



CORPORATE  
**PRESS KIT**  
2024

# OUR GROWING HISTORY



Welcome to the new Calumet... a high-performance business with two industry-leading platforms in specialty products and renewables.

Our specialties business is built on our core advantages: a customer-centric, innovative culture; a fully integrated business with global scale and reach; and a history as a trusted partner to an elite customer base. We are unique among competitors as the most integrated provider of specialty products including white oils, petrolatums, lubricants, solvents, waxes and more that are embedded in many world-renowned brands.

We see the future unfolding in our Montana Renewables business, North America's most advantaged renewable fuels platform. Our low-emission sustainable alternatives to fossil fuel effect immediate carbon reduction as we leverage our unique geography to access to the industry's most diversified slate of renewable feedstocks. We are emerging as an industry leader in renewable diesel and North America's largest sustainable aviation fuel producer.

Our flexibility and exposure to a diverse set of end users will allow us to outperform through all business cycles. We service industrial markets in energy, transportation, and agriculture and supply consumer-facing channels in pharmaceuticals, personal care, and retail lines. This diversity gives us the ability to capture opportunities and mitigate risk, resulting in advantaged performance regardless of broader market conditions.

Entrepreneurship, resilience, collaboration and innovation are traits that have defined the Calumet spirit for over 100 years and remain the foundation for our culture and customer relationships. Our people are scientists, engineers, and product specialists and are proud of our ability to build thriving businesses.



# BY THE NUMBERS

KEY FACTS ABOUT CALUMET



**3.4K+**  
UNIQUE  
PRODUCTS



**100+**  
YEARS IN  
BUSINESS



**2.7K**  
GLOBAL  
CUSTOMERS



**137K+**  
PRODUCTION  
BPD\*



**1.6K+**  
EMPLOYEES  
NATIONWIDE



**3.5B+**  
ANNUAL  
SALES

*\*137,000+ Barrels Per Day or 7,535,000+ gallons*

# THE ORANGE JUICE STORY

## Calumet: Everyday Products. Everywhere.

What does Calumet have to do with orange juice? Everything. Calumet products are all around you.

The **Naphthenic Process Oils** used to make the tires and hoses used in the tractor

The **Base Oils** and **Sulfonates** in the metal working fluids used in the production of virtually every engine, transmission and hydraulic component on the tractor

The **Engine, Transmission** and **Hydraulic Oils** for the tractor and its implements, and the motor fuels that keep them running

The **Naphthenic Base Oils** and **Aliphatic Solvents** in the paints and coatings on all equipment

The **Paraffinic Distillate** in the horticulture spray oils used in orange groves, most of it listed for USDA Organic farming approval

The **Aliphatic Solvents** and **Base Oils** in the lubricants used on the farm where incidental food contact could occur

The **White Oils, Petrolatums** and **Solvents** used in lubricants for every food contact surface in the processing plants

The same **Engine, Transmission** and **Hydraulic Oils** used in the tractor and implements used in the trucks that deliver the oranges to the processing center

The **Mineral** and **Ester-Based Refrigeration Oils** in the units keeping the juice cold





The **Solvents** used as flotation materials in the production of the paper that makes the carton

The **Paraffin Waxes** that coat the carton

The **Solvents** and **Process Oils** in the adhesives on the carton

The **Paraffinic** and **Naphthenic Process Oils** as primary or secondary plasticizers in the cap and closure

Again, the trucks, roads and refrigeration storage — getting the product to market over the road

The **Refrigeration Oils** used to keep the juice cold in the stores

The **Engine, Transmission** and **Hydraulic Oils** used on the transport of that carton to the refrigerator in your home

The **Mineral Insulating Oils** used in the transformers that keep the lights on, from start to finish, while your family goes for a glass of juice in the morning

# CALUMET IS PART OF YOUR LIFE



## YOU TOUCH CALUMET PRODUCTS EVERY DAY!

### In your kitchen:

- Refrigerator oils
- Vegetable oils
- Aluminum cans
- Aluminum foil
- Molded pans
- Stickers on fruit
- Food packaging
- Plastic wrap
- Meat packaging plastic

