



# Award Winning Energy Management Programs

2010 ENERGY STAR Partner of Year  
Award Winners

Monthly Partner Web Conference  
May 19, 2010

Call-in number: 866 299 3188  
Conference Code 202 343 9965#

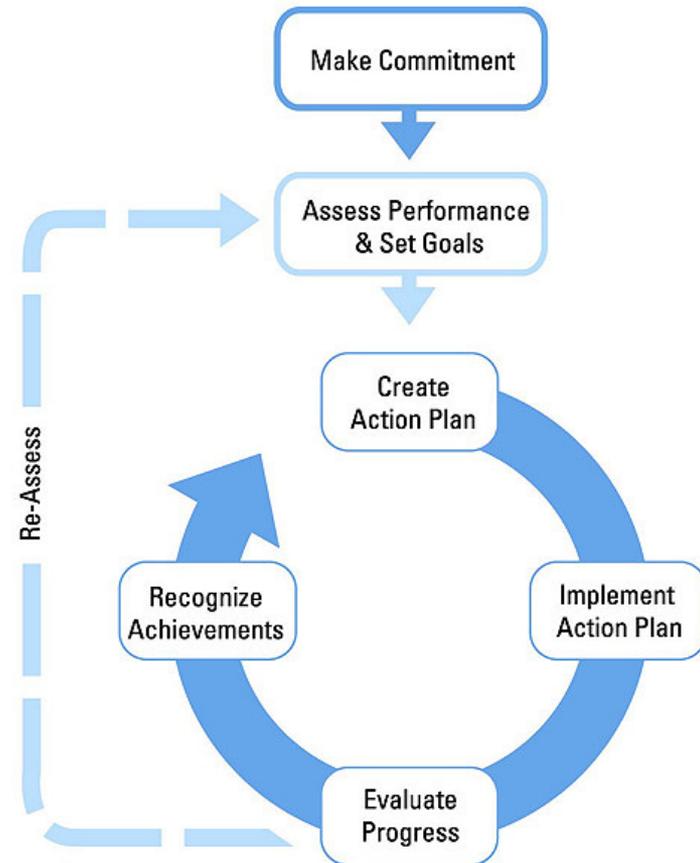


Learn more at [energystar.gov](http://energystar.gov)

# About The Web Conferences



- Monthly
- Topics are structured on a strategic approach to energy management
- Help you continually improve energy performance
- Opportunity to share ideas with others
- Slides are a starting point for discussion
- Open & interactive



# Web Conference Tips

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- Mute – To improve sound quality, all phones will be muted.
- Use # 6 to un-mute and \* 6 – to mute
- Presentation slides will be sent by email to all participants following the web conference.

# Recognizing Performance



- Facility Level
  - ENERGY STAR Label
  - ENERGY STAR Challenge for Industry
- Portfolio-Wide Improvement
  - ENERGY STAR Leaders
- Organizational Management & Leadership
  - Partner of Year Award



# ENERGY STAR POY



## Awards Categories

- Energy Management
- Service & Product Providers
- Energy Efficiency Program Delivery

## Award Distinction

- Partner of the Year
- Corporate Commitment
- Sustained Excellence



# Partner of Year Award



Energy Management Award

Recognizes:

- Performance
- Quality of the Energy Program
- Leadership in sector
- Involvement with ENERGY STAR



# 2010 Award Winners



## Sustained Excellence – Energy Management:

- 3M
- ArcelorMittal
- Building Owners and Managers Association
- CalPortland Company
- CB Richard Ellis
- Council Rock School District
- Food Lion, LLC
- Ford Motor Company
- Giant Eagle Incorporated
- Gresham-Barlow School District
- Hines
- J. C. Penney Company, Inc.
- Merck & Co., Inc.
- NewYork-Presbyterian Hospital
- PepsiCo, Inc.
- Raytheon Company
- TIAA-CREF
- Toyota Motor Engineering & Manufacturing North America, Inc.
- TRANSWESTERN
- USAA Real Estate Company

## Partner of Year – Energy Management:

- CEMEX USA Evergreen Public Schools
- FetterGroup
- Hanesbrands Inc.
- HEI Hotels & Resorts
- Jones Lang LaSalle
- Kennedy Associates
- Kimberly-Clark Corporation Dallas, TX
- Kohl's Department Stores
- Loudoun County Public Schools
- Nissan North America, Inc.
- Saint-Gobain
- Sunoco, Inc.



