2018 CORPORATE CITIZENSHIP REPORT
HollyFrontier experienced exciting growth in 2018. We appreciate your continued support along our journey. As our company evolves, we are committed to using our success to fuel and benefit the world around us.

How can we do this? By staying true to our principles. Our core values of health and safety, environmental stewardship, corporate citizenship, honesty and respect, and continuous improvement. Our relentless focus on operational excellence and creating value for all our stakeholders.

All of these components have a profound impact on our business and the way we engage our employees, contractors, investors, communities and the environment.

We’re pleased to highlight the strides we made together last year in our 2018 Corporate Citizenship Report. We continue to build on our efforts in five key areas: our safety, our people, the environment, the communities where we live and work, and our economy.

Safety is a core value. In 2018, we strengthened safety initiatives that empower our people to proactively identify and further mitigate potential risks. In 2018, we reduced our Tier 1 & 2 process safety incident rate by 20% as compared to 2017.

Our people make our company great. Their dedication and contributions drive our business forward. In 2018, we refined our One HFC Culture of safety, integrity, teamwork and ownership to help make sure those key elements keep us connected as we expand our business. We employed 3,621 people in 2018 and invested more than $3.5 million in professional development programs to support their growth. It’s important that we foster an environment that allows our people to thrive.

Environmental stewardship is very important and we work to minimize our environmental footprint. In 2018, our Woods Cross refinery joined the Utah Clean Air Partnership, a statewide partnership aimed at making it easier for individuals, businesses and communities to make small changes to improve Utah’s air. We are continuing our investment of $25 million through 2019 for compliance with the EPA’s Refinery Sector Rule to reduce emissions and improve efficiencies throughout our operations.
In 2018, we contributed volunteer time and more than $2.5 million to our communities. We awarded $1 million to help build a new aquatic center in Artesia, New Mexico aimed at enhancing health and quality of life for the local community. We also pledged $5 million to a world-class park in Tulsa, Oklahoma that is designed to engage, educate and bring the community together. We are proud to give back to the communities where we work and live. Our sites and employees partner with many local organizations as part of our commitment to being good neighbors.

Our financial impact expands beyond our organization. It benefits the communities around us and our stakeholders. We make direct and indirect contributions to our local economies through job creation, taxes, revenues, capital improvements and community investments. In 2018, we dedicated $528 million of capital spend to sustaining, growing and enhancing our facilities. HollyFrontier Corporation was also added to the S&P 500 Index in June.

We are proud of what we do and how we do it. We help fuel and lubricate the engines of our economy through our products that support various industries, including pharmaceutical, food and beverage, health and beauty, mining and construction and transportation. We create well-paying and challenging careers for our people that allow them to provide for their families.

In 2019, we will continue these efforts to become the premier petroleum refining, lubricants and logistics company. On behalf of our board of directors and our employees, thank you for joining us in our pursuit of excellence in our business and corporate citizenship.

Sincerely,

George J. Damiris
Chief Executive Officer and President
ABOUT US
HOLLYFRONTIER CORPORATION

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 AND 8 TERMINALS

LUBRICANTS AND SPECIALTY PRODUCTS

28K BARRELS/DAY OF LUBRICANT PROCESSING CAPACITY | MARKET LUBRICANTS AND SPECIALTY PRODUCTS IN MORE THAN 80 COUNTRIES

25 THIRD-PARTY OPERATED TERMINALS WORLDWIDE | 4TH LARGEST NORTH AMERICAN BASE OIL PRODUCER

14 OFFICE LOCATIONS THROUGHOUT NORTH AMERICA, EUROPE AND CHINA
HollyFrontier Corporation, headquartered in Dallas, Texas, is an independent petroleum refiner and marketer that produces high value light products such as gasoline, diesel fuel, jet fuel and other specialty products. We own and operate refineries located in Kansas, Oklahoma, New Mexico, Wyoming and Utah and market refined products principally in the Southwest U.S. and the Rocky Mountains extending into the Pacific Northwest and in other neighboring Plains States.

In 2018, HollyFrontier produced base oils and other specialized lubricants in the U.S. and Canada. In addition, HollyFrontier exports products to more than 80 countries. HollyFrontier also owns a 57% limited partner interest and a non-economic general partner interest in Holly Energy Partners, L.P., a master limited partnership that provides petroleum product and crude oil transportation, terminalling, storage and throughput services to the petroleum industry, including HollyFrontier.
HOLLYFRONTIER PRODUCTS ARE IN MANY COMMON ITEMS, SUCH AS:

- Transportation Fuel
- Engine Oils
- Locomotive Engine Oils
- Hydraulic Oils
- Food & Beverage
- Pharmaceutical Products
- Lipstick
- Roofing Shingles
- Sunscreen
- Sticky Notes
Our core values guide us to always treat people with respect, operate our business with integrity and value our neighbors. We continuously seek to foster positive community relationships in the places where we live and work.

