



2021

**SUSTAINABILITY
HIGHLIGHTS**

**MOVING OUR
JOURNEY
FORWARD**





“At Calumet, we encourage innovation. This results in a team that develops products and processes that are making real-world impacts.”



LETTER FROM OUR CEO

Calumet facilities have been around a long time — some more than a century. Over the years, Calumet has experienced both successes and challenges. We’ve had evolving business strategies, various leaders and nearly daily changes to our world and our industry. The only constant is the tremendous Calumet spirit our team brings to work each day.

That Calumet spirit is focused on how to make a better future — for our company, communities and families. We treat others how we want to be treated, and we treat the company like it’s our own. We compete vigorously with humility, creativity and a constant curiosity as we search for ways to provide essential products to the world.

Nowhere is this spirit more evident than in the stand up of our Montana Renewables business. This requires the conversion of part of our Great Falls, Montana, facility to a renewable diesel production facility. Energy transition is critical to the future, and Calumet will be a part of it. The facility was already primed for the project, both geographically and with existing assets. By the end of 2022, we expect to be producing at least 10,000 barrels a day of renewable diesel fuel out of this site. We’re focused on partnering with Montana farmers and ranchers to procure feedstock locally, resulting in a reduced carbon footprint. Further, the success of Montana Renewables will allow Calumet the freedom to invest capital in other business segments. This includes equipment upgrades that will allow us to operate more cleanly and efficiently.

At Calumet, we encourage innovation. This results in a team that develops products and processes that are making real-world impacts. One demonstration is the ISO 14001 Environmental Management System (EMS) certification of our Performance Brands facilities. Another is Royal Purple BioMax, an environmentally-friendly hydraulic oil for marine applications. This product exhibits extremely low aquatic toxicity and is non-bioaccumulative. This only touches the surface of our team’s constant commitment to improving our output and operation.

Safety will always be the number one priority at Calumet. If all our employees don’t return home safely every day, nothing else matters. Our safety performance and safety culture have improved over the past few years, but our team is committed to reaching higher goals. We’re driving toward those goals with an increased focus on risk identification and mitigation and safety culture.

In 2021, Calumet was awarded the bronze medal, and two of our plants (Karns City and Dickinson) received the silver medal by EcoVadis for their assessment of our Corporate Social Responsibility (CSR) commitment. That marked a 24% increase over our previous EcoVadis score. This showed significant recognition of our progress over the past few years, but we will not rest there. We will continue to work toward improved quality and sustainability, business ethics, respect for environment, human rights and purchasing practices. I can’t overemphasize it is solely due to the dedication and grit of our team we have been successful thus far, and that is how we will continue to progress toward our full potential. I am confident we will succeed, and we’ll succeed together, as One Calumet.

Thank you,
Todd Borgmann, CEO

CALUMET VISION

To be the premier specialty petroleum products company in the world.

CALUMET MISSION

- We build high-return niche businesses through innovation, unmatched customer service and best-in-class operations.
- We deliver quality products that meet the unique needs and specifications of our customers.
- We capture attractive opportunities where others do not.

CALUMET VALUES

SAFETY

If it is not safe, we will not do it. We operate our business safely and are good stewards of the environment. We comply with all applicable laws and regulations. We recognize that protecting our people, our communities and our environment is every employee's responsibility.

INTEGRITY

Integrity is essential to success. We are honest and fair with each other, our customers and our stakeholders. We are committed to following our Code of Business Conduct and Ethics. We recognize that personal integrity requires courage and is essential to our long-term success.

RESPECT

We appreciate our differences. We treat each other with dignity and respect. We value the diversity of our employees and customers. We hold ourselves and each other accountable to our values and commitments.

EXCELLENCE

We're always learning and improving. We continuously improve what we do and how we do it. We exercise critical, economic thinking in all our decisions. We are fiercely competitive through disciplined, efficient and reliable operations, high-quality products and superior customer service. We adopt best practices, eliminate waste and share knowledge. We learn from our mistakes, from each other and from the best in our industry.

COLLABORATION

Working together makes us better. We foster an inclusive workplace, enabling each of us to fully participate and contribute. We encourage challenge at all levels of the organization to ensure sound decisions are made with the best available knowledge. We reward our employees based on their individual contributions and our overall performance.

INNOVATION

We come with creativity. We partner with our customers to develop new products and applications that bring value to our customers and Calumet. We are creative, reliable and flexible to deliver the products and services our customers want.

ENTREPRENEURSHIP

Good judgment brings great value. We act as business owners. We take initiative and apply good judgment with a sense of urgency to generate the greatest value to our stakeholders.

