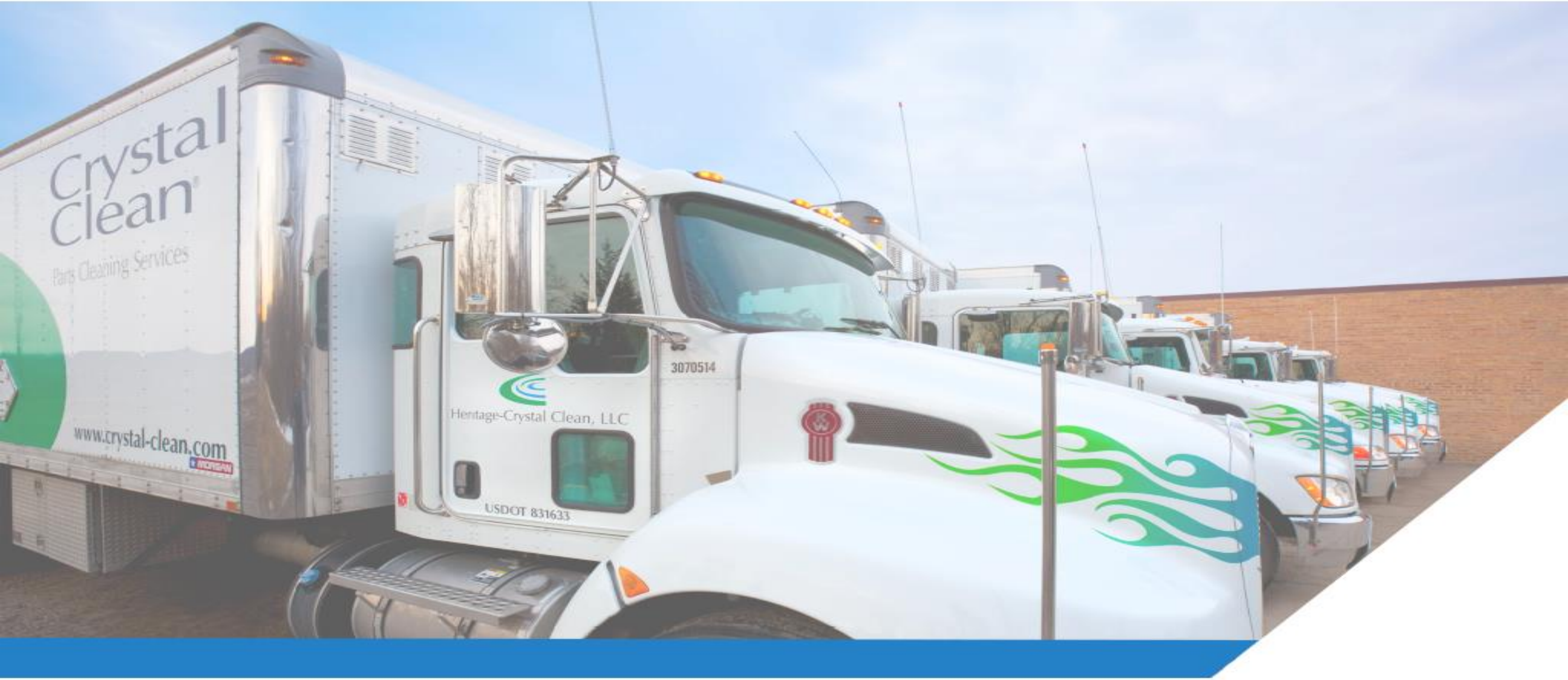
Crystal Clean®

Heritage - Crystal Clean, Inc. • Investor Presentation • Annual ROTH Conference 3-19-19

Safe Harbor Statement

All references to the “Company,” “we,” “our,” and “us” refer to Heritage-Crystal Clean, Inc., and its subsidiaries.

This release contains forward-looking statements that are based upon current management expectations. Generally, the words "aim," "anticipate," "believe," "could," "estimate," "expect," "intend," "may," "plan," "project,“ "should," "will be," "will continue," "will likely result," "would" and similar expressions identify forward-looking statements. These forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause our actual results, performance or achievements or industry results to differ materially from any future results, performance or achievements expressed or implied by these forward-looking statements. These risks, uncertainties and other important factors include, among others: general economic conditions and downturns in the business cycles of automotive repair shops, industrial manufacturing businesses and small businesses in general; increased solvent, fuel and energy costs and volatility, including a drop in the price of crude oil, the selling price of lubricating base oil, solvent, fuel, energy, and commodity costs; our ability to enforce our rights under the FCC Environmental purchase agreement; our ability to pay our debt when due and comply with our debt covenants; our ability to successfully operate our used oil re-refinery and to cost-effectively collect or purchase used oil or generate operating results; increased market supply or decreased demand for base oil; further consolidation and/or declines in the United States automotive repair and manufacturing industries; the impact of extensive environmental, health and safety and employment laws and regulations on our business; legislative or regulatory requirements or changes adversely affecting our business; competition in the industrial and hazardous waste services industries and from other used oil re-refineries; claims and involuntary shutdowns relating to our handling of hazardous substances; the value of our used solvents and oil inventory, which may fluctuate significantly; our ability to expand our non-hazardous programs for parts cleaning; our dependency on key employees; our level of indebtedness, which could affect our ability to fulfill our obligations, impede the implementation of our strategy, and expose us to interest rate risk; our ability to effectively manage our network of branch locations; the control of The Heritage Group over the Company; and the risks identified in the Company's Annual Report on Form 10-K filed with the SEC on March 1, 2018. Given these uncertainties, you are cautioned not to place undue reliance on these forward-looking statements. We assume no obligation to update or revise them or provide reasons why actual results may differ. The information in this release should be read in light of such risks and in conjunction with the consolidated financial statements and the notes thereto included elsewhere in this release.



HCCI Introduction

HCCI Strengths & Opportunities

Demonstrated Strengths

- Excellent Customer Service
- Integrated Sales & Service Approach
- Large Branch Network – 91 Branches
  - Efficient Rollout Model
- Large and Highly Diverse Customer Base
- Experienced Management Team

Numerous Growth Avenues

- Same-Branch Sales Growth
- Expanded Service Offerings
- Geographic Expansion
- Focused on Pursuing Acquisition Opportunities

Robust Revenue Growth

HCCI Business Segments

Environmental Services

- Primary Services: parts cleaning, drummed waste, vacuum services
- Provider of industrial and hazardous waste services to small and mid-sized customers
  - Focus on small industrial manufacturers (e.g., metal product fabricators and printers) and vehicle maintenance providers (e.g., car dealerships and automotive repair shops)
- Customers outsource the handling and disposal of parts cleaning solvents and containerized waste to HCCI; allows them to focus on their core business
- Parts Cleaning Services:
  - 2nd largest full-service provider in the U.S.
  - Reduce the volume of hazardous waste generated and associated regulatory burden for our customers
  - Strong recurring revenue business with substantial majority of revenues under automatically renewing service contracts

Oil Business

- Includes used oil collection, oil filter disposal, RFO sales, re-refining and the sale of base oil and related by-products
- Complementary to Environmental Services segment; leverages branch infrastructure
- 2nd largest used oil collector and re-refiner in North America
- Integrated business from used oil collection to marketing and sale of re-refined base oil
- Annual base oil capacity of 47 million gallons