For more information about HollyFrontier and our financial performance, please see the 2018 HFC Annual Report on our corporate website, hollyfrontier.com.
Safety is a core value and integral to how we operate. We care about our people and work tirelessly to make sure they return home safely, every day.

Our comprehensive safety programs strive to mitigate risk and protect our employees, contractors, communities and the environment.

Our Operational Excellence Management System (OEMS) is one way we achieve consistency in work practices and managing risk. In 2018, we aligned our OEMS program elements with departmental leaders in our refineries to provide clearer lines of responsibility and transparency. We also intensified audits of our process and occupational safety programs, which objectively evaluate our compliance status against regulatory requirements, industry practices and company standards. These audits are conducted at each facility at least every three years.

Safety is held as a core value throughout our organization, from frontline employees to our board of directors. We tailor processes and programs for each site to mitigate safety risks for everyone. Our board of directors also has an Environmental, Health, Safety, and Public Policy Committee. The committee provides high-level oversight of our health and safety strategy through quarterly reports provided by management.

**OVERVIEW**

**EMPLOYEE AND CONTRACTOR HEALTH AND SAFETY**

We continuously improve safety performance through strong leadership and employee engagement. Our integrated programs promote consistent application with shared safety goals in mind. Key elements include:

1. Drive toward achieving “Goal Zero” which embodies our belief that safe production can be achieved each and every day.

2. Encourage understanding and adherence to our Life-Saving Principles through ongoing education and training efforts. These outline safety standards and procedures that must always be upheld to work safely.

3. Improve and sustain contractor safety performance through in-depth selection criteria, evaluations, training and oversight.

4. Define clear work practices for high-risk activities through our Operational Excellence Management System.

5. Facilitate continuous training to promote ownership and engagement in occupational safety processes.
In 2018, our El Dorado refinery committed to go above and beyond the Occupational Safety and Health Administration’s (OSHA) minimum requirements by pledging to earn its Voluntary Protection Program (VPP) Star certification. Leaders marked their commitment alongside the United Steelworkers (USW) Local 241 president at a project kick-off in front of nearly 1,000 employees and contractors.

VPP recognizes the outstanding efforts of employers and employees who have achieved exemplary occupational safety and health management systems and maintain injury and illness rates below National Bureau of Labor Statistics averages for their respective industries. Successful participation requires active management commitment, union support, passionate employee engagement and rigorous onsite evaluations.

In 2019, a team of El Dorado refinery employees from cross-functional disciplines will help outline and guide safety and VPP milestones. While the VPP journey is a multi-year process, sites that have achieved VPP honors typically experience fewer injuries and incidents.

HollyFrontier Asphalt Company in Albuquerque, New Mexico, also made strides in 2018 toward achieving VPP Star Certification. Their joint VPP Health and Safety Committee, comprised of employees from cross-functional disciplines, leads the program alongside management. The committee meets regularly to share activity updates and best practices, conduct training, audit sites and review procedures. Members attended a conference hosted by Voluntary Protection Programs Participants’ Association, Inc. (VPPPA) and participated in a VPP training course. HollyFrontier Asphalt also rolled out employee training and held clean-up days at the Albuquerque, New Mexico; Glendale, Arizona and Artesia, New Mexico sites.

This year, both our El Dorado refinery and Asphalt teams will continue their journeys to VPP Star certification with active employee participation, OSHA collaboration and engagement of external resources.
Employees at our Cheyenne refinery are taking steps to prevent safety incidents by playing an active role in incident investigations. In 2018, leaders and employees at the site adopted the USW’s Triangle of Prevention (TOP) program.

As part of the program, employees from multiple groups undergo TOP training to identify hazards and investigate incidents and near miss events. They isolate the root cause, propose solutions to leaders and facilitate timely implementation of corrective actions.

The TOP team at our Cheyenne refinery has already been a success in identifying and correcting hazards, while giving our employees ownership in improving safe work practices.

The phrase “Goal Zero” emphasizes our belief that we can operate our facilities in a safe manner each and every day.

A Goal Zero Day at HollyFrontier is one that is free of any significant occupational or process safety events which pose potential risk to our employees, contractors or surrounding communities.

Accomplishing Goal Zero takes diligence.

