

2019 SUSTAINABILITY HIGHLIGHTS

Charting a Course of
Corporate Responsibility





“With current world challenges such as a global pandemic and economic crisis, I would posit it is more necessary than ever to make sure we are part of the solution.”



LETTER FROM OUR CEO

It's a great pleasure to present to our customers, community and investors Calumet's latest sustainability highlights. I am excited to share with you some programs we have underway to make a positive mark.

With current world challenges such as a global pandemic and economic crisis, I would posit it is more necessary than ever to make sure we are part of the solution. For that reason, we have decided to move forward with our plans to put this flag in the ground and chart a course. I hope you'll enjoy our report and find it a useful glimpse into our company.

I'd particularly like to highlight a few key projects we discuss here:

- Our packaging sustainability project has already reduced packaging waste by 1.5 metric tons and is projected to increase that to five metric tons by the end of 2020. We won't stop there, though. Our goal, as aligned with Walmart's Project Gigatron Goal and Zero Waste Aspiration, is to reduce our packaging waste by a total of 45 metric tons by 2030.
- In the past five years, Calumet has seen an 84% reduction in our Total Recordable Incident Rate. We believe in the philosophy of "If it isn't safe, we don't do it," and our employee health and safety is our top priority at all times. I won't be satisfied until we have zero injuries.
- We are fully committed to living our Calumet Values of Collaboration, Entrepreneurship, Excellence, Innovation, Integrity, Respect, and Safety. Nowhere are these values more evident than in our Calumet Proud program. This program is our rallying cry that calls every employee to be the best version of him or herself, to value their work, their coworkers, their professional integrity and their community.

I'm committed to holding our team accountable to continuous improvement, and that includes sustainability and social responsibility at Calumet.

Calumet Proud,

Steve Mawer, CEO

A COMMITMENT TO EXCELLENCE IN HYDROCARBON SPECIALTY PRODUCTS



3,400

UNIQUE
SPECIALTY
PRODUCTS



11

MANUFACTURING
AND PRODUCTION
FACILITIES



90

COUNTRIES
WORLDWIDE



2,700

CUSTOMERS
GLOBALLY

CALUMET VALUES

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.

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.

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.

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.

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.

SAFETY

If it's not safe, we won't do it.

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

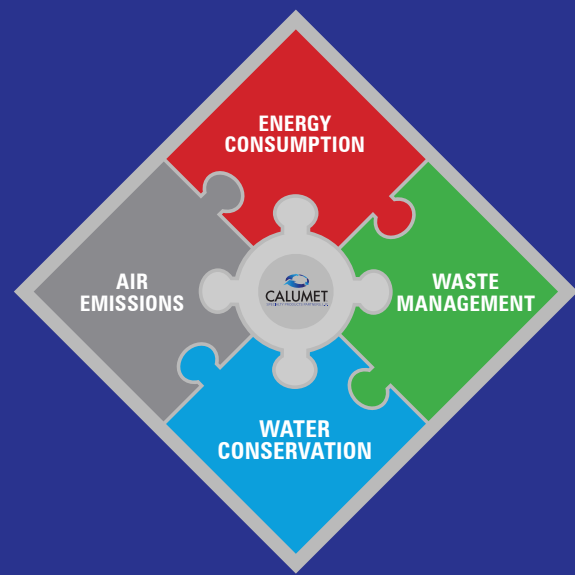
ENVIRONMENTAL ADVOCACY



A COMMITMENT TO PROTECTING THE ENVIRONMENT

Calumet's efforts to prioritize and protect the environment are focused on tracking and reducing energy consumption and air emissions, water management and conservation as well as waste management.

As a result of Calumet's investment and continuous improvement efforts in these four areas over the past three years, while overall production has remained steady, air emissions (greenhouse gases) and non-hazardous waste generation have DECREASED during the same time period.



PACKAGING SUSTAINABILITY PROJECT

Packaging Goal: To optimize the design of HDPE packaging for Calumet Finished Lubricants to reduce packaging material levels by 45 MT (metric tons) from 2018 to 2030, which is in line with Walmart's Zero Plastic Waste Aspiration and Project Gigaton.

A reduction of more than **40%** packaging material weight by moving from one-quart containers to a five-quart container.



An estimated absolute emissions reduction of 82 MT carbon dioxide equivalence (CO₂e).



We are already on a steady path to achieving our goal. As of October 2019, our packaging has been reduced 1.3 MT and is projected to decrease 5 MT by 2020, based on our quart and five-quart container projections.



