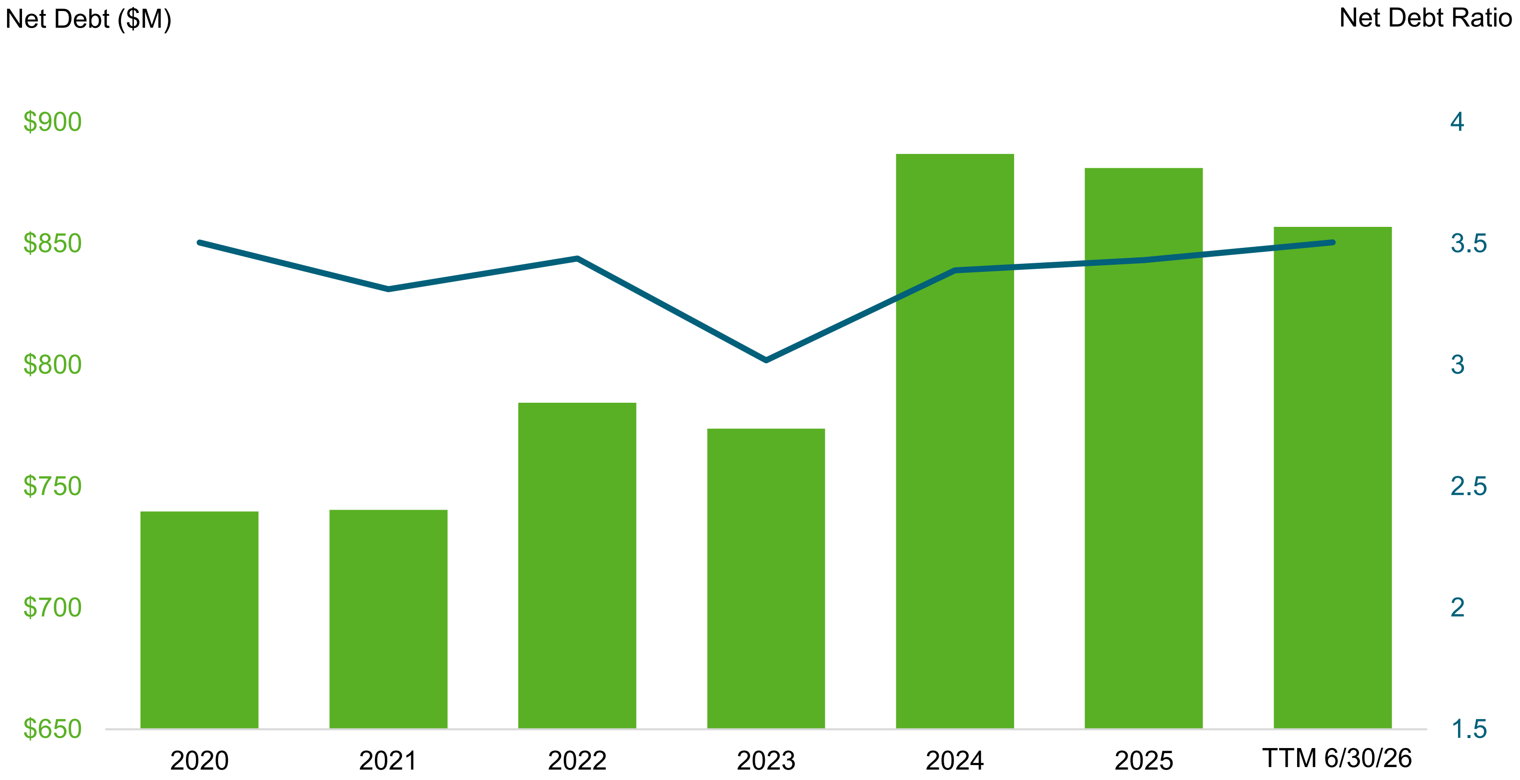
$390 Million
of liquidity with no significant debt maturities until 2030[2]

Improved Cash Flow
has enabled debt repayment and returns to shareholders

Continue to Target <2.5x Net-Debt to Adj. EBITDA

- Willing to temporarily exceed target for strategic M&A
- Demonstrated history of portfolio changes to reduce debt and leverage levels

Net Debt & Net-Debt to Adj. EBITDA[1]



1. These represent non-GAAP financial measures. Refer to Non-GAAP reconciliations at the end of this presentation.
2. As of June 30, 2026, liquidity represents cash on hand plus undrawn availability on our Credit Facility after considering restrictions from debt covenants and cash on hand.

