



2017 CORPORATE
CITIZENSHIP
REPORT

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GEORGE DAMIRIS | CHIEF EXECUTIVE OFFICER AND PRESIDENT

HollyFrontier's longstanding commitment to corporate social responsibility is inherently tied to how we do business. We strive to do what is right for our employees, contractors, investors, communities and the environment. This focus enables us to responsibly operate our business and create value for all our stakeholders.

In our 2017 Corporate Citizenship Report, we are pleased to share how our investments and actions illustrate our promise to be a responsible corporate citizen.

Our safety. Safety is one of our core values at HollyFrontier. The phrase "Goal Zero" is one you'll hear daily across our organization. It emphasizes our belief that we can operate our facilities safely. Each of us takes ownership in creating and maintaining a safe work environment. In 2017, we reduced our recordable employee injury rate by 42% as compared to 2016.

Our people. Our employees are vital to our mission and culture. We are grateful for their efforts and contributions. We've grown to 3,469 employees in 2017, up from 2,676 employees in 2016, primarily due to our acquisition of Petro-Canada Lubricants Inc. We continuously seek to develop our employees as part of our core values. In 2017, we invested \$2.4 million in training and development programs for our employees.

Our environment. We are committed to being responsible stewards of the environment in the communities where we operate. In 2017, we continued to identify new ways to increase efficiency and reduce our environmental footprint. We are investing \$25 million through 2019 to reduce emissions and improve efficiencies.





Our communities. In 2017, we contributed nearly \$1.6 million to local organizations. Our efforts concentrated on youth and education, public safety, and physical wellness. It's our privilege to help strengthen the communities where we work and live through our financial contributions and employee volunteer time.

Our economy. In 2017, we dedicated \$272 million of capital spend to sustaining, growing and enhancing our manufacturing operations at our six refineries. We make direct and indirect contributions to the local economy through job creation, taxes, revenues, capital expenditures and community investments.

This report is filled with details about the programs and efforts that made these results possible. We are proud of what we accomplished in 2017. As we move forward through 2018, HollyFrontier will continue to be guided by our core values of health and safety, corporate citizenship, environmental stewardship, honesty and respect and continuous improvement.

On behalf of our board of directors and our employees, we thank you for your support of HollyFrontier.

Sincerely,

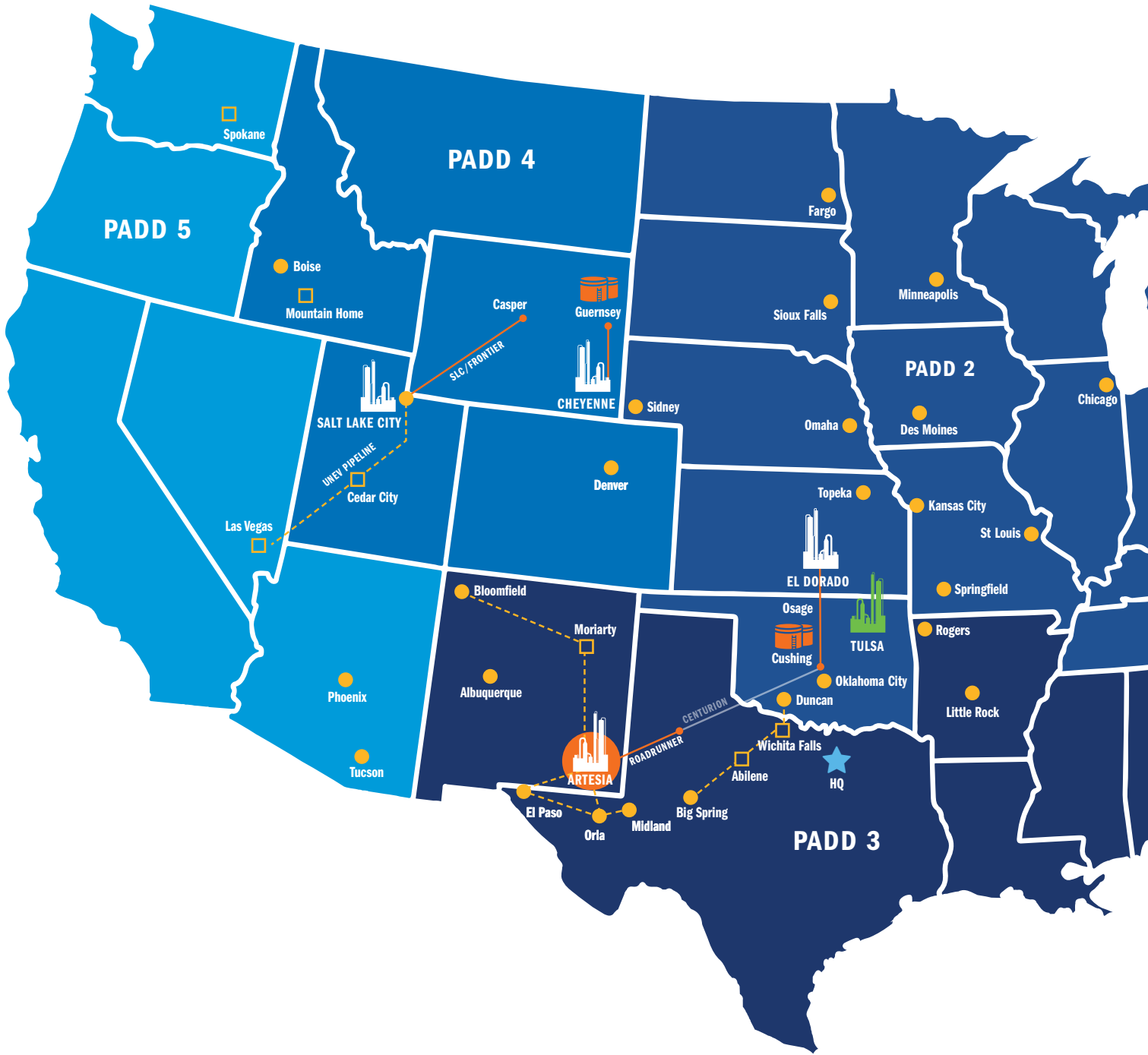
A handwritten signature in black ink that reads "George Damiris".

GEORGE DAMIRIS
CHIEF EXECUTIVE OFFICER AND PRESIDENT



ABOUT





MAP KEY



HFC REFINERIES



HFC REFINERY + LUBE PRODUCTION

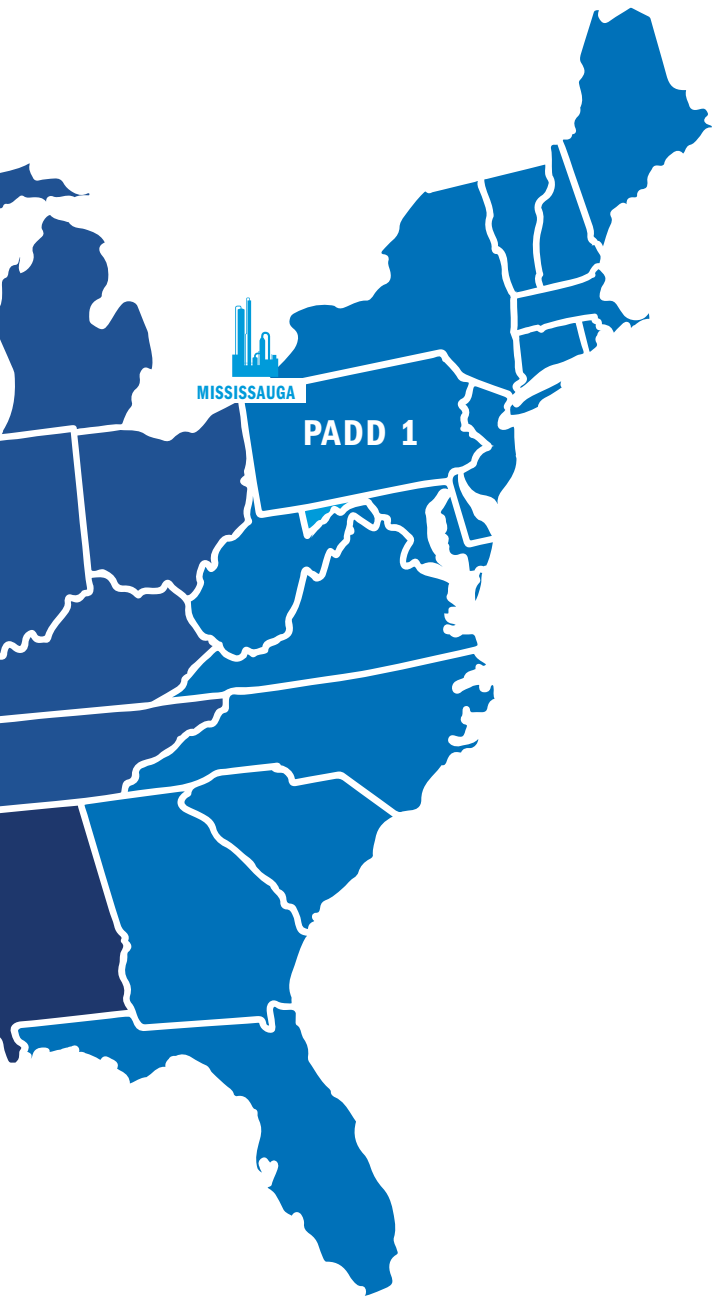


LUBRICANTS REFINERY



HEP TERMINAL/HFC PRODUCT MARKETS





OVERVIEW

REFINING

5

U.S. INLAND
REFINERIES

457K

BARRELS/DAY
REFINING CAPACITY

10M

GALLONS/DAY OF
GASOLINE PRODUCED

MIDSTREAM

~3.4K

PIPELINE
MILES

14M

BARRELS OF CRUDE &
PRODUCT STORAGE

7

LOADING
RACKS

8

TERMINALS

SPECIALTY LUBRICANTS

28K

BARRELS/DAY OF
LUBRICANT PRODUCTION
CAPACITY

6

SALES
OFFICES

21

THIRD-PARTY OPERATED
TERMINALS WORLDWIDE

60% → 80%
PRODUCTION EXPORTED
TO MORE THAN COUNTRIES



HFC PRODUCT
MARKETS



HEP PRODUCT
PIPELINES



HEP CRUDE
PIPELINES



CRUDE
HUB



CRUDE
GATHERING





COMPANY PROFILE

HollyFrontier Corporation is a North American petroleum refining, lubricants and logistics company headquartered in Dallas, Texas. Our operations are organized into three business segments: refining, lubricants and midstream (through our holdings in Holly Energy Partners).