Our employees and contractors are vital to our safe, reliable and high integrity operations. We empower everyone to watch for potential risks and speak up.
SAFETY PERFORMANCE

OSHA RECORDABLE INCIDENT RATE

<table>
<thead>
<tr>
<th>Year</th>
<th>Employees</th>
<th>Contractors</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011 Baseline</td>
<td>1.58</td>
<td>1.44</td>
</tr>
<tr>
<td>2015</td>
<td>0.84</td>
<td>1.14</td>
</tr>
<tr>
<td>2016</td>
<td>0.91</td>
<td>0.26</td>
</tr>
<tr>
<td>2017</td>
<td>0.53</td>
<td>0.41</td>
</tr>
<tr>
<td>2018</td>
<td>0.73</td>
<td>0.71</td>
</tr>
</tbody>
</table>

We strive to prevent incidents with effective process safety management.

We are an active member of the American Fuel and Petrochemical Manufacturers (AFPM) association and partner of the American Petroleum Institute (API). Through our involvement in both groups, we continuously explore opportunities to enhance safety, improve process safety performance throughout the industry and learn from each other. We actively chair and participate in several AFPM committees, and our CEO George Damiris serves as treasurer on the AFPM board of directors.

We actively participate in the AFPM and API’s “Advancing Process Safety” program, which includes a site assessment component.

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

TIER 1 & TIER 2 RATE

<table>
<thead>
<tr>
<th>Year</th>
<th>Employees</th>
<th>Contractors</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>0.34</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>0.29</td>
<td></td>
</tr>
<tr>
<td>2017*</td>
<td>0.64</td>
<td></td>
</tr>
</tbody>
</table>
| 2018* | 0.51 | *2017 and 2018 include PCLI

PROCESS SAFETY

*2017 and 2018 include PCLI
STRENGTHENING OUR OPERATIONS EXCELLENCE MANAGEMENT SYSTEM

We have continued to make significant progress around our Operations Excellence Management System (OEMS). This systematic framework includes a formal process for identifying, quantifying and managing operational risk. It helps us maintain great people, plants and processes.

In 2018, we restructured the OEMS elements to help strengthen our process of sharing best practices, managing risks and fostering opportunities across all refining sites.

OEMS ELEMENTS:

- Refinery leadership and management
- Process safety and risk management
- Safety, security and emergency response
- Environmental
- Operations
- Asset reliability
- Process reliability and optimization
- Maintenance and turnaround
- Project development and execution

As part of this OEMS journey, our refineries will conduct gap assessments in 2019 to measure how well each site is performing against the elements and to help identify opportunities for improvement. This is one more way we hold ourselves accountable to doing the right thing, the right way, every time.

SAFETY AWARDS

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

HollyFrontier’s Woods Cross refinery received the Safety Achievement Award from AFPM in 2018 for our safety efforts in 2017. A number of our contractors also received an AFPM Safety Award for their work at our facilities.

MUTUAL AID

The safety of our employees, contractors and communities is above all else. In times of need, we are ready to step in and support local responders by providing firefighters, first aid and other services from our trained emergency response team.
PUBLIC SAFETY AND EMERGENCY RESPONSE

Fully-staffed emergency response teams at each refinery play a key role in helping us stay safe and address incidents quickly. Team members receive comprehensive training in hazardous materials response, rescue and medical care, and firefighting, including NFPA 1081 Advanced Exterior Firefighter standards. Each refinery also hosts meetings with a Community Advisory Panel to share important safety practices with local stakeholders.

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 drills with local hospital personnel and medical staff.

CORPORATE FIRE SCHOOL

One of our most important public safety initiatives is our annual Corporate Fire School, located at the largest fire training facility in the world on Texas A&M University’s campus. Our refineries send our emergency response personnel to learn how to prepare for and respond to accidents, natural disasters and other emergency situations. Training incorporates protective equipment, rescue procedures, incident response and management, fire behavior and other response tactics. We also invite members of the municipal fire departments from each of our refinery communities to join us in the training.

Our long-standing relationships with outside agencies are pivotal to achieving shared safety goals. We proudly partner with first responder groups, including local law enforcement, fire departments, emergency services and hospitals in our refining communities.
HEP PIPELINE EXCELLENCE

Holly Energy Partner’s (HEP) Pipeline Excellence Program builds upon good practices and processes that are central to how our organization operates. Our comprehensive programs advance organizational safety and performance, drive reliability and deliver strong results.

Our approach 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.