Strategic Growth Framework

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FOCUS AREAS

- Geographic expansion for UIP and PC
- Portfolio expansion in Performance Chemicals
- Strategic bolt-ons to support our core markets
- Derisking and reducing volatility in our CMC business

FINANCIAL CRITERIA

- IRR exceeds 12%
- Accretive to adjusted EPS in Year 1 or 2
- Accretive growth and margins
- High cash conversion, supporting deleveraging

STRATEGIC CRITERIA

Fit
- Growth mindset
- Cultural alignment

Product / Location
- Value add
- Advance leadership position
- Relative market strength

Size
- Optimize buy vs. build capabilities
- Clear synergy opportunities

2028 Targets

TARGETS

- Adjusted EBITDA margin **>15%**
- 3-year adjusted EPS CAGR **>10%**
- Net leverage **<2.5x**
- Free cash flow average **$100M/yr.**
- PC and RUPS **>85%** of sales

GROWTH DRIVERS

- Catalyst transformation is driving more focused portfolio and meaningful cash generation
- Favorable near- and long-term infrastructure demand with recurring replacement
- Upside in underbuilt U.S. home building and healthy Renovation & Repair
- Executing international growth initiatives

Key Messages: The Next Phase of Focused Value Creation

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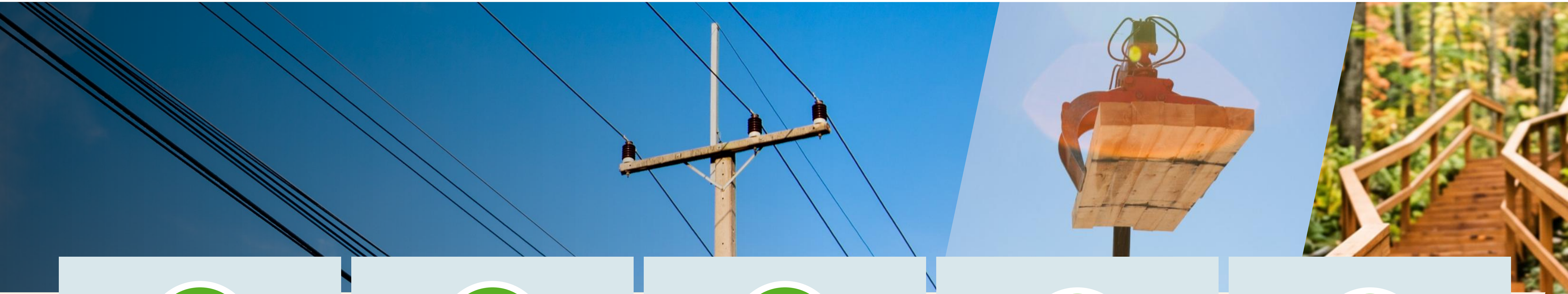

Transformed the operating model as we adopted Catalyst process

Increased cash flow generation creating opportunity

Streamlined capital allocation approach

Targeted **adjacent growth investments** in PC and UIP

Laser focused on **return of capital to shareholders**

Increased cash flow generation → Enhanced capital deployment

Q&A

KOPPERS
Investor Day

Appendix

KOPPERS Investor Day

Stephanie Apostolou

Chief Legal and Strategy Officer

Stephanie Apostolou is Chief Legal and Strategy Officer, responsible for overseeing all aspects of our Transformation, Engineering, Strategy, Legal, Risk, Zero Harm, and Sustainability functions.

Stephanie joined Koppers in 2011 as Corporate Counsel and subsequently served as Deputy General Counsel and Assistant Secretary before being named General Counsel and Secretary in 2020. In 2024, she was appointed Chief Legal and Sustainability Officer and Secretary, overseeing Legal, Risk Management, Strategic Planning, Sustainability, and Zero Harm while continuing to serve as liaison to the Board of Directors.

Prior to her career at Koppers, she served as an associate in the Corporate and Securities practice group at Reed Smith LLP and held various finance roles at Lincoln Financial Group.