OPERATIONAL EXCELLENCE

A COMMITMENT TO PROVIDING A SAFE WORKPLACE

Providing a safe, healthy and environmentally sound workplace and community is a top priority at Calumet. Our policy is to protect the health and safety of people and the quality of the environment and to conduct our operations reliably, safely and efficiently.

The Calumet Health, Safety and Environment (HSE) Management System provides the program for the systematic management of process safety, personal safety and health, and environment protection.

OUR HSE GOVERNING PROCESS

Calumet governs HSE management and drives continual improvement through a closed-loop process which has delivered significant progress in all aspects of sustainability over the past few years.

Governance Team
VP Operations
Risk Committee

Governance Team
Senior Operational
& HSE Executives

Assess & Adjustment

Monthly, Quarterly,
Semi-Annually

Define HSE Strategy

Prioritize/Align
Resources

Develop Systems & Solutions Associated with Priorities

Integrate & Implement
"Playbook"

Operational Teams

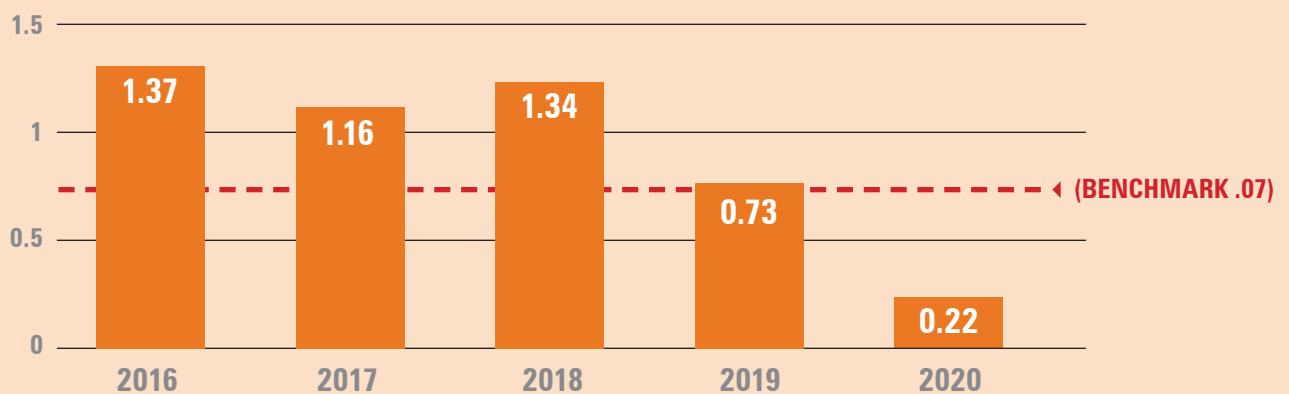


A CULTURE OF SAFETY

"If it can't be done in a safe, healthy and environmentally sound manner, we don't do it."
- Mark Condon, Vice President of Operations

The philosophy has resulted in a steady improvement in the company's safety performance. From 2015 to 2020, Calumet has experienced an 84% decrease in Total Recordable Incident Rate (TRIR).

TOTAL RECORDABLE INCIDENT RATE BY YEAR



SOCIAL RESPONSIBILITY



A COMMITMENT TO RESPECTING HUMAN RIGHTS

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

We are committed to hiring, compensating, evaluating, transferring and promoting employees based solely on skills and performance. It is our policy to provide equal employment opportunities and to treat applicants and employees without inappropriate bias. We value the talents and abilities of our employees and seek to foster an open, cooperative and dynamic environment in which employees and the company can thrive together.

Calumet also supports the human rights of its external stakeholders, including customers and local communities. We are actively reviewing additional actions we can take to support the goal of improving human rights.

IMPROVING HUMAN RIGHTS

Calumet supports the goals of the California Transparency in Supply Chains Act of 2010 and the importance of human rights, and we require our suppliers to do the same.

We demonstrate our commitment to human rights by complying with the Conflict Minerals Provision of the Dodd-Frank Wall Street Reform and Consumer Protection Act. We have a Conflict Minerals Statement, which summarizes our position on Conflict Minerals — collectively referred to as 3TGs.

In addition to Calumet's Dodd-Frank compliance, we also require our supply chain partners to comply as well. We have certified our supply chain for Conflict Minerals compliance through the following vehicles:

- **Calumet Annual Supplier Quality Survey**
- **Calumet Purchase Order Terms & Conditions**
- **Calumet Vendor Code of Conduct**



CONFIRMING COMPLIANCE



**We review
our product
supply chain.**



**We audit our
suppliers to determine
compliance.**



**We request
certifications from
all suppliers.**



ETHICS & GOVERNANCE



A COMMITMENT TO GETTING RESULTS THE RIGHT WAY

Integrity is part of the foundation that has made Calumet a successful business over the past 100 years and is part of every decision we make.