ENVIRONMENTAL ADVOCACY

INNOVATING FOR A BETTER FUTURE



MONTANA RENEWABLES

Background and Sustainability Mission

Montana Renewables, LLC (Montana Renewables) is building or is modifying existing assets at the Great Falls facility to process up to 15,000 barrels per stream day (bpsd) of renewable feedstocks (such as seed oils, used cooking oil and tallow) into low-emission sustainable alternatives that directly replace fossil fuel products.

Montana Renewables expects to begin renewable feedstock processing in September 2022. Montana Renewables considers our highly-refined, renewable fuels to be ultimately carbon neutral, given that 100% of the feedstock is of natural origin and the entire facility will be powered by renewable energy (process fuel, steam and power are all from renewable feedstocks and hydroelectric dams).

Montana Renewables is expected to significantly advance national efforts to address climate change and reduce greenhouse gas emissions across the transportation and aviation sectors in both the U.S. and abroad.

Novel Flowsheet

Montana Renewables' novel flowsheet notably includes first-of-its-kind renewable hydrogen production, next-generation renewable feedstock pretreatment and a single-stage hydrogenation/isomerization reactor. Montana Renewables' process represents a leap forward through lower capital costs, better product carbon intensity, better yield and greater speed to market. Each key technical element has been discretely demonstrated, and the flowsheet combination is a first. We have filed a U.S. process patent application for this superior approach to fossil fuel replacement by renewable fuel.

Renewable Feedstocks

Renewable feedstock is naturally occurring and sourced from a wide variety of oil seed crops, byproducts from ethanol production and waste byproducts from the food supply chain. With our feedstock pretreatment technology, Montana Renewables can run any renewable feedstock from anywhere in the world.

Renewable Diesel and Sustainable Aviation Fuel

Sustainable Aviation Fuel (SAF) is a renewable alternative to traditional jet fuel that is produced from the same sustainable feedstocks in the same process. SAF significantly reduces carbon emissions over the fuel lifecycle compared to traditional hydrocarbon jet fuel molecules. SAF is an emerging market product, and Calumet is investing in the Great Falls facility to produce incremental SAF for the aviation industry.

Renewable diesel (RD) is a drop-in replacement product for petroleum diesel, but unlike legacy technologies, our RD does not have blending constraints into traditional hydrocarbon diesel. RD can replace up to 100% of "fossil diesel," can be shipped on third-party pipelines and is 100% compatible with existing engine technology.

Studies have shown the life cycle footprint for RD and SAF has lower carbon intensity (CI) footprints than electric vehicle (EV) options, due to mining of lithium and other precious metals for EV.

“Montana Renewables’ process represents a leap forward through lower capital costs, better product carbon intensity, better yield and greater speed to market.”

Bruce Fleming
Executive Vice President of Montana Renewables

ENVIRONMENTAL IMPACT

DOING BUSINESS WITH PURPOSE

Environmental Metrics

Calumet’s quarterly environmental metrics (Spills and Releases, Air Deviations, Water Exceedance, Waste Exceedance and Federally-Reportable Spills and Releases) from 2018-2021 show an overall downward or improving trend which reflects our emphasis on compliance and improvement. **At Shreveport, our largest plant, we reduced our Federal RQs by more than 64% as well as our Title V Air Permit Deviations by 79%.** Additionally, beginning in 2022, we are tracking monthly use metrics for electricity, natural gas (as a fuel), water and hazardous waste disposal.

TOTAL SPILLS & RELEASES



AIR DEVIATIONS



WATER EXCEEDANCES



WASTE EXCEEDANCES



FEDERALLY-REPORTABLE SPILLS & RELEASES





Greenhouse Gas Emissions

We made significant strides with respect to managing our operational emissions. It has always been our aim to reduce our emissions through a structured approach that includes a reduction in the GHG intensity of our refining operations, as we believe operating more efficiently and limiting impact on the environment go hand-in-hand. We are held accountable by reporting our significant emissions to the EPA. Our production of renewable diesel will offer meaningful reductions in life cycle GHG emissions, compared with traditional diesel and gasoline. Calumet believes the ability to supply renewable fuels will potentially play an important role in helping to achieve a reduction of GHG emissions. Additionally, we have a dedicated team to put into place a measurement process that meets internationally-accepted standards for carbon accounting.

Facility Improvements

There were 16 total Calumet health, safety and environmental projects in 2021. Included in these projects were enhancements to the Shreveport Refinery wastewater treatment plant (WWTP), which is expected to improve the WWTP operability and water discharge, and improvements to the Great Falls refinery containment systems, which will provide for increased containment in the case of a spill event

Reliability projects and turnaround expenditures included projects that improved the operating reliability of Calumet plant units as part of unit turnarounds preventive maintenance activities. Improved operating unit reliability is directly connected to enhanced safety and environmental performance.



