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, profitability and anticipated synergies, 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 "believe," "anticipate," "expect," "estimate," "may," "will," "should," "continue," "plan," "potential," "intend," "likely," "outlook," "guidance," "forecast," or other similar words or phrases are generally intended to identify forward-looking statements. Any forward-looking statement contained herein, in press releases, written statements or documents filed with the Securities and Exchange Commission, or in Koppers communications with and discussions with investors and analysts in the normal course of business through meetings, phone calls and conference calls, regarding expectations with respect to sales, earnings, cash flows, operating efficiencies, restructurings, the benefits of acquisitions and divestitures 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, the impact of changes in commodity prices, such as oil and copper, on product margins; general economic and business conditions; the length and extent of economic contraction as a result of the coronavirus (COVID-19) pandemic; disruption in the U.S. and global financial markets; the expected closing of the sale of KJCC; potential difficulties in protecting our intellectual property; the ratings on our debt and our ability to repay or refinance outstanding indebtedness; our ability to operate within the limitations of our debt covenants; potential impairment of our goodwill and/or long-lived assets; demand for Koppers goods and services; competitive conditions; interest rate and foreign currency rate fluctuations; availability of key raw materials and 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 subsequent filings. 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.
Our Place in the ‘Essential’ Business Landscape
ESSENTIAL TO OUR WORLD

RAILROAD PRODUCTS & SERVICES
Rail Ties, Joints, Maintenance

KEEP RAILROADS SAFE AND OPERATIONAL TO DELIVER ESSENTIAL GOODS:
- Retail products from fruits to toilet paper
- Chemicals required for medical supplies
- Chlorine-based disinfectants for treating water

UTILITY & INDUSTRIAL PRODUCTS
Utility Poles

PROVIDE FAMILIES AND BUSINESSES WITH ESSENTIAL ELECTRICITY AND TELECOMMUNICATIONS NEEDS:
- Keeping lights on
- Connecting to Internet/TV
- Air-conditioning and heating

CARBON MATERIALS & CHEMICALS
Coal Tar Distillation; Creosote Supplier (to RPS)

PRODUCE CARBON MATERIALS AND CHEMICALS ESSENTIAL FOR:
- Creosote for treating railroad ties and utility poles
- Aluminum and steel for infrastructure needs
- Aluminum, plastics and rubber for medical uses and food packaging

PERFORMANCE CHEMICALS
Wood Treatment Chemicals

PRODUCE CHEMICALS ESSENTIAL FOR TREATING:
- Utility poles for electricity and telecommunications
- Pressure treated wood for essential home repairs
- Agriculture and farming
Employee Health & Wellbeing
**Applying Zero Harm Principles: Current Status**

### Employees Affected by COVID-19
- 50 employees (~2%) tested positive for COVID-19, in total
  - 3 Koppers locations have cases that were transmitted inside plant
  - To date, 3 employees were hospitalized and have since been discharged (1 person returned to work; 2 recovering at home)
- 15 employees (<1%) currently in self-quarantine
- Cumulatively, ~31% of employees self-identified as having symptoms

### Staying Vigilant & Staying Healthy
- Requiring face coverings as PPE at all N.A. facilities (company-provided masks distributed to all facilities)
- Enhancing social distancing and screening practices; maintaining COVID-19 hygiene protocols
  - Wash hands for 20 seconds
  - Wear proper PPE
  - Avoid close contact
  - Clean and disinfect surfaces
- Conducting flu clinics for HQ (Pittsburgh) employees (October 2020)

### Ongoing Communications through Virtual Chats & Weekly Videos
- CEO Virtual Chats with plant employees
- CEO video updates to employees available on Koppers Facebook page (@koppersinc) and on www.koppers.com
Operations & Planning: Current Status

