

**TELEPHONE INTERVIEW OF PAUL MASLIN
TAKEN ON JUNE 16, 2006**

On June 16, 2006, Rudy Blyweert conducted a telephone interview with Paul Maslin, Technology VP, Refining.

The following is a summary of the salient points taken from this interview.

Mr. Maslin's employment background is in refining operations. Early in his career, he was a superintendent, shift manager, refining manager, etc. Later, he moved to Sunbury in such roles as refining process manager, general manager reliability, HRO champion, etc. In June 2004, he became Technology VP reporting to Mike Hoffman. He never fulfilled a specific HSSE role. Mr. Maslin is a heritage Mobile Coryton employee and worked in Germany for a short period.

Mr. Maslin's organization delivers the network coordinator for the PSM Community of Practice ("COP") network (Mark Preston). The PSM accountability is not in the technology department, but in the line.

Assurance is measured through a three year PSM audit against minimum expectation. Audits focus on the process of managing PSM in the refinery. They do not deal with the actual design or maintenance status. TXC was audited in 2004 and the report was sent to Don Parus.

At the end of 2004, traction systems were set up to review the PSM status in refining, which was based on traffic light systems and key performance indicators, (i.e., audit priority 1 items are overdue). These were reviewed at GRL.

Mr. Maslin had never been invited to talk about PSM.

Mr. Maslin believes that the TXC problems were significantly aggravated by the 25% cost reduction set by Doug Ford and supported by Al Kozinski. This was right after the merger. Mr. Maslin was the Refinery Manager at Coryton and refused to obey this directive. Tim Scruggs was at TXC and implemented cost reduction directive. It was then that Mr. Scruggs outsourced all maintenance and brought in contractors. Mr. Maslin believed that Mr. Kozinski messed around with the TXC organization. For example, the BUL for TXC was not at TXC, but was located at the Toledo Refinery (J. Jones).

In response to Mr. Blyweert's question as to why Mr. Hoffman and the refining leadership did not see the TXC problems, Mr. Maslin asserted that the KPI's actually improved, but the weak signals were not added up. In refining, there were no standards on trailer sitings or traffic, etc. Mr. Maslin had no comment regarding the use of stacks versus flares.

Currently, refining is defining minimum PSM standards pursuant to the refinery process. There are standards on trailer sitings, stacks are removed, and new people have been appointed (notably Frederic Gill, who combines PSM and fire engineer duties).

Mr. Maslin does not believe that the R&M organizational structure is clear. CJ Warner never spoke to Mr. Maslin. Mr. Maslin is unclear what Ms. Warner's role is. He believes that he has a solid line to Mr. Hoffman and a dotted line to Ms. Warner and John Mogford. It is not clear to Mr. Maslin how PSM is managed, who is accountable for preparing standards and introducing changes, or who is accountable for capability management. Mr. Maslin claims that his budget is approved by technology, but is within Mr. Hoffman's cost center. Mr. Maslin has no idea how this will happen after the move of Tony Meggs. In the meantime, Mr. Maslin was appointed HSSE tag, including PSM, for the GRL. Mr. Maslin did not visit TXV very often. He has never put on a boiler suit to investigate a unit.

Mr. Maslin does not believe that John Manzoni understands refining. Mr. Hoffman is an excellent leader and has deep knowledge of refining and gives support and space. One negative thing about Mr. Hoffman is that he could be firmer and set his own priorities. Mr. Maslin did not like working for Mr. Kozinski.

Mr. Maslin would like to see two things change in R&M:

- Less head office (growing staff level grade and salary creep, i.e., CJ's organization)
- Adequate recognition of operating people in reward and grading

Documents are attached to this summary.

INTERVIEW CONCLUDED