Stephanie earned a bachelor's degree in Finance and French from the University of Notre Dame, and a juris doctor from the University of Notre Dame Law School.

Jason Bakk

Vice President, Utility and Industrial Products

KOPPERS Investor Day

Jason Bakk is Vice President, Utility and Industrial Products (UIP) at Koppers. In this role, he is responsible for overseeing all aspects of the business including growing market share, strengthening customer relationships, optimizing production capabilities, and promoting safety and sustainability in the UIP business.

Jason joined Koppers in 2012 as the Phthalic Anhydride Plant Superintendent at the company's Stickney, Illinois, facility. He was promoted to Plant Manager in 2014 and then to Operations Manager in 2018 before moving into the role of Vice President, North American Carbon Materials and Chemicals (CMC) in 2020. In this role, he directed commercial, financial, and production activities and helped manage the long-term capital plan for the CMC business segment. Prior to Koppers, Jason worked at Cristal Global as an Operations Manager for a titanium metal production facility. He has also held the roles of Process Engineer, Papermill Supervisor, and Pulp Mill Process Engineer at various companies.

Jason earned a bachelor's degree in Chemical Engineering and a Bachelor of Science from the University of Western Ontario. He also has an MBA from Benedictine University.

Leroy Ball

Chief Executive Officer and Board Chair

Leroy Ball is Chief Executive Officer of Koppers and serves as Chairman of the Board of Directors. Under Leroy's leadership, Koppers is focused on creating, protecting, and preserving key elements of our global infrastructure. Additionally, he has placed special emphasis on anchoring the company's culture in its values of People, Planet, and Performance.

Leroy joined Koppers in September 2010 as Vice President and Chief Financial Officer, providing oversight for the Finance, Treasury, Information Technology, and Investor Relations functions. From May to December 2014, he held the role of Chief Operating Officer, with responsibility for the company's global business operations. He was elected President and Chief Executive Officer in January 2015.

Prior to Koppers, Leroy spent 10 years with Calgon Carbon Corporation, an international chemical company. During this time, he served as Controller before being named Senior Vice President and Chief Financial Officer in 2002. He also served as President of the company's majority-owned Japanese joint venture. Previously, Leroy held several positions in finance with Carmeuse Lime Co./Dravo Corporation.

Leroy serves as Lead Director of the Board of Directors for ATI Inc., a global specialty materials company, and as a member of the Board of Directors for Highmark Health, a national, blended health organization.

Leroy received a bachelor's degree in Accounting from Florida International University and earned an MBA from Robert Morris University.

Eric Brenner

Chief Financial Officer and Treasurer

Eric Brenner serves as Chief Financial Officer and Treasurer, leading Koppers global Finance organization, including Accounting, Budgeting, Forecasting, Tax, Investor Relations, Procurement, and Logistics, while advising on the company's strategic growth initiatives.

Before joining Koppers in 2026, Eric served as Senior Vice President and Chief Financial Officer for NOVA Chemicals Corporation, a manufacturer of polyolefins that is now part of Borouge International, where he oversaw the company’s finance, treasury, information technology and transformation teams.

Prior to NOVA Chemicals, he worked in a variety of financial roles of increasing responsibility, ultimately as Director of Finance, at Komatsu Mining Corp. (formerly Joy Global Inc.), and as Audit Manager with Deloitte & Touche LLP.

Eric is a Certified Public Accountant and a graduate of Grove City College with a Bachelor of Science in Political Science and Accounting.

Doug Fenwick

President, Performance Chemicals

Doug Fenwick serves as President, Performance Chemicals (PC), responsible for overseeing all aspects of the business. Previously, he served as Vice President of Performance Chemicals following the company's acquisition of Osmose, Inc. in August 2014.

Prior to joining Koppers, Doug was employed by Osmose from 2007 to 2014, holding various leadership roles, including Vice President, Customer Services. From 1993 to 2007, he served in a number of sales and operations positions with Brite Manufacturing in Toronto, Canada.

Doug graduated from Lakehead University in Ontario, Canada, with a bachelor's degree in Political Science and Business.

Travis Gross

Vice President, Railroad Products and Services

Travis Gross is Vice President of Railroad Products and Services (RPS), responsible for all aspects of the company's legacy crosstie and maintenance-of-way businesses.

