



OPERATIONAL EXCELLENCE MANAGEMENT SYSTEM



CONTENTS

Message from our President and CEO	1
Our Business	2
OEMS	4
OEMS Benefits	6
OEMS Framework	8
Culture	10
OEMS Focus Areas	12
Plan-Do-Check-Act Cycle and OEMS Elements	14
OEMS Requirements	16
Maturity Model	18
Definitions	20

MESSAGE FROM OUR
PRESIDENT AND CEO

Our commitment to conduct our business in a safe and responsible manner is a responsibility shared by everyone – from our leaders and team members to contractors and business partners. Likewise, Health, Environment, Safety, Security and Product Quality (HESS&PQ) and Sustainability performance is a shared responsibility. How we meet these commitments and responsibilities is set forth in our policies, standards and procedures, and managed through our Operational Excellence Management System (OEMS).

In 2019, we began development of our integrated OEMS, which is built on a strong foundation of best practices established over many years. Our new OEMS expands on our previous approach, the RC14001® management system, which is designed to drive not only conformance with our standards, but importantly, a strong focus on continual improvement.

The new OEMS scope aligns with ISO 9001 incorporating product quality. This combination helps to ensure operational best practices and the reliability and competitive position of our assets. Our OEMS reflects our rigorous approach to managing our HESS&PQ and Sustainability Processes and Programs within MPC and MPLX. It also supports our ability to manage risk, engage with our stakeholders and deliver to our sustainability objectives.



As our most valuable resource, our people are at the forefront of driving continual improvements that maximize value creation, enhance our nimbleness and resiliency, and improve our cost discipline – while never compromising our commitment to safety, environmental stewardship and operational excellence. Our OEMS provides a framework to improve our performance and enables MPC and MPLX to achieve our goals and ensure long-term success.

The playbook that follows outlines key elements of the OEMS framework. I encourage you to review it in depth. Thank you for engaging with our OEMS and for all you do every day to make our company safe, responsible and competitive for the long term.

Michael J. Hennigan

Michael J. Hennigan
President and CEO

OUR BUSINESS

Providing Energy Solutions

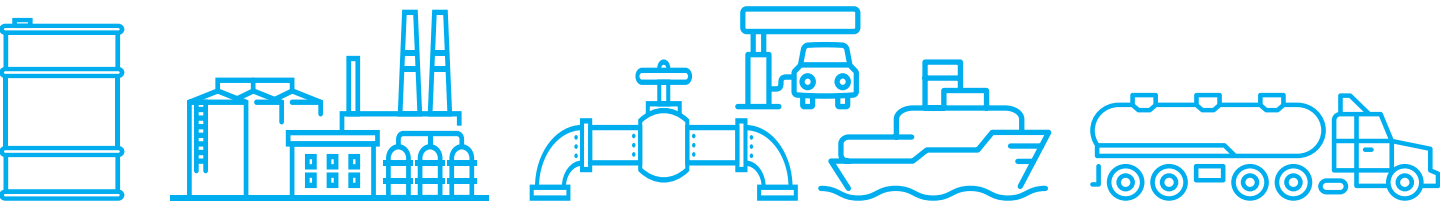
For more than 130 years, the people of MPC and MPLX have worked to reliably provide affordable, abundant and safe energy in new and innovative ways.

Our employees are at the center of all we do. We are the largest petroleum refiner and one of the largest natural gas processors in the U.S.

An Integrated Business Model

Our fully integrated system provides operational flexibility to move crude oil, natural gas liquids, renewable fuels, feedstocks and petroleum-related products efficiently through our distribution network and midstream service business in the Gulf Coast, Mid-Continent and West Coast regions.

Our uniquely integrated business enables us to respond promptly to shifts in market conditions and distinguishes us from our competitors.



OPERATIONAL EXCELLENCE MANAGEMENT SYSTEM (OEMS)

The shared vision of MPC and MPLX is creating a valued, dynamic energy company that enhances life's possibilities.

We are committed to safe and environmentally responsible operations to protect the health and safety of our employees, contractors and communities. We support this commitment through extensive, ongoing education and training, rigorous standards and audits, as well as investment in equipment, systems, processes and other resources.