Rapeseed oil is an important source for renewable fuel.



OPERATIONAL EXCELLENCE

TRANSFORMING OPERATIONS

Critical Life Safety Rules

Safety is a shared responsibility of everyone who works at Calumet or one of our subsidiaries. The safety of our employees, contractors, visitors and communities is our top priority. If it isn't safe, we don't do it. We updated the Calumet Critical Life Safety Rules to communicate clear expectations in areas critical to occupational safety, process safety and environmental protection. We stipulated 100 percent compliance with these Critical Life Safety Rules was a basic expectation of all Calumet employees, contractors and visitors.

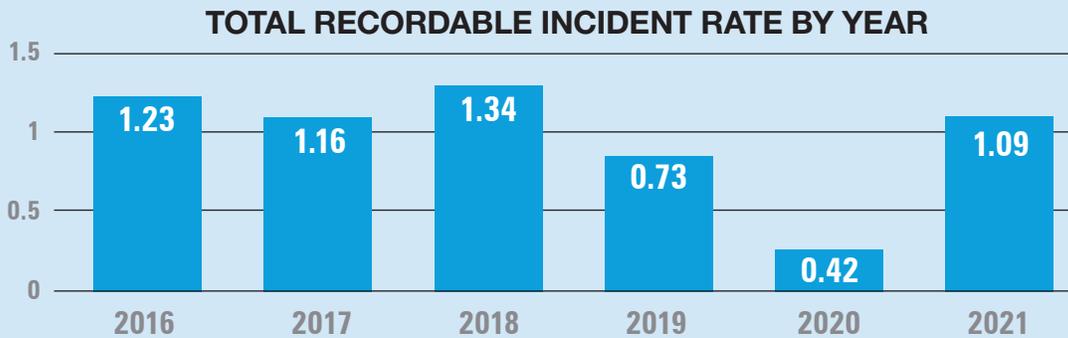
These updates included rules pertaining to compliance in confined space, energy control, hot work, live process valves, critical device protocol, prompt reporting of injuries, incidents, releases, fires, vehicular and property damage and wearing appropriate personal protective equipment (PPE).

Cardinal Rules & Safety Pledge

Providing a safe, healthy and environmentally-sound workplace and community is our top priority. As such, in adherence with the Critical Life Safety Rules, safe work permits, operating limits, systems and personal safety (weapon and substance abuse), Calumet has instituted a pledge for all employees to comply with and sign. This pledge demonstrates the individual's ongoing commitment to health, safety and environment-process safety management (HSE-PSM) at their respective location.

Total Recordable Incident Rates

From 2016 to 2020, Calumet experienced a decrease in our Total Recordable Incident Rate (TRIR). Both 2019 and 2020 had record-low rates, and we saw an increase in 2021, but it was still below the prior three years (2016-2018).



Safety Improvements

We updated safety measures throughout many of our plants, and we continue to refine our comprehensive risk management program at all locations. Calumet has allocated extensive resources to assess and reduce/control risk. This includes operational controls to ensure the reliability of our processes and equipment as well as safety and environmental protection.

In 2021, we focused on directly engaging our employees in identifying and solving our challenges and deploying our safety committees to validate the improvements. Examples of these risk controls include our Cal Pack (Shreveport, LA) and Royal Purple (Porter, TX) plants implemented lined walk paths and forklift use area limits.

Additionally, our Royal Purple plant installed spring-loaded valves that close when not attended, which prevents valves being left open and spilling to containment or contaminating product.



SHREVEPORT ENGINEERING TEAM

From left to right: **John Paul Bicol**, *Process Engineering Supervisor*; **John Nagy**, *Sr. Process Engineer*; **Brennan O'Laughlin**, *Process Engineering Intern*; **Cassie Oliver**, *Process Engineer*; **Andrew Montgomery**, *Process Engineer*; **Onyadeeka Bailey**, *Process Engineer*; **Nicholas Lee**, *Process Engineer*; **Kendall King**, *Process Engineer*; **Peyton Steib**, *Process Engineer*; **Maggie McDaniel**, *Technical Services Manager*

SOCIAL RESPONSIBILITY

ENACTING CHANGE

Improving Human Rights

Calumet believes in the importance of human rights. We comply with the California Transparency in Supply Chains Act of 2010, and we require our suppliers to do the same.