[www.energystar.gov/awards](http://www.energystar.gov/awards)



# Today's Web Conference

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- Kurt Schwalbe, Hanesbrands Inc.
- Gary Graham, Jones Lang LaSalle
- Announcements



# ENERGY STAR – Monthly Partners Meeting

## Energy Management at Hanesbrands Inc.

Energy Management Network

HbI  
HANES*brands*INC



Wednesday, May 19, 2010,  
1:00 p.m. – 2:30 p.m. (Eastern)

Kurt Schwalbe, PE  
Director of Facilities Engineering and Energy Demand  
Hanesbrands Inc.



**Hbi**  
HANESbrands INC

*Hanesbrands is very proud to have been selected as an Energy Star Partner of the Year*



**Hbi**

# About Hanesbrands

- Hanesbrands Inc. is a world-class consumer goods company with more than a century of history and a portfolio of leading apparel essentials brands including *Hanes, Champion, Playtex, Bali, L'eggs, Just My Size, Barely There* and *Wonderbra*.
- Hanesbrands Inc. (NYSE:HBI) began operating as a separate independent publicly traded company on Sept. 5, 2006, and regular trading in its common stock on the New York Stock Exchange began Sept. 6, 2006.
- Our brands can be found in eight out of 10 American households, and they are sold in hundreds of stores, plus internet and catalog sales.
- ~45,000 employees
- Headquarters: Winston-Salem, N.C., U.S.
- More than 300 facilities, outlet stores and offices in more than 25 countries
- Publicly traded on the New York Stock Exchange as "HBI"
- Net sales \$4.25 billion in 2008
- No. 532 On Fortune 1,000 list of companies
- To learn more log onto: [www.hanesbrands.com](http://www.hanesbrands.com)

# Our Brands



barely there

BALI



Wonderbra



OUTER BANKS



Hanes  
HOSIERY



## Other Brands

Airé

Beefy-T

C9

Cacharel

Celebrity

Daisyfresh

J.E. Morgan

One Hanes Place

Rinbros

Ritmo

Sheer Energy

Silk Reflections

Sol

Sol y Oro

Stedman by Hanes

Tagless

Zorba

# Energy Management - A Corporate Initiative

**“Hbl will effectively manage it’s global operations to minimize energy consumption, reduce operating costs, and continually reduce emissions to the environment.” – Rich Noll, CEO**

## **Initiatives:**

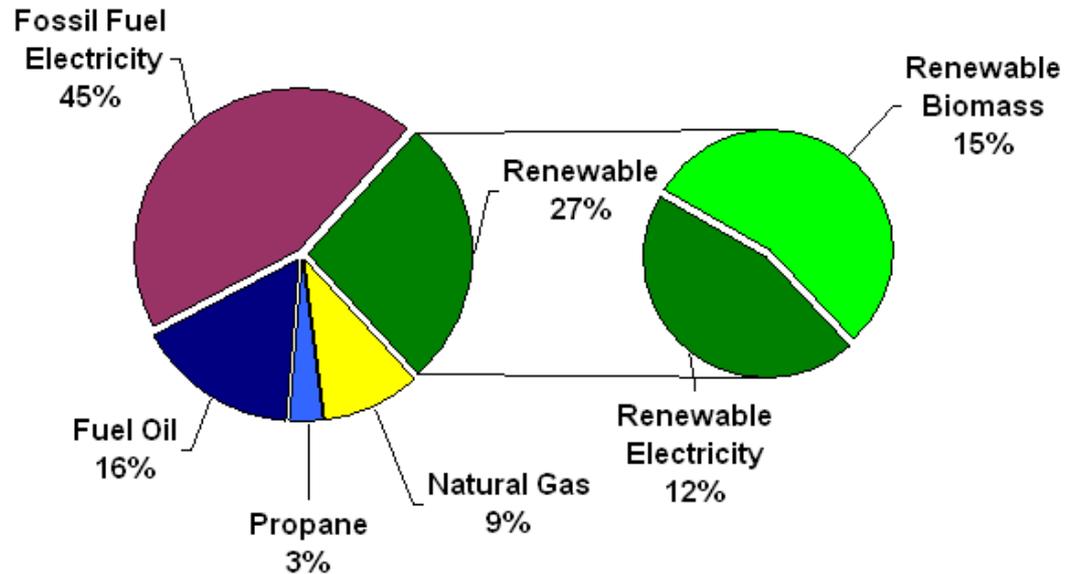
- Implement Formal Energy Management Program
- Assess and Reduce GHG Emissions
- Apply USGBC LEED Designs
- Pursue ENERGY STAR recognition of achievements