We strongly believe that how we conduct our business is just as integral to our performance. We must strive for Operational Excellence

and continually improve our HESS&PQ and Sustainability performance to maintain our license to operate, manage risk, make data-driven decisions, prevent incidents and prioritize improvement ideas.

Achieving balance between the environment, society and the economy is essential to meeting the needs of the present without compromising the ability of future generations to meet their needs. Societal expectations for sustainable development, transparency and accountability have evolved with increasingly stringent regulation and growing pressure toward pollution prevention and efficient use of resources.

Our OEMS provides a systemic approach to improve performance. It outlines requirements that will enable MPC and MPLX to achieve our goals and ensure our long-term success. We believe that if we lead with HESS&PQ and Sustainability, operational excellence will follow.

OPERATIONAL EXCELLENCE:

A business model and philosophy focused on providing customers with **RELIABLE PRODUCTS** and **SERVICES** at the best total cost through **CONSISTENT DELIVERY** and **EXCEPTIONAL EXECUTION.**



OEMS BENEFITS



“Our OEMS was built to fit our new business and operating environment. It raises the bar on HESS&PQ and Sustainability performance, while providing a more **FLEXIBLE AND FIT-FOR-PURPOSE MANAGEMENT SYSTEM** for the requirements and risks we manage. It provides the structure and support to **CREATE VALUE FOR OUR INTERNAL AND EXTERNAL STAKEHOLDERS**. It will help us right-size our Processes and Programs to balance effectiveness and efficiency.”

- Jim Wilkins
Senior Vice President,
Health, Environment, Safety and Security

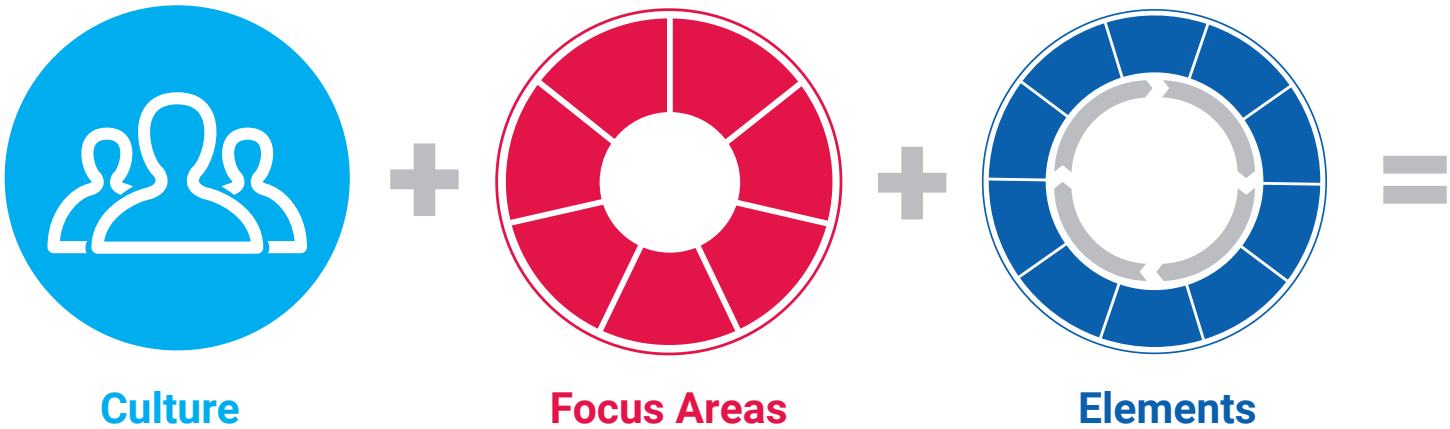


OEMS FRAMEWORK

OEMS: A framework used to manage work and achieve goals in an intentional and continual manner; how we run our business.

Achieving Operational Excellence demands a clear understanding of business goals, an environment of trust and the opportunity to grow and realize our own potential. Our OEMS is how our work gets done.

Focus Areas guide development of HESS&PQ and Sustainability Processes/Programs within Business Units. We design and improve our Processes/Programs by considering and applying the **Elements**. Following this framework, we instill a **Culture** of compliance and accountability to follow our Processes/Programs and encourage stakeholders to speak up with their ideas and concerns. Combining our Processes/Programs with our exceptional people who are focused on continual improvement, we can achieve operational excellence.