HEP’S COMMITMENT TO PUBLIC AWARENESS AND DAMAGE PREVENTION

Pipelines are a vital component of our nation’s infrastructure, making it imperative to safeguard our pipelines against any type of damage. We’ve implemented rigorous awareness and damage prevention programs that aim to educate the public and other key stakeholders.

These programs are an integral part of our steadfast commitment to safety and HEP’s continued focus to protect lives, the environment and property.
ENVIRONMENTAL PERFORMANCE
At HollyFrontier, environmental stewardship is at the core of our business. We work hard to minimize environmental impacts through regulatory compliance, board oversight, continuous improvement investments, centralized subject matter expertise, onsite specialists and industry and community group participation.

Our comprehensive Environmental, Health and Safety (EHS) policy demonstrates our constant commitment to minimize our environmental footprint; to use natural resources more efficiently; to reduce emissions, releases and waste; and to comply with all applicable laws and regulations. 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 as we strive for continuous improvement.

Our board of directors provides high-level oversight of our environmental performance and compliance through its Environmental, Health, Safety, and Public Policy Committee. Our management team provides quarterly updates to the committee.

Our corporate team supports our refineries in navigating complex environmental issues and leads a robust compliance audit program. Industry consultants and centralized in-house experts work together to provide oversight and establish and track key performance indicators. In 2019, we are conducting a gap analysis of our environmental management system to measure how well each site is performing and identify opportunities for improvement.

At the local level, an environmental manager and team of specialists actively evaluate our performance and lead compliance and improvement initiatives for each site. We also coordinate with regulatory agencies on municipal, state/provincial and federal levels to address short-term and long-term environmental compliance needs. We participate with industry groups, such as AFPM, to guide and monitor legislative and regulatory activities.
MANAGING ENERGY USE

ENERGY CONSERVATION

We are continually exploring ways to manage our operations more efficiently and reduce energy consumption. Designated energy coordinators oversee day-to-day energy processes at our refineries and monitor equipment — such as heaters and boilers — so we can operate efficiently and in compliance with regulations. Our corporate energy team also conducts heater and boiler efficiency assessments on an annual basis.

We prioritize opportunities to operate our systems more efficiently, such as upgrading boilers with new state-of-the-art equipment designed for lower emissions. These initiatives have reduced the amount of energy required to refine a barrel of crude oil.

We also conserve energy through cogeneration technology for select use in refining operations. This technology captures heat generated from the production of electricity. Steam from cogeneration can handle 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.

In 2018, our Cheyenne refinery continued training aimed at conserving energy in our furnaces, heaters and boilers. Our operations team learned more about reducing nitrogen oxide output and using complex controls safely and efficiently. The refinery also completed a multi-year effort of accredited course training for furnace operators, leveraging guidance from a third-party expert.

GREENHOUSE GAS EMISSIONS (GHG)

We understand our business is carbon intensive. As a result, we measure and strive to minimize our potential impact on climate.

<table>
<thead>
<tr>
<th>Year</th>
<th>DIRECT GHG EMISSIONS</th>
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<tbody>
<tr>
<td>2011</td>
<td>30</td>
</tr>
<tr>
<td>2015</td>
<td>29</td>
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<tr>
<td>2016</td>
<td>30</td>
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<tr>
<td>2017</td>
<td>31</td>
</tr>
<tr>
<td>2018</td>
<td>31</td>
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</table>

HOLLYFRONTIER CORPORATION

19
We understand that our communities place their trust in us as a good neighbor. We incorporate environmental, health and safety requirements in the design phase of our projects as well as in everyday processes and maintenance. We have implemented several industry-proven control technologies 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.

- Many of our units also have NOₓ control technologies, which reduce pollutants 80–95% over uncontrolled levels.

- Flare gas recovery units have been installed at four of our refineries to recover waste gases, which are then treated and recycled for use as fuel gas to our combustion units.

As part of our dedication to regulatory adherence, we are investing $25 million to comply with the EPA’s Refinery Sector Rule (RSR). In 2019, we expect to complete efforts to improve combustion efficiency, control process equipment emissions and implement other requirements accordingly.

HollyFrontier measures emissions from our operations, including nitrogen oxide (NOₓ), sulfur dioxide (SO₂), carbon monoxide (CO), particulate matter (PM₂.₅) and volatile organic compounds (VOC). Emissions vary year-to-year depending upon many factors, including process unit shutdowns and throughputs. In 2018, emissions from criteria pollutants equaled 64 tons per million barrels. 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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Sum of emissions: Tons per million barrels</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011 Baseline</td>
<td>95</td>
</tr>
<tr>
<td>2015</td>
<td>65</td>
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<tr>
<td>2016</td>
<td>64</td>
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<tr>
<td>2017</td>
<td>61</td>
</tr>
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<td>2018</td>
<td>64</td>
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</table>

Totals include NOₓ, SO₂, CO, PM₂.₅ and VOCs.
We carefully assess and manage water use from our operations and continue to explore immediate and long-term opportunities to reduce and recycle water. In addition to discussing how to reduce consumption with our employees, each site identifies opportunities to reduce water use at their specific location.