## **Actions:**

- Formal Energy Strategy Deployment (A3 Process)
- Improve Energy Efficiency through conservation and technology projects
- Increase Renewable Energy

# Hanesbrands Energy Profile

HBI Annual  
Energy Portfolio  
4.3 Trillion Btus



# HBI Global Locations

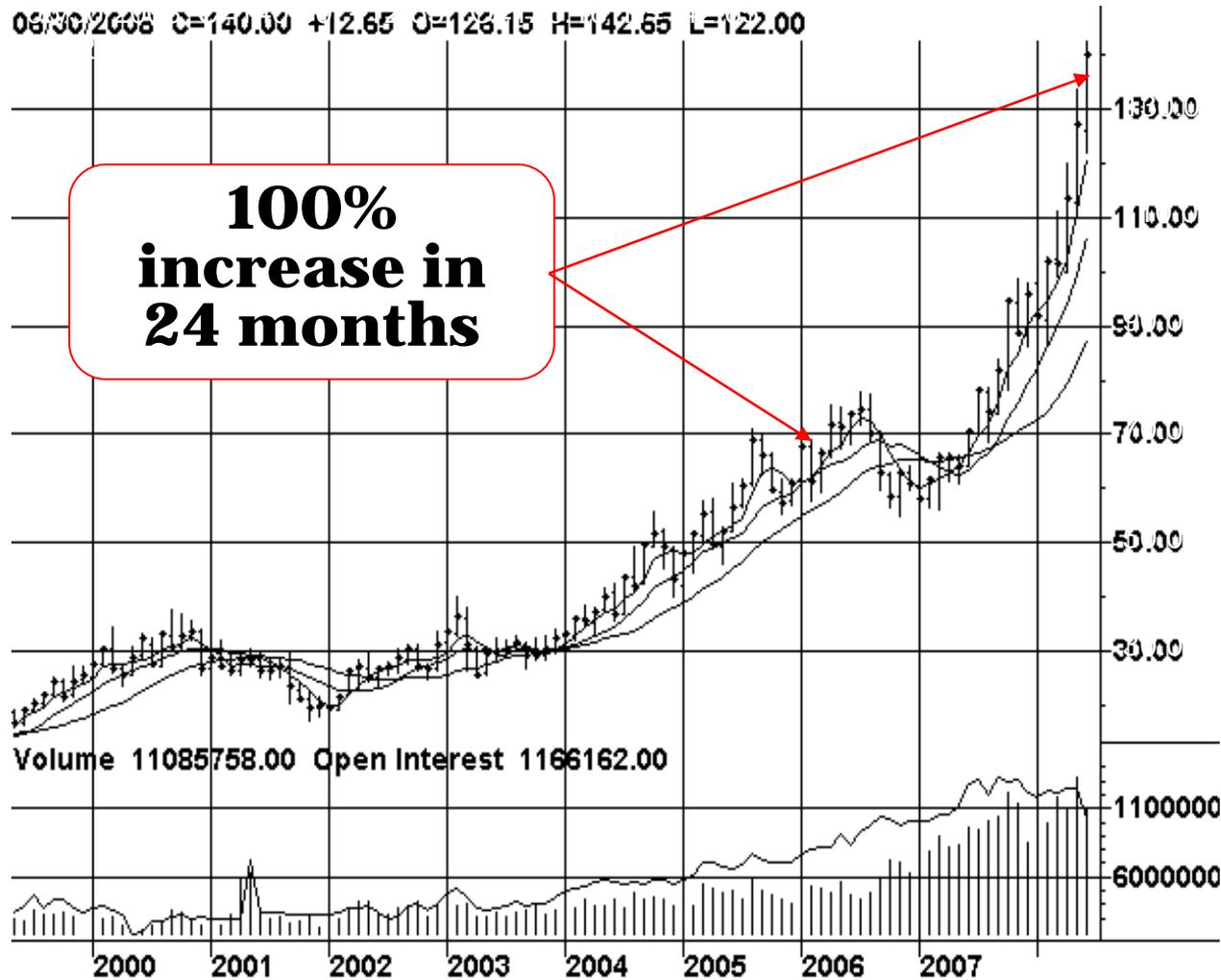
US Cluster	CA Cluster	CB Cluster	Asia Cluster
9 Manufacturing Plants 12 Distribution Centers 231 Retail Stores 8 Corporate Offices	2 Manufacturing Plants 16 Assembly Plants 1 Distribution Center 2 Offices	3 Manufacturing Plants 4 Assembly Plants	1 Manufacturing Plant 6 Assembly Plants 5 Offices
<b>260 Locations</b> <b>14,312,000 Ft<sup>2</sup></b>	<b>21 Locations</b> <b>4,402,000 Ft<sup>2</sup></b>	<b>7 Locations</b> <b>1,393,000 Ft<sup>2</sup></b>	<b>12 Locations</b> <b>1,703,000 Ft<sup>2</sup></b>

