



Emergency Preparedness Policy and Plan



From the President and CEO...

As a company, we at Marathon apply ourselves vigorously toward the goal of competitive success. Given our global operations, it's no exaggeration to describe this as a 24-hour a day, seven-day a week pursuit. Yet no blueprint for success is sound and worthy of our reliance if it does not address the troublesome but crucial question of what to do when things go wrong.

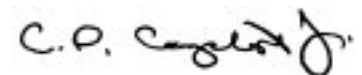
To be sustainable, success must encompass preparedness for any and all emergencies. This reflects a core commitment of Marathon in the way we do business. Appropriately, Security & Emergency Preparedness is one of the 12 foundational principles in our corporate Health, Environment & Safety Policy Statement. Prevention is likewise one of those core principles, and it is always the solution of choice.

In all circumstances, we have a responsibility to protect our employees, communities and the environment, as well as all corporate assets and resources. Firmly rooted in that responsibility is our Emergency Preparedness Policy & Plan (EPP&P). This Policy and Plan clearly lays out:

- ▶ A company-wide policy on emergency preparedness;*
- ▶ The responsibilities of senior management, of the Emergency Preparedness Group, and of our operating organizations;*
- ▶ The preparedness and response programs comprising our company's approach to crisis management.*

In addition to the threats that emergency incidents pose to people and the environment, they are costly. However, should incidents occur, they will be all the more significant if our response, management and resolution of them are in any way deficient. The high human, environmental and financial stakes involved in a serious incident are all the justification necessary for the elevated profile we give to preparedness.

The foundation of preparedness consists of plans, resources and execution, and those three elements are the theme of our EPP&P. By the continual analysis, assessment, improvements and practice we devote to them, we make preparedness - from the rig floor to the boardroom an indispensable corporate process.



C.P. Cazalot, Jr.
President and CEO

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Introduction

Marathon's Health, Environment and Safety Policy Statement emphasizes Emergency Preparedness as one of its twelve principles. This document outlines:

- ▶ **Marathon's plan regarding emergency preparedness;**
- ▶ **The responsibilities throughout the Company for executing policy and maintaining plans;**
- ▶ **The various programs and teams in place to help prepare for, respond to, and manage emergency incidents;**
- ▶ **How these programs and teams interrelate.**

The plan recognizes that primary responsibility for prevention and response lies with *Local Management*. Therefore, policy is established defining *Local Management's* responsibilities for plans, *Tier I Teams*, training, drills, and exercises.



In the event of a *Major Emergency*, Company resources, support, and response management assistance must be made available to the affected operating component. The plan also recognizes that *Executive Management* has responsibilities in a *Major Emergency* to *Local Management*, the public and to the stockholders and investors in the corporation. Therefore, policy is established regarding corporate and executive responsibilities for programs, including the *Crisis Management Team (CMT)* and the *Corporate Emergency Response Team (CERT)*.

Note: Italicized words are defined terms

Emergency Preparedness Policy Statement

As stated in Marathon's Emergency Preparedness Policy, Marathon Oil Corporation (MRO or Corporation) recognizes that the ability to do business in any community is a privilege. We honor this by doing our utmost to avoid harm to people and the environment, and by acting responsibly wherever we operate. High standards of health, environmental and safety (including security) performance are key aspects of our business.

Of the twelve principles included in this policy, Emergency Preparedness is a vital function and the responsibility of management, supervisors and employees at all levels. We will maintain emergency plans to protect everyone in and around our facilities, the environment and our corporate resources.

More information regarding Marathon's Health, Environmental and Safety Policy is available at http://www.marathon.com/Social_Responsibility/Health_Environment_Safety_and_Security/HES_Policy/

Marathon Oil Corporation and its subsidiaries shall conduct their business in a manner that protects and preserves:

- ▶ The health and safety of its employees, co-workers and neighboring communities in which we operate;
- ▶ The environment;
- ▶ Its assets and those of our neighbors;
- ▶ The interests of our stockholders and investors, the integrity of Marathon and the reputation of the petroleum industry.

These objectives are best achieved through a commitment to prevention and preparedness. The Corporation must be prepared and fully capable of responding to, managing and resolving emergencies that arise from its operations.

Marathon will maintain emergency preparedness programs both at the operating and corporate levels as follows:

- ▶ Emergency response plans and *Tier I* and *Tier II Teams* shall exist in each operating component
- ▶ *Area Resource Planning (ARP)* shall be maintained and utilized. In regions where multiple assets are geographically located, the formation of *Regional Response Teams (RRTs)* is encouraged
- ▶ The *Corporate Emergency Response Team (CERT)* shall be maintained to provide response management through the *Emergency Strike Team (EST)* and *International Emergency Strike Team (IEST)* and provide corporate resources and technical support through the *Emergency Support Group (ESG)*.
- ▶ The *Crisis Management Team (CMT)* shall provide executive guidance and support to the team responding to the Major Emergency and shall manage the emergency's impact on the corporation.
- ▶ The *Tier I* and *Tier II Teams*, *CERT* and *CMT* shall be trained and exercised in emergency response management.