Operations

• Worldwide, Koppers manufacturing facilities remain operational, except:
  – KJCC - scheduled outage at customer’s plant
• Conducting trials of saliva-based COVID-19 test kits at certain U.S. facilities; evaluating feasibility of expanding to additional locations
• No employees currently furloughed or laid off
• Effective June 7, employees permitted to travel if essential for business
• Select plant visits by senior management to reinforce importance of health and hygiene protocols

Office Re-entry

• Strongly encouraging employees to continue working remotely
• Postponing return to office until January 4, 2021, at earliest
• Requiring use of face coverings and social distancing for employees that must come into office

Technology Capabilities

• Using multiple technology solutions to enable virtual facility visits; connecting employees globally via OneKoppers channels
• Developed contact-tracing solution for HQ employees (Pittsburgh) using employee movement data from physical access security system
• Company truck drivers using third-party app for electronic scale tickets; allow employees to stay in truck and maintain social distance
• Using Microsoft HoloLens technology for virtual global ISO 9001 audit and virtual facility visits; testing for virtual training and engineering holograms
In-Person Facility Visits
Wood Preservatives Facilities

PERFORMANCE CHEMICALS

Millington, TN

Rock Hill, SC
Supporting Our Communities During COVID-19 Crisis
Supporting Our Schools

• Rock Hill Donates School Supplies
  • Employees organized drive to donate school supplies to teachers at local elementary, middle and high school

• LINKwomen Joins United Way to Provide ‘Tools for School’
  • Members of Koppers ERG, LINKwomen, volunteered to sort and assemble boxes of school supplies for more than 6,000 local students
Giving Back to Our Communities

• Koppers Australia Fundraises to Support Wildfire Relief
  • Donated $26,000+ to BLAZEAID for purchase of trailer fitted with tools to help volunteer-based organization rebuild homes
  • Donated $4,000 to WIRES, a wildlife rescue organization

• Pittsburgh Employees Spread Birthday Cheer With Toy Drive
  • Organized month-long toy drive with monetary donations and over 185 toys, books, socks and kids clothing items collected for local children in need
August 2020 (Unaudited): Sales by Segment
Sales by Segment (Unaudited)

August 2020 vs Prior Year

$ in Millions

<table>
<thead>
<tr>
<th></th>
<th>August 2020</th>
<th>August 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>RUPS</td>
<td>$64</td>
<td>$68</td>
</tr>
<tr>
<td>PC</td>
<td>$47</td>
<td>$43</td>
</tr>
<tr>
<td>CMC</td>
<td>$31</td>
<td>$35</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$142</td>
<td>$146</td>
</tr>
</tbody>
</table>
August Highlights

- Crosstie Procurement up 12% YTD
  ✓ 10% less than August 2019
- Crosstie Treatment up 7% YTD
  ✓ 3% greater than August 2019
- Crosstie volumes slightly lower than prior year, primarily due to timing
- Demand for utility poles in U.S. similar to prior year; slowing customer activity in storm season balanced by restoration efforts, i.e. pole replacements
- Australian utility poles and crosstie disposal business up from prior year
August Highlights

- Most regions reported year-over-year increases; ongoing demand for residential treated lumber in U.S.

- Robust market for existing-home sales, which closely correlate with home repair and remodeling projects
  - Supported by low-interest rate environment per NAR®

- International markets continued to benefit from pent-up demand following several months of restrictions associated with pandemic
August Highlights

- Ongoing weakness in industrial production markets; some end markets stabilizing and improving sequentially vs. 1H2020
- Volumes in N.A. recovered from shortfall in July caused by Stickney (IL) outage
- Average global pricing for major product lines were similar to Q2 and 17% lower than August 2019
- Average global coal tar costs 3% lower than Q2 and 22% lower than August 2019
- Volumes for major product lines were 7% higher compared to August 2019
Debt & Liquidity
No Near-Term Debt Maturities; Cash Events Providing Liquidity Cushion

• **6/30/20 Status**
  - In compliance with all debt covenants
  - No current plans to amend credit facility, i.e. covenant relief
  - $874.1M net debt
  - $190.5M available liquidity