WATER USE

In 2018, our Woods Cross refinery in West Bountiful, Utah joined the Utah Clean Air Partnership (UCAIR). UCAIR is a statewide clean air partnership created to make it easier for individuals, businesses and communities to make small changes to improve Utah’s air.

HollyFrontier supports the cities of Woods Cross, West Bountiful and Bountiful with volunteer time, philanthropic contributions and environmentally-driven community partnerships. The refinery is taking steps to improve energy efficiency with initiatives like an onsite nitrogen generation plant that launched in January 2019. The site will reduce CO₂ emissions by approximately four billion pounds per year.

CONSERVING WATER AT OUR NAVAJO REFINERY

Conserving water at our Navajo refinery is an ongoing focus due to the area’s dry climate. For many years, we’ve utilized reverse osmosis to improve water use efficiency. Over the past several years, Navajo has installed several primary reverse osmosis units.

In 2018, Navajo installed a secondary reverse osmosis unit to further reduce the volume of water being consumed. This decreases the refinery’s fresh water demand by approximately 200 gallons per minute, enhancing conservation of our shared local resource of water in the Artesia community.
WE ARE COMMITTED TO IMPROVING WASTEWATER TREATMENT PLANT PROCESSES AND EXPLORING OPPORTUNITIES TO IMPROVE THE WATER QUALITY DISCHARGED FROM OUR OPERATIONS.

In 2018, our sites produced 23 gallons of wastewater per barrel of crude.

<table>
<thead>
<tr>
<th>Year</th>
<th>Gallons per barrel crude charge</th>
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<tbody>
<tr>
<td>2011</td>
<td>Baseline</td>
</tr>
<tr>
<td>2015</td>
<td>23</td>
</tr>
<tr>
<td>2016</td>
<td>22</td>
</tr>
<tr>
<td>2017</td>
<td>23</td>
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<tr>
<td>2018</td>
<td>23</td>
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Our El Dorado refinery developed constructed wetlands to aid in improving the quality of their water treatment process. In 2018, El Dorado began a project to replace the existing vegetative species with a species that will be more efficient at removing residual ammonia. In addition to helping treat the water streams, constructed wetlands can also enhance wildlife habitat.
Beginning in 2017, our Mississauga facility significantly reduced the overall volume of the waste by successfully initiating an improved solution for lime slurry waste generated at the facility as part of its water softening process. The method involves utilizing a centrifuge system, set up at a designated area of the site, to separate solids from liquid/water. The water is directed to the onsite wastewater treatment plant.

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 steam. We purchase steam from their power generation process to help run our Tulsa refinery.
We believe that incidents are preventable. We actively monitor our processes to identify loss of containment quickly. We strive to clean spills as soon as safely possible by removing the spill material and impacted soil. Some spills are remediated using biological methods such as hydrocarbon-eating bacteria. To help make sure we are prepared in case of an incident, we maintain an inventory of spill response equipment and regularly train our personnel on response activities to maintain preparedness.

Petro-Canada Lubricants Inc. 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 in 2017. The International Organization of Standardization (ISO) 14001 specifies requirements for an effective environmental management system used to manage environmental aspects, fulfill compliance obligations, address risks and identify opportunities.

In 2018, we finalized an Operational Excellence Management Program across our fleet to formalize the policies, processes and procedures we use to conduct our day-to-day business. In 2019, we are conducting a gap analysis of the environmental standard to identify areas for improvement.
OUR PEOPLE
At HollyFrontier, we believe in our company and we believe in our people. Achieving our mission of becoming the premier petroleum refining, lubricants and logistics company gives our employees opportunities to grow and be a part of something great. We foster an environment that is rewarding and allows our employees to thrive. As a valued part of our family, our employees receive competitive pay, performance-based bonuses, comprehensive benefit programs and retirement savings plans.

We focus on consistently growing our workforce by recruiting top talent and developing all employees to help us advance our knowledge base and improve our business. Our strong university programs provide interns an opportunity to gain valuable professional experience, build relationships with mentors and learn about our core values. Our summer internship program allows HollyFrontier to leverage talent from universities to build a bench for future leaders and employees.