Together these programs will assure an effective company-wide response.

Responsibilities

Executive and Senior Line Management Responsibilities:

- ▶ Understand and communicate their support for, and commitment to, the *Emergency Preparedness Policy and Plan (EPP&P)*.
- ▶ Ensure prevention, emergency preparedness and response capability within each operation are consistent with this plan.
- ▶ Participate in and activate the *Crisis Management Team (CMT)*.
- ▶ Request activation of the *Emergency Strike Team (EST)* or *International Emergency Strike Team (IEST)* when necessary to supplement the local *Tier I Team*.

Emergency Preparedness Group (EPG) Responsibilities:

- ▶ Maintain the *Emergency Preparedness Policy and Plan (EPP&P)*.
- ▶ Maintain, train and exercise the *Crisis Management Team (CMT)* and the *Corporate Emergency Response Team (CERT)*, including the *Emergency Strike Team (EST)*, the *International Emergency Strike Team (IEST)* and the *Emergency Support Group (ESG)*.
- ▶ Assess the overall emergency preparedness of the Company and make recommendations for enhancements, including business continuity planning.
- ▶ Participate in the regulatory process, industry initiatives, organization and cooperatives at the national and international level.
- ▶ Inform and advise operating components on regulatory, training, resource, and technical issues.

Operating Component Responsibilities:

- ▶ Maintain an emergency response plan.
- ▶ Maintain (at a minimum) a *Tier I Team*.
- ▶ Respond to emergencies that impact its facilities and operations.
- ▶ Participate in and maintain *Area Resource Planning (ARP)* and participate in area *Tier II Teams* where appropriate.
- ▶ Notify *CERT* in a *Major Emergency* and determine with the *CERT Leader (CTL)* the level of support needed.
- ▶ Request *Emergency Strike Team (EST)* or *International Emergency Strike Team (IEST)* assistance as needed.
- ▶ Develop, maintain and document a local training, drill and exercise program that will meet the regulatory requirements and response team needs.

Emergency Preparedness Plan

Operating Component Programs

It is recognized that the primary responsibility for responding to and managing incidents in both U.S. and international operations rests with *Local Management*. For this reason, all Marathon operating components shall maintain:

- ▶ **response plans to address emergencies;**
- ▶ **trained *Tier I and Tier II Teams*;**
- ▶ **drill and exercise programs to assure emergency preparedness.**

Operating components shall also participate in *Area Resource Planning (ARP)* to ensure mutual assistance between Marathon organizations. In some cases, this may involve participation in *Regional Response or Tier II Teams*.

Emergency Response Plans

Operating components shall maintain and be capable of implementing an emergency plan that identifies the resources, procedures, and response management needed to address their emergency exposures.

It is recognized that support from outside the operating organization may be needed. It is the responsibility of *Local Management* to identify these needs and pre-plan for their assistance. This includes the corporate programs identified in this plan.

Emergency plans shall comply with all applicable local, state, and federal regulations. Marathon maintains guidelines for response plans. These guidelines are summarized in Figure 1 and should be considered when response plans are developed or revised. More detail is available from the Emergency Preparedness Group (EPG).

Guidelines for Emergency Plan Content	
▶ HES Policy	▶ Emergency Preparedness Policy Statement
▶ Plan Maintenance	▶ Response Management System
▶ Operations Description	▶ Response Team
▶ Hazard Description	▶ Response Strategies
▶ Notifications	▶ Health, Safety & Security
▶ Training	▶ Communications Management
▶ Resources	▶ Regulatory Considerations
▶ Drills & Exercises	▶ Post Incident Recovery

Figure 1

Tier I Team

The *Tier I Team* is the local response team identified in an operating organization's emergency response plan.

The *Tier I Team* consist of company, contractor, and consultant resources combined into a response organization. *Tier I Team* members will be trained in the *Incident Command System (ICS)*, the Company's preferred command system, and be capable of responding using a *Unified Command* approach (when applicable) working with local, state, regional and federal agencies.

PREP Drill and Exercise Guidelines

Annual Requirements

- ▶ QI Notifications
- ▶ Response Management Team Table Tops
- ▶ Facility-owned Equipment Deployments
- ▶ Contractor Equipment Deployments
- ▶ Owner/Operator Unannounced Drills
- ▶ Government Unannounced Drills
- ▶ Documentation

Triennial Cycle

- ▶ Organizational Design:
 - Notifications
 - Staff Mobilization
- ▶ Operational Response:
 - Response Management
 - Discharge Control
 - Assessment
 - Containment
 - Recovery
 - Protection of Critical and Sensitive Areas
 - Disposal
- ▶ Response Support:
 - Communications
 - Transportation
 - Personnel Support
 - Equip. Maint. & Support
 - Procurement
 - Documentation

Figure 2

Training/Drill and Exercise Program

Operating components shall maintain programs for training, drills, and exercises as part of their overall emergency preparedness. Emergency response plans shall contain or reference these programs.