We all have responsibilities within our Processes/Programs. We encourage all internal and external stakeholders to share ownership and improve our Processes/Programs by speaking up and providing feedback.



CULTURE

Our culture is defined by our people. A high-performing culture is key not only to successful business results, but also to purposeful personal growth. Our culture reflects how we live our daily lives.

Business Units document, communicate and demonstrate a culture that promotes, at a minimum:

Operational Discipline: The consistent execution of the right task, at the right location, in the right way, at the right time, every time.

Shared Ownership: Where all employees acknowledge responsibility for successful asset performance and task execution, and everyone has the responsibility to “speak up” with improvement opportunities.



Inclusion



Collaboration



Safety and
Environmental
Stewardship



Integrity



Respect

MPC and MPLX **values** reflect our beliefs and our behavior.
They determine our priorities and guide our actions.



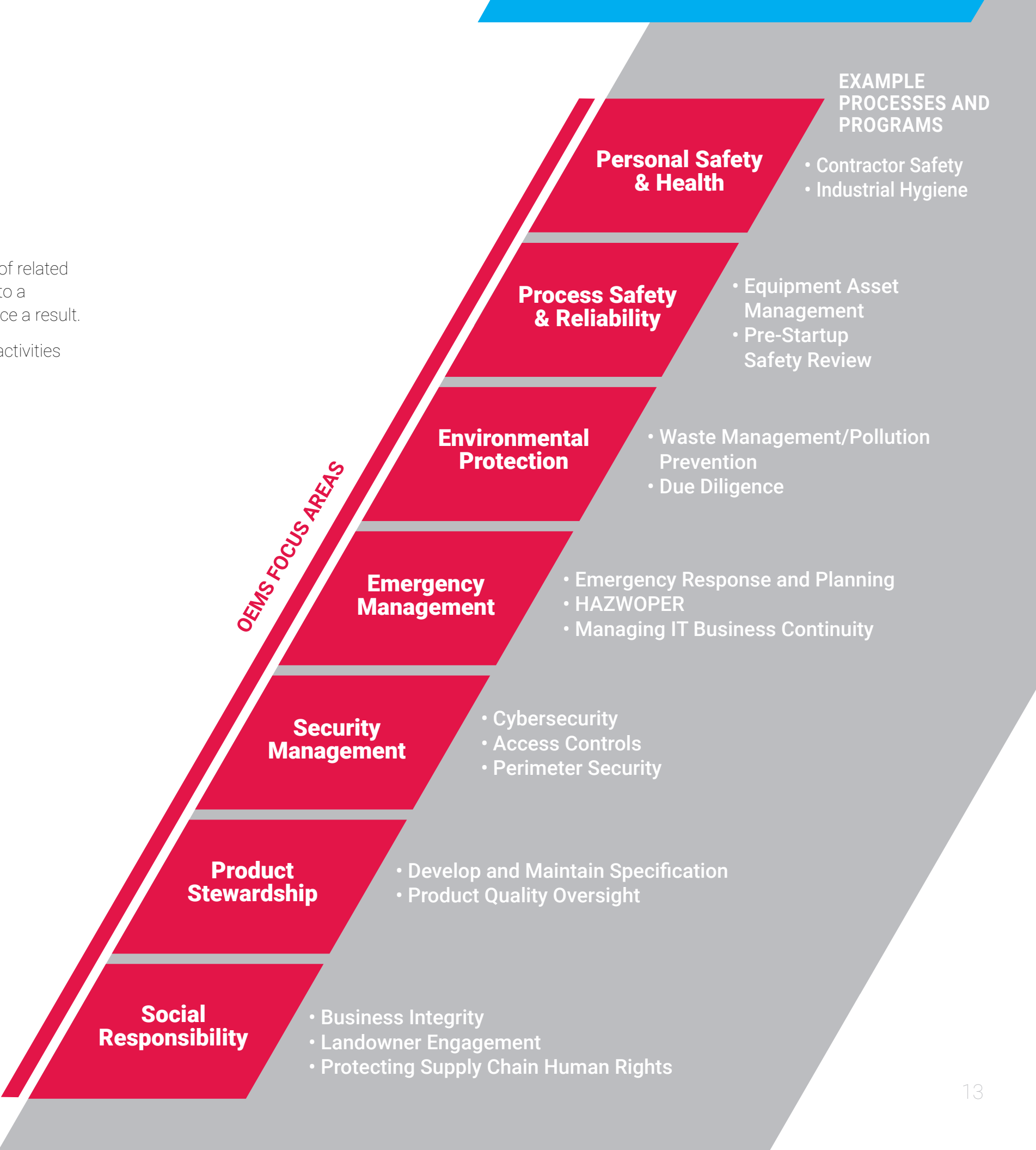
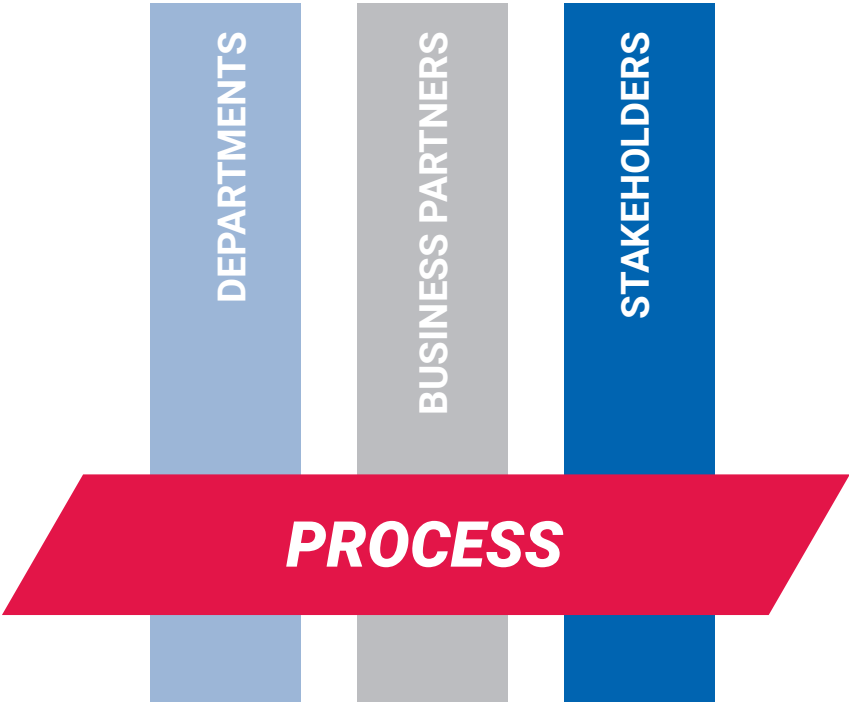
OEMS FOCUS AREAS

