



*3M's Global Energy
Management Program*

*Making Energy Efficiency a Competitive
Advantage*

Corporate Energy Management Strategy

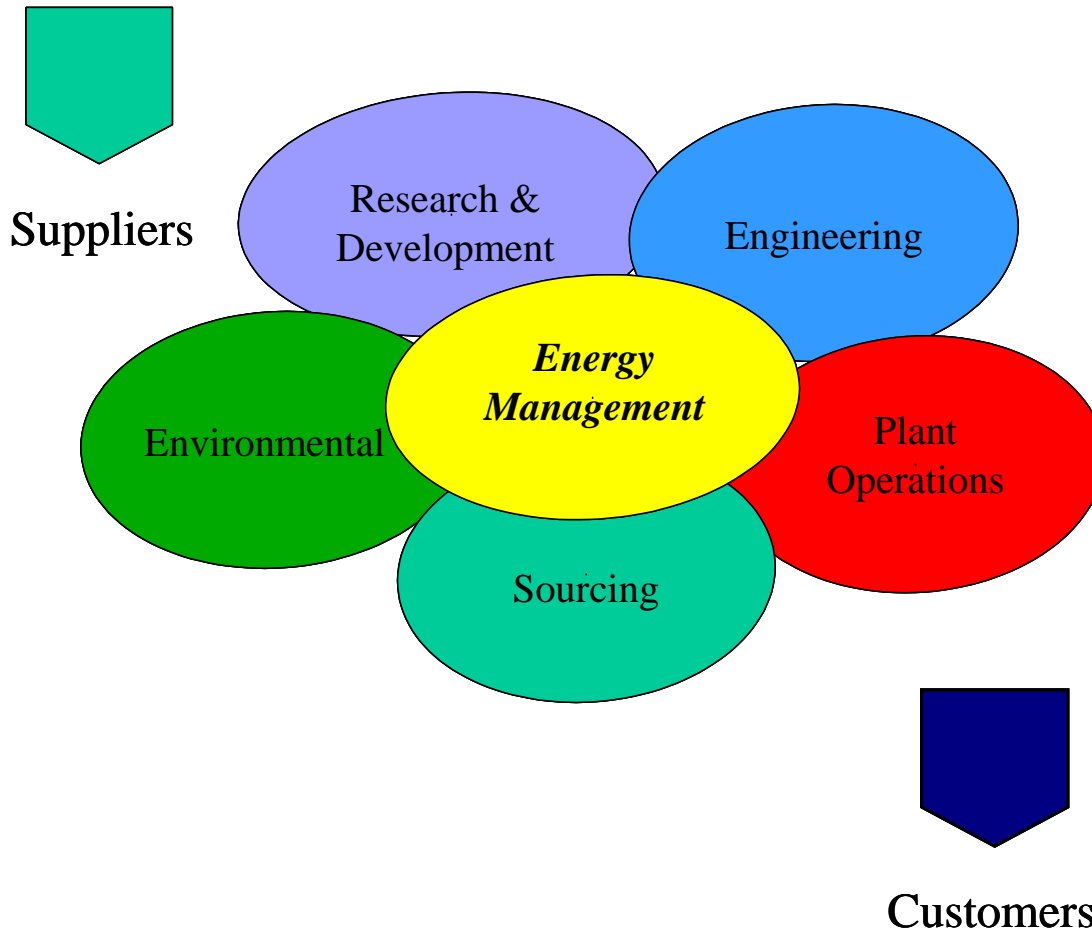
Provide Global Leadership to

- *Control Energy Costs*
- *Improve Operational Efficiency*
- *Reduce Environmental Impacts*
- *Ensure Reliable Supplies of Energy Are Available for 3M Operations*