OVERVIEW

2018 Employment Numbers

<table>
<thead>
<tr>
<th>Region</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td>2,852</td>
</tr>
<tr>
<td>Canada</td>
<td>715</td>
</tr>
<tr>
<td>Europe &amp; Asia</td>
<td>54</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,621</strong></td>
</tr>
</tbody>
</table>

2018 Summer interns volunteer at North Texas Food Bank.
We place a high value on cultivating growth, and offer training and development programs across every level of our organization. We equip our employees with the tools to advance their careers and enable them to take ownership of their career growth. Continuously identifying and preparing strong leaders is key to creating a deep bench.

In 2018, we invested more than $3.5 million in training and development opportunities to help our employees continuously learn and improve. Our wide range of programs give employees an opportunity to take part in general training, customized development opportunities and industry events.

Our leaders champion their teams and provide meaningful guidance while challenging them to grow. In addition to leaders who advocate for our employees, our annual leadership school provides an orientation of company expectations and cultivates skills and professional development in our newly hired and promoted managers.
In 2018, we launched an initiative to refine our One HFC Culture. We started by talking with employees across the organization to better understand what inspires them about our culture and to capture the elements they value most. With their input, we simplified our model and developed a renewed focus on four key elements that have always reflected our values and shaped our behaviors: safety, integrity, teamwork and ownership. We then took our leaders through a comprehensive two-day training to help identify how we can achieve our objectives while creating experiences that are consistent with our One HFC Culture.

As we continue to grow and expand our footprint, it’s more important than ever that our One HFC Culture connects our employees across the organization. In 2019, we will further this initiative by facilitating interactive culture workshops for all our employees.
At HollyFrontier, we empower our employees to bring ideas forward and gain buy-in from leadership, then equip them with the tools to execute the ideas. In 2018, a group of Tulsa refinery operations employees wanted to enable a stronger sense of ownership within their team and ultimately across their site. They knew if they could create momentum around this employee-led initiative, the operations team could have a significant impact in helping achieve refinery goals and improving reliability. The operations team accounts for nearly a third of the Tulsa refinery’s employee population.

They wanted to foster an environment of trust and ownership, while providing frontline supervisors with structured coaching and development opportunities. The group started by gathering input from refinery leaders and superintendents. Led by operations manager Brenda McLaury, the team pooled their collective experience and skills to propose a plan of action to HollyFrontier leaders.

The group proposed an organizational restructure that allowed operations supervisors to more effectively manage and develop their teams, extended growth opportunities to hourly employees and built a cohesive culture across both of Tulsa’s refinery units. The new structure allowed for increased focus on asset reliability by the daylight operations team. It also aligned the east and west portions of the refinery into a single line of leadership. They delivered the proposal with a detailed case for change that pointed to improved reliability, decision-making, efficiency and a stronger bench.

In July 2018, the operations organization put their plan into action. After the restructuring, each team had clearer lines of ownership, employees had more direct interaction with, and feedback from, their supervisors, the sites were operating more reliably and turnaround planning became a continual process.

“Our operations team really shook things up with organizational changes and refinery employees have embraced it,” said Brenda. “With early support from refinery leadership, we were given the freedom to put a process in place that could benefit the entire company.”

To date, Brenda and the operations team have observed numerous examples of ownership in action, especially as some employees become supervisors for the first time. Morale has grown as employees gain confidence that refinery leadership is listening and supportive of employee-led development. Asset reliability and performance to plan are also showing signs of improvement.

Brenda McLaury speaking with a contractor at our Tulsa refinery.
DIVERSITY AND INCLUSION

HollyFrontier is an equal opportunity employer. We are proud of our commitment 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 are valuable for our business.

By building diverse and inclusive teams, we fuel innovation, engagement, collaboration and unique perspectives. We promote an environment of inclusion by implementing recruitment activities focused around a diverse pool of candidates. Our goal is to not only attract a diverse talent population, but to encourage them to share their experiences and backgrounds to make our organization exceptional. Our activities and programs focus on promoting equality across all of our locations.

COMPENSATION & BENEFITS

We are committed to retaining and recruiting the best and brightest talent our industry has to offer. We deliver on that commitment by providing a comprehensive and competitive total rewards offering, which includes a range of industry-competitive compensation and health and welfare benefits.

Through our total rewards program, we are able to contribute to the lives of our employees and their families by helping them protect their financial and physical health. The reason we do this is simple — we understand that the health of HollyFrontier is linked to the performance and health of our people.