The OEMS framework includes seven focus areas that align with our HESS&PQ and Sustainability requirements and risks. They guide development of HESS&PQ and Sustainability Processes and Programs that Business Units must implement.

We manage our business through Processes and Programs. They are the things we do that give us our competitive advantage.

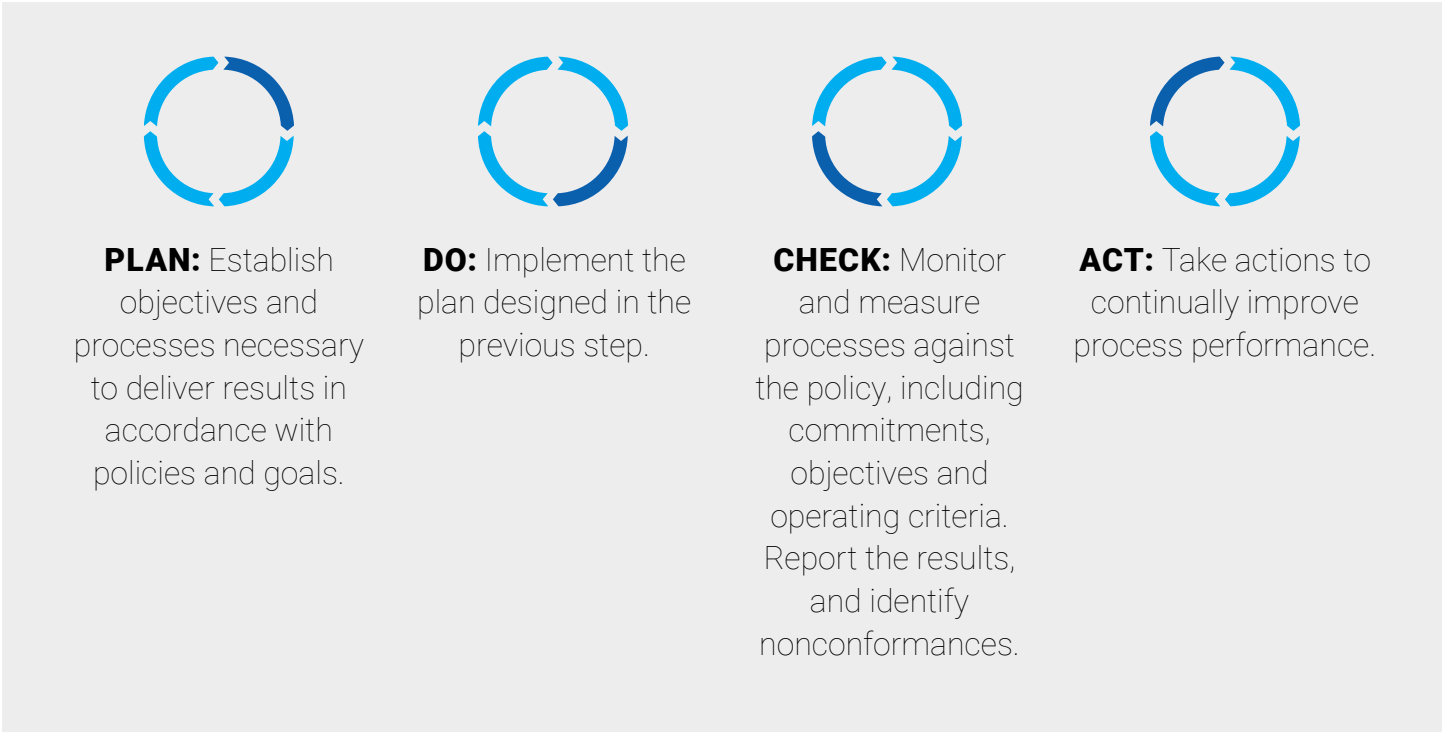
A **Process** is a cross-functional series of related activities that are initiated in response to a triggering event and designed to produce a result.

A **Program** is a set of related steps or activities with a particular long-term aim.



PLAN-DO-CHECK-ACT (PDCA) CYCLE AND OEMS ELEMENTS

The PDCA cycle is at the core of many management systems. It provides an iterative process to ensure processes are adequately resourced and managed, and that opportunities for improvement are determined and acted on to achieve continual improvement. Components include:

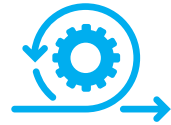


Within Business Units, Elements are considered and applied to Processes and Programs to facilitate risk management, data-driven decision-making and prioritization of improvement ideas.

Elements are foundational to the way we design and improve our Processes and Programs.