REFINING

HollyFrontier owns and operates five refineries with a combined crude oil processing capacity of 457,000 barrels per day. Our refineries process a variety of locally sourced domestic and Canadian crude oil, and market refined products principally in the Southwest U.S., the Rocky Mountains, Pacific Northwest and in other neighboring Plains states.

MID-CONTINENT

El Dorado Refinery

- Located in El Dorado, KS
- 135,000 BPD capacity
- Processes sour and heavy Canadian crude oils into high-value light products
- Distributes to high-margin markets in Colorado and Mid-Continent/Plains states

Tulsa Refinery

- Located in Tulsa, OK
- 125,000 BPD capacity
- Processes predominantly sweet crude oil with up to 10,000 BPD of heavy Canadian crudes
- Distributes to the Mid-Continent states

SOUTHWEST

Navajo Refinery

- Located in Artesia, NM, and operated in conjunction with a refining facility 65 miles east in Lovington, NM
- 100,000 BPD capacity
- Processes sour crude oil into high-value light products
- Distributes to high-margin markets in Arizona, New Mexico and West Texas

ROCKY MOUNTAINS

Cheyenne Refinery

- Located in Cheyenne, WY
- 52,000 BPD capacity
- Processes sour and heavy Canadian crude oils into high-value light products
- Distributes to high-margin Eastern Rockies and Plains states

Woods Cross Refinery

- Located in Woods Cross, UT (near Salt Lake City)
- 45,000 BPD capacity
- Processes regional sweet and advantaged waxy crude as well as Canadian sour crude oils
- Distributes to high-margin markets in Utah, Idaho, Nevada, Wyoming and eastern Washington





LUBRICANTS

HollyFrontier Lubricants & Specialty Products (HF LSP) includes the operations of our Petro-Canada Lubricants Inc. (PCLI) business in addition to specialty lubricant products produced at our Tulsa Refinery.

The Tulsa Refinery produces base oils, specialty process oils, horticultural oils, asphalt modifiers and wax. Products are shipped through strategically located terminals in the United States, as well as our comprehensive distributor network in North America.

In February 2017, we acquired PCLI located in Mississauga, Ontario, the largest North American producer of high margin Group III base oils. The Mississauga site produces base oils, finished lubricants, specialty fluids, greases, process oils, and white oils. These products are marketed in 80 countries worldwide to a diverse customer base through a global sales force and distributor network.

With the addition of PCLI, HollyFrontier became the fourth largest lubricants producer in North America with a capacity of 28,000 barrels per day, approximately 10% of North American production.

HOLLYFRONTIER PRODUCTS ARE IN MANY COMMON ITEMS



TRANSPORTATION
FUELS



ENGINE
OILS



INDUSTRIAL
GEAR FLUIDS



TIRES



AGRICULTURAL
SPRAYS



ROOFING
SHINGLES



CANDLE
WAXES



PILL
CAPSULES



BABY
OILS



STICKY
NOTES

MIDSTREAM

HollyFrontier owns a 57% limited partner interest and a non-economic general partner interest in Holly Energy Partners, L.P. (HEP). HEP owns and operates logistic assets consisting of petroleum product and crude oil pipelines, terminals, tankage, loading rack facilities and refinery processing units that principally support the HollyFrontier refining and marketing operations in the Mid-Continent, Southwest and Rocky Mountain regions of the United States.

5

REFINERY PROCESSING UNITS

in Woods Cross, UT and El Dorado, KS

75%

JOINT-VENTURE INTEREST IN THE UNEV PIPELINE

a 427-mile refined products pipeline system connecting Salt Lake area refiners to the Las Vegas product market

50%

INTEREST IN THE CHEYENNE PIPELINE

an 87-mile crude oil pipeline from Fort Laramie, WY to Cheyenne, WY

50%

INTEREST IN THE OSAGE PIPELINE

a 135-mile crude oil pipeline from Cushing, OK to El Dorado, KS



ABOUT

OUR MISSION

Our mission is to be the premier North American petroleum refining, lubricants and logistics company as measured by superior financial performance and sustainable, profitable growth. We continuously strive to achieve this by meeting expectations defined by our values, operating in a safe and responsible manner, efficiently operating our assets, offering superior products and services, and growing both organically and through strategic acquisitions.

For more information about HollyFrontier and our performance, please see the 2017 HFC Annual Report on our corporate website at hollyfrontier.com.



**WE TREAT PEOPLE WITH RESPECT, CONDUCT BUSINESS WITH INTEGRITY AND RESPECT OUR NEIGHBORS.
WE CONTINUOUSLY SEEK TO FOSTER POSITIVE COMMUNITY RELATIONSHIPS IN THE PLACES WHERE WE LIVE AND WORK.**

OUR VALUES



**HEALTH
+ SAFETY**



**ENVIRONMENTAL
STEWARDSHIP**



**CORPORATE
CITIZENSHIP**



**HONESTY
+ RESPECT**



**CONTINUOUS
IMPROVEMENT**



SAFETY



OVERVIEW

Safety is one of our core values at HollyFrontier. We care about our people and work tirelessly to make sure they return home safely, every day. We continuously strive to raise our own bar, guided by our health and safety performance standards.

We use our safety plan to guide programs and drive improvement, with a focus on our strategic safety priorities to protect our employees, contractors and communities.

At the highest level, our board of directors established the Environmental, Health, Safety, and Public Policy Committee. Quarterly safety updates are provided to the committee. Our Vice President of Safety and Health oversees system-wide initiatives and serves as a liaison to the refinery leadership teams and other business units. To mitigate safety and health risks, we rely on processes and procedures tailored to each site.

In 2017, we further developed our Operational Excellence Management System (OEMS), which strengthens our focus areas around life-critical work practices and improved risk assessment processes to reinforce our focus on employee safety.

We have a rigorous audit process in place with respect to safety requirements. Audits objectively evaluate our compliance status against specific regulatory requirements, company policies and company standards. We conduct audits at each facility on process safety and general occupational health and safety every three years. We use those findings to inform and drive performance improvements across all our sites.

EMPLOYEE AND CONTRACTOR HEALTH AND SAFETY

We are committed to improving safety performance through strong leadership and employee engagement. Our integrated program thrives on the consistent application and execution of key practices to preserve and promote employee and contractor safety.

- 1 Drive "Goal Zero" – A program that embodies our belief that safe production can be achieved each and every day
- 2 Encourage the understanding of and adherence to our Life-Saving Principles
- 3 Sustain contractor safety performance through evaluation, selection, training and oversight
- 4 Define clear work practices for all high-risk activities through our Operational Excellence Management System
- 5 Facilitate employee training to promote ownership and engagement in the safety process





GOAL ZERO

Our Goal Zero program is fundamental to our culture of safety and how we care for one another. The phrase “Goal Zero” emphasizes our belief that we can operate our facilities in a safe manner each and every day. Creating and maintaining a safe work environment is the responsibility of each of us and requires ownership, support and participation across all levels of our organization.



A GOAL ZERO DAY AT HOLLYFRONTIER MEANS:

- 1 *No Significant Safety Event* - We successfully execute our work in a manner that minimizes risk to our employees and contractors.
- 2 *No Significant Process Event* - We operate our facilities in a responsible manner reducing the potential for harm to ourselves and others.

ACCOMPLISHING GOAL ZERO TAKES DILIGENCE.

We rely on a significant number of skilled contractors to help safely and effectively run our operations. Our Contractor Safety Program fosters an environment for continual improvement and standardized guidelines. This program aligns our internal business processes with contractor requirements by increasing training, implementing more rigorous drug and alcohol and background screenings, tracking contractor company-specific performance and conducting incident reviews.



EVERY EMPLOYEE, CONTRACTOR AND VISITOR AT OUR FACILITIES IS EMPOWERED TO STOP UNSAFE ACTS. WE ENCOURAGE ANYONE WHO SEES SOMETHING THAT COULD POSSIBLY BE UNSAFE TO INTERVENE, TO ASK FOR HELP TO RESOLVE THE ISSUE AND TO STOP THE WORK IF NECESSARY. WE ALSO EXPECT EMPLOYEES AND CONTRACTORS TO IDENTIFY LESSONS LEARNED AND WORK WITH THEIR SUPERVISORS TO SHARE THESE LESSONS THROUGHOUT THE CORPORATION.



LIFE-SAVING PRINCIPLES

Our Life-Saving Principles work together with our Goal Zero program to mitigate risks and prevent on-the-job incidents. Conducting work activities that pose additional risks requires keen attention and focus. The purpose of these Life-Saving Principles is to effectively and clearly communicate the precepts of how our employees safely work and to set the standard that we must always uphold them.



