



Southwest IDEAS Conference

November 15, 2023



Forward Looking Statement

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, future dividends, 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; disruption in the U.S. and global financial markets; 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.

Company Overview

Key Takeaways

Confidence in Growth Driven by Profitability Improvements



On track to deliver against 2025 goals with potential upside to stated EBITDA goals



Delivering on EBITDA target with 35% less capital spend than anticipated



Improved Cash Flow profile providing flexibility to drive growth and return capital to shareholders



Unlocking shareholder value through 2025 and beyond

Key Differentiators

R&D

Creates Differentiated Portfolio and Customer Collaboration Opportunities

Sustainability

Enhanced Durability and Customer Satisfaction

Vertical Integration

Secures Supply Chain and Optimizes Network

Investment Thesis



Market leader in critical end markets

positioned to 'Expand and Optimize'—with stable market growth and margin expansion pathway



Sustainability

provides key competitive advantage and enhances business durability



Experienced, tested management team

proven to execute through complex market conditions



Future strong cash flow generation

to improve financial flexibility



Inflection point in strategy

with capital projects closing and expected to return significant improvement in the near-term with additional long-term upside potential

Infrastructure Investments

Provide Opportunities for Accelerated Growth



\$42B

over five years awarded for broadband deployment in the U.S., with a significant portion earmarked for utility poles



\$1.2T

Infrastructure Investment
& Jobs Act



1.5M

new housing starts by end
of 2024 (Moody's)



\$457B¹

Expected spending on home
improvement projects over next year



1. Leading Indicator of Remodeling Activity, as reported by the Joint Center for Housing Studies of Harvard University

Leader in Providing Critical Infrastructure Products



**Railroad
Products &
Services**

Leading Supplier of Crossties
to Class I Railroads in North America



**Utility &
Industrial
Products**

Leading Supplier of Utility Poles in
the U.S. and Australia



**Performance
Chemicals**

Global Leader in Developing,
Manufacturing and Marketing Wood
Preservation Chemicals and
Technologies



**Carbon
Materials &
Chemicals**

Key Supplier of Critical Components
to Railroad, Construction and
Aluminum Markets

Koppers Currently Supplies

8 of the 10 Largest
Lumber Treating Companies in the U.S.

Top 3
Lumber Treating Companies in Canada

All 6 North American
Class I Railroads

Balanced Portfolio Generates Counter Cyclicality

RUPS | CMC | PC

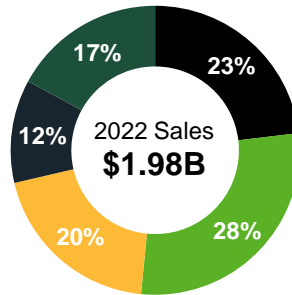
~140M poles in existing, aging network; **expected to replace 2-2.5M poles per year**¹

Stable replacement demand of **18.8-22 million crossties** in the U.S. and Canada annually²

CMC's long-term strategy is to adequately meet RUPS' creosote needs for downstream products

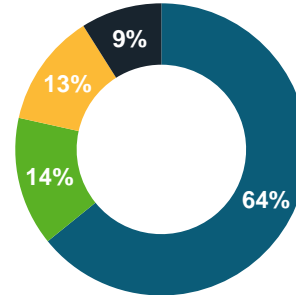
Repair and remodeling market trends driving strong demand for wood treatment chemicals³

Sales by End Market



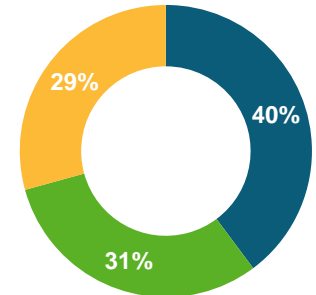
- Railroad Treated Products
- Wood Preservatives
- Aluminum
- Utility Poles
- Other