Primary Service Offerings

Parts Cleaner Services

- Solvent-based
- Aqueous-based
- Other

Drum Management

- Waste identification
- Pickup and disposal

Oil Recovery

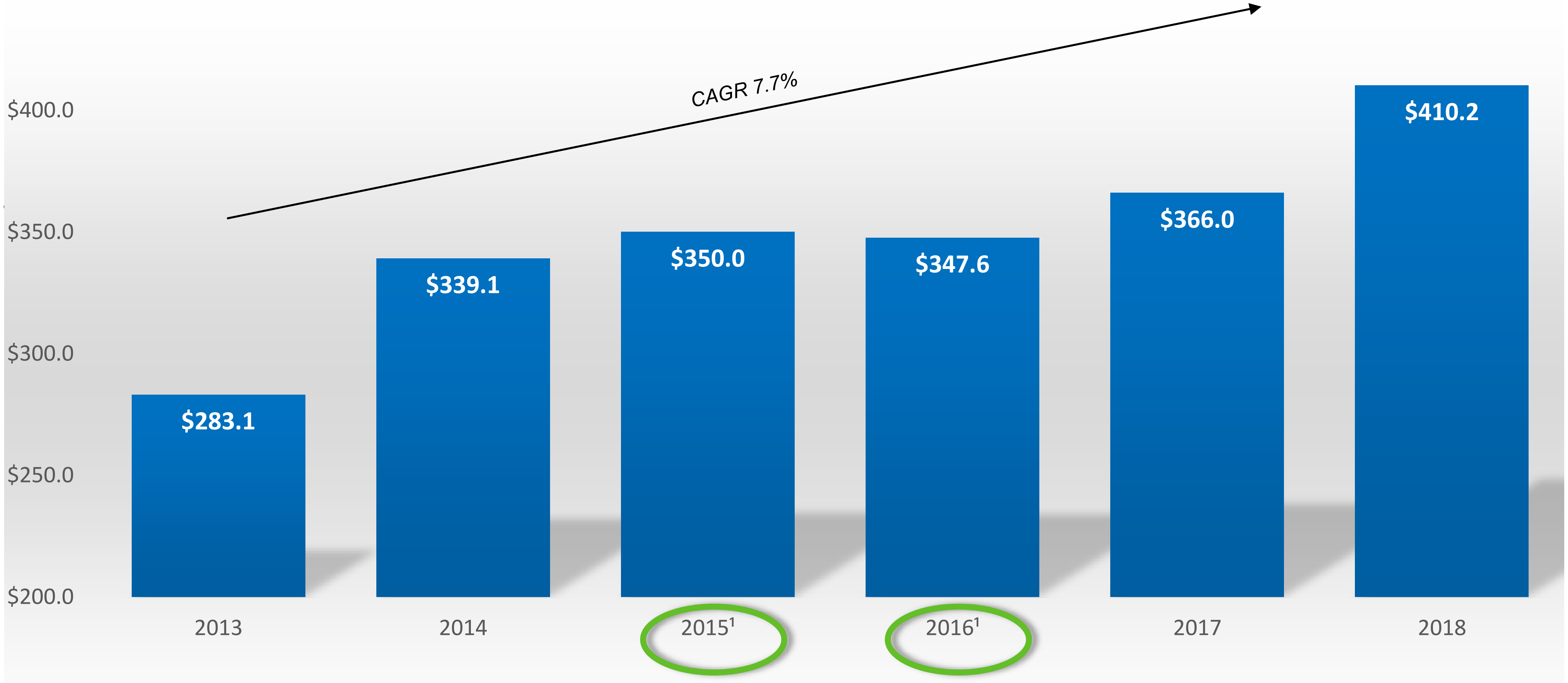
- Used oil and oily water removal

Vacuum Services

- Liquids containing sediment or sludge
- Available in 2/3 of branches

Historical Sales Growth

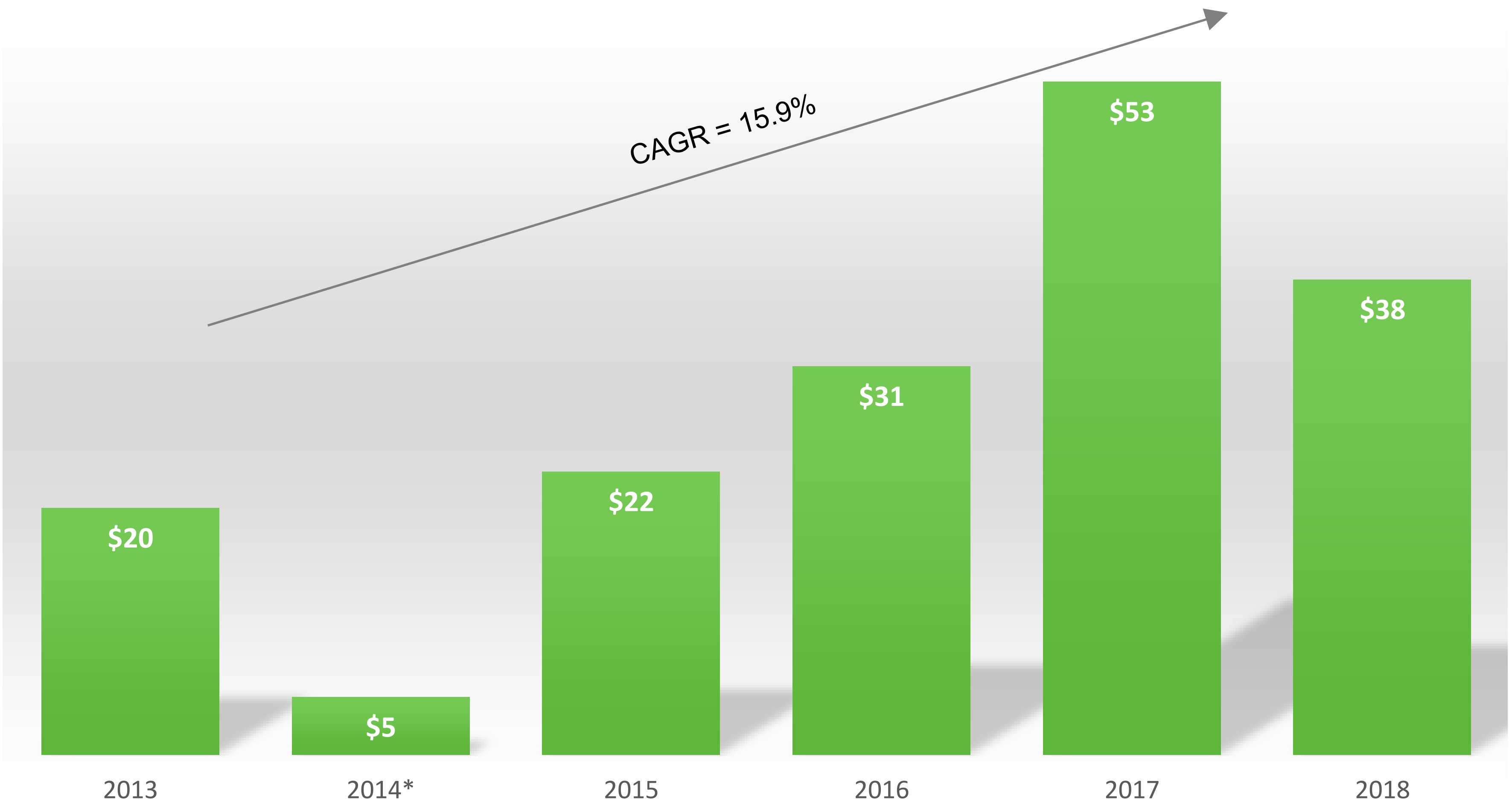
($ in millions)



(1) Revenue negatively impacted by dramatic decline in commodity prices

EBITDA Growth Trend

($ in millions)