Scope



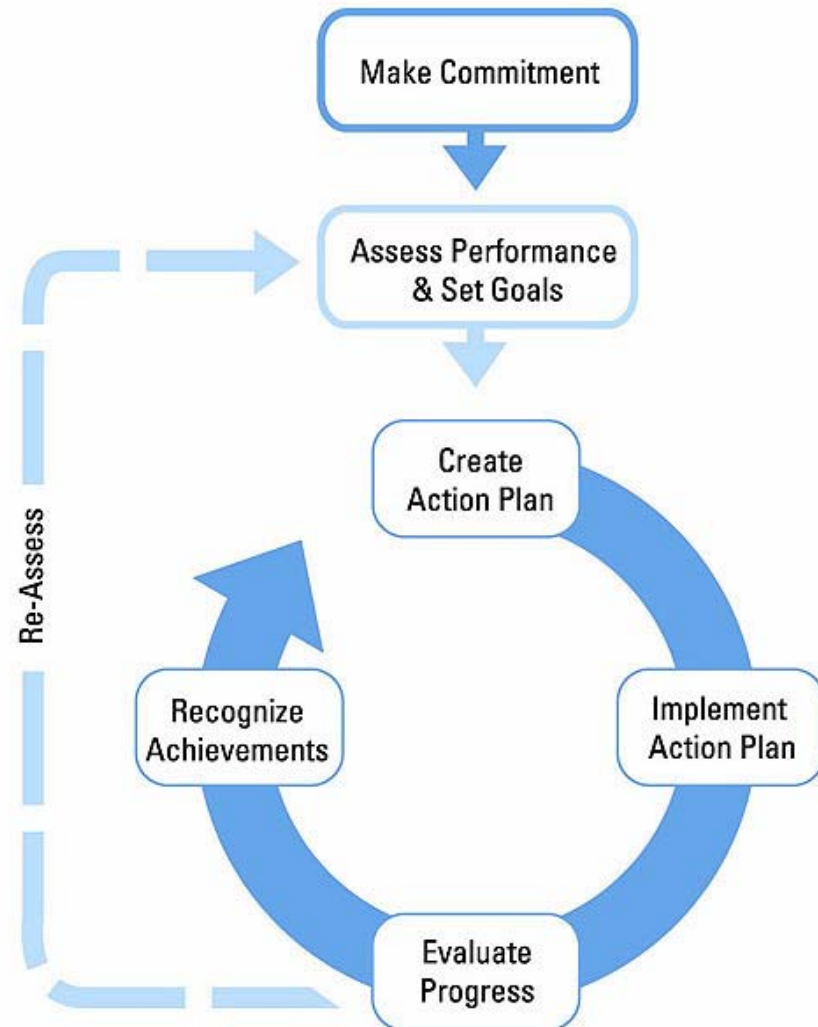
- 175 locations world-wide
 - All manufacturing, plus any facility over 30,000 square feet
- Smallest: \$6,800 energy spend
- Largest facility: \$20.5 million
- 68 Tier I facilities (> \$1 million)