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. In 2018, five of our six production facilities were represented by unions and approximately 33% of our employees were covered by collective bargaining agreements.
OVERVIEW

We believe in sharing our success with our neighbors and communities by creating jobs, investing in the economy and giving back through charitable causes.

In 2018, HollyFrontier championed great causes through $2.48 million in donations to charitable organizations, helping to create a better future for our people, our families and our communities. We continually support many organizations with volunteer time and financial contributions year after year.

| $2.48M | 250+ | STEM | FINANCIAL LITERACY |
| IN CHARITABLE CONTRIBUTIONS | COMMUNITY ORGANIZATIONS | Our Navajo refinery began partnering with Artesia Public Schools to provide every elementary school with a STEM lab. | Our Tulsa refinery sponsors a “Refinery Shop” at Junior Achievement’s BizTown and awards annual scholarships and supplies to local schools. |

| SAFETY | FOOD PANTRY | COMMUNITY | EDUCATION |
| Our Cheyenne refinery sponsored a local Neighborhood Night Out, bringing law enforcement, first responders and the community together to prevent crime. | Our Woods Cross refinery and its employees volunteered at their local food pantry for a Day of Caring and donated $10,000 to the organization. | Our El Dorado refinery and its employees donated nearly $200,000 to the United Way of El Dorado. | Our corporate office hosted an annual school supply drive to benefit Community Partners of Dallas, which provides critically needed items to local foster children. |
Since acquiring the Tulsa refining complex in 2009, we have witnessed incredible growth and redevelopment in the city of Tulsa. We are proud to contribute to the future of Tulsa, including hundreds of millions of dollars invested in modernizing and upgrading our operations. Additionally, we are proud of the relationships we have built and donations we’ve made to the community to solidify our role as a good neighbor.

In 2018, we pledged $5 million to Gathering Place, Tulsa’s new world-class riverfront park. Our donation will be instrumental in the park’s expansion and beautification of the Arkansas River’s west bank. In addition to being one of the largest contributions in HollyFrontier’s history, our donation was the largest financial pledge to Gathering Place in 2018. This investment recognizes our deep commitment to the Tulsa area, our employees and local families.

We believe in Gathering Place’s mission of inclusivity — bringing our community together through a world-class space that engages, educates and excites. With our 2018 donation, HollyFrontier joined nearly 80 corporate and community philanthropists enabling this unprecedented public-private partnership.

The park opened its first phase of 66.5 acres in September 2018 and will ultimately transform nearly 100 acres of Tulsa’s waterfront along the Arkansas River into a dynamic and active destination when the project is completed.

Gathering Place is one of many worthy causes HollyFrontier and our employees support as a part of being good neighbors and being socially responsible. We are grateful for HollyFrontier’s 10 years in the Tulsa community and look forward to witnessing the Gathering Place’s positive impact on our employees, contractors, families and all of Tulsa.
At our corporate office, a group of HollyFrontier employees volunteer their time on the Dallas Community Service Committee. They seek to make our community a better place by proactively facilitating volunteer opportunities for other employees.

The Dallas Hotter-n-Heck HollyFrontier Golf Heartapalooza is one of our most successful corporate employee-led fundraisers. The annual golf scramble tournament encourages everyone to give back while enjoying some friendly competition. Employees organize the event from start to finish and encourage business partners to support our community by participating. In 2018, a total of 164 people came together to play in the tournament, including 119 vendors and 45 employees.

Funds raised directly support the American Heart Association, Community Partners of Dallas, Dallas Area Habitat for Humanity and Ronald McDonald House Dallas. Tournament participants register by selecting to support one of the four charities. In the spirit of raising funds for these great causes, some vendors or partners also volunteer to sponsor an employee team. Last year, the golf tournament raised $165,000 in participant donations and HollyFrontier contributed nearly $39,000 to underwrite the event.

The fundraiser is a fun way for our employees to come together to strengthen our culture and community. We are proud to see our employees model what it means to be a good neighbor and take ownership when it comes to giving back.
$165,000 SUPPORTED

- American Heart Association – Dallas Heart Walk
- Dallas Area Habitat for Humanity – local house builds
- Community Partners of Dallas – 135 backpacks stuffed with supplies
- Ronald McDonald House – Provide monthly meals to families prepared by our employees
Our lubricants facility located in Mississauga, Ontario, Canada has a long-history of community involvement. In 2018, employees celebrated 75 years of operations by hosting a community open house and donating $75,000 to local organizations. Throughout the day more than 1,000 people, including employees, family, friends and area residents took part in children’s activities, interactive booths and a barbeque. Nearly 500 tree saplings were also distributed to the community at the event.