All members of the response team must fully understand their emergency response plans, their organization's *ICS* structure, and their respective roles and responsibilities, in addition to completing required regulatory training.

These programs shall comply with all local, state and federal laws and regulations.

Operating components should follow the recommendations for drills and exercises described in the U.S. National Preparedness for Response Exercise Program (PREP). While PREP is a program geared toward oil spills and was developed to satisfy all regulatory requirements resulting from the U.S. Oil Pollution Act of 1990 (OPA 90), it incorporates the basic

elements worth considering in any drill and exercise program. These guidelines are summarized in Figure 2. These guidelines should be combined with the regulations pertinent to each asset location. In any case, compliance with local regulations is foremost when developing emergency preparedness programs.

A well-developed training, drill, and exercise program will assist in ensuring the overall state of emergency preparedness; serve as a training tool for the *Tier I Teams*; and help them prepare for potential emergency scenarios.

Area Resource Planning (ARP)

The goal of *Area Resource Planning (ARP)* is to provide a forum to assist operating organizations within common geographic areas with development of an awareness of emergency exposures and response capabilities, identification of potential areas of support and sharing of resources, and provide for maximum mutual assistance among Marathon business units. Components are encouraged to form alliances with local industries where mutual aid can benefit both parties.

This forum may also serve for the exchange and dissemination of information for other Health, Environment and Safety (HES) issues. Marathon has many operating components working in the same geographic areas of the United States. For example, Gulf Coast offshore production, Marathon Pipe Line Company, Garyville Refinery, Texas City Refinery, and Terminal, Transport & Marine organizations all operate in the Gulf Coast area. Similar operational overlap exists in the Mid-Western and Western areas of the United States, in Europe and in Central Africa. The *ARP* concept should be applied in any of these areas, where cooperation makes sense.

International Operations provide unique challenges to *ARP* in both cross-country and cross-cultural issues. However, the need for awareness and mutual aid still exists.

It is the operating organization's responsibility to participate in and maintain the *ARP* concept in their geographic areas. Since sharing resources in a *Tier II Team* adds value to *ARP*, this concept should be considered. EPG will assist with *Tier II Team* development, training and maintenance.

Tier II or Regional Response Teams are generally developed in areas where *Tier III* support from the *Corporate Emergency Response Team (CERT)* may not be readily available. The *Tier II Team* bridges the gap in response timing for incidents too large for the asset *Tier I Team* to handle on their own. Because *Tier I Teams* are generally small in size, a larger incident may require activation of the *Tier II Team* for response within the first 12 to 24 hours, with the *Emergency Strike Team (EST)* or *International Emergency Strike Team (IEST)* responding, integrating and filling in the gaps after the first 24 hours.

Tier II Teams have been developed for Central Africa (CARRT), North America Production (NAPRRT) and Europe/North Africa/Russia (EURRT). Multi-company *Tier II Team's* may also be formed in areas or for assets where Marathon has common interests or ownership with other companies, such as our operation in Libya. Other variations of *Tier II*-type operations are practiced throughout the Company, such as in Gulf of Mexico, where production and pipeline employees integrate with local oil spill response contractors for *Tier I* response, prior to *CERT* involvement.

Area Resource Planning Objectives

AWARENESS:

Develop an awareness of the emergency response exposures and capability of other Marathon components in the area.

IDENTIFY MUTUAL AID OPPORTUNITIES:

Identify potential areas for mutual aid and assistance between Marathon components in the area.

MAXIMIZE MUTUAL AID:

Maximize mutual assistance between components, including pre-planning for that assistance.

INFORMATION FORUM:

Be a forum to exchange information in emergency preparedness as well as other HES issues.

Figure 3

Corporate Programs

Corporate Preparedness Programs

- CERT – Corporate Emergency Response Team
- EST – Emergency Strike Team
- IEST – International Emergency Strike Team
- ESG – Emergency Support Group
- CMT – Crisis Management Team

Figure 4

As an incident’s magnitude, complexity and financial exposure are increased, so is *Local Management’s* potential need for support. These incidents have greater potential for impact on the entire corporation.

To meet these needs, Marathon shall maintain corporate programs as listed in Figure 4.

Corporate Emergency Response Team (CERT)

The *Corporate Emergency Response Team (CERT)* is maintained to assure that total corporate manpower, resources, support, and response management are available to communicate with, respond to, and manage a *Major Emergency*. Examples of *Major Emergencies* are listed in Figure 5.