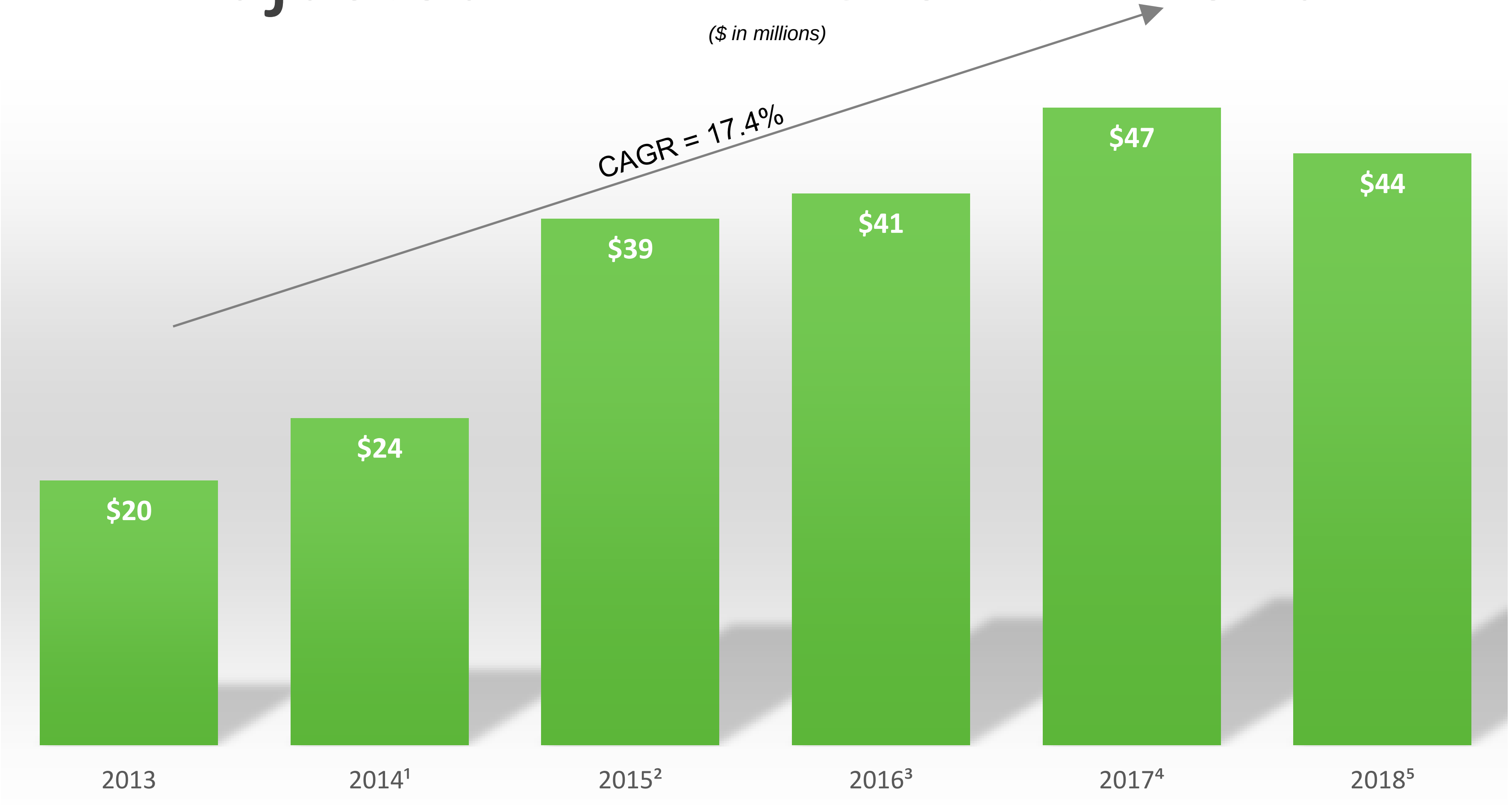


* FCCE included from date of acquisition

Note – All years exclude non-cash compensation

There is a reconciliation between Net Income and EBITDA and the end of this presentation

Adjusted EBITDA Growth Trend



(1)- Includes add-backs for FCCE acquisition & integration costs ($7.4 MM), inventory write-down ($6.1MM), unreimbursed loss from refinery fire ($0.3 MM) and FCCE stub period losses ($5.9 MM)
(2)- Includes add-backs for Legal Fees ($1.5MM), FCCE acquisition & integration expenses ($1.8 MM), inventory write-down ($9.2MM) and goodwill impairment ($4.0 MM)
(3)- Includes add-backs for Legal Fees ($5.6MM), inventory write-down ($1.7MM), fines & restitution ($1.6 MM) and severance ($1.2MM)
(4)- Includes add-backs for Legal Fees ($0.7MM), severance ($1.2MM) and site closure costs ($0.6MM)
(5)- Includes add-backs for severance ($0.7MM), and site closure costs ($1.0MM)

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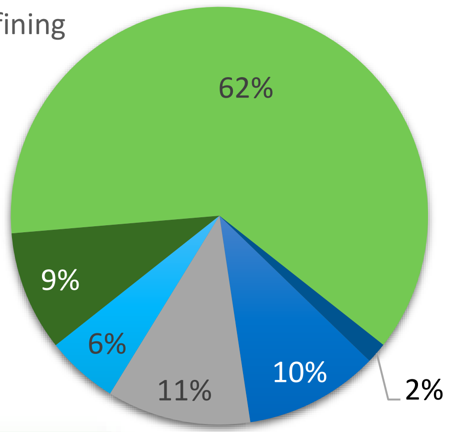
Industry

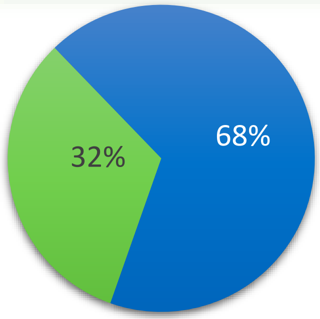
Large, Attractive Market

Market Addressed by HCCI[1]



Total Market = $8.1 billion

Q4 2018 HCCI Revenue by Segment



Q4 2018 Total Revenue = $127.1 million

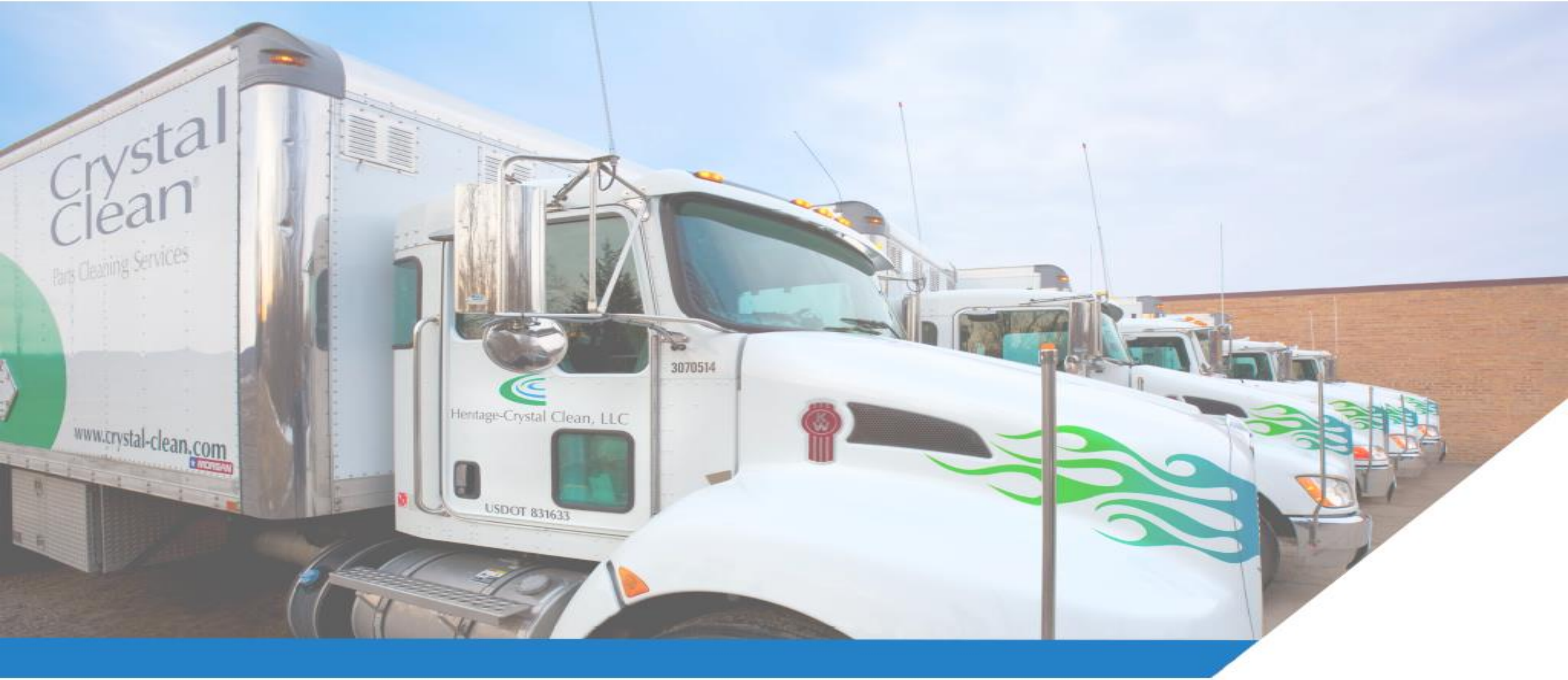
Key Characteristics

- Approximately 800,000 establishments in the U.S. engaged in manufacturing or vehicle maintenance [2]
- Establishments need to remove grease and dirt from parts with industrial cleaning solutions
- Establishments generate used oil, waste paint, etc. which cannot be poured down the drain
- For small- and medium-sized generators, it is far more cost-effective to outsource to HCCI than manage themselves

