

Performance Chemicals Overview

September 16, 2026

 **Investor Day**



Plan for an Emergency:



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.

Safe Harbor 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, 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.



Performance Chemicals: Business Overview

Doug Fenwick

President, Performance Chemicals

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More than Chemicals. A True Partner in Performance.

Innovation That Extends the Life of Wood



Global leader in wood preservative systems and technologies, backed by 139+ patents



Formulations that help extend durability of wood used in residential, commercial, industrial and marine applications



Comprehensive Regulatory and Compliance resources for our customers



More than Products. A True Partner in R&D and Quality.

State-of-the-Art Labs That Support Customer Success

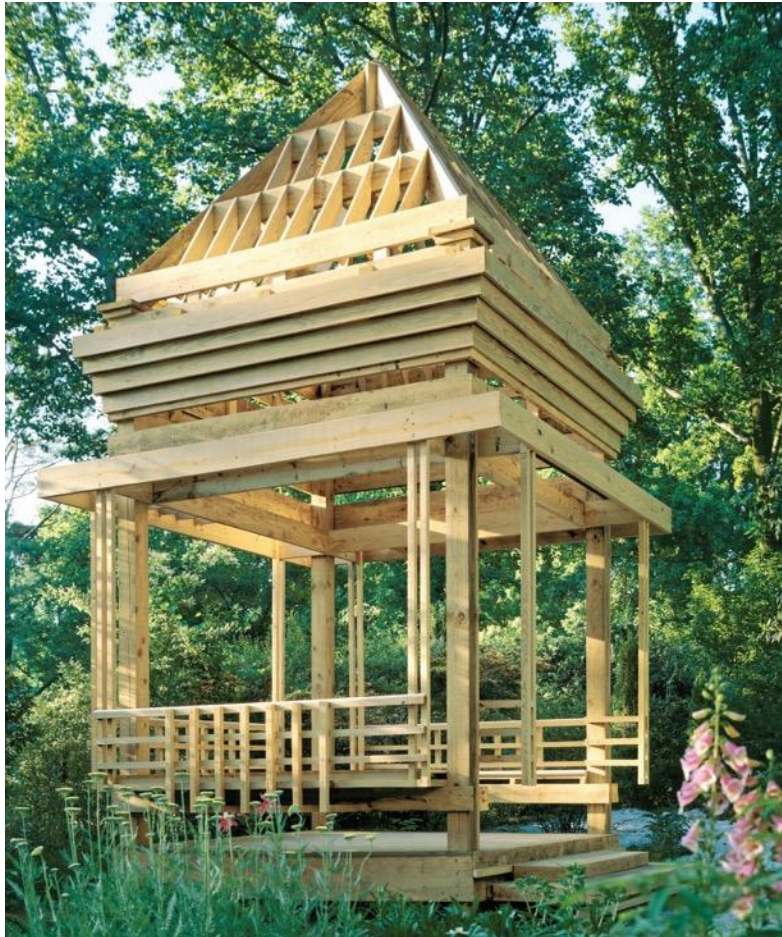
- Formulator of wood protection systems with decades of proven performance through:
 - ✓ Research and development
 - ✓ Product support
 - ✓ Engineering support
- World-class research and development labs
- Unmatched expertise and chemical wood treatment
- Analytical quality control support