### In your backyard:

- Lighter fluid
- Lawn equipment

### In your garage:

- Grease
- Duct tape
- Masking tape
- Household cleaners

### When you eat out:

- Oven lubricants (bread and pizza bakeries)

### When you shop online:

- Rubber conveyor belts
- Cardboard box coating

### With kids and pets:

- Crayons
- Baby diapers
- Kitty litter

### In your bathroom:

- Ointment base
- Petroleum jelly
- Cosmetics
- Hair care
- Skin care
- Color cosmetics
- Sunscreen
- Deodorant
- Adhesive bandages
- Toilet bowl rings

### In your vehicle:

- Auto engine oils
- Motorcycle oils
- Shock absorber fluids
- Tires

### When you travel:

- Aviation hydraulic fluids
- Aviation engine lubricants
- Aviation refrigeration oils
- Fog oils
- Jet fuel
- Snowmobile oils
- Asphalt



# BUSINESS SEGMENTS



## SPECIALTY PRODUCTS & SOLUTIONS

We are a leading specialty products company with a unique asset base serving iconic brands. Calumet's high-quality products cross many end-market uses. Specialty products are the core of our business.

### BASE OILS

- Baby diaper adhesive
- Agricultural spray oils (ORCHEX®)
- Automotive DIY
- Pet care
- Gear oils, lubricants and greases
- Paints and coatings

### SPECIALTY OILS: GELS

- Makeup and cosmetics
- Hair care and styling
- Body wash and personal care
- Sunscreen and sun care
- Skin care and treatments

### SPECIALTY OILS: PETROLATUMS AND MINERAL OILS

- Petroleum jelly
- Makeup
- Ointments
- Sun care products
- Bath and massage oils
- Shaving creams

### WAXES

- Adhesives
- Automotive DIY
- Candles/wax melts (TitanWax™)
- Food packaging and coating
- Paints and coatings

### ALIPHATIC SOLVENTS

- Aluminum foil and cans
- Automotive DIY formulations
- Printing ink
- Paints and coatings
- Adhesives/sealants
- Spray lubricants





## PERFORMANCE BRANDS

Calumet provides high-performance iconic brand products to a loyal and passionate consumer base.

### ROYAL PURPLE®

develops, manufactures and sells a wide variety of premium synthetic lubricants for most industrial, automotive, commercial and racing applications.



### BEL-RAY®

develops, manufactures, and sells high-performance lubricants and greases used in a comprehensive range of aerospace, food, industrial, marine, military, mining and power sports applications.



**TRUFUEL®** is a high-performance, ethanol-free

engineered fuel precisely mixed using the most advanced synthetic lubricant and performance-enhancing additives available.



## MONTANA RENEWABLES™

Calumet is part of the energy transition with Montana Renewables, LLC, the largest producer of sustainable aviation fuel in North America. Renewable diesel fuel and renewable hydrogen are also produced at the facility.

We've been a part of the Great Falls, Montana community for over 100 years and Montana Renewables benefits the entire state with feedstock sourcing, capital investment and community employment. This business uses oil seed crops and waste byproducts from the food supply chain, such as tallow, to produce renewable diesel, renewable gasoline and sustainable aviation fuel. These are lower-emission sustainable alternatives to fossil fuels. This business is just one way Calumet supports sustainability and responsible environmental stewardship.

Montana Renewables is uniquely positioned to provide efficient access to renewable diesel products for the northwest United States and Canada. The business's green financing framework has been endorsed by Standard & Poor. Beginning full-scale production in late 2022, we believe Montana Renewables will be an asset to the Great Falls community for another 100 years.

