



“Our drive to be a more environmentally responsible company moving forward with genuine purpose is at the core of who we are.”



LETTER FROM OUR CEO

At Calumet, we care about our employees, our environment and the communities where we live and work. It is my great pleasure to update you on our Corporate Responsibility progress made during 2020.

COVID-19 dominated 2020 and Calumet implemented a strong response to protect employees and ensure continuous supply to customers. We changed quickly to a revised work model that limited the number of on-site employees to the minimum needed to perform our essential work; we provided our employees with the necessary information to keep themselves and their loved ones safe and healthy; and we offered counseling resources focused on wellness during an incredibly challenging period. Employee health reporting, case management, and contact tracing allowed us to limit risk to on-site employees, and we are happy to report that all Calumet employees who experienced COVID-19 recovered and returned to work. The impact on operations was mitigated by our quick response.

The pandemic provided us with an opportunity to reflect on best practices for safe, efficient, and environmentally responsible operations throughout the organization. That reflection led to a number of significant improvements over the past 12 months. Tangible proof of the difference we are making in performance can be seen in our two successive years of record health and safety performance, including the following:

- Calumet has reduced workplace injuries by more than 40 percent.
- Calumet had a record environmental performance in 2020, experiencing a reduction in spills and releases to the environment.
- Calumet has a program in place to continually improve the health and hygiene of our workplaces. As an example, one of our facilities was able to use this data to improve risk identification by 85 percent.

These improvements do not happen by chance. They are part of the culture of change and progress we are driving through our business as we look to protect things about which we care deeply.

Although we operate facilities that are small compared to large refineries, we have a history of innovation. We continue to prioritize activities that improve our performance both in operational safety and that of our product performance in end applications. One example of our innovation having a positive impact is in our recent patent for unleaded aviation gasoline for piston-fired aircraft. This new technology eliminates lead from small aircraft fuel, which has been a priority for the Environmental Protection Agency and U.S. Federal Aviation Administration. Our team developed a process to manufacture this product as a drop-in to existing ASTM specifications, which will save considerable time in getting the product to market.

This new patent is just one example of our sustained focus improving our environmental impact. We are also committed to tracking and reducing energy consumption and air emissions (greenhouse gases) to better manage our water use and conservation while driving reductions in our non-hazardous waste generation. Our drive to be a more environmentally responsible company moving forward with genuine purpose is at the core of who we are. That is why we are so excited to share our next initiative to advance the future of energy: Montana/Renewables. This energy transition initiative focuses on producing a sustainable diesel in the most efficient industry project to date, initially providing an estimated 10,000-12,000 barrels per day.

As you can see by our improvements over the past year and our forward-looking projects, we remain committed to holding ourselves accountable to continuous improvement in everything we do, including our performance in sustainability and social responsibility.

Calumet Proud,

Steve Mawer, CEO