Residential Preservative Treatment



MicroShades® Color Development



From
Traditional
Green
To Natural
Brown



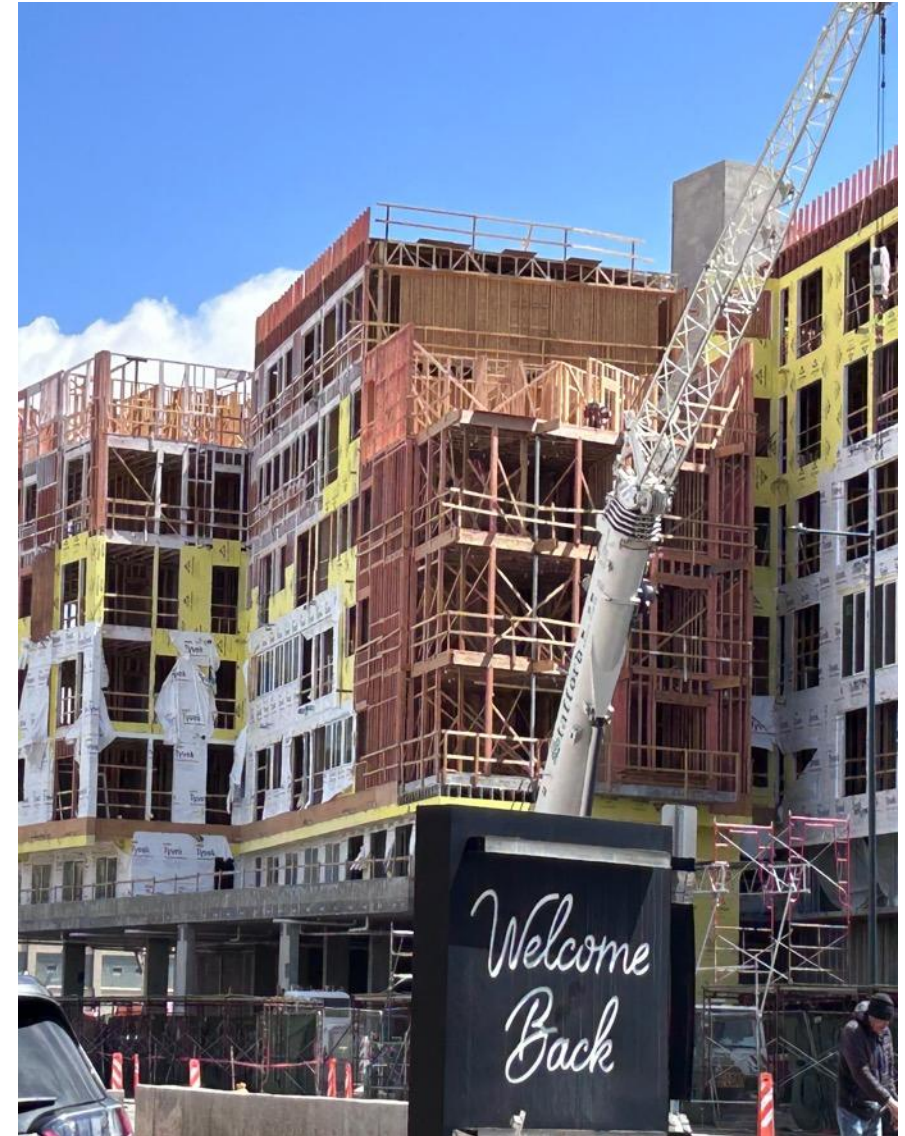
MicroPro® & MicroShades® Treatment

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Commercial Fire-Retardant Treatment

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Industrial Preservative Treatment: Utility Pole



Industrial Preservative Treatment: Marine Piling



Competitive Advantage: Engineering & Technical Services

Dedicated, customer-facing team engaged across the full product lifecycle.

- **Technical Services:** in-house proprietary control system, engineering resources and efficiencies expertise
- **Troubleshooting:** rapid resolution of field and process issues
- **Product Optimization:** improved performance, yield, and cost efficiency
- **Quality Control:** rigorous standards that protect product integrity
- **Regulatory Support:** expert guidance through evolving requirements
- **Commercialization Support:** technical and marketing partnership