Major Emergency – Examples

- ▶ An event resulting in a fatality.
- ▶ An event resulting in the hospitalization of three or more people.
- ▶ An explosion/fire not immediately handled by local resources.
- ▶ An explosion/fire that could result in substantial loss.
- ▶ A significant release that may pose an imminent threat to People, Property or Environment.
- ▶ A smaller spill or release of oil or hazardous substance in environmentally or socially sensitive areas.
- ▶ A natural disaster which may develop into a *Major Emergency*.
- ▶ An evacuation of five or more residential homes or all or part of one or more public buildings.
- ▶ An event which receives more than passing local media coverage or any regional/national media attention.
- ▶ Whenever loss of well control occurs.
- ▶ Any terrorist activities.
- ▶ A situation involving product recalls or tainted or contaminated merchandise.
- ▶ Any other event in which third-party damages could exceed \$100,000 or Company property damages or losses could exceed \$250,000.

Note: This is not to be construed as all inclusive. Local Management should use their best judgement in informing *CERT* of major emergencies.

CERT has three primary responsibilities:

- ▶ Provide support to *Local Management* in a *Major Emergency*.
- ▶ Notify and advise *Executive Management* concerning a *Major Emergency*.
- ▶ Provide Response Management Team assistance, including the capability of *Tier II Team* assistance and/or a Strike Team taking command of the response.

Figure 5

Corporate Emergency Response Team (CERT)

To meet its responsibilities, CERT maintains the following four programs:

- ▶ **Emergency Strike Team (EST)**
- ▶ **International Emergency Strike Team (IEST)**
- ▶ **Emergency Support Group (ESG)**
- ▶ **Crisis Management Team (CMT)**

One of the general provisions of Marathon's *Emergency Preparedness Policy and Plan (EPP&P)* is *Local Management's* responsibility to notify CERT whenever an emergency is or may become a *Major Emergency*. *Local Management* must use their best judgement to notify CERT for potential involvement. It is recommended they err on the conservative side, and notify CERT by contacting the following notification numbers:

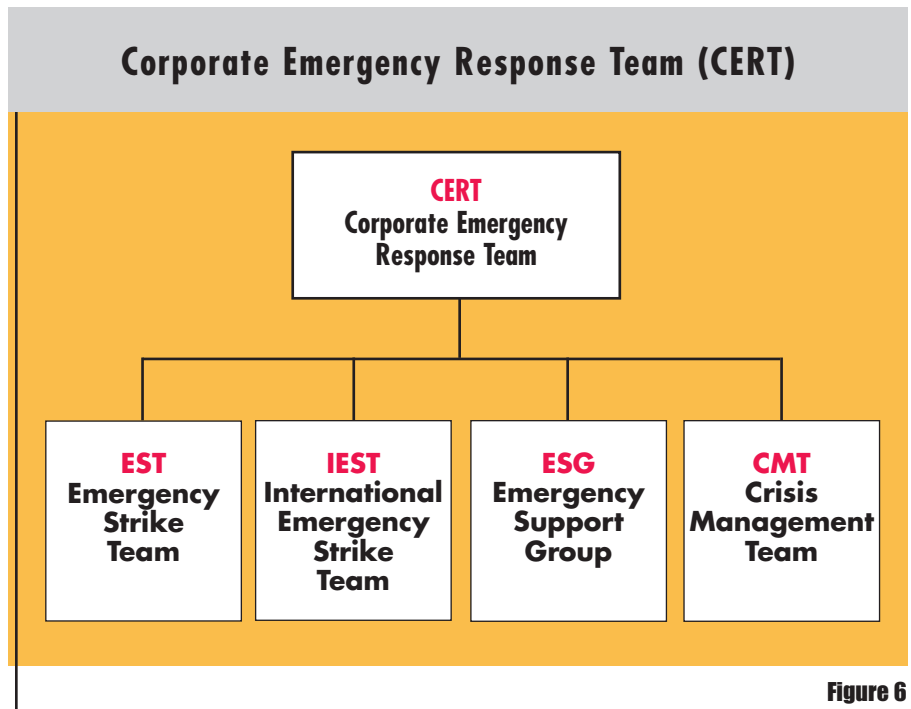


Figure 6

Upstream
866-MOC-CERT (866-662-2378)
606-329-5701 (International)

Downstream
877-MAPLINE
877-627-5463

The operator will put the caller in contact with a *CERT Leader (CTL)*. The *CTL* is available 24 hours per day. In consultation with *Local Management*, the *CTL* will help decide what level of *CERT* support is needed. Support can take multiple forms including:

- ▶ **Executive Management notification.**
- ▶ **Providing support through the *Emergency Support Group*.**
- ▶ **Activation of the Findlay *CERT Situation Room* or *Houston Crisis Center* to coordinate *Emergency Support Group* activity.**
- ▶ **Providing on-site response management assistance with the *Emergency Strike Team* and *International Emergency Strike Team*.**

Once initial *CERT* contact is made, the decision for continued *CERT* involvement will be made by *Local, Line, or Executive Management* in consultation with the *CTL*.