Travis joined Koppers in 2007 as a Sales Administrator in RPS, and in 2011, moved into the position of Northeast Commercial Sales Manager of RPS, where he was responsible for a $35M sales territory covering 14 states and two Canadian provinces. He was promoted to Class I Sales Manager in 2015, handling accounts such as Norfolk Southern, Canadian Pacific and Canadian National, before advancing to Vice President, Commercial Sales in 2016.

Travis holds a bachelor's degree in Business Administration and Sales Management from the University of Akron, as well as an MBA from the University of Pittsburgh's Joseph M. Katz Graduate School of Business.

Quynh McGuire

Vice President, Investor Relations

Quynh McGuire is Vice President, Investor Relations for Koppers. In this role since January 2020, she serves as the company's primary liaison to inform and engage the investment community, while also ensuring compliance with financial disclosure regulations. Additionally, she supports corporate messaging and brand strategy to strengthen engagement with employees and other key stakeholders.

Quynh has more than 25 years of experience in finance, communications, treasury and accounting roles. She joined Koppers in 2015 as Director, Investor Relations and Corporate Communications. Prior to joining Koppers, Quynh held positions of increasing responsibility, which included leading Investor Relations at Kennametal Inc. and Duquesne Light Holdings and developing best-practice programs that strengthened relationships with the investment community.

Quynh earned a bachelor's degree in Accounting from Indiana University of Pennsylvania.

James Sullivan

President

KOPPERS Investor Day

James Sullivan currently serves as President with responsibility for contributing to key enterprise-wide strategic initiatives.

Jim joined Koppers in June 2013 as Vice President of Business Development for Koppers. He was named Senior Vice President of Global Carbon Materials and Chemicals in 2014 and expanded his responsibilities in 2018 to include Railroad Products and Services. In 2020, Jim was appointed Executive Vice President and Chief Operating Officer. Most recently, Jim served as President and Chief Transformation Officer, where he oversaw the evaluation and execution of hundreds of opportunities through a disciplined process aimed at maximizing performance across every dimension of the company.

Prior to joining Koppers, Jim served as Senior Vice President, Americas at Calgon Carbon Corporation, where he also held various management positions in the areas of operations, marketing, sales, and research and development.

He graduated from Ryerson University with a bachelor's degree in Chemical Engineering and earned his MBA from the University of Pittsburgh's Joseph M. Katz School of Business.

Non-GAAP Measures & Guidance

This presentation includes unaudited “non-GAAP financial measures” as defined in Regulation G under the Securities Exchange Act of 1934, including adjusted EBITDA, adjusted EBITDA margin, free cash flow, adjusted EPS, adjusted selling, general and administrative, net debt and net leverage ratio.

Koppers believes that the presentation of non-GAAP financial measures provides information useful to investors in understanding the underlying operational performance of the company, its business and performance trends, and facilitates comparisons between periods. The exclusion of certain items permits evaluation and a comparison between periods of results for ongoing business operations, and it is on this basis that Koppers management internally assesses the company’s performance. In addition, the Board of Directors and executive management team use adjusted EBITDA as a performance measure under the company’s annual incentive plans and for certain performance share units granted to management prior to 2026. The Board of Directors and executive management also use free cash flow, adjusted EPS and adjusted EBITDA margin as performance measures for certain performance share units granted to management in 2026.

Although Koppers believes that these non-GAAP financial measures enhance investors’ understanding of its business and performance, these non-GAAP financial measures should not be considered an alternative to GAAP basis financial measures and should be read in conjunction with the relevant GAAP financial measure. Other companies in a similar industry may define or calculate these measures differently than the company, limiting their usefulness as comparative measures. Because of these limitations, these non-GAAP financial measures should not be considered in isolation from, or as substitutes for performance measures calculated in accordance with GAAP.

Koppers does not provide reconciliations of guidance for adjusted EBITDA, adjusted EBITDA margin, adjusted EPS and free cash flow to comparable GAAP measures, in reliance on the unreasonable efforts exception. Koppers is unable, without unreasonable efforts, to forecast certain items required to develop meaningful comparable GAAP financial measures. These items include, but are not limited to, restructuring and impairment charges, acquisition-related costs, mark-to-market commodity hedging, and LIFO adjustments that are difficult to predict in advance in order to include in a GAAP estimate and may be significant. Forward-looking statements, including the guidance above, are based upon current expectations and are subject to factors that could cause actual results to differ materially from those set forth above. Please see the "Safe Harbor Statement" above for more information.