Performance Chemicals: Research & Development

Dr. Jun Zhang

Vice President, Research & Product Development


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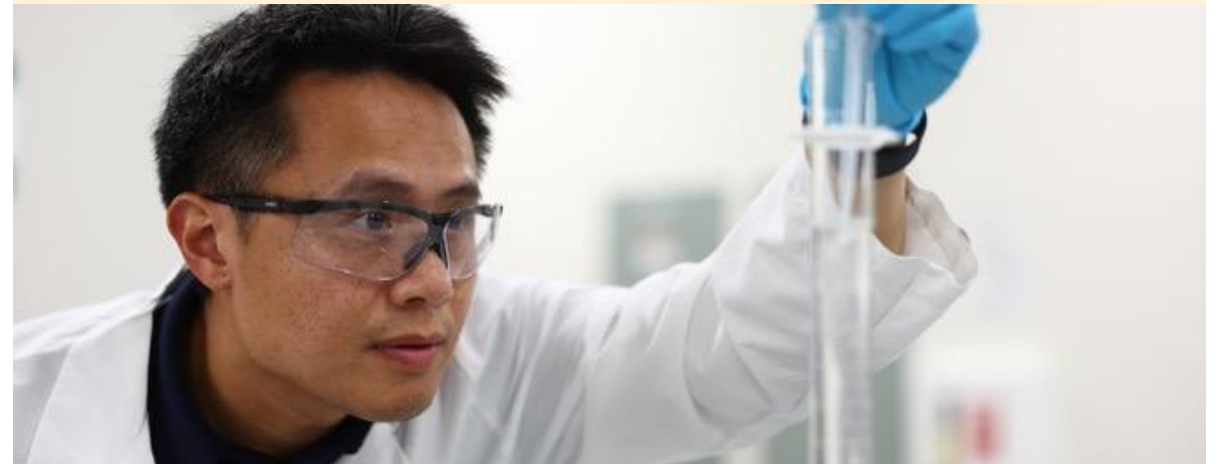
R&D Centers

- Global – Peachtree City, GA
- Europe – Nyborg, Denmark
- Satellite Development Centers
 - ✓ Auckland, New Zealand
 - ✓ Melbourne, Australia
 - ✓ Santiago, Chile



Research Personnel

- ~28 total global R&D staff members
- Includes 10 PhD senior scientists
- Develop innovative wood protection solutions
- Technical expertise: inorganic, organic, polymer, emulsion/dispersion, and analytical chemistries
- Chemical engineering
- Wood science/technology



Global R&D Center: Peachtree City



Europe R&D Center: Nyborg

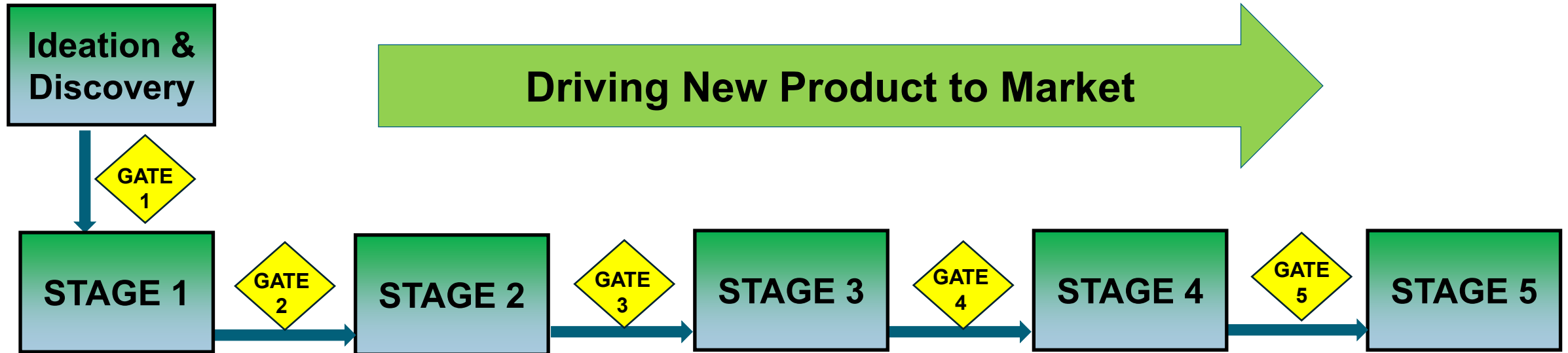


Global Patents & Applications

- **139 active patents globally**
 - ✓ 36 U.S. patents
- **47 patents pending**
- **Wood protection innovations**
 - ✓ MicroPro MCA & MCP for residential
 - ✓ CCA and DCOI for utility poles
 - ✓ Fire-Retardants for interior/exterior
 - ✓ Micronized pigments
 - ✓ Water repellents
 - ✓ Wood dimensional stabilizers



Stage-gated Process To Manage R&D Projects



- **STAGE 0 – Ideation & Discovery:** Explore market and technology trends, customer feedback and insights
- **STAGE 1 – Scoping:** Conduct preliminary assessment, evaluate market size and technology feasibility
- **STAGE 2 – Build Business Case:** Market analysis, create financial and risk plan and prepare business case
- **STAGE 3 – Development:** Establish milestones and KPIs, and develop product prototype
- **STAGE 4 – Testing and Validation:** Perform testing, obtain all approvals and value product performance, customer satisfaction and quality
- **STAGE 5 – Launch:** Execute go-to-market strategy and commercialize with full scale production