Emergency Strike Team (EST) Organizational Chart

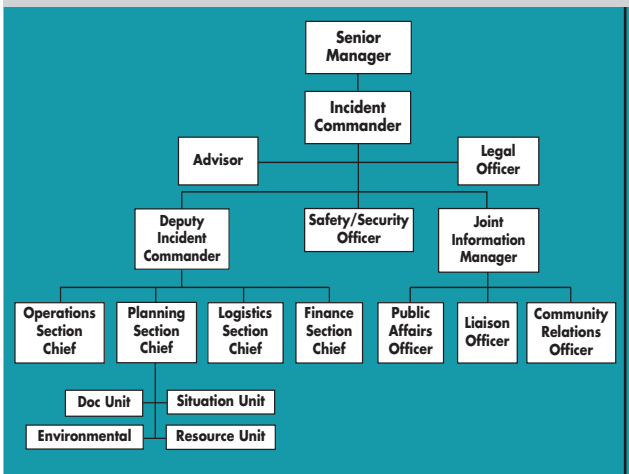


Figure 7

International Emergency Strike Team (IEST) Organizational Chart

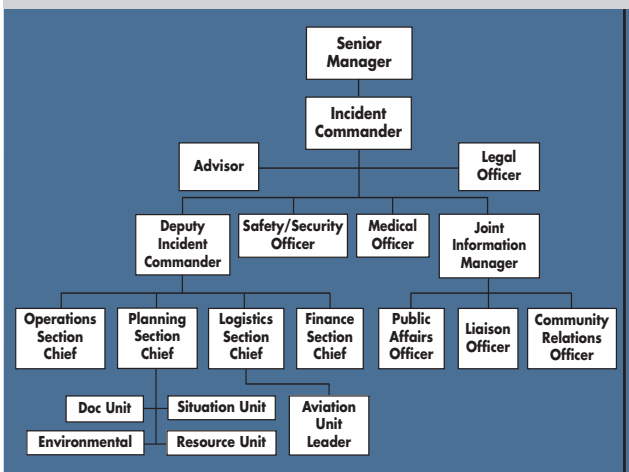


Figure 8

Emergency Support Group (ESG) Organizational Chart



Figure 9

Emergency Strike Team (EST) and International Emergency Strike Team (IEST)

A Major Emergency event in Marathon could strain Local Management's ability to provide for extended response while continuing its other vital business activities. To assist, a response management team is available through the *Corporate Emergency Response Team (CERT)*.

The *EST* and *IEST* are fully trained and prepared stand-alone response management teams, capable of supplementing, relieving, or taking command of a Major Emergency. The *EST* and *IEST* have full access to the support and resources available from the *ESG*. The *EST*'s response area is primarily the United States, while the *IEST*'s response area is all operations outside of the United States.

The *EST* is comprised of individuals from Marathon to provide a fully capable team.

The *IEST* is comprised of the *EST* members as well as individuals from other Marathon organizations involved in international operations

The *EST* and *IEST* use the *Incident Command System (ICS)* as their organizational structure and practice using this structure during drills, exercises, and response operations. All members of the *EST* and *IEST* are responsible for understanding their respective roles and responsibilities as members of the strike team. For the *EST* and *IEST* to work effectively, local response teams should understand and be trained in an *ICS* compatible response management system.

The *EST* and *IEST* report directly to Local, Line or Executive Management, consistent with the incident's magnitude.

Emergency Support Group

Most emergency events in Marathon are responded to and managed by the local *Tier I Team*. However, if additional support and expertise is needed, it is available through *CERT*. The *Emergency Support Group (ESG)* is maintained, as part of *CERT*, to provide support to Local Management in response to any emergency beyond the capability of the local *Tier I Team*.

The support groups in the *ESG* are coordinated by the Emergency Preparedness Group (*EPG*), through the *CERT Leader*, and include expertise in several support functions. The *ESG* structure is shown in Figure 9.

ESG Duties

Environmental Assessment Group

performs environmental field assessments; this group is typically included with the first wave of on-site environmental personnel.

Environmental Support provides support for environmental and regulatory compliance requirements. This group typically supports the situation room or provides relief support to the Environmental Assessment Group.

Finance provides advice related to managing and supervising the financial and administrative aspects of emergency response.

Legal provides legal advice and assistance including applicability and interpretation of laws, statutes, regulations, reporting requirements, claims handling, incident investigation, monitoring and review of media and employee communications and liability evaluation.

Logistics maintains lists of contractors, equipment and vendor resources to assist *Local Management*; arrange for transportation of equipment and materials to the required location.

Planning Development Unit (PDU) provides planning section support for development of incident action plans.

Safety provides support in the areas of accident investigation, safety and transportation regulations, safety hazard assessment, emergency response training, fire fighting and decontamination procedures.

Security provides support on the security aspects of operations, monitoring and assessing security risks and developing measures to avoid or mitigate such situations.

Telecommunications assists in obtaining electronic communication equipment needed for remote locations, as well as equipment needed to establish a command post communications system.

Videographers provide video production/documentation services in support of response activities.

Other - CERT has access to other services and expertise such as aviation, GIS mapping, travel services and various disciplines of engineering including outside consultants.