• **$120M Debt Reduction in 2020 (Projected)**
  - KJCC divestiture net proceeds ($65M)
    - Received $10M in August
  - Working capital reduction ($22M)
    - $30M lower at 6/30/20 vs. prior year
  - Lower cash taxes and interest ($16M)
    - $10M lower at 6/30/20 vs. prior year
  - Lower capital expenditures ($10M) vs. 2020 Program
    - $10M lower at 8/31/20 vs. 2020 Program
  - Deferred payroll taxes ($7M)

<table>
<thead>
<tr>
<th>Year</th>
<th>$ in Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$5.0</td>
</tr>
<tr>
<td>2021</td>
<td>$10.0</td>
</tr>
<tr>
<td>2022</td>
<td>$10.0</td>
</tr>
<tr>
<td>2023</td>
<td>$10.0</td>
</tr>
<tr>
<td>2024</td>
<td>$381.0</td>
</tr>
<tr>
<td>Thereafter</td>
<td>$500.0</td>
</tr>
<tr>
<td><strong>Total Debt</strong></td>
<td><strong>$916.0</strong></td>
</tr>
</tbody>
</table>
Debt Reduction Focus:
Debt Paydown $82M in 2019; $120M Expected in 2020

Net Leverage Ratio, excluding KJCC EBITDA

- Proven track record of disciplined debt reduction
- Reduced debt by $82M in 2019
- Expect to reduce debt by minimum of $120M in 2020**

** Pending successful completion of sale of KJCC
Business Sentiment: Customers & Suppliers
Customers & Suppliers

UTILITY AND INDUSTRIAL PRODUCTS

Overall Business
• Major focus continues to be on servicing customers; aging infrastructure at risk due to storms; electrical/network connectivity even more critical given increase in remote working during pandemic
• Continue to have increased interest from utilities for using CCA and creosote as treatment alternatives to penta preservative
• UIP on track for best year since acquired by Koppers; long-term fundamentals remain solid

Utilities
• Providing storm response service to customers; some near-term slowing as affected utilities work to recover (i.e. Northern and Midwest regions, Texas, Louisiana)
• Evaluating opportunities for share gains

Piling
• Increase in piling revenues as restrictions lifted for construction projects; quote backlog at higher amounts

Recovery
• Participating in Sustainable Sourcing Virtual Conference; targeting investor-owned utilities

Supply Chain
• Timber availability expected to further improve in October; replenishing inventories at certain lumber yards; production volumes and demand outlook continue to be favorable
Overall Business

- Crosstie business remains solid with improved margin mix; commercial market experiencing less bidding activity and lower pricing
- Savings from Denver/North Little Rock consolidation will help offset any demand softness
- Expect trend of year-over-year improvement in quarterly EBITDA to continue

Crossties

- For September 12, 2020 YTD vs. prior year period, U.S. railroads reported cumulative volumes lower by 15.8%; intermodal units declined 6.9%; total combined U.S. traffic decreased 11.2% *(American Association of Railroads)*
- In general, railroad industry offsetting lower volumes with increased productivity; certain railroads utilizing reduced track time to increase maintenance on their infrastructure *(Railway Tie Association)*

Maintenance-of-Way

- Ongoing demand and improved profitability in Rail Structures and Recovery Resources; continued growth expected in second half 2020 for MOW businesses

Supply Chain

- Ample supply of crossties; reducing purchases as inventories stabilizing; third party supply of dry ties for certain customers
Overall Business

- Despite pandemic, anticipate continuing strong demand in North America for 2020; homeowners spending more time at home and want to update/reconfigure indoor and outdoor spaces
- Treating market currently short on chemicals and expected to improve in Q4
- International markets showing improvement in Q3 and expected to continue in Q4
- On track to deliver record full-year EBITDA in 2020 (previous record high at $88M in 2017)