References to historical EBITDA herein means adjusted EBITDA, for which the company has provided calculations and reconciliations in the Appendix.

Unaudited Segment Information

Koppers Investor Day

	Twelve Months Ended	Year Ended December 31,		
	June 30, 2026	2025	2020	2015
(Dollars in millions)				
Net sales:				
Railroad and Utility Products and Services	$ 907.3	$ 926.8	$ 759.1	$ 657.0
Performance Chemicals	582.4	543.8	526.3	356.4
Carbon Materials and Chemicals	403.7	408.7	383.7	565.4
Total	$ 1,893.4	$ 1,879.3	$ 1,669.1	$ 1,578.8
Adjusted EBITDA:				
Railroad and Utility Products and Services	$ 99.3	$ 108.1	$ 65.3	$ 84.3
Performance Chemicals	117.4	102.7	100.7	60.6
Carbon Materials and Chemicals	27.7	45.9	45.0	12.7
Corporate Unallocated	0.0	0.0	0.0	(4.2)
Total[(1)]	$ 244.4	$ 256.7	$ 211.0	$ 153.4
Adjusted EBITDA margin as a percentage of GAAP sales:				
Railroad and Utility Products and Services	10.9%	11.7%	8.6%	12.8%
Performance Chemicals	20.2%	18.9%	19.1%	17.0%
Carbon Materials and Chemicals	6.9%	11.2%	11.7%	2.2%

(1) The table on the next page describes the adjustments to arrive at adjusted EBITDA.

Unaudited Reconciliation of Net Income to Adj. EBITDA and Adj. EBITDA Margin

KOPPERS Investor Day

	Twelve Months Ended	Year Ended December 31,		
	June 30, 2026	2025	2020	2015
(Dollars in millions)				
Net (loss) income	$ (86.9)	$ 56.0	$ 121.0	$ (76.0)
Interest expense	62.2	66.1	48.9	45.6
Depreciation and amortization	74.9	73.6	56.1	55.2
Income tax (benefit) provision	(10.7)	25.2	21.0	(4.2)
Discontinued operations	0.0	0.0	(31.9)	12.2
Sub-total	39.5	220.9	215.1	32.8
Adjustments to arrive at adjusted EBITDA:				
Acquisition inventory step-up amortization	0.8	0.0	0.0	0.0
Amortization of cloud-based software implementation costs	1.6	1.2	0.0	0.0
Impairment, restructuring and plant closure costs	237.9	51.9	15.7	122.0
LIFO (benefit) expense[(1)]	(12.0)	(11.0)	(13.7)	0.2
(Gain) on sale of assets	(4.0)	(0.4)	0.0	(2.3)
Mark-to-market commodity hedging (gains) losses	(17.5)	(34.2)	(9.2)	0.7
Pension settlement and expense	(1.9)	28.3	0.1	0.0
Discretionary incentive	0.0	0.0	3.0	0.0
Total adjustments	204.9	35.8	(4.1)	120.6
Adjusted EBITDA	$ 244.4	$ 256.7	$ 211.0	$ 153.4
Net sales	$ 1,893.4	$ 1,879.3	$ 1,669.1	$ 1,578.8
Adjusted EBITDA margin as a percentage of GAAP sales	12.9%	13.7%	12.6%	9.7%

(1) The LIFO expense adjustment removes the entire impact of LIFO and effectively reflects the results as if we were on a FIFO inventory basis.