Crisis Management Team (CMT)

Marathon recognized that in a *Major Emergency*, *Executive Management* has responsibilities to *Local Management*, to the public and to the stockholders and investors in the corporation. Situations may require that *Executive* or *Senior Line Management* be present on location at a *Major Emergency* incident. Even if not on location, they will require an understanding of the incident to manage its impact on the Company. The *Crisis Management Team (CMT)* will be maintained for such occurrences.

The *CMT* consists of *Senior Line* and *Executive Management* with executive-level advisors representing the corporate management chain. They are organized and prepared to respond to the corporation's needs during a major crisis. The President, CEO or an executive vice president within Marathon will decide when and if to activate the *CMT*. Backup members have been identified for activation during catastrophic incidents that pose a significant financial threat to the company.



Relationships

Figures 10,11 and 12 illustrate how the various local and corporate support and response teams interrelate.

CERT - Corporate Emergency Response Team

EST - Emergency Strike Team

IEST - International Emergency Strike Team

ESG - Emergency Support Group

CMT - Crisis Management Team

The ability of an operating organization to manage an emergency is a function of variables, including the asset *Tier I Team's* capability, the incident's magnitude, financial exposure, and media attention.

Generally, smaller incidents can be handled by the asset *Tier I Team*. Small to medium size events might require assistance from a *Tier II Team*, which may be activated by calling *CERT* or, depending on location, may be activated by *Local Management*. Corporate support for smaller incidents comes through *CERT* notification and may involve minimal assistance from the *EST*, *IEST* or *ESG* responding from the Corporate Crisis Center.

As the magnitude, duration, financial or media exposure of an event increases, so does the need for additional support. If Local, Asset, Business Unit or *Executive Management* have determined that additional support is needed, the *Tier II Team*, *EST*, *IEST* or *ESG* are available through *CERT* notification and activation.

The *Tier II Team*, *EST* or *IEST* can supplement or provide relief to the local *Tier I Team* or assume total command of the response, reporting to Local Asset or Business Unit Management.

There are events of such magnitude that could have a major impact on the corporation. In these instances, the *CMT* will be activated to support *Local Management* and manage the emergency's impact on the corporation.

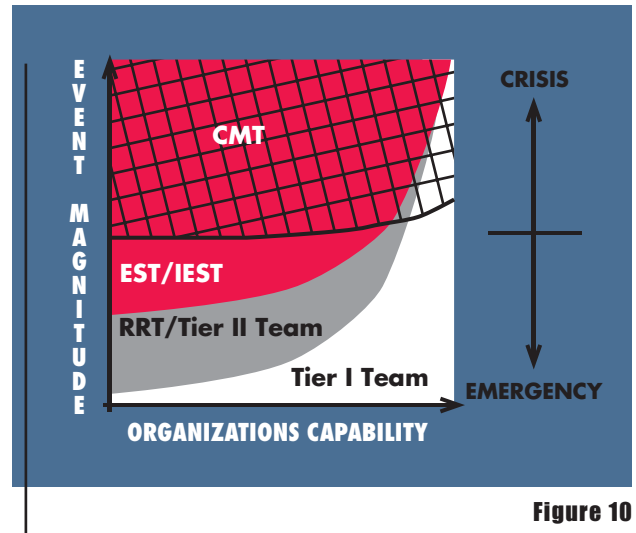


Figure 10

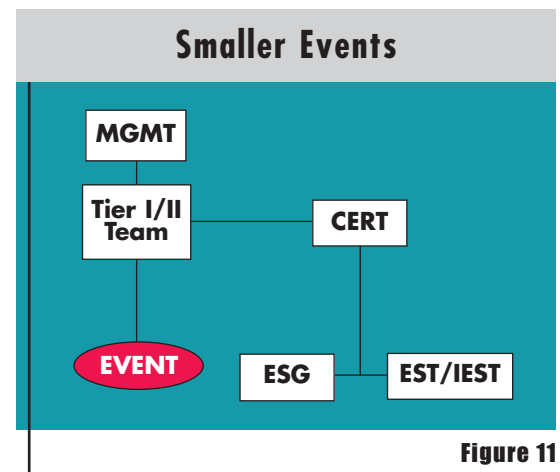


Figure 11

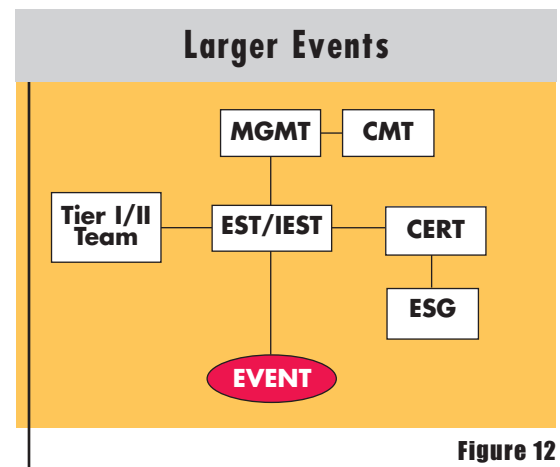
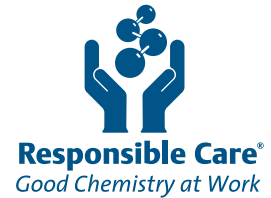


Figure 12

Community Exposure Guidelines

Marathon acknowledges its responsibility to protect our employees, communities and the environment. As a result of our commitment to the principles of Responsible Care® and the Global Performance System (GPS), Marathon has established a formal review committee that issues recommendations for airborne chemical exposure guidelines as they may relate to the safety of the general public during a release or spill of a potentially hazardous material. These exposure guidelines address acute exposure limits that would apply immediately or shortly after the incident.