Note: For 2010, yarn plant divestment will change energy and location portfolios (now counted as scope 3 emissions)

# Why Energy Management?

## Historical Oil Prices in 2007

06/30/2008 O=140.00 +12.65 O=126.15 H=142.65 L=122.00



**\$1 barrel  
=  
\$520m  
energy cost**

Created with SuperCharts by Omega Research © 1997

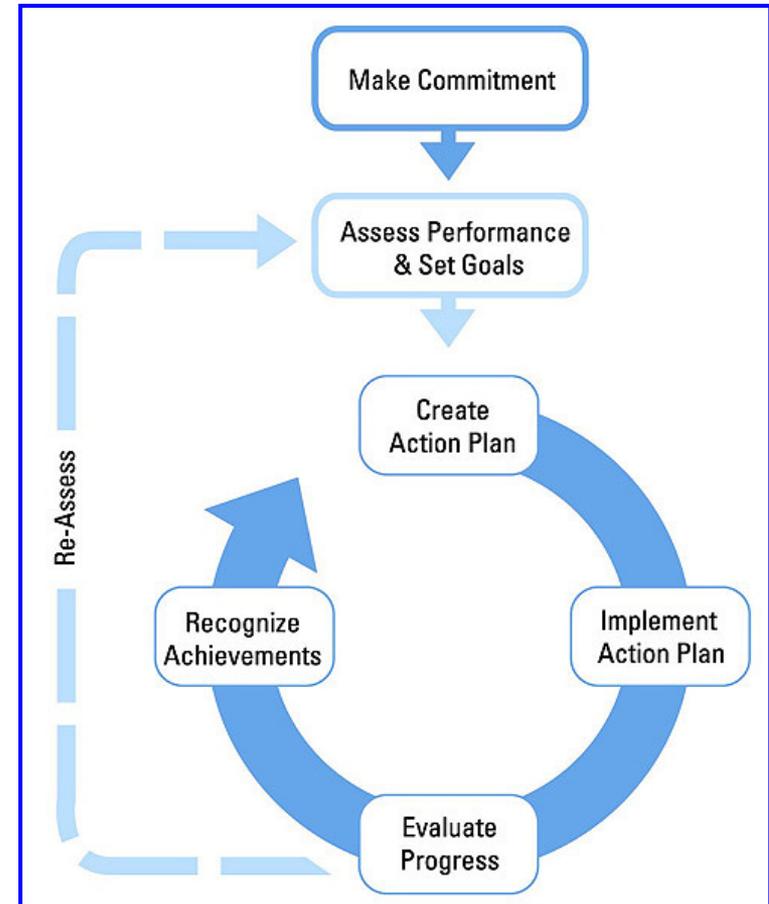
# HBI LRP Goals (4-Year Plan)