WORK WITH A VALID WORK PERMIT WHEN REQUIRED



VERIFY ENERGY ISOLATION BEFORE WORK BEGINS



OBTAIN AUTHORIZATION BEFORE ENTERING A CONFINED SPACE



PROTECT YOURSELF AGAINST A FALL WHEN WORKING AT HEIGHTS



FOLLOW ESTABLISHED PROCEDURES BEFORE BYPASSING A SAFETY PROTECTIVE SYSTEM



OPERATE MOTOR VEHICLES SAFELY



CONDUCT SAFE LIFTING OPERATIONS; DO NOT WALK UNDER A SUSPENDED LOAD

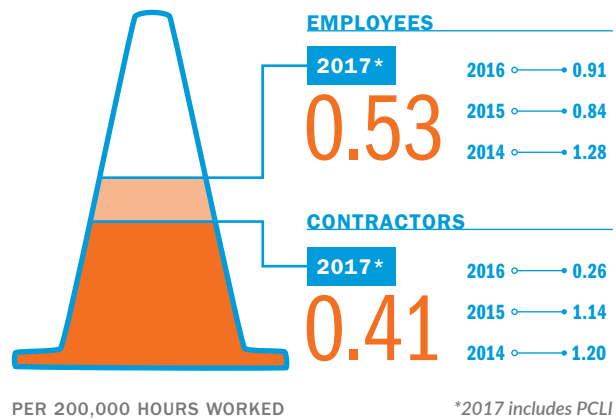


SAFETY PERFORMANCE

In 2017, our Occupational Safety and Health Administration (OSHA) employee and contractor recordable injury rates were both lower than the prior year industry average as reported by the American Fuels and Petrochemical Manufacturers (AFPM). Our employee injury rate decreased by 42% to .53, down from .91 in 2016. We had a slight increase in contractor injury rates and ended the year at .41.

While we remain steadfast in our belief that we can achieve Goal Zero, we are saddened to report the loss of one of our co-workers in September 2017 as he responded to a process incident at our El Dorado refinery. This loss has forever changed us as a company and has strengthened our resolve to protect the well-being of our employees and contractors.

OSHA RECORDABLE INCIDENT RATE



*2017 includes PCLI





PROCESS SAFETY

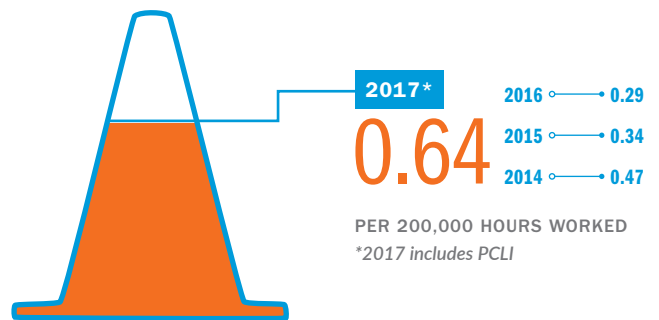
The reliability of our operations is imperative to the safety of our employees, contractors and communities. By effectively managing process safety, we can reduce potential incidents and work to mitigate large-scale safety incidents.

We are an active member of the AFPM and share in a commitment to promote safety across the industry. Through our involvement with the AFPM and a partnership with the American Petroleum Institute (API), we continuously explore opportunities to enhance safety, improve process safety performance throughout the industry and learn from each other. We actively participate in the AFPM and API's "Advancing Process Safety" program that provides the industry with more opportunities to communicate and share experiences and knowledge – vital components of our collective goals.

One key component of this program is the Process Safety Site Assessment Program. In 2017 we completed assessments of each of our alkylation units, in accordance with API Recommended Practice 751.

We are also implementing an updated risk matrix and risk assessment process to evaluate, quantify and prioritize risks consistently throughout the organization.

TIER 1 + 2 PROCESS SAFETY INCIDENT RATE



OPERATIONS EXCELLENCE MANAGEMENT SYSTEM



We have an Operations Excellence Management System (OEMS) that provides a diligent and structured approach for our organization and our facilities to maintain great people, processes and systems. It's one more way we hold ourselves accountable to doing the right thing, the right way, every time.

This systematic framework includes a formal process for identifying, quantifying and managing operational risk that poses a threat to our people, the environment or the integrity of our assets. Clear goals, specific objectives and performance measures protect employees and contractors during the execution of work.



SAFETY AWARDS



We are proud of our culture of safety and of the recognition we continue to receive for our performance.

HollyFrontier received the following safety awards from the American Fuel & Petrochemical Manufacturers (AFPM) in 2017 for our 2016 efforts.



EL DORADO REFINERY

AFPM Safety
Achievement Award



NAVAJO REFINERY

AFPM Safety
Achievement Award



OUR CONTRACTORS

AFPM Safety Award
for their work at our facilities

PUBLIC SAFETY AND EMERGENCY RESPONSE

We have a fully staffed emergency response team at each of our refineries. The teams are trained in firefighting, hazardous materials response, rescue and medical care. Every member of our teams is trained and certified to NFPA 1081 Advanced Exterior Firefighter requirements. Each refinery also hosts a Community Advisory Panel to share important safety practices and maintain strong relationships with neighbors, city and county government officials, emergency responders, and other local stakeholders.



WE ARE PROUD OF OUR PARTNERSHIPS AND RELATIONSHIPS WITH OUTSIDE LOCAL AGENCIES IN EACH OF OUR REFINING COMMUNITIES. FIRST RESPONDER PARTNERSHIPS INCLUDE LOCAL POLICE, FIRE DEPARTMENTS, EMERGENCY SERVICES AND HOSPITALS, ALONG WITH SEVERAL VOLUNTEER FIRE DEPARTMENTS AND OTHER ORGANIZATIONS.

Over the years, we have invested in training for these municipal agencies so that assisting responders have the skills and knowledge to effectively support our first responders if the need arises. We also perform mock emergency scenarios with local hospital personnel and medical staff.





CORPORATE FIRE SCHOOL

Fire school training, one of our most important public safety initiatives, prepares our emergency response teams for accidents, natural disasters and other emergency situations.

We host an annual Corporate Fire School at the largest fire training facility in the world, located at Texas A&M University. Our refineries send select personnel to undergo training on protective equipment, rescue procedures, incident response and management, fire behavior, and other strategic and tactical response methods. We also bring members of the municipal fire departments from each of our refinery communities to attend and participate.



MUTUAL AID

As a responsible corporate citizen, HollyFrontier is committed to helping our neighbors in times of need. Our trained emergency response teams work together with local responders in emergency situations by providing firefighters, first aid, and other services to each of the communities where our refineries are located. Our emergency response teams have provided aid to train derailments, industrial fires and natural disasters.

PRODUCT STEWARDSHIP AND TRANSPORTATION SAFETY

We diligently share safety information with our employees, customers, vendors and the community about the proper handling, transportation, use and disposal of our products.

We're committed to monitoring, managing and communicating about the evolving nature of regulatory standards. We develop product data sheets for trained personnel containing safety instructions for product identification, chemical classification and labeling and employee training.

We are dedicated to transporting our refining, lubricant and petroleum products with utmost care by pipeline, rail, truck and barge. We evaluate transportation partners to ensure they meet or exceed regulatory obligations related to health, the environment and safety.

Trained specialists help to ensure that our products are transported according to regulations in North America and in the 80 countries where we market lubricants and specialty products.





HEP'S CONTINUED COMMITMENT HELPS PROTECT LIVES, THE ENVIRONMENT AND PROPERTY, ULTIMATELY HELPING TO MAINTAIN THE RELIABILITY OF THE SYSTEMS OUR CUSTOMERS AND COMMUNITIES HAVE COME TO DEPEND ON DAILY.

HEP PIPELINE EXCELLENCE

Holly Energy Partner's (HEP) Pipeline Excellence Program is designed to build upon good practices and processes that already exist within our organization. We voluntarily adopt meaningful and comprehensive programs to advance safety and performance within our organization that help drive reliability and performance improvements.

Our commitment to pipeline excellence enables us to establish a safe and sustainable performance while continuing to deliver strong results. The Pipeline Excellence Program allows flexibility in unique operations and environments, and provides a model for continuous improvement. It adds dimension to existing programs and furthers a strong culture of safety within HEP.

Leadership involvement is essential to effective and maintainable implementation of the Pipeline Excellence Program. HEP leaders demonstrate their commitment by consistently setting measurable goals and delivering on the requirements of the program.

HEP'S COMMITMENT TO PUBLIC AWARENESS AND DAMAGE PREVENTION

Pipelines are a vital component of our nation's infrastructure. It's imperative to safeguard our pipelines against any type of damage.

HEP is fully committed to protecting the local communities where we operate. We've implemented rigorous public awareness and damage prevention programs that aim to educate the public and other key stakeholders.

These programs are an integral part of our overall commitment to safety. The steps identified in each of these programs help establish communications with key stakeholders, which go a long way toward increasing the public's awareness of their role in preventing accidents that can be caused by third-party damage. HEP's continued commitment helps to better protect lives, the environment and property, ultimately helping to maintain the reliability of the systems our customers and communities depend on daily.



ENVIRONMENTAL STEWARDSHIP





OVERVIEW

We are dedicated to protecting the environment and have a relentless focus on regulatory compliance.

At the highest level, our board of directors helps monitor environmental performance and compliance with legal and regulatory requirements through the Environmental, Health, Safety, and Public Policy Committee. We provide quarterly updates to the committee to review, improve and maintain a sustained focus on operating our refineries in an environmentally responsible manner.

Each of our refineries has an environmental manager and a team of specialists who spearhead environmental compliance and performance. A corporate team of technical experts supports our refineries in navigating complex environmental issues. The corporate team also leads a robust audit program, monitors site performance and implements management systems to improve environmental performance.

We coordinate with regulatory agencies on local, state and federal levels in order to address short-term and long-term environmental concerns.

We work with industry groups, such as AFPM, to monitor legislative and regulatory activities.

We regularly collect, manage and analyze performance indicators for our key environmental issues, including greenhouse gas emissions, energy consumption, air emissions, water use, wastewater, and solid and hazardous waste.