OEMS REQUIREMENTS



Implementation Requirements

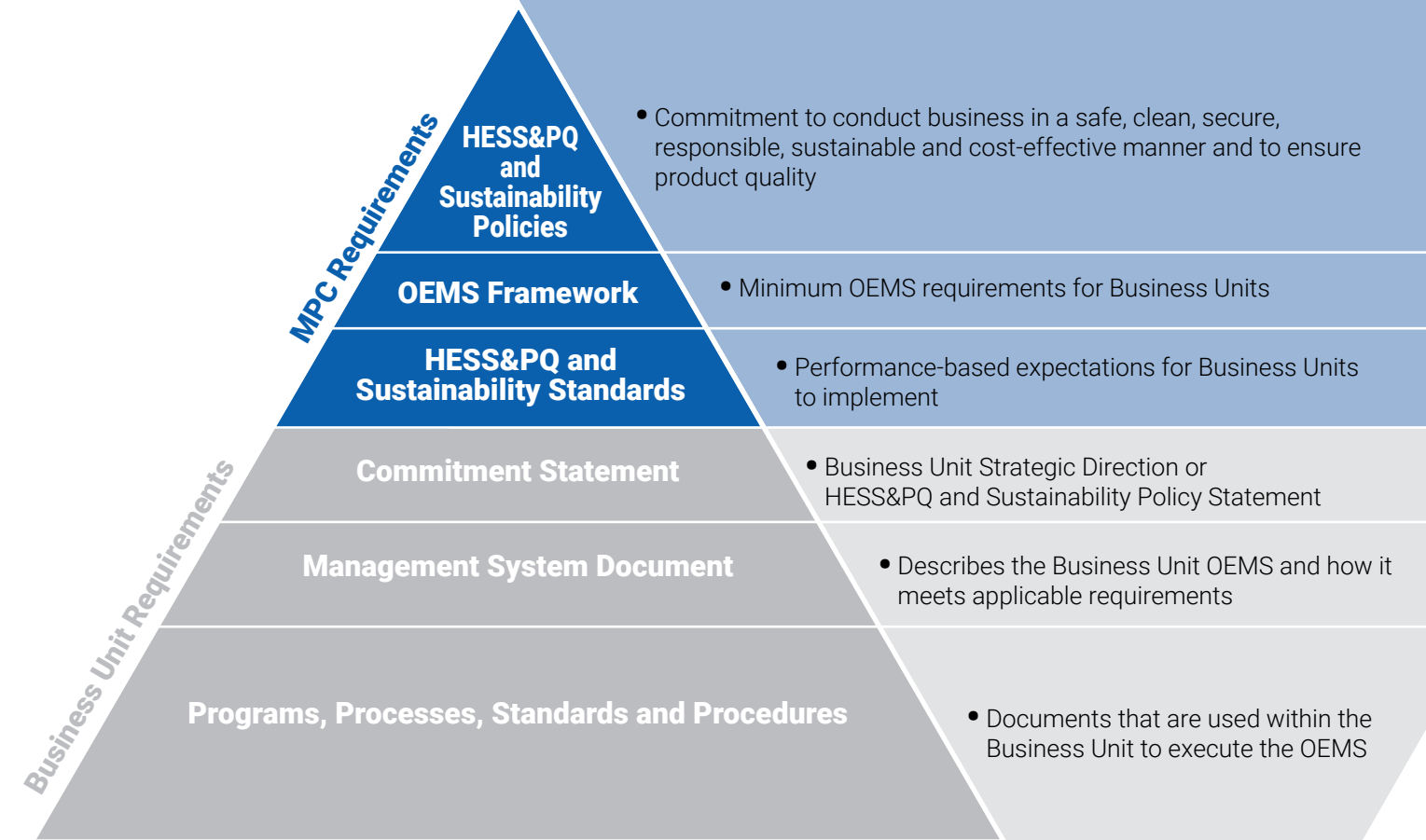
- MPC's OEMS standard requires MPC and MPLX to develop, implement and maintain a flexible and scalable OEMS that aligns with the following international standard requirements:
 - RC14001
 - ISO 9001
- The OEMS standard also requires each Business Unit, as applicable, to develop, implement, document and maintain an OEMS that:
 - Is fit-for-purpose for the Business Unit based on the requirements and risks managed
 - Aligns with MPC and MPLX OEMS minimum requirements
 - Aligns with other Business Unit-specific management system requirements, as applicable



OEMS Minimum Requirements

MPC's OEMS standard requires each Business Unit, as applicable, to:

- Maintain a commitment statement or strategic direction that guides strategic and tactical planning and provides a long-range vision on what success is and clarity on how to achieve it
- Identify, implement and maintain Processes and Programs that help:
 - Understand and consistently meet HESS&PQ and Sustainability requirements
 - Consider work activities in terms of added value
 - Achieve effective and efficient performance
- Improve Processes and Programs through structured Plan-Do-Check-Act, including consideration and application of the Elements
- Engage employees through documenting, promoting and demonstrating a culture that promotes, at a minimum:
 - Operational Discipline, and
 - Shared Ownership
- Measure Maturity within each Process and/or Program



MATURITY MODEL

Business Units measure Process and Program maturity to help right-size our Processes and Programs. The maturity model encourages conformance to the OEMS framework and targets Process and Program effectiveness.