(1) Source: Management estimates.
(2) Source: U.S. Census Bureau 2013.

Competitive Landscape

- Highly fragmented
  - Competitors typically include smaller regional firms or companies operating in a single city
- Significant barriers to entry
  - Route density is needed before profitability can be achieved
  - Significant capital is required to provide parts cleaning equipment for customer use
  - A used oil re-refining plant can cost tens of millions of dollars to build
  - Obtaining permits for transportation and operating sites is time consuming and expensive
  - Extensive branch service and supporting transportation network is costly and may take a long time to develop
- Clean Harbors/ Safety-Kleen is a competitor in parts cleaning, containerized waste management, used oil collection & re-refining, vacuum truck services, antifreeze recycling and field services businesses
  - HCCI believes that it competes favorably based on customer service and a broad service offering, and HCCI can depend on the depth of experience of its management team

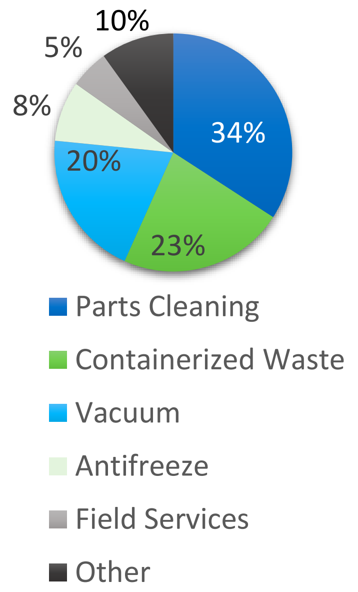


Environmental Services

Environmental Services Offer

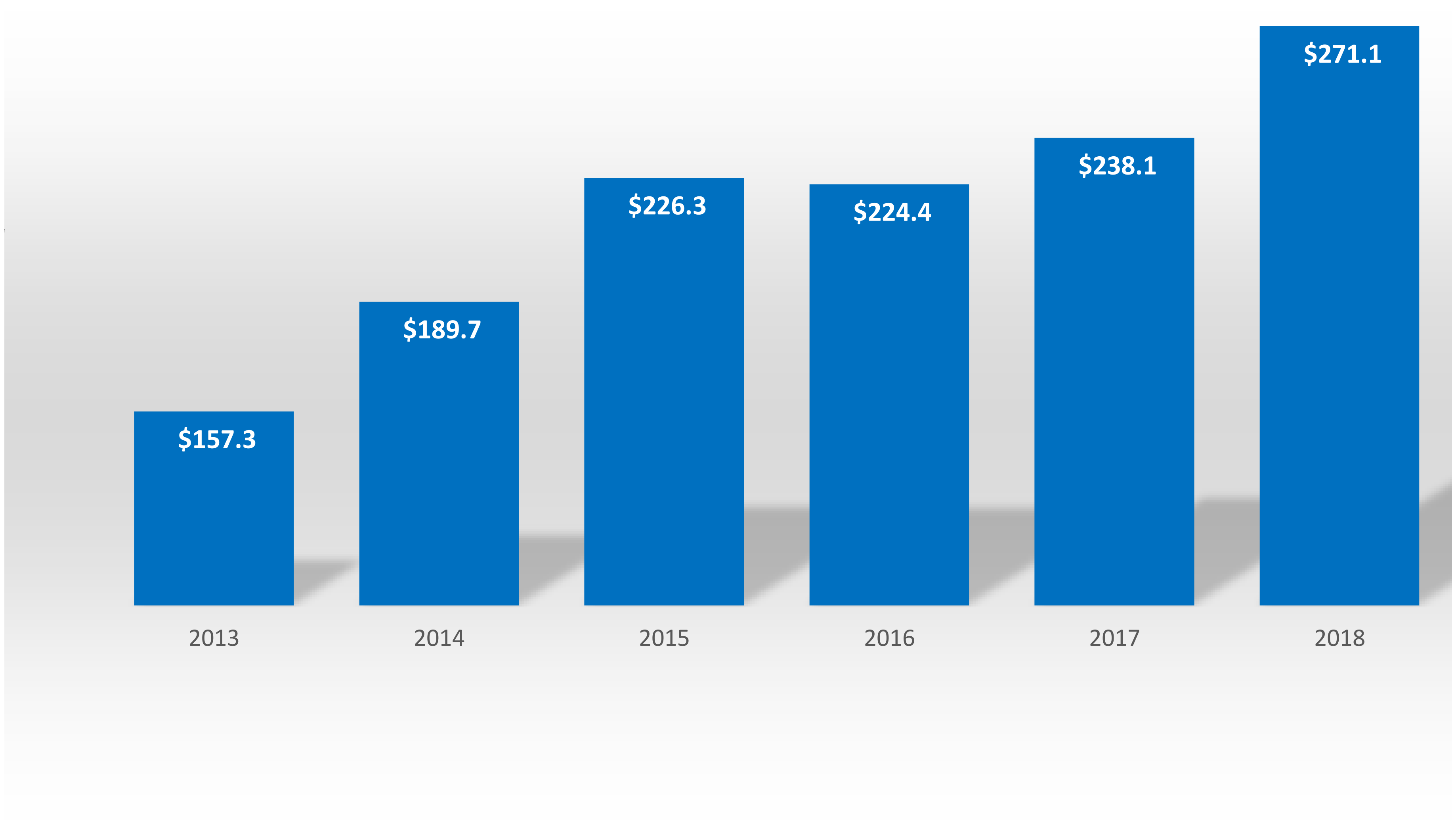
- Majority of Revenue from Three Businesses
  - Parts Cleaning
  - Containerized Waste
  - Vacuum Services
- Early-Stage Businesses
  - Antifreeze
  - Field Services
- ES Businesses Leverage
  - Common customer set
  - Facilities (i.e. branches)
  - Branch management