Calumet Refining  
Company Formed  
(Burnham, IL)

**1919**



Enter Strategic  
Distribution Business  
(Burnham, IL)

**1956**



Enter Aliphatic  
Solvent Business  
(Cotton Valley, LA)

**1995**



Go Public —  
NASDAQ ticker CL  
(New York, NY)

**2006**



**1953**

Enter Naphthenic Base  
Oil Business  
(Princeton, LA)



**1990**

Calumet Corporate  
Headquarters Moved  
(Indianapolis, IN)



**2001**

Enter Wax and Paraffinic  
Base Oil Business  
(Shreveport, LA)



E  
W

# SPECIALTY PRODUCT INNOVATION

MT  
)

Enter Automotive,  
Industrial & Racing Use  
Synthetic Lubricants  
(Porter, TX)

**2012**



Enter High-Tech Industrial,  
Power Sports, Mining  
& Marine Lubricants  
(Farmingdale, NJ)

**2013**



Montana Renewables, LLC  
Created for Renewable  
Diesel Fuel Production  
(Great Falls, MT)

**2021**



**2008**

Enter FDA Quality  
White Oils Business  
(Karns City, PA)



**2012**

Enter Ready-to-Use Fuels  
for 2-Cycle & 4-Cycle  
Outdoor Power Equipment  
(Shreveport, LA)



**2020**

Expand into Specialty  
Wax Formulating  
& Blending  
(Muncie, IN)

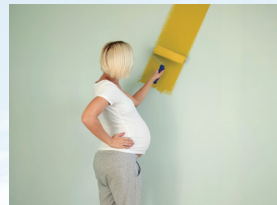


**2023**

Montana Renewables  
becomes the largest SAF  
producer in North America.

# ENVIRONMENTAL ADVOCACY

At Calumet, we intend to be an efficient and reliable operator while also being environmentally responsible. Being at the forefront of technological advances means that, over the years, we have developed numerous products that focus on quality, safety and biodegradability.



Calumet **solvents** used in paints and coatings are California and EPA LVP-VOC compliant.



**ROYAL PURPLE® BioMax™** marine lubricants are readily biodegradable, have low toxicity and low bioaccumulation, and feature biorenewable materials.



**CalEster T™** is a lubricant base product derived from renewable sources and is on the EU Lubricant Substance Classification list (LuSC list).



Calumet **asphalt** is 100 percent recyclable in both paving and roofing applications, resulting in no future GHG release into the atmosphere.



**ORCHEX®** agricultural spray oils offer superior protection to crops from pests, diseases and weeds without harming humans.



Calumet produces **ultra-low sulfur gasoline** (tier 3) that is 80 percent lower than the allowable EPA restriction.



**TitanZero™ Calumet FR-6014 Paraffin Wax** is a soy and paraffin candle wax blend that has been independently certified as a Carbon Neutral product by SCS Global Services.



**Royal Purple® Max-Restore™** High Mileage Fuel Treatment, a tested innovation that boosts fuel efficiency, cuts emissions, minimizes wear, and enhances injector flow.

## ▶ 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

At Calumet, we are grounded by our values. They are the foundation for our conduct, our decision making and our commitment to customers and business partners.

### **SAFETY, ENVIRONMENT & SOCIAL RESPONSIBILITY**

We work safely, protect the environment, and are a good corporate citizen.

### **TEAMWORK**

We act as one team where everyone has a voice, is treated with respect, and works toward common goals.

### **OWNERSHIP**

We are nimble, accountable, and act as owners to deliver value for our stakeholders.

### **PASSION FOR CUSTOMERS**

We partner with our customers to offer unparalleled innovation and quality products and services.

### **EXCELLENCE**

We strive to be the best and to deliver exceptional performance.



# CALUMET LOCATIONS

## CORPORATE HEADQUARTERS

- Indianapolis, Indiana (right)

## PRODUCTION, BLENDING AND PACKAGING FACILITIES

- Cotton Valley, Louisiana
- Great Falls, Montana
- Princeton, Louisiana
- Shreveport, Louisiana
- Dickinson, Texas
- Karns City, Pennsylvania
- Louisiana, Missouri
- Burnham, Illinois
- Muncie, Indiana
- Porter, Texas

## INTERNATIONAL SALES

- Mexico City, Mexico





**Calumet employs more than 1,600 people across the country. We believe in making a positive impact on the communities where we are located through employment opportunities, responsible operations and community outreach.**

# LEADING THE WAY

## OUR EXECUTIVE TEAM



### **Todd Borgmann** CHIEF EXECUTIVE OFFICER

Mr. Borgmann has served Calumet as Chief Executive Officer since May 1, 2022. For the two years prior, he served as Calumet's Senior Vice President & Chief Financial Officer. Mr. Borgmann has 15 years of service with Calumet, serving across a diverse set of management roles. Prior to becoming CFO, Mr. Borgmann was the Vice President of Supply & Trading, but he has also served Calumet as Vice President of Business Development and as Director of White Oils & Petrolatums. Mr. Borgmann received his B.S. in Industrial Engineering from Purdue University and an MBA from the University of Notre Dame.