MANAGING CLIMATE CHANGE + ENERGY USE

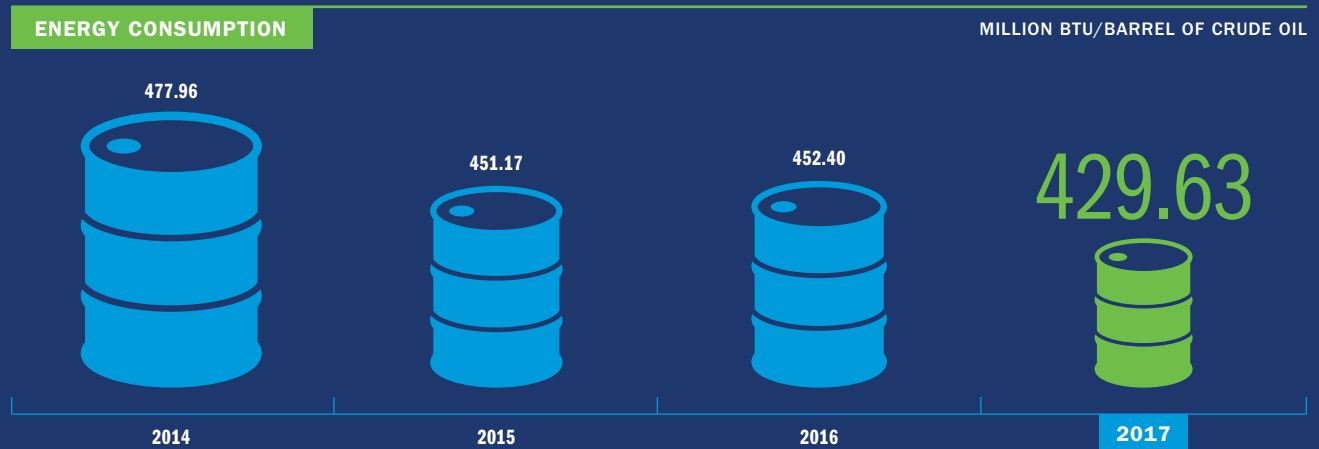
GREENHOUSE GAS EMISSIONS (GHG)

We understand our business is carbon intensive. Therefore, we measure and strive to minimize our potential impact to climate change.



ENERGY CONSERVATION

We are continually exploring ways to reduce energy consumption and air emissions from our operations. In order to manage our energy use, we assign energy coordinators to provide oversight on energy management at our refineries. Our energy coordinators monitor equipment – such as heaters and boilers – daily, so we can operate at optimum efficiency and in compliance with regulations. Our corporate energy team also conducts heater and boiler efficiency assessments on an annual basis.



The initiatives we have taken to increase efficiency at our refineries, such as replacing fired heaters and boilers with new state-of-the-art equipment designed for lower emissions, have consistently reduced the amount of energy required to produce a barrel of crude oil.

We continue to sustain the 15% reduction compared to 2015 fuel consumption levels in all of our fired heaters and boilers. Every HollyFrontier fired heater and boiler is subject to an extensive efficiency and operational audit annually. We focus on fired heater training with our operations and maintenance front-line employees so they have the knowledge and tools to operate this equipment proficiently year-round.

Additionally, HollyFrontier takes advantage of cogeneration technology for select use in refining operations. This technology captures heat generated from the production of electricity. Steam from cogeneration can address energy demand due to boiler outages or power interruptions at our refineries. For example, we have 40 megawatts of installed cogeneration capacity at our El Dorado site.



ENVIRONMENTAL STEWARDSHIP

AIR EMISSIONS

We understand that our communities place their trust in us as a good neighbor. We have implemented several industry-proven technologies, such as vapor recovery and flare reduction equipment, to help decrease emissions from our operations. We currently have wet gas scrubbers on all of our fluid catalytic cracking units. These scrubbers significantly reduce SO₂ and particulate matter emissions. Some of our units also have NO_x-control technologies, which reduce pollutants 80–95% over uncontrolled levels.

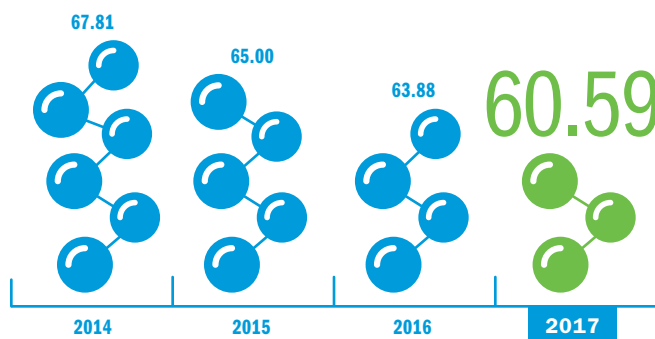


As part of our dedication to regulatory adherence, we are investing \$25 million to comply with the EPA's Refinery Sector Rule (RSR). We began efforts to improve combustion efficiency, control process equipment emissions and implement other requirements accordingly in 2017. We will complete the work through 2019.

HollyFrontier measures emissions from our operations, including nitrous oxide (NO_x), sulfur dioxide (SO₂), carbon monoxide (CO), particulate matter (PM_{2.5}) and volatile organic compounds (VOCs). Emissions vary year-to-year depending upon many factors, including process unit shutdowns and throughputs.

In 2017, emissions from criteria pollutants equaled 60.59 tons per million barrels—less than half the emissions in 2005. This reduction is due to a number of factors, including more efficient throughput, increased focus on equipment reliability, fewer upsets and disciplined maintenance turnaround planning, among others.

CRITERIA POLLUTANTS



SUM OF EMISSIONS: TONS PER MILLION BARRELS
TOTALS INCLUDE NO_x, SO₂, CO, PM_{2.5} AND VOCs

FLARING

We have installed flare gas recovery units at four of our refineries. These minimize flaring by collecting the gases generated during the refining process that would otherwise be combusted at the flare. The gas is treated to remove sulfur, and then used as fuel to support the refinery manufacturing process. Doing this increases efficiency, decreases emissions and saves money as it offsets the amount of fuel gas purchased for our refining operations.



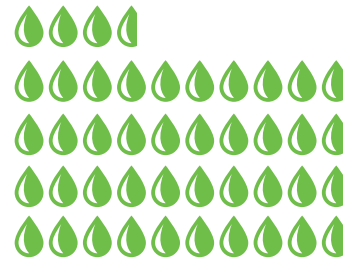


WATER USE

We carefully assess and manage water use from our operations, and continue to explore immediate and long-term opportunities to reduce and recycle water at our refineries. In addition to discussing how to reduce water consumption with our employees, each site identifies ways to reduce water use at their specific location.

In 2017, water use across HollyFrontier's operations totaled 43.71 gallons per barrel of crude.

WATER USE



2017

43.71

2016 → 39.65

2015 → 39.67

2014 → 43.06

GALLONS WATER/
BARREL CRUDE
CHARGE



IN 2017, OUR CHEYENNE AND WOODS CROSS REFINERIES DEVELOPED AMBITIOUS PROGRAMS TO REDUCE WATER USE. THEY INVOLVE TREATING AND REUSING WASTE STREAMS FOR PROCESS WATER, IMPROVING THE RECOVERY OF STEAM CONDENSATE AND REDUCING STEAM CONSUMPTION. THIS IS IN ADDITION TO SIGNIFICANT REDUCTIONS ALREADY ACHIEVED AT THE NAVAJO REFINERY, WHICH REDUCED WATER USAGE TO LESS THAN 30 GALLONS OF WATER PER BARREL OF CRUDE.

WASTEWATER

By improving wastewater treatment plant processes and proactively exploring opportunities to address any potential water quality issues.

In 2017, our sites produced 23.14 gallons of wastewater per barrel of crude.

WASTEWATER DISCHARGE

2017
23.14

2016 → 21.56

2015 → 21.97

2014 → 23.06



GALLONS WATER/BARREL CRUDE CHARGE



IN 2017, A NEW \$20 MILLION WASTEWATER TREATMENT UNIT FOR REDUCTION OF SELENIUM TO PARTS PER BILLION LEVELS WAS COMMISSIONED IN OUR CHEYENNE REFINERY. FURTHER IMPROVEMENTS WILL CONTINUE TO BE ADDED TO THIS NEW TECHNOLOGY IN 2018.

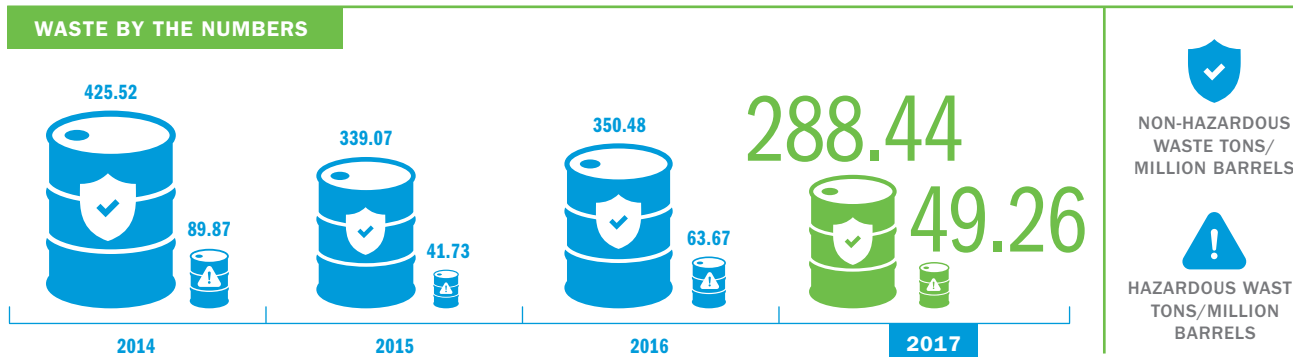


ENVIRONMENTAL STEWARDSHIP

SOLID AND HAZARDOUS WASTE

We strive to safeguard the environment and reduce the amount of waste we generate.

In 2017, we implemented a corporate-wide program to track and measure waste generated as part of the refining process. We also developed management plans for soils generated through the construction and maintenance activities at each site. Soils that meet state program reuse requirements are reused as backfill or for construction of berms and other earthworks. Soils that do not meet requirements are managed as waste according to environmental regulations. As part of that effort, we managed 12,000 cubic yards of soil as backfill versus disposal due to a project at our El Dorado refinery in 2017.



CONVERTING WASTE TO ENERGY

The Covanta Tulsa Energy-from-Waste facility is a 22-acre site that processes 1,125 tons-per-day of solid waste, generating up to 16.8 megawatts of power along with 300,000 pounds per hour of waste steam. We purchase waste steam from their power generation process to help run the refining process at our Tulsa site.