Product Development Activities

Residential	Industrial	Commercial
Next-generation residential wood preservatives	Next-generation industrial/infrastructure wood preservatives	New wood preservative & fire-retardant treatment (solid & engineered products)
New water repellents and wood stabilization technologies	Penetration enhancing technology for treatment of ties and poles	Exterior fire protection for utility poles and other outdoor wooden structure
MicroShades colorant for weathering protection & New Mold Inhibitor/Sapstain Control	Climbing additive for pole treatment and water repellent for tie treatment	New treatment technology for veneer & composite wood products

Next-generation Micronized Copper Technology

Next-gen Micronized Copper + Co-biocide

- ✓ In development 12+ years
- ✓ U.S. patent protection through 2038
- ✓ Enhanced sustainability through superior performance at reduced retention levels



Commercialization Timeframe



Residential Preservative Development (Long Term)

Non-copper Based Preservative: Above Ground Application

- ✓ Add water repellent (optional)
- ✓ Performing well in lab tests against decay and termite
- ✓ Field stake tests in progress



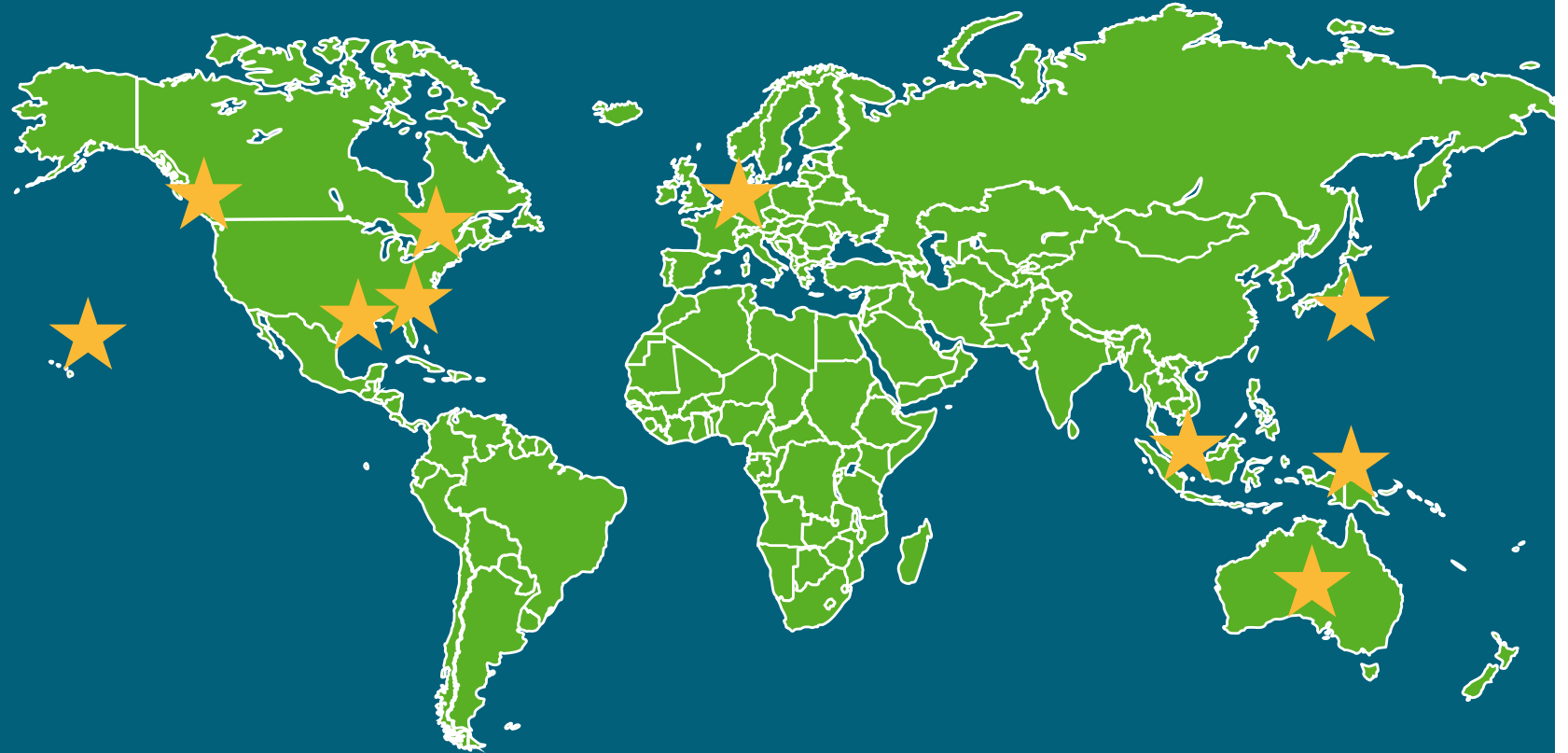
Future Copper-based Preservative Testing