Marathon-Adopted Community Exposure Guidelines

- ▶ Benzene
- ▶ Hydrogen Fluoride (Hydrofluoric Acid)
- ▶ Hydrogen Sulfide
- ▶ Sulfur Dioxide
- ▶ Maleic Anhydride
- ▶ Ethyl Mercaptan
- ▶ Cumene
- ▶ Heavy Refinery Streams
- ▶ Ammonia
- ▶ Toluene
- ▶ Jet Fuel/Diesel/Kerosene
- ▶ Xylene
- ▶ Ethyl Alcohol (Ethanol)
- ▶ Gasoline and Similar Products/Intermediate Streams
- ▶ Petroleum Coke
- ▶ Petroleum Smoke

Emergency response actions may be organized and commanded under *Incident Command* structures and/or *Unified Command* structures that have public officials in positions of authority. These recommended community exposure guidelines may be considered by such authorities as company recommendations. It should be noted that these guidelines do not apply to employees or contractors responding to an incident since these individuals are covered by separate Occupational Exposure Limits established by each region's respective agencies.

Figure 13 lists Marathon-adopted Community Exposure Guidelines.

Figure 13



Auxiliary Guidelines

In addition to the Community Exposure Guidelines listed in Figure 13, Marathon has adopted Auxiliary Guidelines. These are substances that are present at our facilities and have the potential for community exposure in the event of a significant release. These substances have been identified as lower probability and therefore went through a modified review by the designated Marathon task force.

Figure 14 lists Marathon-adopted Auxiliary Guidelines.

Marathon-Adopted Auxiliary Guidelines

- ▶ 1,3-Butadiene
- ▶ Furfural
- ▶ Propane
- ▶ Carbon Disulfide
- ▶ Tetrachloroethylene
- ▶ Sodium Hydroxide
- ▶ Carbon Monoxide
- ▶ Chlorine
- ▶ Methanol
- ▶ Sulfuric Acid
- ▶ Trichloroethylene
- ▶ Hydrogen Chloride



Figure 14

Business Continuity

WHO Pandemic Phases

PHASE 1

Inter-pandemic Phase
Low Risk of Human Cases

PHASE 2

New Virus in Animals,
NO Human Cases
Higher Risk of Human Cases

PHASE 3

Pandemic Alert
NO or Very Limited
Human-to-Human Transmission

PHASE 4

New Virus Causes Human Case
Evidence of Increased
Human-to-Human Transmission

PHASE 5

Number of Human Cases Increases
Evidence of Significant
Human-to-Human Transmission

PHASE 6

Pandemic
Efficient and Sustained
Human-to-Human Transmission

Figure 15

Hurricane Plan Phases

PHASE 1

Assessment

PHASE 2

Response Planning

PHASE 3

Action Initiation

PHASE 4

Employee Release and
Facility Shutdown

PHASE 5

Business Continuity,
Damage Assessment,
Response, and Recovery

Figure 16

Marathon's ability to continue to execute critical business functions during crisis situations is a direct reflection of our level of emergency preparedness. To that end, Marathon conducts business continuity planning corporation-wide as part of our continual improvement process. These plans identify critical personnel, processes and IT infrastructure that will be restored on an escalating timeline in the event of a major business disruption, as well as alternate work locations in the event a major office complex is compromised. Marathon's Business Continuity Plans also address specific events such as Pandemic Influenza and Hurricane Preparedness.

Pandemic Influenza

The purpose of Marathon's Pandemic Plan is to establish consistent, protective measures to assist in the coordination and support of *Local Management* prior to and during a pandemic threat or actual pandemic incident.

Each business unit within Marathon has developed a Pandemic Plan that will integrate into the overall corporate strategy during an event. Elements of Marathon's plans are based on the U.S. Department of Health and Human Services' (DHHS) Business Pandemic Influenza Planning Checklist, the University of Minnesota Center for Infectious Disease Research and Policy (CIDRAP) and World Health Organization (WHO) guidance.

Marathon has adopted the WHO pandemic phase scale (listed in Figure 15) and will escalate the plan concurrently with the WHO.

Hurricane Preparedness

Marathon conducts operations globally, including coastal areas that may be subject to severe tropical weather. Hurricane Preparedness Plans have been developed for facilities that may experience severe tropical weather. These plans provide guidance for response efforts on an escalating timeline, allowing sufficient time to take action prior to storms making landfall. The five phases of Marathon's Hurricane Preparedness Plan are listed in Figure 16.