- **Reduce energy consumption by 20% (5% per year)**
- **Increase renewable energy portfolio to 30%**
- **Reduce carbon emission intensity by 15%**
- **Reduce water use intensity by 10%**

# Energy Management Deployment – Application of LEAN Methods in Energy Management

## Getting the Right Things Done \*

- **Align Strategies- Strategic Deployment**
  - Establish Corporate Policy
  - Set Goals and Strategy to Achieve Goals – Mother A3
- **Plant A3's – Aligned with Corporate A3**
  - Establish Site Specific Strategy to achieve Corporate Goals
  - Commitment to Conduct Specific Kaizen Events – GAP Analysis
  - Site Projects
  - Monthly Tracking
- **Kaizen A3's – Maintain the Gain**
  - GAP Analysis
  - Action Plans
  - Implement Plan
  - Track Results



\*Book Reference:

“Getting the Right Things Done”; By Pascal Dennis  
A3 Strategy Deployment Credit – Toyota Motor Corporation

# What So Different?

## Historical Approach

- Energy tracked but primarily managed through implementation of new technology project
  - Limited conservation focus
  - Limited employee involvement (gains achieved through projects)
- Fragmented Scope without Strategic Focus
  - Each plant focused on cost reductions without consideration of GHG emissions or renewable energy options
  - Limited use or sharing of Best Management Practices

## Current Approach

- A corporate strategy to manage energy and GHG emissions
  - Plants are encouraged to understand variances and to react
  - Kaizen Events target waste and helps to develop an Energy Management Culture
- Energy Management Strategy is Consistent
  - Plant reduction targets are aligned with corporate goals
  - Energy management approach is the same at all location
  - Application of new technology coupled with ongoing energy conservation efforts results in sustainable gains
- US EPA ENERGY STAR
  - Best Management Practice resources
  - Energy Management tool – Self Assessment Metrics, Guidelines to Energy Management, Portfolio Manager,
  - ENERGY STAR PARTNER Network
    - Benchmarking Opportunities
    - Technical Resources

# What Has Partnership with ENERGY STAR Done for Hanesbrands?

- Helped HBI become a “market leader” in energy management and environmental stewardship. To learn more log onto: [www.hanesgreen.com](http://www.hanesgreen.com) and [www.hanesbrandscsr.com](http://www.hanesbrandscsr.com)
- Helped HBI increase energy savings while reducing emissions to the environment
- Helped HBI increase customer and employee awareness of energy management efforts and achievements
- Helped to encourage energy savings at work and at home for employees and customers

*EPA Can Help You in Your Efforts*

changing  
the way we see  
the world

*Hbi will effectively manage its global operations to minimize energy consumption, reduce operating costs, and continually reduce emissions to the environment.*

Rich Noll,  
Chairman and CEO

## Global Social Responsibilities



## Facility Compliance



Fair Labor  
Association

Joined 2/2008

Undergoing 2 year  
accreditation



## Product Safety

HANESbrandsINC  
General Conformity Certificate Statement for Retailers and Wholesalers  
(This is not applicable for Direct to Consumer Shipments)