North America

- Record-level demand in U.S. for residential treated wood; big-box retailers report strong demand for home improvement projects, despite higher lumber prices
- Market forecasts continue to vary widely:
  - Leading Indicator of Remodeling Activity projects 0.4% decline in renovation and repair spending by mid-2021
  - Consumer Confidence Index® decreased in August for second consecutive month, from 91.7 in July to 84.8; spending will likely slow due to increasing concerns about economic outlook
  - National Association of Realtors® reports Pending Home Sales Index, indicator of home sales based on contract signings, increased 5.9% in July, marking three consecutive months of growth
Customers & Suppliers

International

- Europe and Asia still lagging but no significant declines
- Australia seeing strong sales; government stimulus incentives expected to support building activity through early 2021; Melbourne metropolitan area remains in shutdown to address continuing high COVID-19 infection rates
- New Zealand anticipates demand for structural timber to remain strong; housing starts back to pre-pandemic levels
- Brazil and Chile continuing to see high demand in agricultural, industrial and residential markets

Supply Chain

- Copper hedges for 2021-2022 at lower average costs than 2020; no additional benefit in 2020 related to lower copper prices due to being fully hedged
- Strong U.S. demand outstripping internal production capacity; higher input costs due to external purchases of certain intermediate materials; expecting some relief in Q4
- Moving forward on several initiatives to relieve bottleneck related to intermediates
Overall Business

- Demand beginning to recover and should be similar levels as prior year for 2nd half 2020
- Strong focus on cost containment; mitigate impact from softer market conditions
- 2nd half 2020 EBITDA should be nearly double 1st half; expect double-digit margin for 2020

North America

- Lower sales volumes for pitch/PAA; lower PAA pricing; lower utilization; higher input costs due to lower availability for domestic coal tar

Europe

- Creosote sales strong; improvement in oil prices helped CBF sales
- Expect tar prices to increase in Q4 in certain European regions as oil prices improve

Australia

- Solid pricing and strong sales volumes, including exports
- Lower tar/raw material costs

Supply Chain

- Coal tar costs stabilizing and beginning to move back up slightly
- Reduced coal tar availability in N.A.; recovery in 2021 dependent on steel industry
Actions Taken & Additional Opportunities
Actions Taken: *Mitigating Impact of COVID-19*

**SG&A Cost Savings (excluding Specials)**
- $13M-$15M of SG&A savings in 2020, compared with 2019 SG&A expenses
  - Incentive comp higher than expected at beginning of pandemic
  - Additional headcount and merit increases for front-line salaried employees
- $9M savings realized August YTD

**Cost Reduction Summary August YTD**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount ($ Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation &amp; Benefits</td>
<td>$3.0</td>
</tr>
<tr>
<td>Travel &amp; Entertainment</td>
<td>$3.5</td>
</tr>
<tr>
<td>Legal &amp; Consulting</td>
<td>$2.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$9.0</strong></td>
</tr>
</tbody>
</table>
Initiatives & Opportunities: Emerge Stronger after Pandemic

Initiatives In Progress:

• Market Share Gains
  ✓ RPS  ✓ PC
  ✓ UIP  ✓ KRR
• New Products
• New Processes
• New Markets
• Network Optimization

Other Cash Opportunities:

• Sale of other non-core businesses
• Sale of closed properties and associated assets
• Nearing completion of major site closing costs
Q&A Session
Appendix
This presentation includes unaudited “non-GAAP financial measures” as defined in Regulation G under the Securities Exchange Act of 1934, including adjusted EBITDA and net leverage ratio. Koppers believes that the presentation of non-GAAP financial measures such as adjusted EBITDA, adjusted net income, adjusted earnings per share, net debt and net leverage ratio provide information useful to investors in understanding the underlying operational performance of the company, its business and performance trends and facilitates comparisons between periods and with other corporations in similar industries. The exclusion of certain items permits evaluation and a comparison 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.

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.