Q4 2018 HCCI Environmental Services Revenue

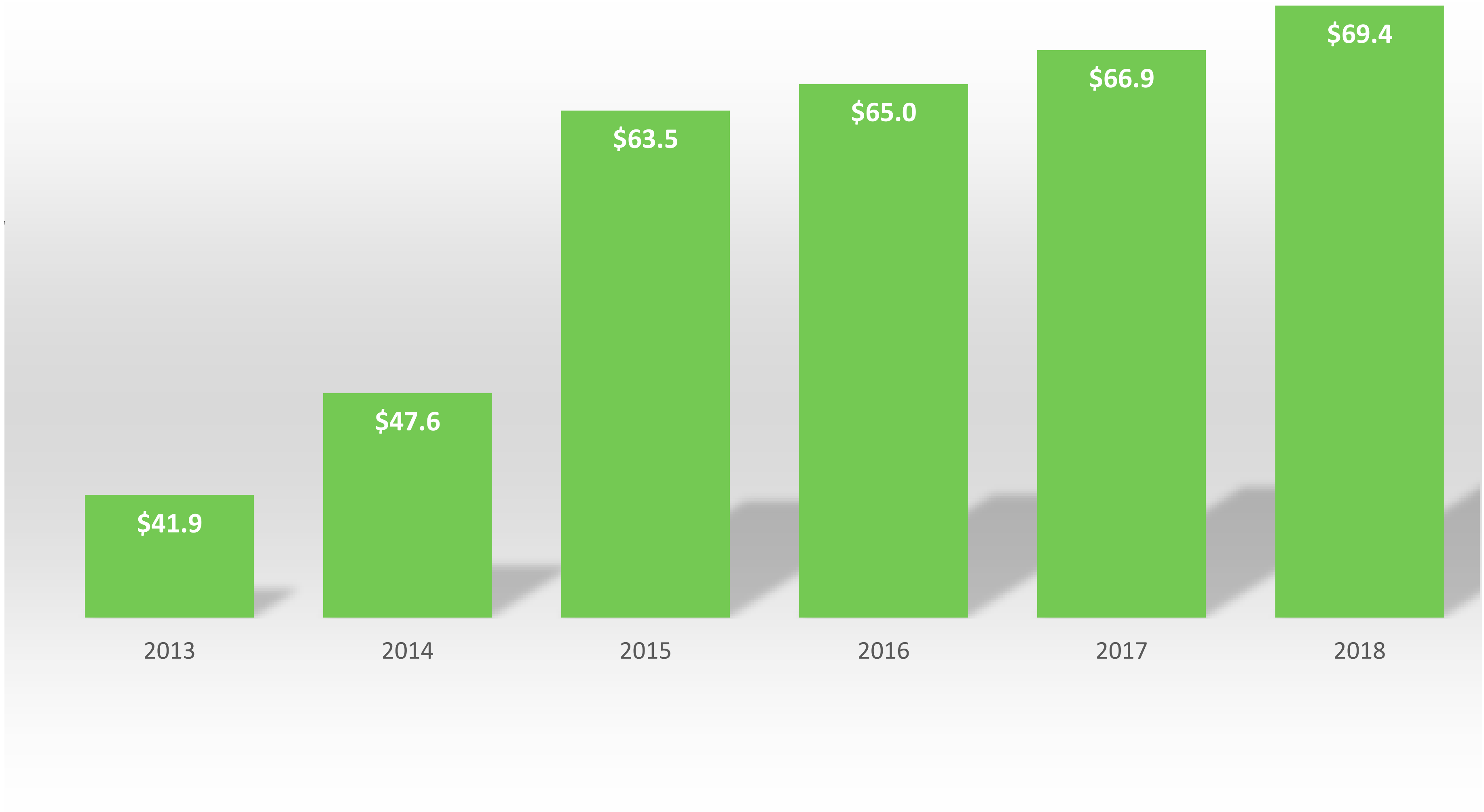


Q4 2018 Total ES Revenue = $85.9 million

Environmental Services Sales Growth



Environmental Services Operating Margin



Parts Cleaning Service Offer

- Provide customers the ability to remove oil, dirt, grease and other contaminants from parts
- Differentiators
  - Aqueous parts cleaning
    - Patented equipment technology
    - Proprietary chemistry formulations
  - Reuse & non-Hazardous program
- Automatically renewing service agreements
- Strong revenue growth for almost two decades

Containerized Waste & Vacuum Service Offer

- Containerized Waste Service
  - Manage hazardous and industrial waste
  - Full Service
    - Waste profiling, analysis and regulatory support
    - Loading & labeling of containers
    - Provide proper shipping documentation
  - Peace of mind

- Vacuum Service
  - Remove and dispose of non-hazardous waste liquid and solid-liquid mixtures
  - Capabilities to service small & large volume customers
  - Wastewater treatment capabilities in some markets
  - Peace of mind

Early Stage Businesses

- Antifreeze
  - Complete closed-loop antifreeze service
    - Remove waste antifreeze
    - Recycle waste via distillation process
    - Create re-manufactured product using high quality inhibitors/additives
  - Offer full antifreeze product line
    - Conventional
    - Extended Life (OAT)
    - GM licensed Dex-Cool
    - Heavy Duty Product Line
      - Regular Heavy Duty
      - Heavy Duty Extended Life (NMOAT)
      - Heavy Duty NAPS Free Extended Life (OAT)
  - Market approach
    - Dedicated route sales & service reps in some markets
    - Add-on service for existing parts cleaning/waste drum service reps in other markets

Early Stage Businesses (cont.)

- Field Services
  - Types of services offered
    - Tank cleaning
    - Lab Packs
    - Remediation (small scale)
  - Asset light – Primarily use subcontractors to perform service work
  - Focused on existing HCC customers

- ESP
  - Offered to potential customers on the large-end of our target market
  - Provide sole-source environmental program covering all environmental activities at target companies
  - Leverage several services lines simultaneous which drives:
    - Greater average revenue per customer – AND-
    - Improved margins
  - Currently offered in only 20% of HCC branches

ESP
ENVIRONMENTAL SOLUTIONS PARTNERS

Customers and Operations

Customers & Value Proposition

- Large and highly diversified base
  - Conducted over 305,000 machine service calls in 2018
  - During 2018, top ten Environmental Services customers represented 4.6% of total revenue
- Focus on small to medium-sized waste generators
  - Model structured for successful cross-selling of additional services
  - Of the size and scale where internal capabilities not effective or cost efficient
  - Generally less price sensitive than larger customers
  - Services reduce regulatory burden
  - Allow customers to focus on their business

Operations

- Route-based economic model
  - Route density is a significant profit driver
- The same HCCI representative provides both sales and service functions for each customer
  - Entrenched relationships with customers
  - Highly incentivized to provide excellent customer service and cross-sell additional products / services
- Cost efficient branch model
  - Operate a network of 91 branches; 5 hubs located in Indianapolis, Shreveport, Philadelphia, Atlanta and Kansas City
  - Consolidation of administrative and other functions that are not critical to sales / service

Growth Strategies – Environmental Services

Same-Branch Sales Growth

- Adding Branch Sales Managers
- Obtain new customers in existing markets
- Cross-sell multiple services to existing customers
- Increase route density to further expand operating margins
- Continue growth through integrated sales and service approach and cross-selling; utilize incentives, such as commission and awards to drive sales

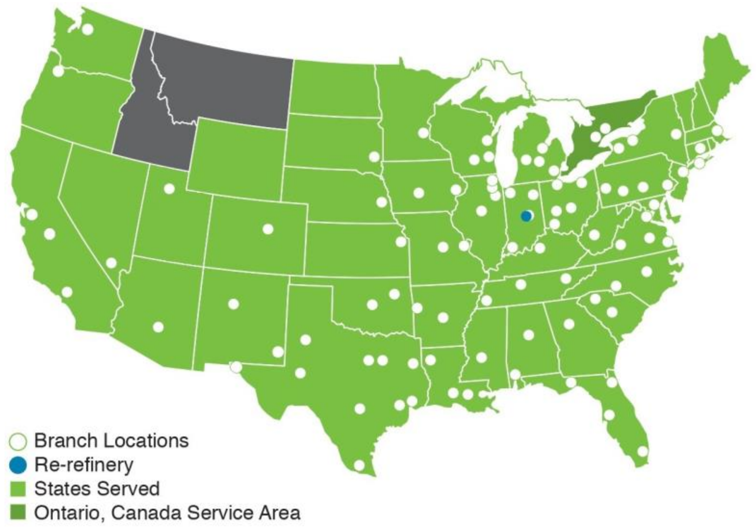
Expanded Service Offerings

- All branches offer parts cleaning and containerized waste services
- Only about two-thirds of branches offer vacuum truck services, presenting significant opportunity for further market penetration
  - Adding Vacuum Sales and Service Representatives in 2019
- New business programs in development to be offered through branches.
  - Antifreeze Sales & Service Representatives
  - ESP Specialist
  - Field Services Representatives

Growth Strategies – Environmental Services (cont'd)

Geographic Expansion

- Operate from 91 branches servicing 46 states and parts of Canada; Have added 2 new locations so far during 2019
- Some opportunities for expansion within the Northeastern and Southeastern U.S.
- Larger opportunities exist in Western U.S. and Eastern Canada.



