

The logo for KOPPERS, featuring the word "KOPPERS" in a white, sans-serif font. To the right of the text is a green circular graphic composed of horizontal lines of varying lengths, creating a sense of motion or a globe.

KOPPERS



Unified Focus. Diversified Portfolio.

***Annual Meeting of Shareholders
May 2, 2019***

Stephen Tritch

Chairman of the Board



Leroy Ball

President and
Chief Executive Officer



Steven Lacy

Chief Administrative Officer,
General Counsel and
Secretary



Michael Zugay

Chief Financial Officer &
Treasurer



Stephanie Apostolou

Deputy General Counsel &
Assistant Secretary



Board of Directors

Cynthia Baldwin

Director



Sharon Feng

Director



Traci Jensen

Director



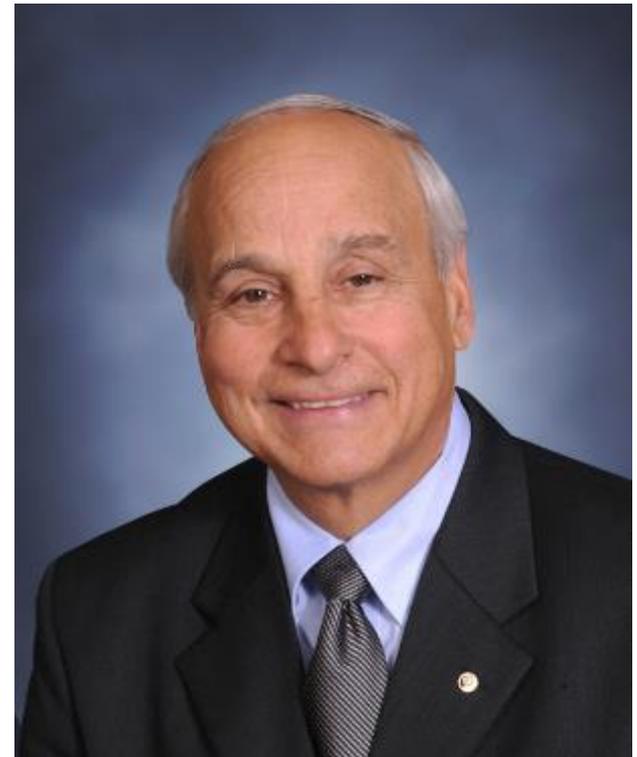
David Motley

Director



Albert Neupaver

Director



Louis Testoni

Director



Sonja Wilkerson

Director



Michael Young

Director



ComputerShare – Inspector of Election

✓ *Sharon Boughter*

KPMG LLP – Independent Audit Firm

✓ *Robert Steen*

✓ *Maria Blohm*

✓ *Jim Woolfort*

Meeting and Presentation of Proposals

2018 Performance*

* *Reconciliations to the nearest GAAP financial measure for the Non-GAAP financials measures used in this presentation can be found in the Investor Relations section of www.koppers.com.*

Year In Review

- Solidify our position as global market leader in wood preservation technologies
- Thanks to our 2,200-plus employees, we achieved:
 - ✓ Best safety rate ever,
 - ✓ Highest sales ever and
 - ✓ Highest adjusted profitability ever
- Sales of \$1.7B; 16% improvement from prior year; increased by 5% excluding acquisitions
 - ✓ Highest year on record
- Adjusted EBITDA of \$222M, \$21M or 11% higher than prior year
 - ✓ All-time high; 4th consecutive year of improvement; longest such streak in company history

Deepening Our Safety Culture

- Zero Harm safety culture continues to be our foundation and guiding principle
- **2018 safety results were lowest total recordable rate in our history**, 7% improvement over prior year
- **19** of 47 operating locations had no recordable injuries in 2018; Zero is achievable
- Introduced Life Saving Rules to mitigate highest-risk activities; front-line employees remain focal point of Zero Harm efforts

Extending Our Sustainability Model

- Extended sustainability business model through acquisitions:
 - ✓ M.A. Energy Resources, renamed Koppers Recovery Resources
 - ✓ Cox Industries, renamed Koppers Utility and Industrial Products
- Product life cycle management capabilities
 - ✓ Solve customers' challenge of responsibly disposing end-of-life crossties and utility poles

Leveraging Our Unified Focus, Diversified Portfolio

Unified Focus

- Build on our reputation as **global leader in wood treatment technologies**
- Expand our presence in attractive end markets
- Competitive advantages include vertically integrated business model, premier brands, quality customer service, and strong capabilities in R&D

Diversified Portfolio

- Provide long-term cost savings to industrial customers in rail, utility and agricultural sectors
- R&D capabilities for home construction and remodeling market
- MicroPro continues as predominant preservative for residential markets
- New fire retardant product, FlamePro; #2 market position
- Lifecycle management services to responsibly dispose treated wood products, i.e. used crossties and utility poles

Demonstrating Our Core Competencies

- Improve efficiencies in operations, people, and facilities; successful track record of improving profitability
- Strategic initiatives in various stages of development that focus on adding top-line profitable growth over next several years
- Expect to deliver \$25M-\$40M annualized benefits over 5 years, with first \$10M in 2019
- Focused on balance sheet; net leverage ratio of 3X by end of 2020; reduce net debt by \$80M minimum in 2019
- Manage portfolio and enhance overall brand value
 - ✓ Transformed into world leader in wood protection solutions
 - ✓ Reduced operational risk
 - ✓ Significantly improved financial profile
 - ✓ Operate more safely than ever

Looking to the Future

- In memory of Louann Tronsberg-Deihle, Treasurer
- Happy Retirement
 - ✓ Tom Loadman, Senior Vice President, Railroad Products and Services (39 years)
 - ✓ Steve Reeder, Senior Vice President, Performance Chemicals (33 years)
- New Board Chairman
 - ✓ Best wishes to David Hillenbrand – served as Board Chairman for 10 years; Board member since 2004
 - ✓ Steve Tritch – elected Chairman; Board member since 2009
- Election of New Directors
 - ✓ Traci Jensen – H.B. Fuller Company
 - ✓ David Motley – BlueTree Venture Fund
 - ✓ Sonja Wilkerson – Bloom Energy Corporation
- Retirement of Board Directors
 - ✓ Honorable Cynthia Baldwin
 - ✓ Michael Young

THANK YOU!

Questions?

Voting Results

Koppers Holdings Inc.

436 Seventh Avenue
Pittsburgh, PA 15219-1800

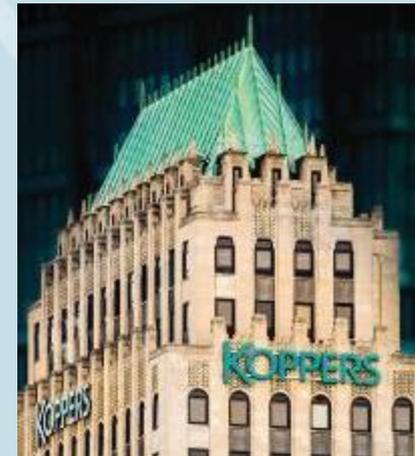
Koppers is an integrated global provider of treated wood products, wood treatment chemicals and carbon compounds for the railroad, specialty chemical, utility, residential lumber, agriculture, aluminum, steel, rubber, and construction industries. Headquartered in Pittsburgh, Pennsylvania, we serve our 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



Koppers is a member of the
American Chemistry Council.



KOPPERS World Headquarters
Pittsburgh, Pennsylvania, USA