ISO ENVIRONMENTAL CERTIFICATIONS

In 2017, PCLC became the first white oils, specialty base oils, and lubricants refiner and manufacturer in the world to achieve the newest ISO 14001:2015 for environmental certifications. The International Organization of Standardization (ISO) 14001 specifies requirements for an effective environmental management system used to manage environmental aspects, fulfill compliance obligations, and address risks and opportunities.



WORKFORCE



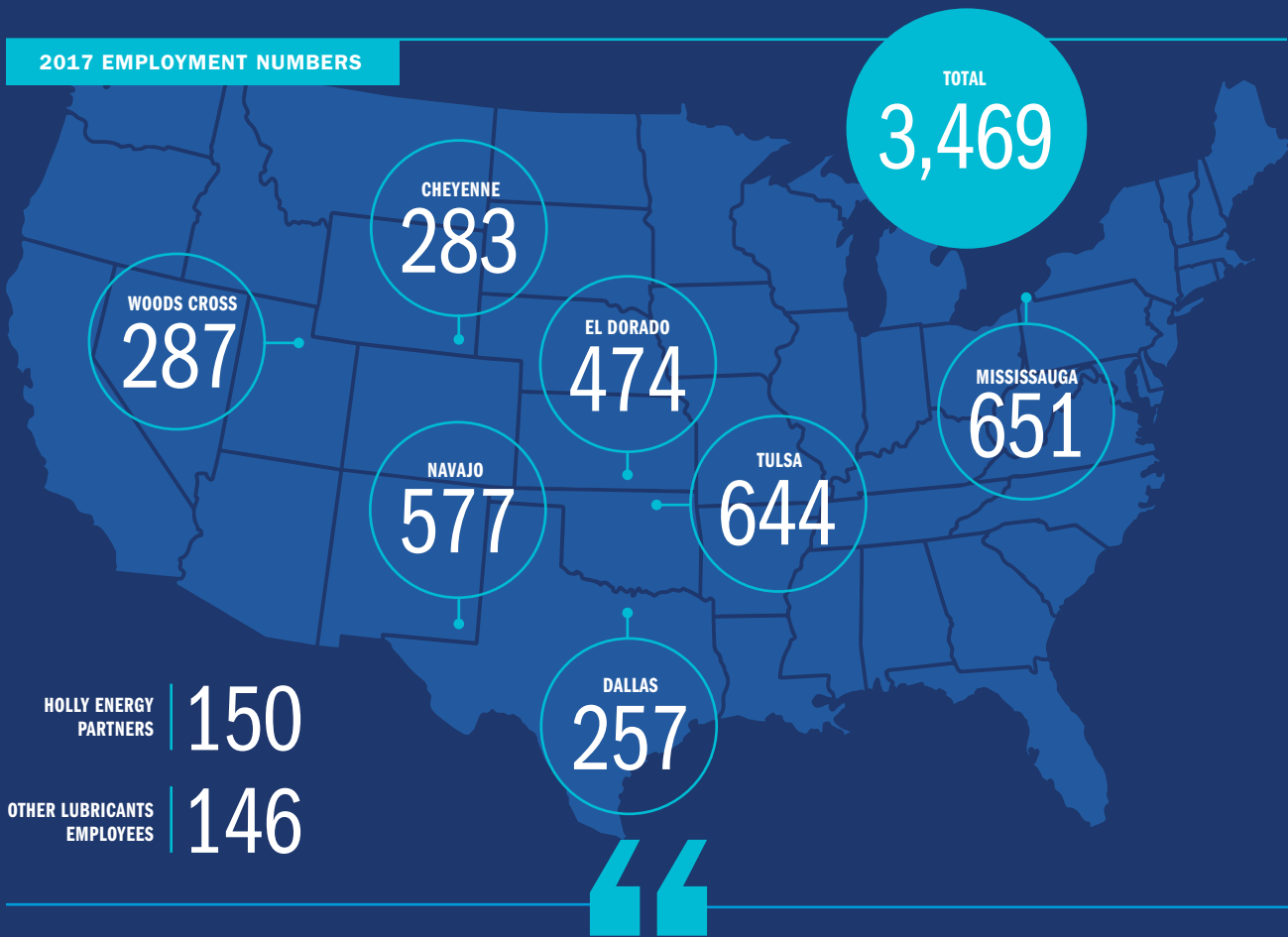


OVERVIEW

Our people set us apart as a company. We believe the only way to become the premier North American petroleum refining, lubricants and logistics company is through a skilled, dedicated workforce. This is why we work to foster positive long-term relationships with all of our employees. We offer comprehensive benefit programs and ongoing engagement initiatives that champion growth and exciting possibilities.

We consistently grow our workforce with best-in-class talent to help us advance our knowledge base and improve our business.

2017 EMPLOYMENT NUMBERS



“OUR GOAL IS TO CREATE A PRODUCTIVE WORK ENVIRONMENT THAT ENABLES EVERY EMPLOYEE TO ACHIEVE SUPERIOR BUSINESS RESULTS. SUCCESSION PLANNING IS KEY. WE INTENTIONALLY HIRE AHEAD OF ATTRITION, FOCUS ON OUR RECRUITMENT AND TRAINING EFFORTS, AND FACILITATE THE TRANSFER OF OPERATIONAL KNOWLEDGE FROM ONE GENERATION OF REFINERY EMPLOYEES TO THE NEXT.”



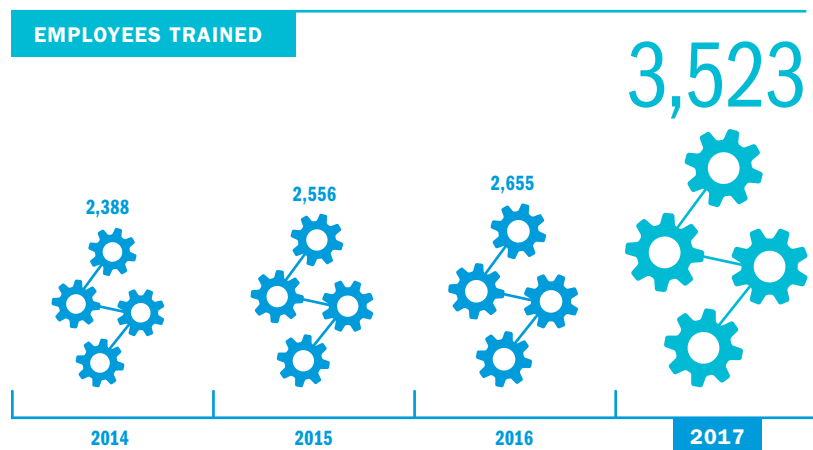


WORKFORCE DEVELOPMENT

We place a high value on training and developing our workforce. As such, we offer robust training and development programs across every level of the organization.

Our employees track their career advancement through integral tools such as myHFC Success and HFC University. HFC University is a fundamental resource to help employees improve and grow additional proficiencies. We continuously equip our employees with the tools to advance their careers and enable them to take ownership of their professional development.

TRAINING + DEVELOPMENT



Creating a deep bench is at the forefront of our goal to build a culture that is continuously identifying and preparing strong leaders. Our Leadership School is specifically designed for newly-hired managers and employees promoted into managerial positions. It's three days of enriching training experiences that provide an orientation of company expectations for leaders and supplies them with resources to advance their skills.

We also facilitate One HFC Trailblazer Leadership, a week-long program designed to challenge high-performing leaders to grow their careers while producing results that help drive the HollyFrontier mission.





DIVERSITY

HollyFrontier seeks to create a diverse workforce of highly talented individuals who are dedicated to quality performance. Each employee brings a unique background of personal and professional experiences that create value for our business. In 2017, women represented 18% of the HollyFrontier workforce, with 19% of our female employees in managerial positions. Additionally, 22% of our employees are minorities; 16% are in managerial roles.

COMPENSATION & BENEFITS

Health and wellness are instrumental to employee satisfaction and ultimately our long-term success. We offer a broad range of industry-leading health and welfare benefits to our domestic and international employees, including:

- Health savings account, which includes an annual employer contribution for eligible employees
- Well-on-Target rewards-based health and wellness incentive
- Cash bonus based on company and individual performance
- 401(k) retirement savings plan with a generous company match as well as an employer retirement contribution based on years of service regardless of participation
- Paid time off, including vacation and sick days
- Education assistance for eligible employees

LABOR PRACTICES

HollyFrontier is committed to maintaining a positive working relationship with our local unions and their members. We believe it is in the best interest of both the employees and the company to work together in order to create a collaborative working environment. Five of our six refineries are represented by unions and approximately 33% of our employees are covered by collective bargaining agreements.



COMMUNITY INVOLVEMENT





OVERVIEW

GIVING BACK TO LOCAL COMMUNITIES

We care about our communities in which we work and live and value them as part of our extended family. We believe in being active members of our communities and sharing our success with our neighbors by creating jobs, investing in the economy through capital expenditures and giving back through charitable causes. We support philanthropies that are near to our employees with volunteer time and financial contributions.





HOLLYFRONTIER'S CHARITABLE REACH

In 2017, HollyFrontier contributed nearly \$1.6 million to organizations that impact a diverse range of causes in our communities, including youth and education, public safety, and physical wellness.

\$1.6M
TOTAL AMOUNT
DONATED

185
TOTAL NUMBER
OF ORGANIZATIONS



**EDUCATION & SCIENCE,
TECHNOLOGY, ENGINEERING
& MATH (STEM)**



**COMMUNITY
DEVELOPMENT**



ARTS



**MILITARY +
FIRST RESPONDERS**



**HEALTH +
FITNESS**



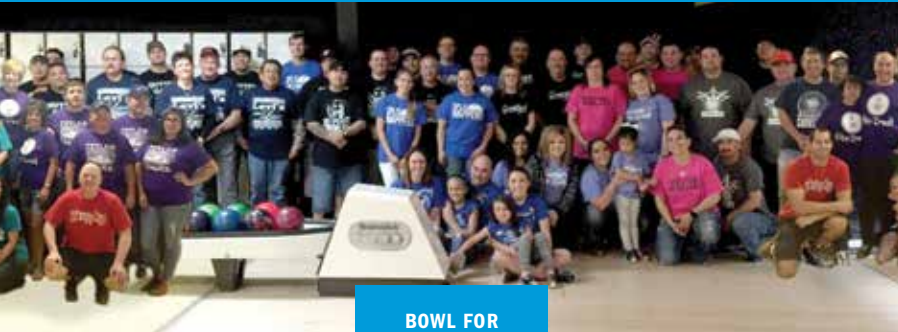
ECONOMIC IMPACT

It's our privilege to operate in the communities where our assets are located. As such, we promote sustainable social and economic benefits wherever we operate. We make direct and indirect contributions to the local economy through job creation, taxes, capital expenditures and community investments. For example, as the largest employer in the region, the Navajo refinery is directly supporting jobs for people in the community while helping stimulate the economy.



