

CALUMET, INC.

STRATEGY AND GROWTH COMMITTEE CHARTER

Purpose

The Strategy and Growth Committee (the “Committee”) is appointed by the Board of Directors (the “Board”) of Calumet, Inc. (the “Company”). The Committee has overall responsibility for assisting the Board and management in fulfilling its oversight responsibilities relating to the Company’s (i) long-term strategy, (ii) risks and opportunities relating to the strategy, (iii) decisions in support of the strategy such as business processes improvements, capital and organizational investments and (iv) business development decisions in support of the strategy for acquisitions, divestitures and mergers and other key strategic transactions outside the ordinary course of the Company’s business (collectively, “Corporate Strategic Transactions”).

Committee Membership

The Committee shall consist of two or more members. One of the members shall serve as the chairperson of the Committee (the “Chairperson”).

Subject to the applicable provisions of the Company’s certificate of incorporation (as the same may be amended and/or restated from time to time, the “Certificate of Incorporation”) and bylaws (as the same may be amended and/or restated from time to time, the “Bylaws”) and, together with the Certificate of Incorporation, the “Governing Documents”), the members of the Committee shall be selected by the Board and shall serve at the pleasure of the Board. The Board shall designate the Chairperson of the Committee; however, if a Chairperson is not designated by the Board or present at a meeting, the Committee may designate a Chairperson by majority vote of the Committee members then in office. The Board may remove or replace the Chairperson and any other member of the Committee at any time by affirmative vote of a majority of the Board, subject to the applicable provisions of the Governing Documents.

Committee Authority and Responsibilities

The Committee is delegated all the authority of the Board as may be required or advisable to fulfill the purposes of the Committee, subject to the applicable provisions of the Governing Documents, including the ability to engage external advisors to advise and assist the Committee in its work. The Committee may form and delegate some or all of its authority to subcommittees comprised of Committee members when it deems appropriate, including the ability to engage external advisors.

Without limiting the generality of the preceding statements and subject to any contractual arrangements in place that may limit its actions, the Committee shall have authority, and is entrusted with the responsibility, to take the following actions:

1. Provide advice and counsel to the Chief Executive Officer (“CEO”) and management team in the development of the Company’s strategy, recommend to the Board the resulting long-term strategic plan, and provide guidance during its implementation.

2. Monitor the Company's progress against strategic goals and provide feedback and advice with particular emphasis on key performance indicators (for example, sales growth, profit margins, asset utilization and investment returns).
3. Periodically review risks and opportunities to the strategic plan identified by the CEO and management team, considering the impact of new, emerging or evolving market changes, competitive activity, government/legislative activities, and global macroeconomic conditions.
4. Work with the CEO and management team in the review and recommendation to the Board of significant strategic decisions regarding Corporate Strategic Transactions, entry into new lines of business, joint ventures or large commercial contracts.
5. Work with the CEO and management team to develop investment and acquisitions strategies that align with the Company's long-term strategic plan and that are holistic in identifying and assessing investment and acquisition opportunities.
6. Provide guidance to the CEO and management team during the execution of Corporate Strategic Transactions.
7. Work with the CEO and management team on periodic "lookback" reviews of the Company's major decisions (investments, acquisitions, and large commercial contracts) considering actual results against strategy and financial projections provided at the time of the Board's investment decision.
8. Review and recommend to the Board various levels of management authority and Board oversight for major capital projects, Corporate Strategic Transactions, joint ventures, and large commercial contracts.
9. Annually evaluate the performance of the Committee and the adequacy of the Committee's charter and recommend changes to the Board as appropriate.

Procedures

1. *Meetings.* The Committee shall meet as often as may be deemed necessary or appropriate at the call of the Chairperson, two or more members of the Committee or the Chairman of the Board. Meetings may, at the discretion of the Committee, include members of the Company's management, independent consultants and such other persons as the Committee or the Chairperson may determine. The Committee may meet in person, by telephone conference call or in any other manner in which the Board is permitted to meet under law or the Governing Documents.
2. *Quorum and Approval.* Subject to the applicable provisions of the Governing Documents, a majority of the members of the Committee shall constitute a quorum. The Committee shall act on the affirmative vote of a majority of members present

at a meeting at which a quorum is present. The Committee may also act by unanimous written consent in lieu of a meeting.

3. *Rules.* The Committee may establish guidelines and procedures by which the Committee may carry out its responsibilities and obligations hereunder.
4. *Reports.* The Committee shall make regular reports to the Board, directly or through the Chairperson.

Effective November 7, 2024