## SENIOR MANAGEMENT



**Bruce A. Fleming**

EXECUTIVE VICE PRESIDENT, MONTANA RENEWABLES AND CORPORATE DEVELOPMENT

Mr. Fleming has served as Executive Vice President, Montana Renewables and Corporate Development of our general partner since February 2021. From March 2016 until the appointment to his current position, Mr. Fleming served as Executive Vice President, Strategy and Growth of our general partner. Prior to joining the company, Mr. Fleming served as the Vice President of Mergers and Acquisitions at Tesoro Corporation and as an officer of Tesoro Companies Inc. since 2004. From 1997 to 2004, Mr. Fleming served as Managing Director of Hong Kong-based Orient Refining Ltd., and from 1981 to 1996 he held senior operations, business development and planning roles with Amoco Oil and Amoco Corporation, where he was most recently Vice President of China Business Development. Mr. Fleming earned a Ph.D. in chemical engineering from Princeton University and a B.S. in chemical engineering from the University of Delaware. He is a member of the Board of M&A Standards.



**Scott Obermeier**

EXECUTIVE VICE PRESIDENT, SPECIALTIES

Mr. Obermeier became Executive Vice President, Specialty Products and Solutions in February 2021 after serving as Executive Vice President, Commercial since January 2020. Prior to this role, Mr. Obermeier was Calumet's Vice President of Commercial Excellence beginning in November 2017, and, in addition to this role, served as General Manager of Base Oils beginning in August 2018. Prior to joining the company, Mr. Obermeier spent 10 years with Univar Solutions, Inc., most recently serving as the Vice President of Product Management, where he managed the global chemical distributor's organic chemicals business. Before that, Mr. Obermeier was the Vice President of Key Accounts at Univar. Mr. Obermeier received a B.A. in chemistry marketing from the University of Northern Iowa.



## SPECIALTY PRODUCTS & SOLUTIONS

### SPECIALTY OILS

**penreco**

**VERSAGEL**  
PERFORMANCE GELS

**VERSASTIQUE**  
SEMI-SOLID GELS

**SYNERGEL**  
INDUSTRIAL GELS

**DRAKEOL**  
WHITE MINERAL OILS

**HYPERTECH**  
COMPRESSOR LUBRICANTS

**PENCLEAR**  
PETROLATUM

### BASE OILS

**ORCHEX**  
AGRICULTURAL SPRAY OILS

**CALPAR**  
PARAFFINIC BASE OILS

**CALSOL**  
PROCESS OILS

**CALTRAN**  
ELECTRICAL INSULATING OILS

**HYDROCAL**  
NAPHTHENIC BASE OILS

**CALPRO**  
HYBRID PROCESS OILS

**INKOL**  
PRINTING INK OILS

### SOLVENTS

**MAGIESOL**  
ALUMINUM ROLLING & PRINTING

**DRAKESOL**  
FDA COMPLIANT SOLVENTS

**CALSIA**  
DRILLING FLUIDS

**CALUMET LVT**  
ISOPARAFFINIC DRILLING FLUIDS

**CALUMET LVP**  
LOW VAPOR ALIPHATICS

**CONOSOL**  
ISOPARAFFINICS

**CALPRINT**  
PRINTING INK SOLVENTS

### WAXES

**TitanWax**  
CANDLE BLENDS

**TitanZero**  
CARBON NEUTRAL WAX

### ESTERS

**CalEster**  
SYNTHETIC BASE STOCKS



## PERFORMANCE BRANDS



### CORPORATE HEADQUARTERS

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### MEDIA OAKES

COMMUNICATIONS & PUBLIC RELATIONS DIRECTOR  
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### JOHN KOMPA

INVESTOR RELATIONS DIRECTOR  
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