ARTESIA, NEW MEXICO

Through a variety of sponsorships, beautification projects, philanthropic programs and educational endeavors, our Navajo refinery employees engage with community members to make a positive impact. We believe developing and maintaining partnerships strengthens our communities as a whole. In addition to monetary donations, our employees and their families give back through a variety of organizations.



**BOWL FOR
KID'S SAKE**



**STUDENT LEADERSHIP
TRIP TO PERU**

BIG BROTHERS BIG SISTERS OF ARTESIA

Today's youth face a variety of challenges, but caring adults who invest in their lives by serving as a Big Brother or Big Sister can help them reach their full potential. Each year, our employees and their families enjoy supporting Big Brothers Big Sisters of Artesia by participating in the annual Bowl for Kid's Sake event. We have contributed more than \$40,000 to the program and many employees regularly spend time volunteering with the organization to benefit children in need.

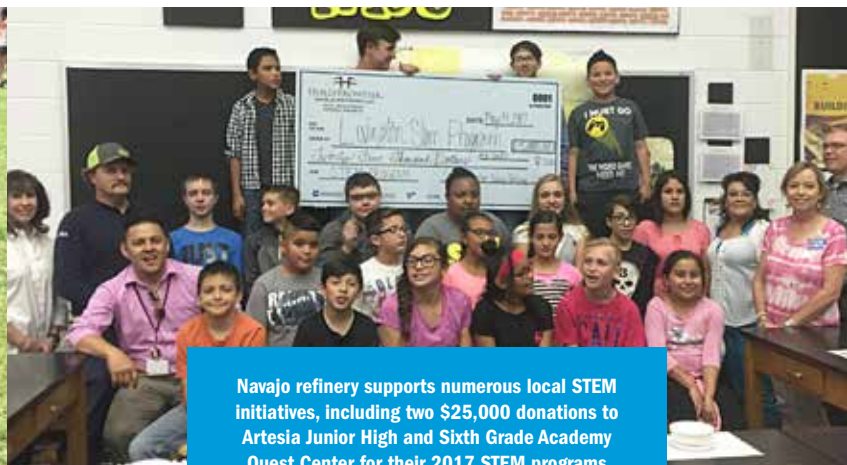
CHRISTMAS FAMILIES FUND

Every year, our Navajo employees "adopt" 25 local families in need to help make their holiday season even more special. The committee hosts internal fundraisers throughout the year to benefit the program. Employees demonstrate their support during bake sales, Frito Pie and Nacho Days, Pink the Plant event and more.

Using funds raised, employees shop for presents to gift the children during our fun-filled Cookies and Cocoa with Santa event. The families and our employees enjoy witnessing the true spirit of Christmas as little faces light up opening presents.



Navajo refinery supports youth sports teaching young athletes the value of teamwork and fitness



Navajo refinery supports numerous local STEM initiatives, including two \$25,000 donations to Artesia Junior High and Sixth Grade Academy Quest Center for their 2017 STEM programs





Employees partnered with teens to clean up the Navajo Trail



Artesia High School Band returns from marching in the Disney World Festival of Fantasy Parade thanks to a HollyFrontier donation



EDUCATION

Lovington & Artesia STEM
Junction Christian Academy
New Mexico MESA
EF Institute of Cultural Exchange
Artesia Public Schools

Roswell Independent School District
Hobbs Public Schools
Lovington Municipal Schools
New Mexico Military Institute
Lake Arthur Municipal Schools
Leadership Platform

Acquisition
Lovington Robo Cats
Tatum Municipal Schools
Hagerman Schools
Numerous School Sports/
Rodeo/FFA/4-H
& Band Programs



COMMUNITY

Lea County Santa Sheriff
Sun Country Firefighters
Artesia and Lovington Chamber Of Commerce
Eddy and Lea County CASA
Lea County Economic Development
Artesia and Lovington Mainstreet
Artesia Smokin on the Pecos
Lovington Smokin in the Plaza
Big Brothers Big Sisters
Artesia Little League

Artesia Pathway
Changing Lives Coalition
Eddy and Lea County Fair
Fostering Life Youth Ranch
Boy Scouts of America
Girls Scouts of the Southwest
City of Artesia Summer Sports Camp
Atoka Volunteer Fire Department
I Am Not 4Gotten Ministries
Hagerman Forward
Lovington and Artesia

Public Libraries
Hobbs Hispano Chamber
Lovington Rotary Club
Pregnancy Help Center of Artesia
Grammy House Domestic Violence Shelter
Midway Youth Family
Roswell Geological Society
Roswell Tumbleweed Pony Club
Artesia Law Enforcement - Shop with a Hero



ARTS

The Studio +
Artesia Arts Council



MILITARY

Elks for Vets
Wounded Warriors of SENM
Wounded Warrior Project



CHEYENNE, WYOMING

Our Cheyenne refinery is committed to being a good neighbor by sponsoring local initiatives, giving back to our communities and minimizing environmental impacts.



BOYS & GIRLS CLUB



HOLLYFRONTIER SUPERDAY



CHEYENNE FRONTIER DAYS

BOYS & GIRLS CLUB

Our Cheyenne refinery donated nearly \$700,000 to the local Boys and Girls Club over the past five years and employees have volunteered countless hours. Our funding has enabled career exploration and academic success for children in the area. In 2017, we were thrilled to see the club grow to more than 900 members and start a program for home-schooled youth that includes STEM activities.

HOLLYFRONTIER SUPERDAY

HollyFrontier Superday is an annual event in Cheyenne that kicks off National Parks & Recreation Month. 2017 marked its 35th anniversary. The event promotes the value and availability of recreation and leisure activities for families. Our Cheyenne employees and their families volunteer at this fun filled day which includes a 5K and 10K Run/Walk, stage entertainment, contests and games, volleyball tournament, children's carnival, car show, rides and more.

NEIGHBORHOOD NIGHT OUT

Our emphasis on safety includes our employees as well as their families and communities. Our Cheyenne refinery annually sponsors a local Neighborhood Night Out event, a multiple block party that brings neighbors, businesses and police together to increase crime awareness and preventive tactics in the community. Residents meet with each other, local law enforcement and first responders, and enjoy demonstrations from a SWAT team, K-9 units and police motorcycles. We provide food and entertainment, while employees serve hundreds of our community neighbors.

CHEYENNE FRONTIER DAYS

Cheyenne Frontier Days is a 10-day community festival that first started in 1897 and now features one of the largest outdoor rodeos. The organization only has 15 people on staff and is supported with more than 2,500 volunteers. Our Cheyenne refinery has helped sponsor the event for many years. Our employees give their time throughout the year and during the festival so the community can continue to celebrate its "old west" roots.





EDUCATION

Afflerbach Elementary Reading Program
 Burns Robotics and Game Design Club
 Burns High School
 Colorado School of Mines
 Society of Women Engineers

Golden Apple
 Hebard Elementary
 Johnson Jr. High
 Laramie County Community College Scholarships
 Laramie County Library Foundation

Laramie County School District 1
 Refinery Tours for Local Elementary Schools
 Rossman Elementary
 South High School
 St. Mary's Catholic School



COMMUNITY

4-H Organization of Laramie County
 Adopt-A-Bag Friday Food Bag Foundation
 Boys & Girls Club of Cheyenne
 CASA to Be a Kid Again Celebration
 Chamber of Commerce
 Cheyenne Frontier Days
 Cheyenne LEADS
 Children's Miracle Network Hospitals
 Comea Homeless Shelter

United Way of Laramie County
 Community Action of Laramie County
 Friends of Foster Families
 Future Farmers of America
 Laramie Jubilee Days
 Local Firefighter Fundraisers
 Magic City's Festival of Trees
 Military Affairs Committee
 Neighborhood Night Out
 North Colorado Medical Center Foundation
 Partners in Prosperity

Peak Wellness Center
 Relay for Life
 Sober Riders Motorcycle Club
 Southeast Wyoming Foster Grandparent Program
 Skylynn Hall Memorial Superday
 Western States Burn Center Golf Classic
 Wyoming Peace Officer YMCA
 Young Life



ARTS

All-City Children's Chorus
 Ballet Wyoming

Cheyenne Little Theatre

Cheyenne Symphony Orchestra
 Reformation Dance Company



MILITARY

Civil Air Patrol / Wyoming Wings
 Outstanding Soldiers and Airmen of the Year
 Wyoming Wranglers



HEALTH + FITNESS

Cheyenne Extreme Softball
 Employee Volleyball & Basketball Teams with Parks & Rec
 WYCO Baseball



EL DORADO, KANSAS

We care about continually improving the infrastructure of our company and communities for the good of our employees, their families and neighbors.



**Haverhill
Beautification Project**

Haverhill Beautification Project

Our El Dorado refinery donated \$25,000 to the Haverhill Beautification Project to be used for the construction of an entrance sign leading to the city's BG Products Veterans Sports Complex. The facility is home of the Butler Community College Grizzlies, the El Dorado High School Wildcats, and numerous other local Little League athletic teams and city sponsored events.



**United Way of
El Dorado**

United Way of El Dorado

United Way has a strong history of improving lives by mobilizing the caring power of communities and we value their partnership to strengthen the places where we live and work. In 2017, our El Dorado refinery funded 60% of United Way of El Dorado's campaign through a generous gift of \$194,240.