Potential Acquisitions

- Additional acquisition opportunities exist
  - Tuck-in and Bolt-ons
  - Leverage our network and relationships
- Growth plans don't depend on acquisitions; more than 90% of historic revenue growth before FCCE acquisition was organic

Environmental Services Segment Update Q4 2018

Revenue

- Growth Rate – 15.0% from Q4 2017 to Q4 2018 and 12.1% from 2017 to 2018

Margin

- Operating margin up by 10 basis points in Q4 2018 compared to Q4 2017
- Improvements in transportation compared to Q4 2017 were offset by higher disposal related costs in Q4 2018

Outlook

- We expect continued high single-digit revenue growth in 2019
- We expect our full year operating margin to improve in 2019 compared to 2018

Oil Business

Oil Business Components

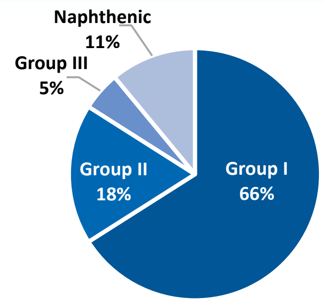
- Used Oil Collection
  - Volumes affected by seasonality (lower in winter months)
  - Volume loss is expected during periods of reduction of pay-for-oil (PFO)/increase in charge-for-oil program
  - If collections volumes decrease beyond normal seasonality, used oil collection fleet size is adjusted to maintain route efficiency
  - Growth opportunity – results in increased route efficiency

- Re-Refining
  - Nameplate capacity of 75 MM gpy; Base oil capacity of 47 MM gpy; Produces primarily Group II base oil
  - Production of top quality lubricant base oil requires hydrotreating, a process practiced at major refineries that adds significant complexity and capital cost
  - Focused on reducing operating costs

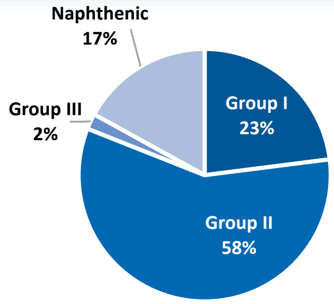
- Product Sales
  - Our re-refinery has been sold-out since inception
  - Used oil collected far from re-refinery sold as RFO
  - Longer term opportunities to go downstream and sell blended and packaged lubricants

Base Oil Production & Re-Refining Opportunity

2005 Global Base Oil Produced - by Type

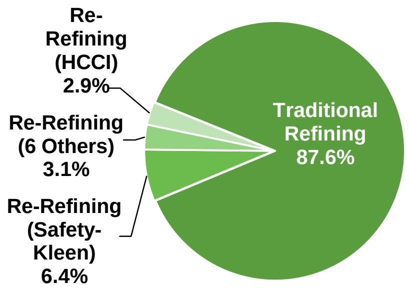


2017 Global Base Oil Produced - by Type



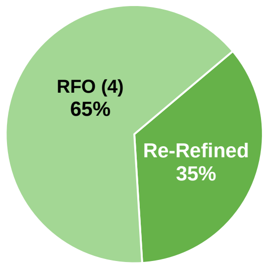
- Global nameplate base oil capacity is over 1 million barrels per day
- For decades base oil supply has shifted from lower quality Group I to higher quality Group II and Group III product
- Overall U.S. base oil produced is approximately 2.6 BB
  - Production increased 7% in 2017
  - 1.7 billion gallons exported in 2017
  - Approximately 12% of base oil is produced at re-refineries

U.S. Paraffinic Produced by Source [1]



Total Volume: 2.6 BB GPY [2]

Used Oil Disposition in the U.S.[3]



Total Volume: 925 MM GPY

- Production of re-refined base oil limited by lack of used oil re-refining capacity – industry currently operating near capacity
- Re-Refined oil is preferred from environmental perspectives [4]
- Most used oil collected is sold into the RFO market, at lower value than re-refined base oil

Sources: Used Oil Re-refining Study to Address Energy Policy Act of 2005, Section 1838, U.S. Department of Energy, Office of Fossil Energy, Office of Oil and Natural Gas, July 2006, page 5-1 & 5-2, and Tocci, L. (2017, August). Lubricants Industry Factbook

(1) Source: EIA website(www.eia.gov)

(2) GPY is defined as gallons per year

(3) Company estimates (data reported by DOE as of '95 and '96). Management estimates the "Re-Refined" segment to be 35%.

(4) RFO includes: burning for energy, feedstock for VGO production, and as use as a cutter stock, blend stock and other non-base oil feedstock uses.

Oil Business – Managing The Spreads Are Key

- The Oil Business is a Spread Business
- Profitability is dependent on managing the difference between the cost to obtain feedstock and the price at which we sell our oil products
- As the price of crude oil moves, so does the price of the oil products we sell (typically)
  - Lubricating Base Oil
  - RFO
  - Etc.
- We are price takers when selling our oil products
- Managing what we charge or pay for used oil feedstock largely determines our spread
  - We have limited control; markets are very competitive
  - Price for feedstock varies regionally and sometimes even locally
  - Moving from pay-for-oil to charging for oil collection is a slow process

Oil Business Segment Update
Q4 2018

Revenue

- Revenue was flat compared to Q4 2017
- Stronger base oil pricing was offset by lower base oil sales volume (0.9 MM gals less in Q4 2018 vs Q4 201

Re-refinery

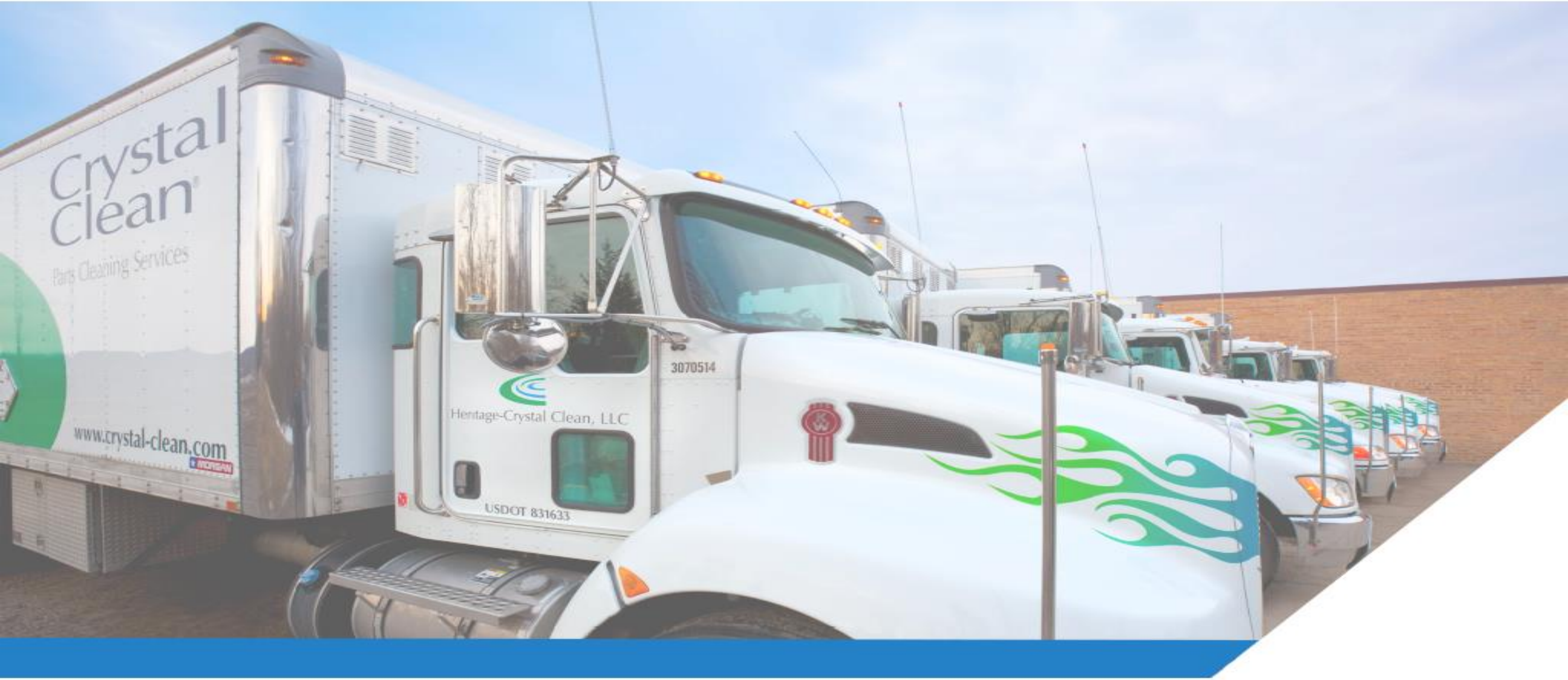
- Planned, extended shutdown during Q4 2018 led to lower production (13.2 MM gals vs 13.8 MM gals in Q4 2017)
- Completed multiple equipment improvement projects during shutdown to provide for more consistent future operations