The cornerstone of our Compliance & Ethics Program is our Calumet Code of Business Conduct & Ethics. It documents our commitment to high ethical standards, and all employees are required to annually acknowledge their understanding of the Code.

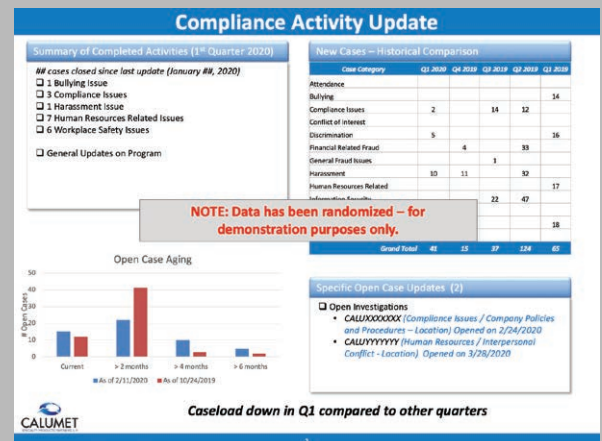
GOVERNANCE

BOARD OF DIRECTORS

A key element of our Ethics Program is oversight from senior executives and the Board of Directors. Each quarter, the Corporate Compliance Officer presents a Compliance Activity Update, which includes Ethics, to both of these groups.

COMPLIANCE SCORECARD

We also have a broader Compliance Program that is consistently monitored by a Compliance Scorecard — rating approximately 30 different Compliance Functional Areas within the business on the seven elements of effective Compliance Programs, per the DOJ Federal Sentencing Guidelines.



ETHICS MONITORING

COMPLIANCE TRAINING

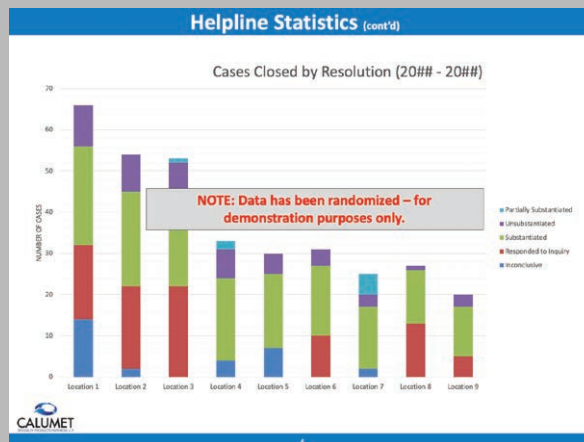
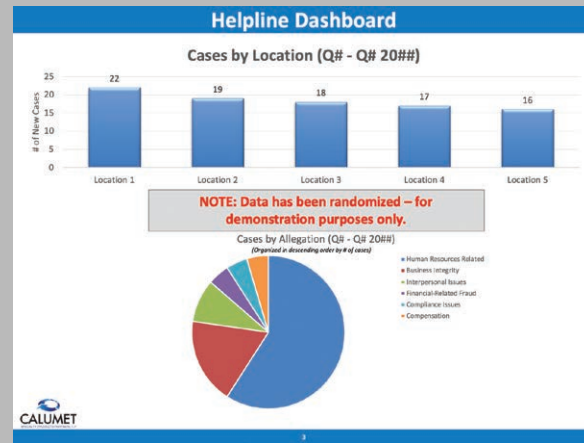
The Corporate Compliance Officer receives a daily report of overdue compliance training. We have a process in place to follow up on overdue training, and high-level statistics are reported to the Compliance Committee each quarter.

ETHICS HELPLINE

We encourage our employees to operate under the philosophy of “If you see something, say something — SPEAK UP.” Our Calumet Ethics Helpline, which operates 24 hours a day, seven days a week, gives anyone connected to Calumet a platform to speak up.

All reports to the Calumet Helpline are confidential, and callers may remain anonymous at their request. Every report made is reviewed thoroughly to ensure appropriate action is taken, and we strive to address all reports within 60 days.

Reports can be submitted to the Ethics Helpline via phone (+1-844-836-2503) or via the Internet (<https://ethics.ethix360.com>).



ENSURING COMPLIANCE WITH OUR CODE



**Facilitate
Compliance
Scorecards**



**Review
Documents
and Training
Metrics**



**Monitor
Areas
of Focus**



**Release
Quarterly
Compliance
Bulletins**



**Increase
Visibility of
Compliance**



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