To recognize this significant milestone, we presented five local charitable organizations with donations totaling $75,000. We believe each of the organizations strengthens our community as a whole by focusing on the well-being of residents and the surrounding environment.
A second-stage housing program that offers secure and affordable housing to abused women, with or without children, for up to one year.

THE COMPASS
A place that offers immediate food assistance and works with clients offering practical and spiritual support for the challenges that often come along with a low income.

CREDIT VALLEY CONSERVATION
A community-based environmental organization, dedicated to protecting, restoring and managing the natural resources of the Credit River Watershed.

IAN ANDERSON HOUSE
Ontario’s first in-resident cancer hospice offering quality end-of-life palliative care in a home-like setting to individuals diagnosed with terminal cancer and a limited life expectancy.

INTERIM PLACE
A shelter that provides support services for women in Peel Region.

$75,000 DONATED TO LOCAL ORGANIZATIONS
HollyFrontier is excited to dive headfirst into community projects across our locations that help families stay healthy and connected.

In May 2018, we donated $1 million to the Artesia Aquatic Center Foundation. We are proud to come alongside the foundation in their mission of building an aquatic facility that enhances health, fitness, safety, recreation and quality of life for the Artesia area community.

The new Artesia Aquatic Center is filling a need in the community; when the Artesia High School Natatorium was demolished in 2013, it created a lack of a public indoor pool.

The first construction phase, which includes an outdoor swimming area, is expected to be completed and open to the public in May 2019.

When the project is complete, the center will be a state-of-the-art space for anyone who wants to make swimming part of their life. Youth can learn to swim, participate in competitive swim programs and enjoy outdoor activities in warm months. The facility will also be a destination for regional events and visitors.

The aquatic center is made possible through a public-private partnership between the local government and financial contributions from businesses in the community like HollyFrontier.

It is a privilege for HollyFrontier to play a substantial role in supporting community initiatives, especially in smaller cities like Artesia where public-private partnerships are often the only way to complete major projects.
We recognize the value of beautification projects and their role in enhancing our communities. In 2018, HollyFrontier donated land along U.S. 285 valued at $260,000.

The donated property is a critical piece of the city of Artesia’s First Street beautification and tree-planting project headed by the local organization Artesia MainStreet. Development of the green space along Artesia’s North First Street right-of-way began in October 2018.

HollyFrontier’s gift, along with contributions from corporate and individual donors, will enhance the region’s landscape for current residents and future generations.
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.

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. 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 SPOTLIGHT

CHRISTINE B. LAFOLLETTE

is a partner in the transactional group at Akin Gump, where she also oversees the global law firm’s Houston office. Ms. LaFollette has more than 30 years of experience advising oil and gas companies through changing markets and regulatory climates. She has been instrumental in guiding public companies through highly profitable energy-related mergers and acquisitions. Ms. LaFollette provides a range of advice to issuers, investors and underwriters in public offerings and private placements of equity and debt securities.

She currently serves on the board of directors of Holly Energy Partners, Houston Volunteer Lawyers Association and World Affairs Council of Houston. Ms. LaFollette is a founding member of the University of Texas at Austin’s Center for Women in Law, Houston Advisory Council for Tahirih Justice Center and NACD Texas TriCities Chapter. She is a fellow of the Texas Bar Foundation and Houston Bar Association, and a member of the State Bar of Texas, American Bar Association and United Way’s Alexis de Tocqueville Society.

Ms. LaFollette earned a bachelor’s degree from the University of Texas at Austin and law degree from Loyola Law School. She has received many recognitions, including Law 360’s “Influential Women in Energy,” National Law Journal’s “Energy Trailblazer” and Greater Houston Women’s Chamber of Commerce’s “Most Influential Women Hall of Fame.”

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 responsible for providing high-level oversight of the risk exposure for their respective company.

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 compliance reporting website address to communicate violations of the codes. Reports received through the compliance hotline or website are kept confidential and anonymous at the request of the reporting person. We review all reports of suspected violations.
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/provincial 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.

In 2018, we kept a clear focus on several policy debates that are critical to HollyFrontier, including:
- the Renewable Fuel Standard (RFS),
- implementation of the 2017 Tax Cuts and Jobs Act, and
- renegotiation of the North American Free Trade Agreement (NAFTA), now proposed as the United States-Mexico-Canada Agreement (USMCA).

As one example of how public policies impact our business, complying with the RFS cost HollyFrontier more than $188 million in 2018 alone. 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 comprehensive reforms of the biofuels mandate to reflect the current market dynamics and needs of the transportation fuel industry going forward.

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 elections. 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.