References to historical EBITDA herein means adjusted EBITDA, for which the company has provided calculations and reconciliations in the Appendix.
Unaudited Reconciliation of Total Debt to Net Debt and Net Leverage Ratio

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2020</th>
<th>March 31, 2020</th>
<th>December 31, 2019</th>
<th>September 30, 2019</th>
<th>Twelve months ended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Debt</td>
<td>$ 907.1</td>
<td>$ 953.2</td>
<td>$ 901.2</td>
<td>$ 959.1</td>
<td>$ 1,001.0</td>
</tr>
<tr>
<td>Less: Cash</td>
<td>33.0</td>
<td>54.2</td>
<td>32.3</td>
<td>30.8</td>
<td>38.1</td>
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<tr>
<td>Net Debt</td>
<td>$ 874.1</td>
<td>$ 899.0</td>
<td>$ 868.9</td>
<td>$ 928.3</td>
<td>$ 962.9</td>
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<tr>
<td>Adjusted EBITDA</td>
<td>$ 194.2</td>
<td>$ 197.9</td>
<td>$ 201.1</td>
<td>$ 206.6</td>
<td>$ 203.4</td>
</tr>
<tr>
<td>Net Leverage Ratio</td>
<td>4.5</td>
<td>4.5</td>
<td>4.3</td>
<td>4.5</td>
<td>4.7</td>
</tr>
</tbody>
</table>

$ in millions
Unaudited Reconciliation of Net Income to EBITDA and Adjusted EBITDA on LTM Basis

$ in millions

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>$ 67.4</td>
<td>$ 52.4</td>
<td>$ 67.4</td>
<td>$ 44.8</td>
<td>$ 31.4</td>
<td>$ 18.0</td>
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<tr>
<td>Interest expense</td>
<td>56.6</td>
<td>59.8</td>
<td>61.9</td>
<td>63.4</td>
<td>62.2</td>
<td>60.2</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>54.9</td>
<td>54.3</td>
<td>54.6</td>
<td>53.5</td>
<td>52.0</td>
<td>52.6</td>
</tr>
<tr>
<td>Income tax provision</td>
<td>(0.6)</td>
<td>(0.6)</td>
<td>0.0</td>
<td>11.9</td>
<td>17.7</td>
<td>15.5</td>
</tr>
<tr>
<td>Discontinued operations, net of tax</td>
<td>3.6</td>
<td>3.4</td>
<td>(3.7)</td>
<td>(5.7)</td>
<td>(1.4)</td>
<td>(3.4)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>181.9</td>
<td>169.3</td>
<td>180.2</td>
<td>167.9</td>
<td>161.9</td>
<td>142.9</td>
</tr>
</tbody>
</table>

Unusual items impacting net income:

- Impairment, restructuring and plant closure: 18.5, 18.8, 20.4, 26.1, 27.2, 23.5
- Non-cash LIFO (benefit) expense: (3.1), 2.8, 4.5, 11.2, 11.6, 12.0
- Mark-to-market commodity hedging: (3.1), 7.0, (4.0), 1.3, 1.1, 0.3
- Acquisition and exit activity related costs: 0.0, 0.0, 0.0, 0.1, 1.6, 12.8

Adjusted EBITDA with noncontrolling interests: $ 194.2, $ 197.9, $ 201.1, $ 206.6, $ 203.4, $ 191.5
Koppers Holdings Inc.
436 Seventh Avenue
Pittsburgh, PA 15219-1800

Koppers is an integrated global provider of treated wood products, wood treatment chemicals and carbon compounds for the railroad, specialty chemical, utility, residential lumber, agriculture, aluminum, steel, rubber, and construction industries. Headquartered in Pittsburgh, Pennsylvania, we serve our customers through a comprehensive global manufacturing and distribution network, with facilities located in North America, South America, Australasia, China and Europe.

Stock Exchange Listing
NYSE: KOP

Investor Relations and Media Information
Ms. Quynh McGuire
Vice President, Investor Relations
412 227 2049
McGuireQT@koppers.com

Koppers is a member of the American Chemistry Council.