Definitions

Area Resource Planning (ARP) - a forum to develop an overall awareness of emergency exposures and response capabilities, identify potential areas for support and sharing of resources, and provide for maximum mutual assistance among Marathon operating units and industry partners on a geographic basis. *Advanced Area Resource Planning* may involve the development of a *Tier II Team*. The concepts of *ARP* are used in various forms in Marathon operations in Alaska (production and LNG operations), Wyoming (production and pipeline operations), Central Africa (Equatorial Guinea and Gabon production, LNG and methanol operations), Europe (Aberdeen, Cork and Stavanger production operations), Gulf of Mexico (offshore production and pipeline operations) as well as various downstream operations.

CERT Leader (CTL) - the individual *Local Management* must notify in the event of a *Major Emergency* or any other emergency situation that has the potential of developing into a *Major Emergency*. The *CTL*, in consultation with *Local Management*, will decide the level of *Corporate Emergency Response Team (CERT)* support. This includes: *Executive Management* notification; providing support through the *Emergency Support Group (ESG)*; providing on-site response management assistance through the *Emergency Strike Team (EST)* or *International Emergency Strike Team (IEST)*.

Corporate Emergency Response Team (CERT) - a Marathon program that assures total corporate manpower, resources, support and response management are available to *Local Management* in communicating, responding to and managing a *Major Emergency*. It consists of the *Emergency Strike Team (EST)*, *International Emergency Strike Team (IEST)*, *Emergency Support Group (ESG)* and *Crisis Management Team (CMT)*.

Crisis Management Team (CMT) - a team of *Senior Line* and *Executive Management* with advisors that have been organized and prepared to respond to the corporation's needs during a major crisis.

Emergency Preparedness Policy and Plan (EPP&P) - Marathon's detailed plan regarding emergency preparedness, explains the responsibilities for maintaining that plan and describes the programs and response teams in place to help prevent, respond to and manage emergency incidents.

Emergency Strike Team (EST) - One of four *CERT* programs, consisting of a fully trained response team that is available to supplement *Local Management's Tier I Team* or assumes total command of response management.

Emergency Support Group (ESG) - one of four *CERT* programs responsible for providing support to *Local Management* in communicating, responding to and managing a *Major Emergency*.

Executive Management - the individual members of the Executive Committee.

Incident Command System (ICS) - an emergency response management system that provides for an effective and organized integration of all manpower, resources and response management. The *Incident Command System* is the preferred response management system for all Marathon operations.

International Emergency Strike Team (IEST) - the response teams that will supplement, relieve or take total command of an international major emergency when requested by Local Management. Membership of the *IEST* consists of a core of the *Emergency Strike Team (EST)* and other employees of Marathon who work in international operations.

Line Management - any management in the normal reporting chain between *Local Management* and *Executive Management*.

Local Management - the country/assets manager directly responsible for the Company's operations involved in the *Major Emergency*.

Major Emergency - any situation, accident, disaster or other occurrence that has, could have, or is perceived to have a catastrophic effect on human life, health, the environment, the communities in which we operate or the Company. *Major Emergency* examples are listed in Figure 5.



Regional Response Team (RRT) - *RRT's* are *Tier II* teams that have been identified and trained to provide assistance to local/ regional *Tier I* and *Tier II Teams* in the event of a large incident requiring additional response capability. *RRT's* have been established in designated areas around the globe as an interim step to involvement of *CERT's EST* or *IEST*, or to provide support until the arrival of the Corporate Teams (*EST/IEST*).

Situation Room - a room prepared to host key members of *CERT*, *Line* and *Executive Management* during a *Major Emergency*. Presently, *CERT* has two *Situation Rooms* located in Findlay, Ohio and Houston, Texas. The room has immediate access to adequate telephone service, printers, network connections, personal computers, cable television, fax, and copiers.

Tier I Team - the response team identified in an operating component's emergency response plan. The *Tier I Team* will be trained in an *Incident Command System*-compatible response management system and be capable of responding under a *Unified Command* approach with local, state, regional and federal agencies.

Tier II Team - a response team typically comprised of regional personnel and resources that can respond to an event beyond the scope of a Tier I Team.

Tier III Team - see definition for *Corporate Emergency Response Team (CERT)*.

Unified Command - a method for agencies who have jurisdictional responsibility to work jointly with the responsible party in determining the overall objectives for an incident and selection of strategies to achieve the objectives.



Summary

Marathon's *Emergency Preparedness Policy and Plan (EPP&P)* describes the Company's strategy for responding to and managing emergency events. Programs and responsibilities are summarized to ensure the understanding and commitment of each and every individual in the Company.

This vital emergency preparedness effort extends from "the rig floor to the Boardroom."

Prevention is always the solution of choice; however, planning, resources and execution remain the key elements of emergency preparedness.





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