A Commitment To Respecting Human Rights

Calumet is committed to providing a work environment in which all employees are treated fairly and with respect. We encourage diversity within our workforce and have an inclusive environment that helps each of us to fully participate in and contribute to Calumet's success.

Women in Key Leadership Roles

By Equal Employment Opportunity description, women currently fill professional, first/mid-level official and manager as well as executive/senior-level official or manager roles (non-Board Directors) at a rate of 24.4% as of May 24, 2021. We also had two women on our Board of Directors.



Cassie Oliver
Process Engineer

Kendall King
Process Engineer



Pandemic Response

From the beginning of the pandemic, Calumet prioritized the health and safety of our team while continuing to serve essential business functions for the world. We immediately moved every position that could work remotely to doing so in order to minimize health and operational risk. We implemented an on-site mask mandate, restricted site visitors and made all meetings virtual. We also implemented enhanced cleaning protocols at all locations.

We tracked any health concerns that arose and isolated potential and confirmed cases of COVID-19 as soon as they came to our attention, thereby limiting the exposure of other team members. We offered paid leave for those who contracted COVID or needed to quarantine due to exposure to a confirmed case. We instituted a weekly communication to all employees that covered pandemic-specific news and protocols. This included tracking the development of vaccines and promoting them with our team.

We have continued to cover pandemic news and developments in corporate and site-specific communication.

CALUMET *Cares*



Calumet Cares Giving Guidelines

We strive to be a responsible part of the community that contributes to the greater good through charitable giving, volunteerism and employment opportunities. In order to make our contributions meaningful, we have three key strategic giving focuses: education and youth development through science, technology, engineering, arts and mathematics (STEAM); first responder support; and support for our immediate neighbors via critical community causes. We support these causes through volunteerism, financial and in-kind donations, sponsorship and advocacy. Our giving guidelines provide employees with criteria on how to apply for support.

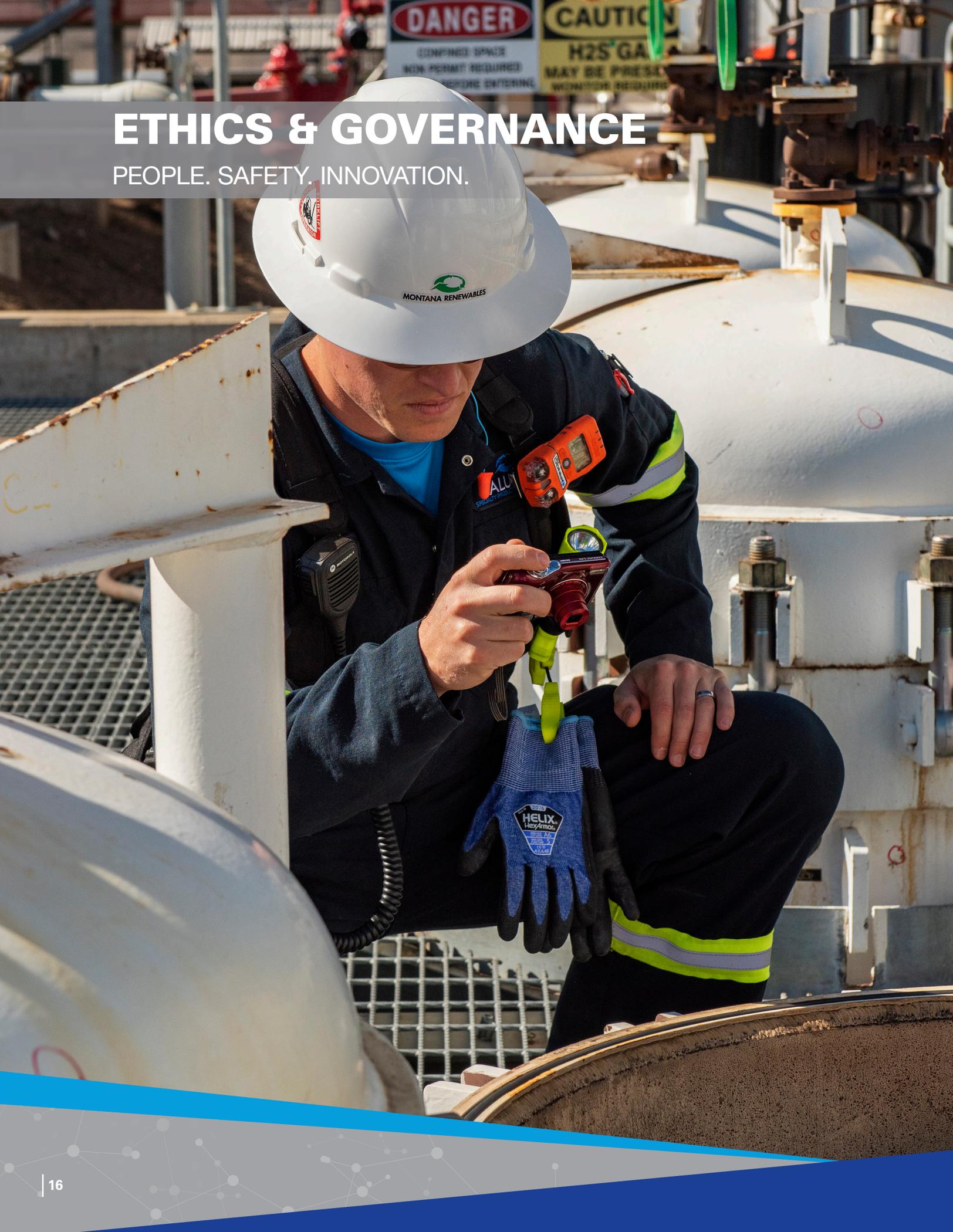
Our giving reflects a strong set of core values that run through the company. “Calumet cares about the communities where we live and work,” said VP of Human Resources Pete Andrich. “We strive to be a responsible part of our communities by contributing to the greater good, providing employment opportunities that contribute to quality of life and being active partners with community and local government agencies.”