Sales by Geography



- U.S.
- Australasia
- Europe
- Other Countries

Sales by Segment



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

1. Management estimates

2. Railway Tie Association (RTA)

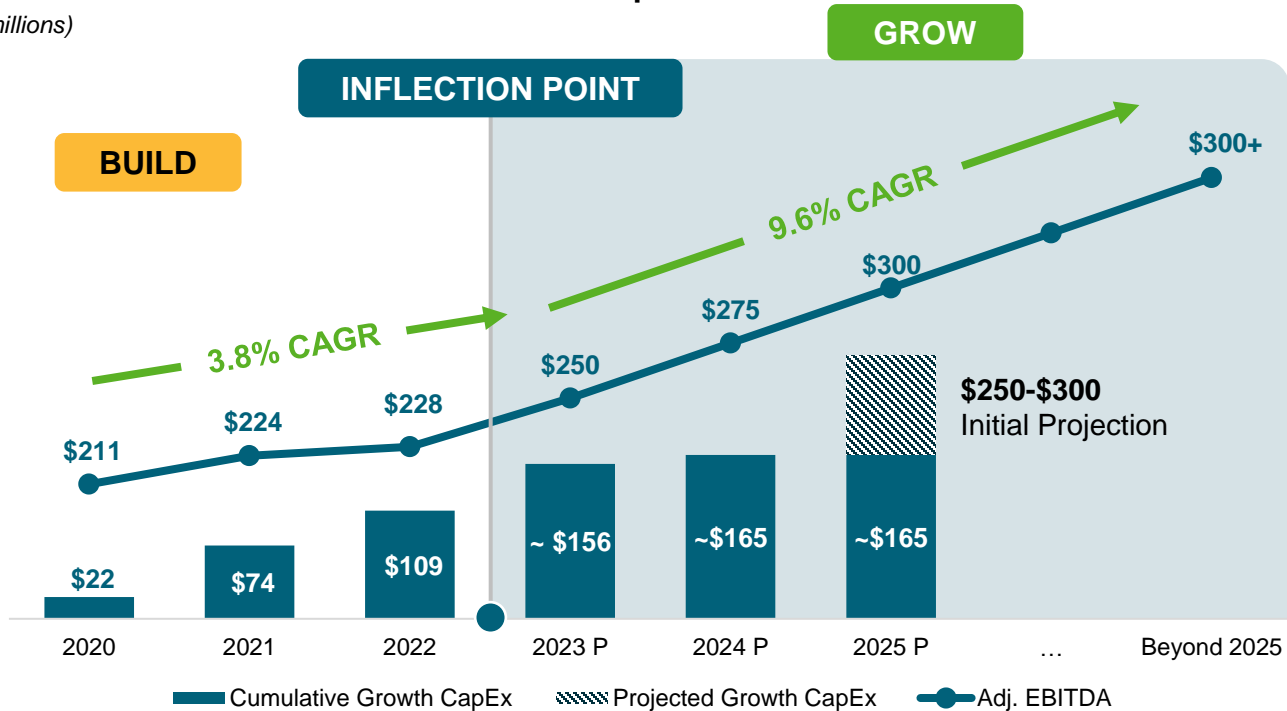
3. Leading Indicator of Remodeling Activity (LIRA)

(1) As of 12/31/2022

The Step Change From Build to Grow Is Happening

Adjusted EBITDA and Cumulative Growth CapEx

(in millions)



40%

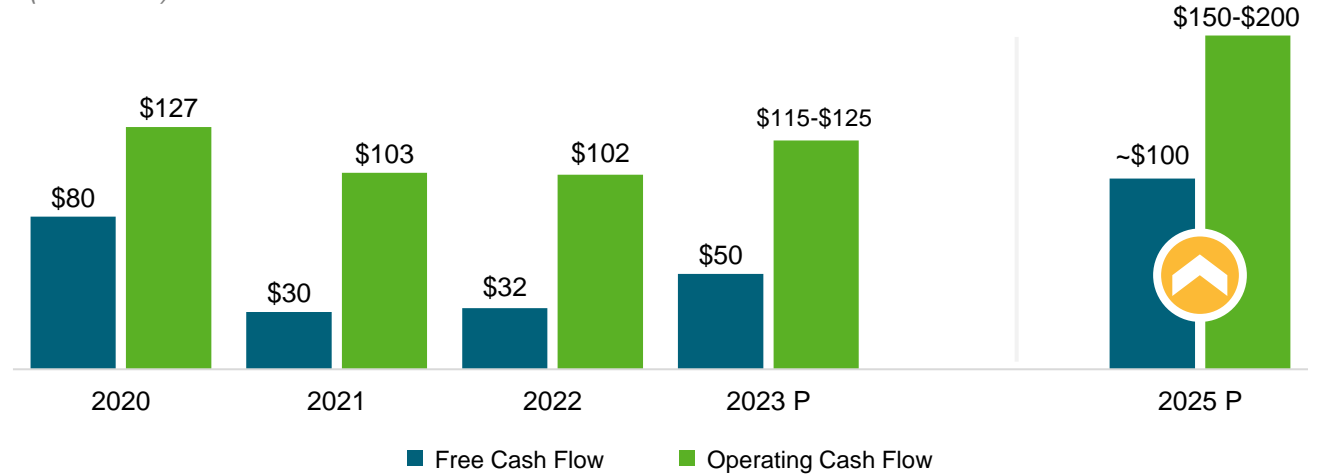
ROI

on projects to date

Cash Flow Generation Funds Growth Initiatives

Free Cash Flows & Operating Cash Flows*

(in millions)



Performance Chemicals

Added micronizing and distillation capacity

Utility Poles

Plant conversions and peeling/drying capacity

Crossties

Plant expansion

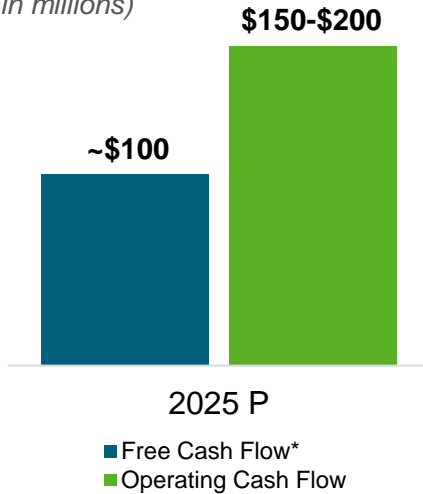
Additional Profitable Growth Projects

Being evaluated

Cash Flow Generation Provides Financial Flexibility

2025P Cash Flows

(in millions)