Base Oil

- Base oil netback up $0.17/gal compared to Q4 2017 but down $0.19/gal compared to Q3 2018

Used Oil Collection

- Route efficiency up by 4.5% in Q4 2018 vs Q4 2017
- PFO decreased by $0.03/gal from Q3 2018 to Q4 2018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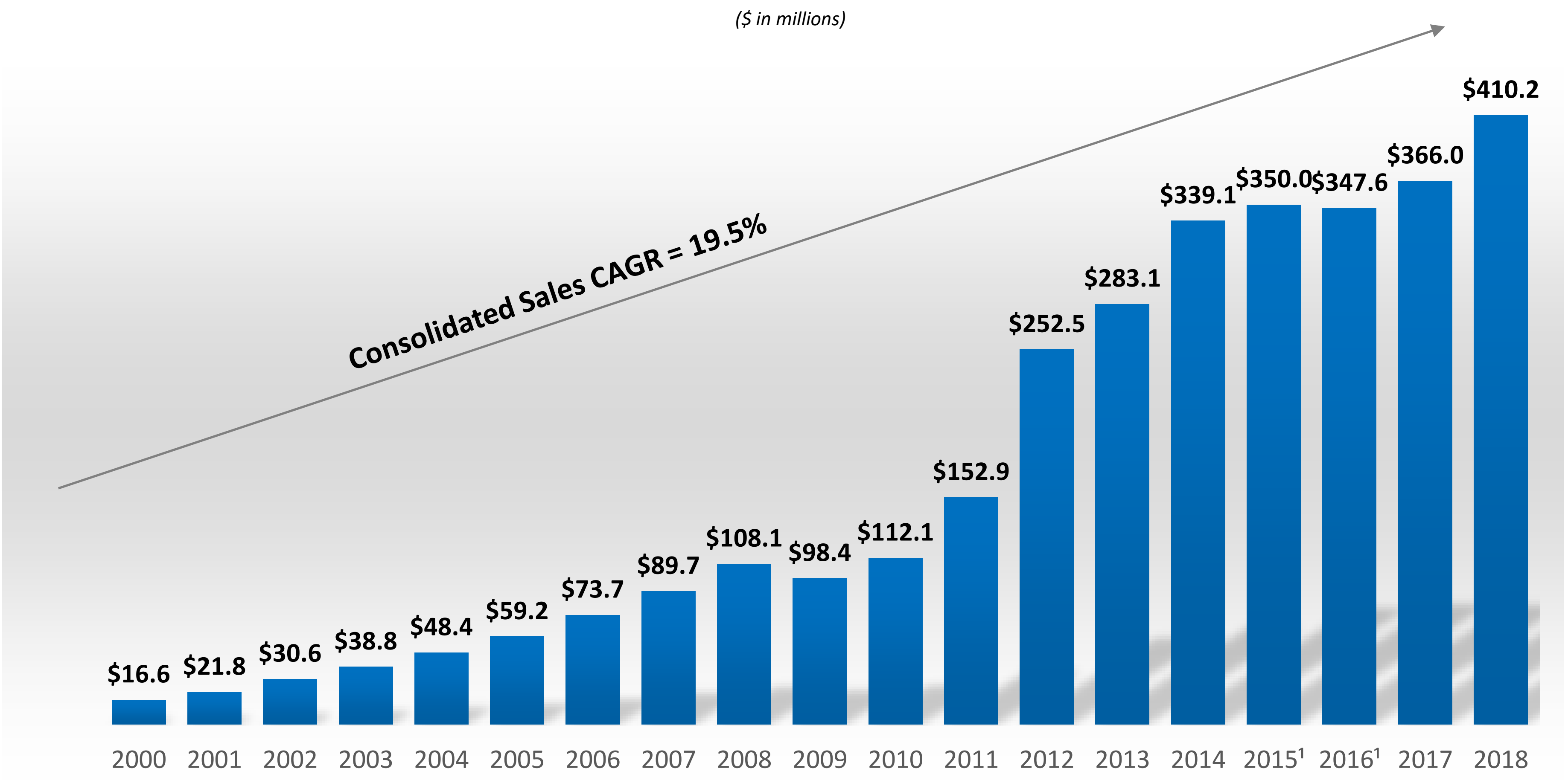
Financial

Financial Highlights & Information

- Demonstrated strong revenue growth from 2006 to 2018
  - Sales CAGR of 15.38%
- After new branch developed, target breakeven within 36 months and free cash flow after Year 3
- Profitability enhancements over time include leveraging SG&A and other fixed costs and implementing price increases
- First 3 quarters consist of 12 weeks; fourth quarter consists of 16 or 17 weeks