	Level 1 Planning	Level 2 Developing	Level 3 Implementing	Level 4 Sustaining	Level 5 Improving
Stakeholder Requirements	<ul style="list-style-type: none">Requirements are not identifiedNoncompliance/nonconformance	<ul style="list-style-type: none">Requirements are identifiedMinimum compliance/conformance	<ul style="list-style-type: none">Requirements and how they apply to the process are documentedTotal compliance/conformance	<ul style="list-style-type: none">Controls are in place to ensure compliance/conformanceBeyond compliance/conformance	<ul style="list-style-type: none">Controls are assessedSelf-regulating
Process Approach	<ul style="list-style-type: none">No documented processPeople-dependent	<ul style="list-style-type: none">Some ad-hoc process developedSiloed responsibilities	<ul style="list-style-type: none">Process identified and documented in alignment with OEMS requirementsInputs and outputs are clearly defined	<ul style="list-style-type: none">Process is measured and managed systematicallyKnowledge sharing occurs with stakeholders	<ul style="list-style-type: none">Evidence of measured process performance improvement
Continual Improvement	<ul style="list-style-type: none">Elements have not been considered or applied to the processNo performance data	<ul style="list-style-type: none">Some Elements have been developedSome uncoordinated data collection in response to incidents	<ul style="list-style-type: none">All Elements have been considered/applied to the ProcessActive data collection to understand current conditions	<ul style="list-style-type: none">Process performance is assessedCoordinated use of data for strategic decision-making	<ul style="list-style-type: none">Evidence of continual improvementData improves decision-making and predicts the future to eliminate incidents before they occur
Culture	<ul style="list-style-type: none">Stakeholders are informed in response to incidentsOperational Discipline is addressed in response to incidentsDeviance is tolerated	<ul style="list-style-type: none">Stakeholders are consulted to provide feedbackProcess is consistently enforcedSome accountability for Operational Discipline and performance	<ul style="list-style-type: none">Stakeholder feedback is incorporated into decision-makingProcess is followed most of the timeExpectation has been set for Operational Discipline and performance	<ul style="list-style-type: none">Stakeholders are empowered to speak up at any timeOperational Discipline to the process is measured	<ul style="list-style-type: none">Employees embrace Shared Ownership and Operational Discipline and coach peersEvidence that stakeholders speak up with improvement ideas or concernsEvidence of the process being completed the right way every time
CONFORMANCE			EFFECTIVENESS		

Leadership's essential role in the OEMS is to reinforce the culture, enable performance, and lead by example.

DEFINITIONS

Business Unit Operating and non-operating entities, such organizations or components, which functionally manage similar risks and requirements (e.g. Refining, Terminals, Gathering & Processing, Supply Chain)

Element Structural concept all Processes/Programs should consider and apply during design and improvement.

Maturity The extent to which Processes/Programs are defined, managed, measured, controlled and effective.

Operational Discipline The consistent execution of the right task, at the right location, in the right way, at the right time, every time.

Operational Excellence A business model focused on safely providing customers with reliable products or services at the best total cost through consistent delivery and superior execution.

Operational Excellence Management System (OEMS) A framework used to manage work and achieve goals in an intentional and continual manner.

Process A cross-functional series of related activities that are initiated in response to a triggering event and designed to produce a result.

Program A set of related steps or activities with a particular long-term aim.

Requirements Legal requirements (e.g. OSHA, EPA, DOT regulations) an organization has to comply with and other requirements an organization chooses to conform with (e.g. API standards, customer requirements, contracts or agreements).

Shared Ownership Where all employees acknowledge responsibility for successful asset performance and task execution, and everyone has the responsibility to “speak up” with improvement opportunities.

Sustainability Fundamental process of shared value creation in which society achieves economic innovation to help ensure the social and economic needs of the future generations.

“MPC has always been focused on safety and operational excellence – and that will not change.”

- Michael J. Hennigan
President and CEO