United Way of El Dorado has contributed to the quality of life in El Dorado and Butler County since 1962. They focus on improving our communities through services around education, income stability and health.



Earth Day



**El Dorado Charities
Auxiliary Gala**





**HOLLYFRONTIER
WESTERN CELEBRATION**



EDUCATION

Butler Foundation
Bradford Memorial Library Partners
in Education

Bluestem Association of
Students Education
Dollywood Foundation



COMMUNITY

El Dorado Chamber
of Commerce
El Dorado Charities Auxiliary
El Dorado Community Concert
El Dorado Kiwanis Club
El Dorado YMCA
Governor's One Shot
Turkey Hunt

Hollyfrontier Western
Celebration
American Cancer Society
Big Brothers Big Sisters
El Dorado Broncos
Boy Scouts of America
Butler Co Conservation District
Kansas Chamber PAC
Rainbows United

Relay For Life
Ronald McDonald
House Charities
Scenic El Dorado
Sunlight Childrens Advocacy
The Arc of Butler County
Tri-County CASA
United Way El Dorado



ARTS

Coutts Museum Of Art



MILITARY

American Legion



TULSA, OKLAHOMA

Empowering today's youth with educational opportunities will undoubtedly lead to more fulfilled citizens and stronger leaders of tomorrow.



STEM SCHOLARSHIPS



WESTSIDE YMCA



CHANGING LIVES

JUNIOR ACHIEVEMENT & EDUCATION

Our Tulsa employees contribute funds, volunteer time and a board presence for the local Junior Achievement. The organization teaches financial literacy, entrepreneurship and work readiness to students from kindergarten through 12th grade. As part of our support, we provide a Refinery Shop at Junior Achievement's BizTown – a program that offers 12,000 fifth graders a unique opportunity, connecting them to real world experiences in a learning environment.

We award five \$2,500 scholarships annually to Daniel Webster High School graduates who plan to pursue careers in Science, Technology, Engineering and Mathematics (STEM).

Our employees also “adopt” the third-grade classes of Eugene Field Elementary School, donating school supplies and Christmas gifts for each child and participating in the school's Reading Partners Program.

WESTSIDE YMCA OF GREATER TULSA

Our Tulsa refinery supports the Westside YMCA of Greater Tulsa, which offers a variety of programs aimed toward enhancing a healthy spirit, mind, and body of local youth and their families. Situated on 28 acres, the Westside YMCA offers after-school programs, day camps, summer camps, ropes courses, climbing walls, exercise classes and more. Each summer, the Westside YMCA serves more than 3,500 campers from the Tulsa Metro area.

TULSA AREA UNITED WAY

Our Tulsa refinery also supports the Tulsa Area United Way with fundraising efforts and employee contribution matching. Our employees participate in Day of Caring annually to join more than 5,000 volunteers working on more than 400 community service projects.

CHANGING LIVES

In collaboration with several local organizations, we donated a house to a West Tulsa couple whose long-time home was in disrepair and partially condemned due to a fire. When we learned the couple could not make repairs or move, we knew we could help give them a home. We had recently purchased a property near our Tulsa refinery and the house located on the lot was set to be demolished. Instead, we donated it to the couple and are working with other local businesses to move the home to their property, giving them a place to call their own.





CHANGING LIVES



EDUCATION

Junior Achievement of Oklahoma Inc

Foundation for Tulsa Schools



COMMUNITY

American Red Cross
 FreedomFest - Family Funzone
 Chandler Park Baseball League
 Goodwill Industries of Tulsa
 Greater Tulsa Hispanic Chamber of Commerce
 HollyFrontier Tulsa Citizens Advisory Panel
 Metropolitan Environmental Trust

OK2Grow
 Tulsa Area United Way
 Tulsa County Parks
 Tulsa Great Raft Race
 Tulsa River Parks Authority
 Riverview Neighborhood Association
 River Parks Authority
 Route 66 Main Street

Route 66 Patriot Car Show
 Route 66 Village Inc
 Southwest Tulsa Chamber of Commerce
 Susan G. Komen Race for the Cure
 Sustainable Tulsa
 Tulsa Regional Chamber of Commerce
 YMCA of Greater Tulsa



WOODS CROSS, UTAH

Our Woods Cross refinery values educational opportunities inside and outside of the classroom. We supply our schools with resources that enhance student learning and support our local theatre that encourages the fine arts.



DAVIS EDUCATION FOUNDATION



UTAH PETROLEUM GOLF CLASSIC

DAVIS EDUCATION FOUNDATION

As part of our emphasis on education, our Woods Cross refinery supports the Davis Education Foundation, which develops collaborative financial partnerships that directly improve and enhance student success. The annual Davis Education Foundation Gala raised more than \$250,000 in 2017 to enhance Davis County classrooms and innovative education programs for 88 underserved schools and 73,992 students. In addition to supporting the gala, we donated funds to numerous schools and programs within the Davis County School District.

Foundation Mission: Investing in our students and educators to ensure a brighter future for our children and community by inspiring each child to succeed.

DAVIS CENTERPOINT LEGACY THEATRE

Our Woods Cross refinery sponsors Centerpoint Legacy Theatre in Davis County to encourage excellent entertainment and opportunities for local actors and academy students to explore their talents artistically, creatively and physically. Students with special needs can dance, act and sing in free weekly classes offered by the organization.

UTAH PETROLEUM GOLF CLASSIC

We're proud to sponsor and participate in the annual Utah Petroleum Golf Classic, benefiting these local charities:

- Bountiful Food Bank
- Davis Education Foundation
- University of Utah Burn Center
- Expanding Your Horizons - SLCC
- Utah Special Olympics
- KLiC (Uinta Basin)





EDUCATION

Davis School
District Foundation
Woods Cross Elementary

Freemont High School
Davis Marching Band
Davis Applied

Technology Center
University of Utah
Woods Cross High School



COMMUNITY

Bountiful Handcart Days
Bountiful Handcart Days
Bountiful Rotary Service
Davis Chamber of Commerce

Lakeside Pro Shop
Legacy Baseball League
Dicks Market Bountiful
Bountiful Community
Food Pantry

City of Bountiful
Davis County Futbol Club
West Bountiful City Corp
Utah Petroleum Association



ARTS

Davis Performing
Arts Association



FIRST RESPONDERS

Utah Guns & Hoses Charity Inc
West Bountiful
Police Association
Utah Chiefs Of
Police Association



MISSISSAUGA, CANADA

We strive to be a good corporate citizen and a positive influence on the community where we operate. We encourage volunteerism, employee-led campaigns and financial assistance in support of a number of local charitable organizations.



CVC TREEPLANTING

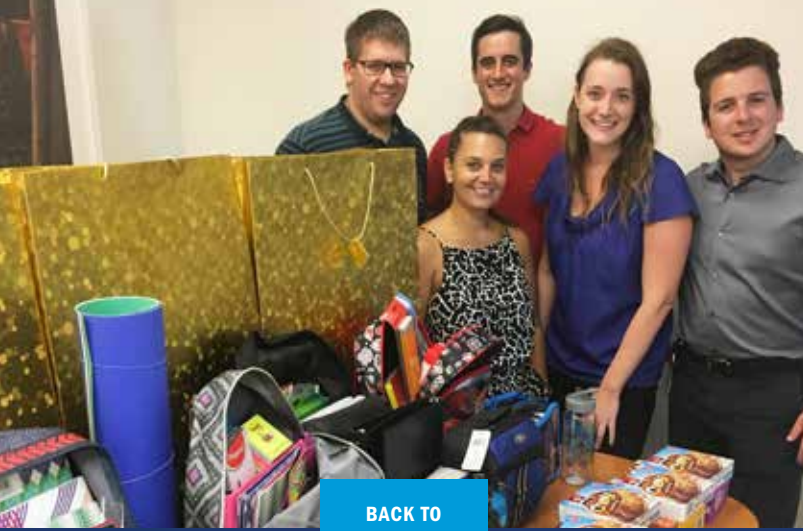
2017 COMMUNITY CONTRIBUTIONS

- Ian Anderson House
- Credit Valley Conservation Foundation
- Rotary Club of Mississauga Lakeshore
- Friends of the Museums of Mississauga
- Compass Food Bank
- Armagh House
- Interim Place
- Salvation Army
- United Way of Peel

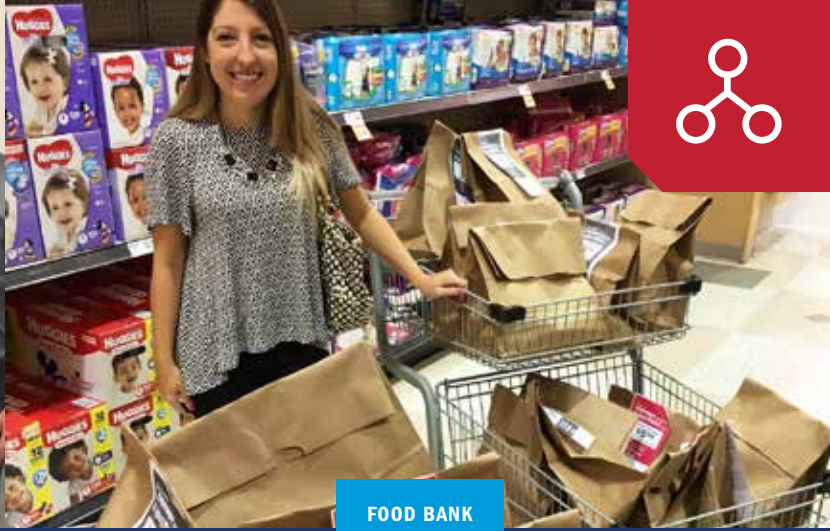
VOLUNTEERING

Meeting the needs of our Mississauga community requires great effort and commitment – we're happy to lend a hand. When our employees work as a team to give back, recipients and contributors all benefit. We encourage and applaud our employees who give their time to positively impact our community through volunteerism.