Some of the programs and organizations we supported in 2021:

- Wheeler Mission
- Restored Creations
- Humane Society of United States
- Ronald McDonald House
- Special Olympics
- Gleaners Food Bank of Indiana
- American Red Cross
- The Julian Center
- Sheltering Wings
- Real Men Wear Pink
- Versiti Blood Center
- Million Meal Movement
- Indy BackPack Attack
- Hurricane Relief
- Winter Storm fuel and generator
- Coat Drive
- Energy assistance
- Educational grants
- Community Advisory Panel

ETHICS & GOVERNANCE

PEOPLE. SAFETY. INNOVATION.



Ethics and Governance

Integrity continues to be one of Calumet's core values. Our Compliance & Ethics Program, which includes a Code of Business Conduct & Ethics, is foundational for all employees. The Compliance Committee provides oversight of employee certifications as well as reporting and performance of our Ethics and Compliance Program.

International Operations Compliance Process

We abide by global trade compliance regulations and best practices, which include complete and accurate record keeping, monitoring classification of materials, auditing end-to-end processes and training across the organization. As part of the compliance process, we conduct a review of the ultimate beneficial ownership of our customers, which includes due diligence based on the latest updates of restricted import and export regulations to various parties/countries we can't do business with. Our updated process allows us to react rapidly to changing political environments.

Sustainable Procurement Policy & Procedures

Calumet's Sustainable Procurement Policy was created to promote overarching sustainable procurement practices, enabling us to identify, evaluate and maintain qualified suppliers of products and services that are integral to the manufacture of our products. As part of this new process, we developed sustainable procurement guidelines for raw material and ingredient selection, vendor selection, vendor code of conduct expectations, compliance assessment and noncompliance mitigation.

The new policy included the following policies/processes:

- Raw Material and Direct Material Sourcing
- Supplier Selection
- Vendor Create Change Process
- Denied/Restricted Parties' Screening
- Calumet Vendor Code of Conduct
- Supplier Sustainability Questionnaire

Effective Oversight

A key element of our Compliance & Ethics Program is effective oversight of the compliance activities across the company. Each quarter, the Corporate Compliance Officer presents a detailed update on our compliance and ethics activities to the corporate Compliance Committee. The Corporate Compliance Officer also separately provides a compliance report to the Audit and Finance Committee of the Board of Directors. The Board has charged its Audit and Finance Committee to provide Board-level oversight over our Compliance & Ethics Program, and the Corporate Compliance Officer has a direct reporting relationship to that Board Committee.

- **Compliance Committee**

Composed of a cross-functional group of mid-level and senior leaders of the organization.

- **Compliance Scorecard**

Compliance-related functions are annually assessed based on the seven key program elements identified in the U.S. Sentencing Guidelines. The results are analyzed for opportunities for improvement. The results are reported to the Compliance Committee and the Audit and Finance Committee.

- **Compliance Bulletin**

A quarterly article on a timely compliance topic is published in our internal newsletter in order to help educate our employees on compliance issues and ethical conduct.

- **Ethics Helpline**

A third-party system is used to receive anonymous concerns/tips regarding matters related to the company or company personnel. Users can either call or use a website to document the issue. A documented process is followed to review these matters. The cases are analyzed, and a summary report is provided to the Compliance Committee and the Audit and Finance Committee.



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