Working Together to Promote Energy Efficiency

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3M

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Six Market-Leading Businesses
Leading Through Innovation
Enhancing safety and security
Making life better around the home
Improving the quality of health care
Net Sales (billions)

Solid Top-Line Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Sales (billions)</th>
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<tbody>
<tr>
<td>2005</td>
<td>$21.2</td>
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<tr>
<td>2006</td>
<td>$22.9</td>
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<tr>
<td>2007</td>
<td>$24.5</td>
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<tr>
<td>2008</td>
<td>$25.3</td>
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<tr>
<td>2009</td>
<td>$23.1</td>
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Solving Problems Everywhere

- Operate companies in more than 65 countries
  - 35 international companies with manufacturing operations, 35 with laboratories
    - In the United States, operations in 28 states
- R&D and related expenditures total $6.861 billion for the last five years
- More than 75,000 employees worldwide
- We provide ‘borderless customer success’
3M’s Sustainability Strategy
What is “Sustainability”?

“Meeting the Needs of Society Today, While Respecting the Ability of Future Generations to Meet Their Needs”
Environmental Results Worldwide

Our progress toward sustainability

- Prevented the generation of 2.9 billion pounds of pollutants since 1975 with more than 7,400 3P projects.
- Cut volatile organic air emissions 95%.
- In 2010 again, received the ENERGY STAR Sustained Excellence Award for Energy Management.
- 3M reduced absolute greenhouse gas emissions by 69% from 1990-2008.
Making Energy Efficiency
A Competitive Advantage
3M began its Energy Management Program in 1973
- 37 years of continuous improvement
- 3M U.S. operations used only 4% more energy in 2009 than in 1973 while U.S. net sales increased nearly 3x.
- Worldwide, 3M’s operations have reduced their energy use by more than 40% since 2000 (based on total Btu's used per dollar of net sales).
- Our total energy use in 2009 was 22% less than in 2000
- Greenhouse gas emissions have been reduced significantly.
Scope and Structure

- Energy use and costs tracked at over 200 locations world-wide
- Energy teams at each of 56 larger locations
- Management supports teams through annual plans
- Corporate Energy Management provides resources including quarterly progress reports
  - Guidelines for energy teams
  - Best Practice sharing
  - Monthly web conferences
  - Access to experts
  - Assessments
  - Awards and Recognition
# Corporate Energy Goals

## 2005 - 2010

**Target:** Reduce energy usage by 20% based on Btu’s per unit of product  
**Scope:** All divisions/countries  
**Process:**  
- **Top-down** consistent company-wide target  
- Businesses develop prioritized plans for projects & spend and measured by results  
- Facilities report data quarterly

## Future (being finalized)

**Target:** 25% improvement in energy utilization  
**Rationale:** Consistent with U.S. Department of Energy Save Energy Now Leaders pledge  
**Process:**  
- **Top-down** consistent company-wide target

## Objectives

1. Encourage businesses to think in terms of energy strategically  
2. Encourage facilities to continue to drive site-specific reductions
3M Involvement

• EPA ‘Green Lights’ Program
  – Surveyed and upgraded lighting at over 35 million square feet of space
  – Savings of $4.2 million per year achieved

• ENERGY STAR for Industry
  – Utilized ENERGY STAR Guidelines for Energy Management
  – Benchmarked and networked with numerous companies and organizations
  – Utilize ENERGY STAR communications materials to leverage 3M program

• Product Labeling
Management System for Energy

3M is using this approach recommended by ENERGY STAR
3M

A recognized leader in research and development, 3M produces thousands of innovative products for dozens of diverse markets, ranging from automotive to solar to safety. 3M's core strength is applying its more than 40 distinct technology platforms - often in combination - to a wide array of customer needs. This means that each day people around the world use or benefit from dozens of 3M products. As a global leader, 3M recognized long ago that its economic success is directly related to conserving natural resources and protecting the environment. The company has been tracking and reducing its own energy use since 1973 and since then has achieved an 80 percent improvement in energy efficiency in the United States. Another key fact: by the end of 2008, 3M had reduced VOCs (solvents) by 95% from 1990 levels. The control of solvent emissions and manufacturing energy use have a significant impact on greenhouse gases and climate change and 3M is committed to doing more.

Announcements for Participating Organizations
Campaign materials are available to help you engage your community. Find out how you can Spread the Word.

2009-2010 Participation Highlights
| Goal for the Year | 8,900,000 lbs of ghgs |
| Current Total:    | 21,335,950 lbs of ghgs |
| Percent to Goal:  | 240% |

Questions about your Goal?
If you have questions about setting or changing your goal, please email changetheworld@energystar.gov

2009-2010 Savings Breakdown

| Greenhouse Gas Emissions: | 21,335,950 lbs |
| Individuals:              | 1,214 |
| Dollars:                  | $1,666,125 |
| kWh:                      | 11,666,448 |
| BTUs:                     | 30,479,619,021 |

See Pledges by Action Item
How to Communicate
Sixth Consecutive Year!
3M and DOE Involvement:

- DOE Motor Challenge Program
  - Showcase Demonstration Project
  - Midwest Motor Consortium
- Other ‘Challenge / Best Practice’ programs
- ‘Save Energy Now’ Assessments
- Superior Energy Performance Initiative
  - Energy Management Standard
- Save Energy Now Leaders
• Member of Steering Committee developing the program
• 3M the very first company to join
• Workshop/Signing Event In Detroit On September 10
• Washington D.C. Ceremony December 3
Save Energy Now Leaders
We:

- Pledge to adopt a goal to reduce energy intensity by 25% or more over 10 years.
  - Within 12 months, complete the following:
    - Establish an energy use and energy intensity baseline
    - Develop an energy management plan
    - Designate an energy leader or energy manager
  - Take steps to reduce energy intensity and the associated carbon emissions
  - Report energy intensity, energy use data, and achievements annually to DOE.
Save Energy Now LEADER = Customized Services

DOE Representative contacts the Energy Manager

Develop customized plan:
- Guide to how to get the most out of the Save Energy Now portfolio
- Access to DOE Contractor Assistance
- Track reporting requirements
- Arrange for delivery of services
  - Energy assessments
  - Consultation with Energy Expert

Receive:
- DOE Representative
- Individual Technical Account Manager
- No-cost expert Technical Assistance
- Recognition as a LEADER

Work with a DOE Energy Expert

Provide technical assistance with:
- Developing a useful energy baseline and tracking method
  - Tailored to the plant’s operations and product output
  - Satisfies the reporting requirements
- Writing an energy management plan
- Developing engineering feasibility studies to help implement projects

Take the Pledge

Receive:
- DOE Representative
- Individual Technical Account Manager
- No-cost expert Technical Assistance
- Recognition as a LEADER
Energy Results
Btu’s per $ of Net Sales

Energy use per $ net sales decreased by 4.1% since 2008 and 22% since 2005.
Thank You

Innovation
Back-up