BACK TO SCHOOL



FOOD BANK DONATION

CANADIAN CAMPAIGNS

The annual Community Connect Campaign raises funds through local events. Our employee-led committee helps raise awareness of the community's needs and not-for-profit organizations. They also proactively facilitate volunteer opportunities within the community for other employees.

221

EMPLOYEE VOLUNTEER HOURS

\$109K

RAISED THROUGH OUR GREATER TORONTO AREA EMPLOYEE CAMPAIGN

\$10K

DONATED TO SALVATION ARMY'S TOYS FOR TOTS CAMPAIGN

DONATIONS



TURKEYS TO FOOD BANK DRIVES



BACKPACKS FILLED WITH SUPPLIES



2017 COMMUNITY CARES AWARD
Interim Place, a local charitable organization



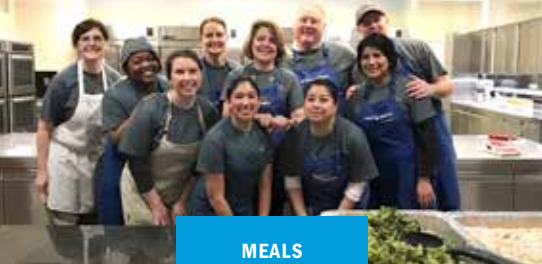
CHRISTMAS GIFTS FOR LOCAL FAMILIES



FLOWERS AND CHOCOLATES FOR MOTHER'S DAY



CORPORATE INITIATIVES



MEALS THAT HEAL



BACK TO SCHOOL DRIVE



DALLAS COMMUNITY SERVICE COMMITTEE

The Dallas Community Service Committee is comprised of a group of HollyFrontier employees with a desire to better serve the Dallas/Fort Worth metroplex. Formed in 2016, employees on this committee support the local community and experience the positive impact on others first-hand. Every volunteer donates their personal time to make our community a better place.

In 2017, we also supported Make-A-Wish Foundation, the Stop Hunger Now Foundation and the Stewpot, which offers a safe haven for homeless and at-risk individuals.

RONALD MCDONALD HOUSE – MEALS THAT HEAL

The Meals that Heal program allowed us to cook a three-course dinner for the families at the Ronald McDonald House in Dallas. Families staying at the house have a child receiving care in one of the nearby children's hospitals and our efforts give the families an opportunity to relax after a long day.

We worked as team to meal plan, cook and serve these well-deserving families. At the end of the evening, our employees were moved to see children graciously eat a homemade dessert and to hear a parent personally thank them for the time they spent cooking.

COMMUNITY PARTNERS OF DALLAS – BACK TO SCHOOL DRIVE

Before each school year, the HollyFrontier corporate office hosts a school supply drive for employees to donate essential items to area children in need. In 2017, the service committee made this more meaningful for employees by teaming up with the Community Partners of Dallas. This organization helps abused and neglected children who are served by the Dallas County Child Protective Services. The committee knew this partnership would be a great way to give back to kids who have experienced one too many hardships in life, while helping employees better understand who is at the receiving end of their efforts.

Through the annual school supply drive, we collected supplies to stuff 80 backpacks. Volunteers stepped up to organize supplies and take part in a backpack build event. They hand-sorted donations so that supplies were appropriate for each grade and included supplies any student would need for the school year.



IT MAKES ME PROUD TO CALL THESE PEOPLE MY COWORKERS AND SEE THEM EAGERLY STEP UP TO GIVE THEIR TIME IN SUPPORT OF SUCH GREAT CAUSES.



CORPORATE GOVERNANCE





OVERVIEW

At HollyFrontier and HEP, we uphold the highest standards of business ethics and promote good governance. HollyFrontier and HEP each operate under their respective organizational documents, code of business conduct and ethics, governance guidelines and board committee charters, which form the governance framework for each company.

BOARD OF DIRECTORS

We believe that good governance policies and practices provide an important foundation for the long-term viability of our companies.

HollyFrontier and HEP's boards of directors and senior management believe that one of their primary responsibilities is to promote a culture of accountability, responsibility and ethical conduct throughout our companies.

The roles of the Chairman and Chief Executive Officer are separate at both HollyFrontier and HEP. The HollyFrontier board has also appointed an independent director to serve as lead director in order to give a significant voice to the independent directors on the board and to reinforce effective, independent leadership.

To help guide governance practices and policies, the HollyFrontier and HEP boards of directors have the following committees:

HOLLYFRONTIER

- ✓ AUDIT
- ✓ COMPENSATION
- ✓ ENVIRONMENTAL, HEALTH, SAFETY, AND PUBLIC POLICY
- ✓ FINANCE
- ✓ NOMINATING/CORPORATE GOVERNANCE

HEP

- ✓ AUDIT
- ✓ COMPENSATION
- ✓ CONFLICTS





NEW BOARD MEMBER SPOTLIGHTS



ANNE-MARIE N. AINSWORTH

Anne-Marie N. Ainsworth served as President and Chief Executive Officer of Oiltanking Partners, L.P. and Oiltanking Holding Americas, Inc. from 2012 to 2014. She currently serves on the board of directors of HollyFrontier Corporation, Pembina Pipeline Corporation, Kirby Corporation, as well as Archrock, Inc. Ms. Ainsworth has extensive experience in the oil industry and has held several senior management positions throughout her career.

From 2009 to 2012, Ms. Ainsworth was senior vice president of refining at Sunoco Inc. She was the general manager of the Motiva Enterprises, LLC refinery in Norco, Louisiana from 2006 to 2009. Prior to joining Motiva, Ms. Ainsworth was director of process safety management systems at Shell Oil Products U.S. from 2003 to 2006. She served as vice president of technical assurance at Shell Deer Park Refining Company from 2000 to 2003.

Ms. Ainsworth graduated from the University of Toledo with a Bachelor of Science in Chemical Engineering. She holds a Master of Business Administration from Rice University, where she served as an adjunct professor from 2000 to 2009.



ANNA C. CATALANO

Anna C. Catalano currently serves on the board of directors of HollyFrontier Corporation, Willis Towers Watson and Kraton Corporation. She is a certified National Association of Corporate Directors board leadership fellow and a board member for the NACD Texas TriCities Chapter. In the not-for-profit sector, Ms. Catalano is a member of the Alzheimer's Association national board of directors, board member of the Houston Grand Opera and honorary co-founder of the Kellogg Innovation Network of Northwestern University.

With more than 30 years of corporate experience spanning three continents, including more than a decade on public boards, Ms. Catalano is a renowned expert on marketing and strategic branding, international business, and an outspoken champion of women in business. In 1995, as president at Amoco Orient Oil Company in Beijing, China, she established the company's downstream presence in the PRC. In 1998, she was responsible for Amoco's U.S. retail business as senior vice president. In her final executive role as group vice president, marketing for BP in London, she was instrumental in repositioning the BP brand and was a primary voice behind BP's "Beyond Petroleum" campaign.

Ms. Catalano is a graduate of the University of Illinois, Champaign-Urbana, and has been recognized on Fortune's ranking of the "Most Powerful Women in International Business."



CORPORATE GOVERNANCE

RISK MANAGEMENT

HollyFrontier and HEP regularly assess and manage a variety of risks inherent to our business, such as key economic, social, regulatory and environmental issues. Management is responsible for evaluating and mitigating risk, but the board of directors and the board committees of HollyFrontier and HEP are ultimately responsible for overseeing the risk exposures for their respective company.



ECONOMIC



SOCIAL



REGULATORY



ENVIRONMENTAL



The risk management oversight committee is made up of management personnel who monitor the risk environment for each company as a whole. Each board receives input from its company's risk management oversight committee on potential and actual risks.





ETHICS

Ethics and integrity are an integral part of our values and culture across our organization. Our codes of business conduct and ethics are our commitment to conduct our business with integrity and in compliance with all applicable laws. The codes are the basis for a common set of values and standards to which all directors, officers, employees and those working on our behalf must adhere.



Our employees receive training on our code of business conduct and ethics in order to establish a consistent understanding of our ethical standards of business integrity. Employees in positions that are exposed to applicable issues receive additional training on antitrust, insider trading and the anti-corruption/anti-bribery laws. We also conduct internal audits of our ethics programs.

We strive to create a workplace environment in which everyone feels comfortable raising any concerns that may arise. We encourage employees, vendors, customers and other business partners to ask questions and report any suspected violations of the law or company policies. We also provide a toll-free compliance hotline and an online compliance reporting address to communicate violations of the codes. Reports received through the compliance hotline services are kept confidential and anonymous at the request of the reporting person. We review all reports of suspected violations.





WE BELIEVE IT IS A NECESSITY TO BE CIVICALLY ENGAGED WITH OUR FEDERAL, STATE AND LOCAL GOVERNMENTS.

PUBLIC POLICY AND ADVOCACY

As individuals and as a company, we collectively strive to make the right business decisions regarding safety, the environment and our communities. HollyFrontier operates in a complex, regulated industry. We know the decisions made today will shape the laws and regulations under which we operate tomorrow. As such, we believe it is a necessity to be civically engaged with our federal, state and local governments. HollyFrontier works with lawmakers and regulators at all levels of government to keep them apprised of impacts existing and proposed laws and regulations may have on our industry.

Our advocacy efforts include HollyFrontier Corporation's Political Action Committee (HFC PAC). HFC PAC is employee-led, non-partisan and supported by voluntary contributions. HFC PAC takes an active role in both federal and state governments. Through this resource, HFC PAC seeks to identify and support candidates whose ideals and objectives align with our own. Additional information on HFC PAC, including monthly filings, may be accessed online at fec.gov.

In 2017, we kept a clear focus on several policy debates that are critical to HollyFrontier, including the Renewable Fuel Standard (RFS), comprehensive tax reform, and renegotiation of the North American Free Trade Agreement (NAFTA).

Complying with the RFS, for example, cost HollyFrontier more than \$300 million in 2017. This program was borne out of an era defined by energy scarcity and is no longer consistent with today's economy of energy abundance. We continue to advocate for the repeal of RFS. Short of that opportunity, we push for significant structural reforms given the program's current unworkable state.







HOLLYFRONTIER | CORPORATE HEADQUARTERS
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