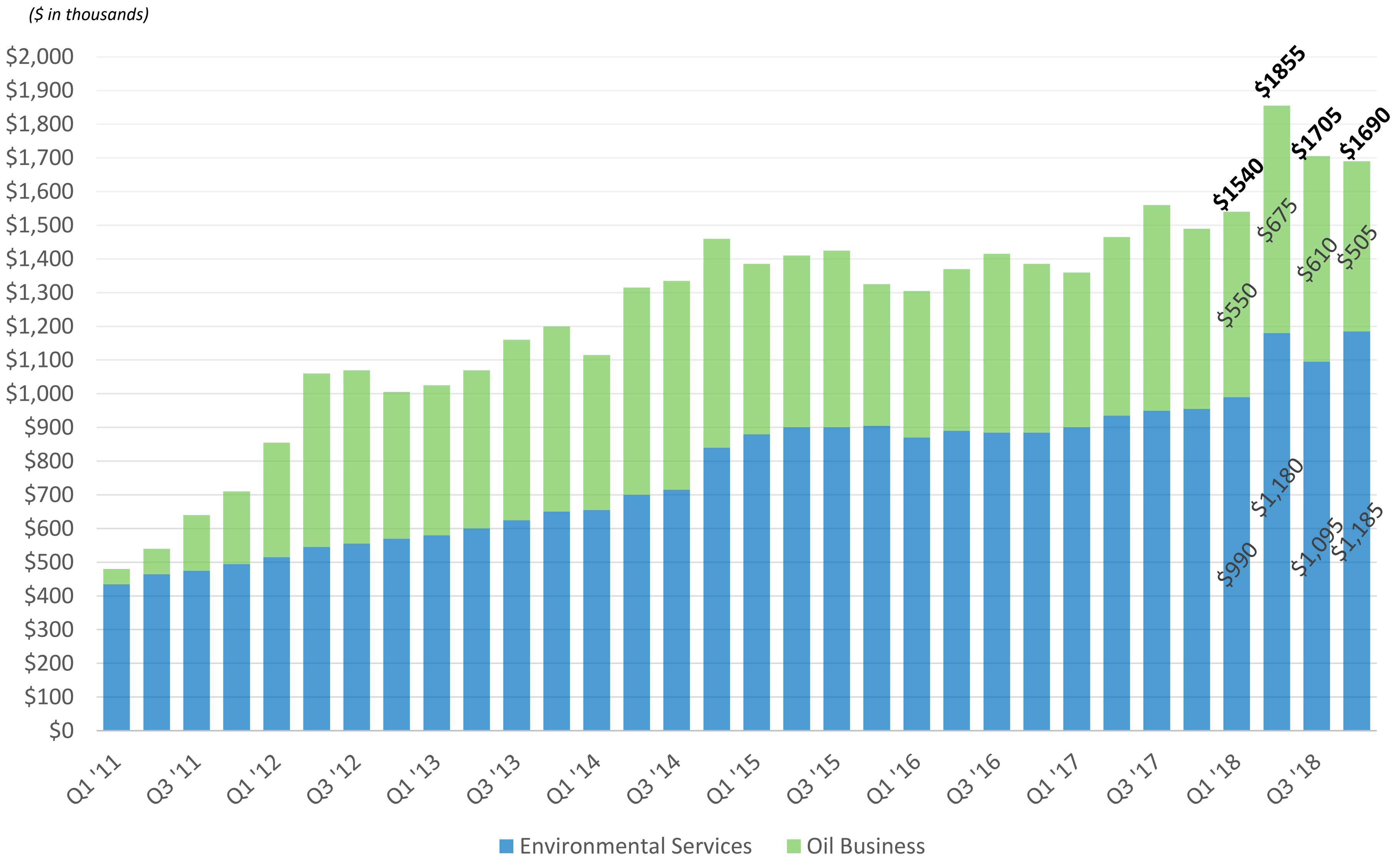
Long History of Strong Revenue Growth

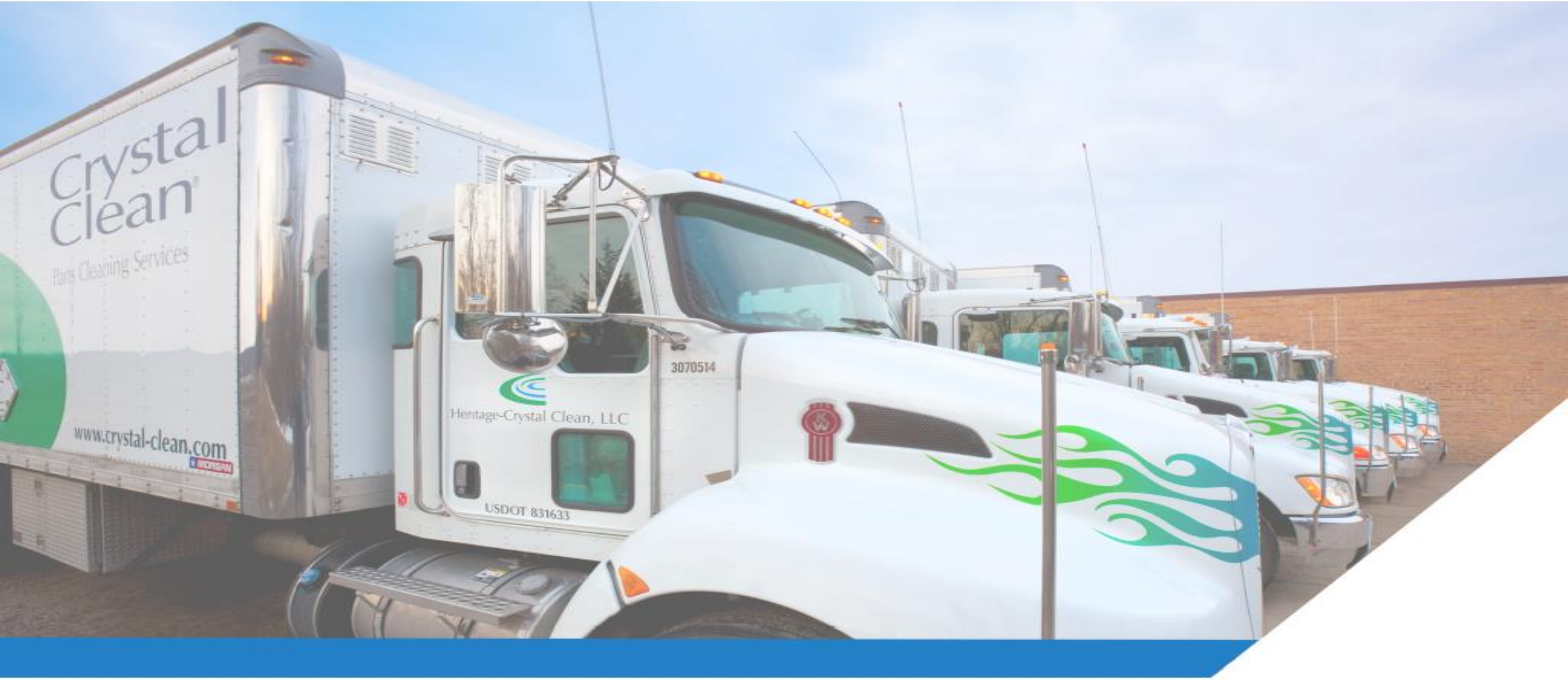
- Oil Business (2006-2018) - CAGR 38.61%
- Environmental Service (2006-2018) - CAGR 11.82%



(1) Revenue negatively impacted by dramatic decline in commodity prices

Average Sales Per Working Day

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Appendix

EBITDA & Adjusted EBITDA Reconciliation

($ in millions)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Net (loss) Income	$ 2.3	$ 4.6	$ (6.9)	$ 1.4	$ 6.0	$ 28.4	$ 15.0
Interest Expense - net	$ 0.6	$ 0.4	$ 0.7	$ 1.9	$ 2.1	$ 1.1	$ 1.1
(Benefit of) Provision for Income Taxes	$ 1.7	$ 3.5	$ (3.5)	$ 0.9	$ 2.8	$ 5.9	$ 5.5
Depreciation & Amortization	$ 8.1	$ 9.5	$ 12.9	$ 17.2	$ 18.0	$ 18.0	$ 16.2
EBITDA	$ 12.7	$ 18.0	$ 3.2	$ 21.4	$ 28.9	$ 53.4	$ 37.7
Non-Cash Compensation	$ 1.2	$ 1.6	$ 1.3	$ 1.1	$ 1.9	$ 3.0	$ 4.4
EBITDA + Non-Cash Compensation	$ 13.9	$ 19.6	$ 4.5	$ 22.5	$ 30.8	$ 56.4	$ 42.1
Legal Fees	$ -	$ -	$ -	$ 1.5	$ 5.6	$ 0.7	$ -
Fines & Restitution	$ -	$ -	$ -	$ -	$ 1.6	$ -	$ -
Inventory write down	$ -	$ -	$ 6.1	$ 9.2	$ 1.7	$ -	$ -
Severance	$ -	$ -	$ -	$ -	$ 1.2	$ 1.2	$ 0.7
Gain on Sale of Property	$ -	$ -	$ -	$ -	$ -	$ (3.1)	$ -
Gain from Arbitration award and FCC Settlement	$ -	$ -	$ -	$ -	$ -	$ (8.7)	$ -
Site Closure Costs	$ -	$ -	$ -	$ -	$ -	$ 0.6	$ 1.0
Impairment of Goodwill	$ -	$ -	$ -	$ 4.0	$ -	$ -	$ -
Acquisition & Integration Costs	$ -	$ -	$ 7.4	$ 1.8	$ -	$ -	$ -
Unrealized Acquisition Costs	$ 1.1	$ -	$ -	$ -	$ -	$ -	$ -
Additional Costs due to Unplanned Re-Refinery Shutdown	$ -	$ -	$ 0.3	$ -	$ -	$ -	$ -
FCCE Stub Period Losses	$ -	$ -	$ 5.9	$ -	$ -	$ -	$ -
Adjusted EBITDA	15.0	19.6	24.2	39.0	40.9	47.2	43.8

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