- ✓ Proactively screening next generation co-biocides
- ✓ Several biocides identified working well along with copper-based preservatives
- ✓ Field stake tests in progress



Global Field Stake Testing Sites

- Gainesville, FL
- Oahu & Hilo, HI
- Dorman Lake and Saucier, MS
- BC and ON, Canada
- Europe
- Japan
- Malaysia
- Australia
- New Zealand



Mold Inhibitor & Anti-sapstain



Surface Spray-on Treatment: Mold & Fire Protection



Wood Dimensional Stabilization

- **Pressure treatment with waterborne preservative**
 - ✓ Pressure treated lumber with waterborne preservative naturally undergoes dimensional changes in outdoor environments, including warping, twisting, cupping and/or splitting
- **KPC R&D is evaluating innovative technologies to improve dimensional stability of pressure treated wood exposed outdoors**



Interior Fire Retardant

- **Waterborne phosphate-based FR treating solution**
- **Pressure impregnation into solid lumber or plywood**
- **Pass ASTM E84 30-min surface burning test (Steiner Tunnel Test)**
- **Applications: roof sheathing, trusses, shelving, interior framing, stairwells, blocking**



Exterior Fire-Retardant Wrap

- Protects utility poles via wraps
- Completed all required 3rd party tests
- For use on outdoor wooden structures, with multiple color options
- Working with 3rd party manufacturers to produce at commercial scale
- Available in 3' - 4' width x 50' – 150' length



Exterior Fire-Retardant Wrap

FR Wrap Fire Test on
Dimensional Lumber



FR Wrap Fire Test on
Utility Poles



Questions?

R&D Lab Tour

Doug Herdman

Director, Research & Technology Development

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Labs on Today's Tour

1 **Analytical & Quality Control Lab**

2 **Product Development Labs**

3 **Process Development Lab**

4 **Environmental Simulation Lab**

5 **Pilot Plant**

Labs on Today's Tour

1

Analytical & Quality Control

Among the best in the industry for new product support and customer quality control

- New Product Development
- Customer Quality Control
- Production support

2

Product Development

Focuses on preparing, testing, and evaluating wood preservative formulations

- Formulation & Chemical Development
- Treatment Processing & Scaling
- Wet Milling and Dispersing
- Stability Tests

3

Process Development

Focuses on extending useful service life of wood by protecting it from decay, insects, fire, and weather

- Formulation & Chemical Development
- Treatment Processing & Scaling
- Penetration & Retention Mapping
- Fixation Testing
- Performance & Durability Testing

4

Environmental Simulation

Focuses on the evaluation of durability, reliability, safety, and performance of next-generation wood protection systems.

- QUV Accelerated Weathering Test Chambers
- Bench-Top Environmental Chambers
- Walk-In Environmental Chamber

5

Pilot Plant

Focuses on process optimization, chemical penetration and retention in wood, and recipe validation before scaling up to commercial operations

- Automated Control System
- Treating Cylinder or Retort
- Mixing & Treating Tanks

For everyone's safety, please do the following:

ZERO
harm



Wear safety goggles*.

*Safety goggles will be provided.



Follow your guide's instructions.



Remain with the visitor group at all times.



Refrain from touching any equipment, materials, or work surfaces.



KOPPERS