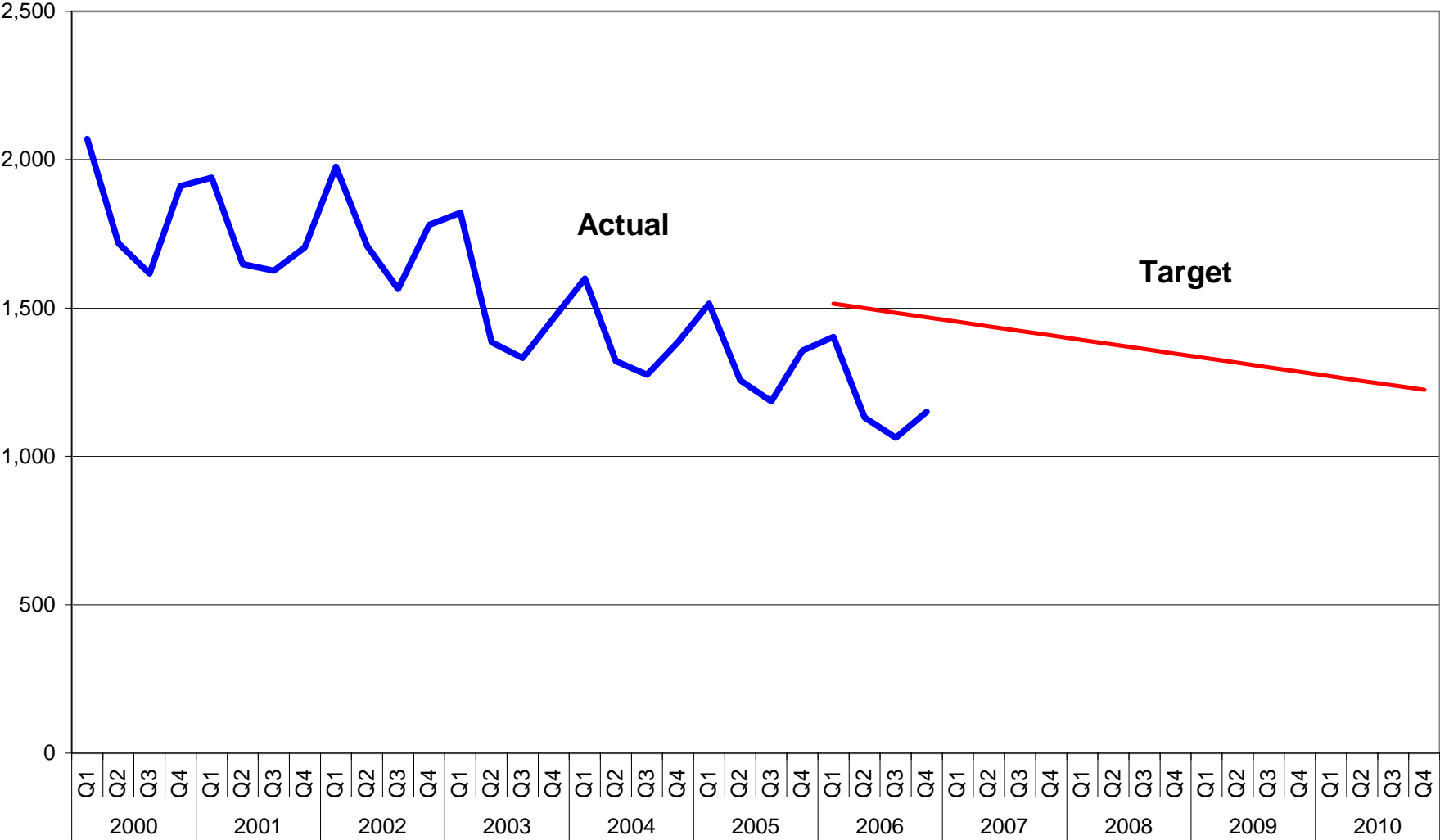
Making Energy Efficiency a Competitive Advantage for 3M

ENERGY STAR[®] Guidelines

- *An excellent model for program management*
- *3M is using this management approach recommended by ENERGY STAR*



Energy per Net Sales



National Recognition



PARTNER OF THE YEAR 2004



PARTNER OF THE YEAR 2005



SUSTAINED EXCELLENCE

Given your plant's energy efficiency efforts, what characteristics of the proposed program would advance your energy efficiency program?

- *Possible greater credibility within the company for energy savings achieved*
- *Recognized national framework for energy program management*
- *Motivate people to achieve recognition among peer companies*

What would be potentially problematic?

- *Inability to take credit for actions already completed*
- *High cost or large amount of time spent on bureaucratic activities*
- *Requirements that are either too difficult to achieve or so easy to achieve that they are meaningless*
- *If the program becomes 'owned' by the certification body*

What incentives would make the proposed program attractive to your company and widespread among industry?

- *Preferred supplier status*
- *Financial results – either significant reduction in operating costs or verifiable response from financial community*
- *Management perceives this as valuable*
- *Special services from EPA, DOE, others*
- *Credit for actions already taken*