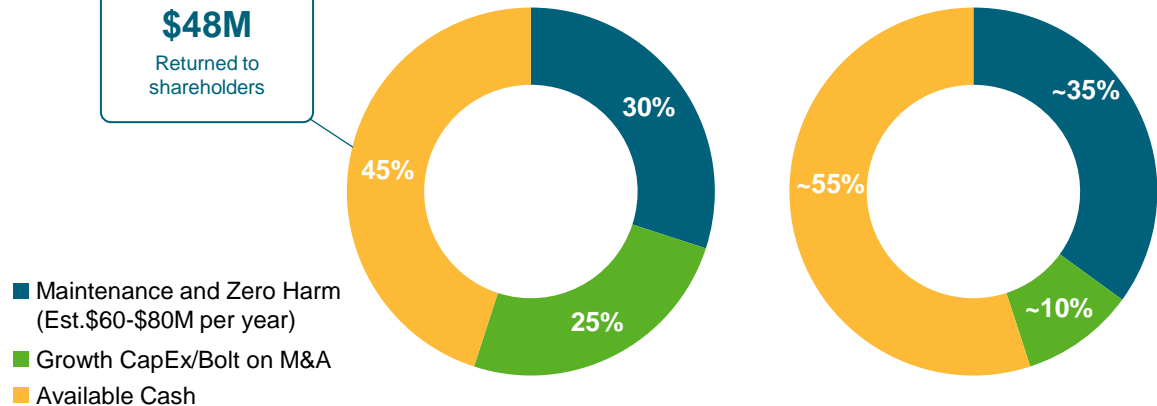


2021-2025 Strategic Plan

2021-June 2023¹

July 2023-2025

\$48M
Returned to shareholders



Profitability Supports Balanced Capital Allocation Strategy

Higher EBITDA. Higher Cash Flow. More Flexibility.

\$450M

Operating cash flow projected
Q3 23-FY2025

\$250M+

Free cash flow* projected
Q3 23-FY2025



Return Capital to Shareholders

Dividends
—
Share Repurchases

Invest Back into the Business

Growth Capex
—
Productivity Capex

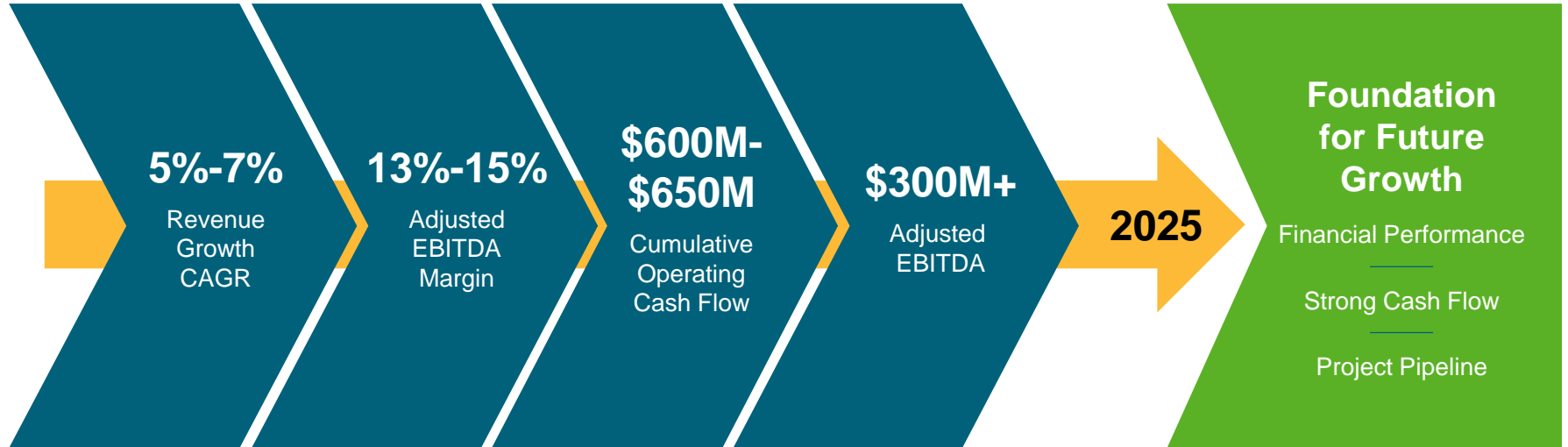
Long Term Debt Reduction

Reduce Net Leverage Below 3x
—
Reduce Cash Interest
—
Transfer Pension Risk

M&A Considerations

Bolt-Ons
—
Core Adjacencies

Confidence in Meeting 2025 Goals and Beyond



KOPPERS World Headquarters
Pittsburgh, Pennsylvania, USA

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, 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



Responsible Care®

Koppers is a member
of the American Chemistry Council.



koppers.com