Unaudited Reconciliations of Net Income Attributable to Koppers to Adjusted Net Income Attributable to Koppers and Diluted Earnings Per Share and Adjusted Earnings Per Share

Koppers Investor Day

	Twelve Months Ended June 30, 2026	Year Ended December 31, 2025	2020	2015
(Dollars in millions, except share and per share amounts)				
Net (loss) income attributable to Koppers	$ (86.9)	$ 56.0	$ 122.0	$ (72.0)
Adjustments to arrive at adjusted net income:				
Acquisition inventory step-up amortization	0.8	0.0	0.0	0.0
Amortization of cloud-based software implementation costs	1.6	1.2	0.0	0.0
Impairment, restructuring and plant closure costs	237.9	51.9	19.7	126.4
LIFO (benefit)(1)	(12.0)	(11.0)	(13.7)	0.2
Loss (gain) on sale of assets	(4.0)	(0.4)	0.0	(2.2)
Mark-to-market commodity hedging losses (gains)	(17.5)	(34.2)	(9.2)	0.7
Pension settlement and expense	(1.9)	28.3	0.1	0.0
Discretionary incentive	0.0	0.0	3.0	0.0
Total adjustments	204.9	35.8	(0.1)	125.1
Adjustments to income tax:				
Income tax on adjustments to pre-tax income	(41.0)	(8.8)	(0.1)	(18.0)
Income tax attributable to statutory tax rate change	0.0	0.0	(2.1)	0.0
Deferred tax adjustments	0.0	0.0	1.2	0.0
Noncontrolling interest	0.0	0.0	(1.0)	(4.0)
Effect on adjusted net income	163.9	27.0	(2.1)	103.1
Adjusted net income including discontinued operations	77.0	83.0	119.9	31.1
Discontinued operations	0.0	0.0	(31.9)	12.2
Adjusted net income attributable to Koppers	$ 77.0	$ 83.0	$ 88.0	$ 43.3
Diluted weighted average common shares outstanding (in thousands)	20,068	20,405	21,374	20,541
Diluted (loss) earnings per share - continuing operations	$ (4.33)	$ 2.74	$ 4.17	$ (2.91)
Diluted (loss) earnings per share - net income	$ (4.33)	$ 2.74	$ 5.71	$ (3.51)
Adjusted earnings per share	$ 3.84	$ 4.07	$ 4.12	$ 2.11

(1) The LIFO expense adjustment removes the entire impact of LIFO and effectively reflects the results as if we were on a FIFO inventory basis.

Unaudited Reconciliation of Total Debt to Net Debt and Net Leverage Ratio

Koppers Investor Day

	Twelve Months Ended	Year Ended December 31,					
	June 30, 2026	2025	2024	2023	2022	2021	2020
(Dollars in millions)							
Total Debt	$ 897.6	$ 919.2	$ 930.8	$ 840.4	$ 817.7	$ 783.5	$ 775.9
Less: Cash	40.7	38.0	43.9	66.5	33.3	45.5	38.5
Net Debt	$ 856.9	$ 881.2	$ 886.9	$ 773.9	$ 784.4	$ 738.0	$ 737.4
Adjusted EBITDA	$ 244.4	$ 256.7	$ 261.6	$ 256.4	$ 228.1	$ 223.5	$ 211.0
Net Leverage Ratio	3.5	3.4	3.4	3.0	3.4	3.3	3.5

Reconciliation of Selling, General and Administrative to Adjusted Selling, General and Administrative

	Year Ended December 31,	
	2025	2024
(Dollars in millions)		
Selling, general and administrative	$ 154.9	$ 179.3
Adjustments:		
Amortization of cloud-based software implementation costs	1.2	0.3
Pension settlement and expense	1.2	0.0
Total adjustments	2.4	0.3
Adjusted selling, general and administrative	$ 152.5	$ 179.0

Unaudited Reconciliation of Net Cash Provided by Operating Activities to Free Cash Flow

KOPPERS Investor Day

	Six Months Ended June 30,		Twelve Months Ended	Year Ended December 31,						
	2026	2025	June 30, 2026	2025	2024	2023	2022	2021	2020	2015
(Dollars in millions)										
Net cash provided by operating activities	$ 96.3	$ 27.8	$ 191.0	$ 122.5	$ 119.4	$ 146.1	$ 102.3	$ 103.0	$ 127.1	$ 127.7
Less: capital expenditures	(23.7)	(26.4)	(52.3)	(55.0)	(77.4)	(120.5)	(105.3)	(125.0)	(69.8)	(40.7)
Free cash flow	$ 72.6	$ 1.4	$ 138.7	$ 67.5	$ 42.0	$ 25.6	$ (3.0)	$ (22.0)	$ 57.3	$ 87.0