To be used for shipments to customers beginning December 17, 2008

As part of HBI's commitment to be in compliance with the Consumer Product Safety Improvement Act of 2008 (CPSIA), we've specifically written 14(1) of the Consumer Product Safety Act, 15 (1)(C), and 200(1)(g). HBI hereby certifies that the products included on the attached document paperwork are in compliance with the applicable laws hereunder stated:

Signature Date: \_\_\_\_\_ (to be completed by HBI)

HBI of Lading Number: \_\_\_\_\_ (to be completed by HBI)

Adult Apparent Regulations: Flammable Fabrics Act (16 CFR 1410)

Children's Apparent Regulations:

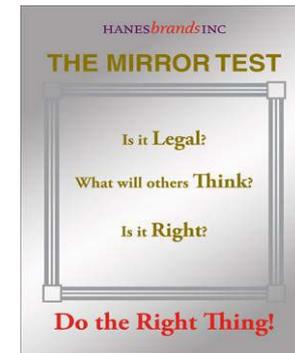
1. Flammable Fabrics Act (16 CFR 1410)
2. Lead Paint and Lead Substrate - Federal Hazardous Substance Act: Lead Paint Rule (15 C.F.R. 1302)

We have no reason to believe based on current practices and procedures that any of our products contain lead paint or lead content above 900 ppm. Consistent with the CPSIA requirements, we will begin certifying products in accordance with the following methods and timing if our data (available upon request to any government agency) at HBI's discretion:

Date	Lead Paint	Third Party Testing Required
December 21, 2008	Lead Paint	Third Party Testing Required - 1000 ppm
February 10, 2009	Lead Substrate	Products bearing of certain parts that are lead - need not be certified
August 14, 2009	Lead Paint	Third Party Testing Required - 900 ppm
August 14, 2009	Lead Substrate	Third Party Testing Required - 900 ppm

All questions should be sent to Stephanie Lingo, HBI Product Safety Manager - [stephanie.lingo@hbi.com](mailto:stephanie.lingo@hbi.com)  
Date Form Created: 11/13/08

## Global Business Practices



HBI  
HANESbrandsINC

HBI

# Energy Management is an integral part of our comprehensive CSR program



For more details log onto: [www.hanesbrandscsr.com](http://www.hanesbrandscsr.com)

# External Communications

**Hanesbrands Inc. Corporate Social Responsibility | Environmental Responsibility | Energy & Carb. - Windows Internet Explorer**

http://www.hanesbrands.com/energy-efficiency.html

HOME ENVIRONMENTAL RESPONSIBILITY SOCIAL RESPONSIBILITY GOVERNANCE

**ENERGY EFFICIENCY**

environmental responsibility > energy & carbon > energy efficiency

OVERVIEW

- ENERGY & CARBON
  - Carbon Footprint
  - Energy Efficiency
  - Renewable Energy
  - Green Buildings
  - Transportation & Logistics
- ENVIRONMENTALLY RESPONSIBLE MANUFACTURING
- PRODUCTS & PACKAGING
- CORE METRICS

Maximizing energy efficiency is a directive for all Hanesbrands facilities around the world. For decades, our facilities have operated with strong energy management practices. Our current energy management policy, which was developed in 2008, follows U.S. Environmental Protection Agency Energy Star formal guidelines. Approximately 4 million square feet of our manufacturing, assembly, distribution, office, and retail facilities have already been designed to achieve Energy Star or Leadership in Energy and Environmental Design (LEED) certification, and we pursue these certifications where feasible. In recognition of our work, the U.S. EPA named Hanesbrands a 2010 Energy Star Partner of the Year.

Energy efficiency also aligns with our longstanding commitment to lean manufacturing, which aims to eliminate unnecessary resources from processes. We have held dozens of lean events to identify and eliminate inefficiencies in our use of energy, and we use our existing organizational lean structure and resources to help manage our energy program.

From 2007 to 2009, our energy management efforts reduced our company's energy intensity (a measure of energy efficiency per unit of production) by 11 percent. Over the same period, we reduced CO<sub>2</sub> emissions from energy use by 11.3 percent.

Highlights of our energy efficiency efforts include:

- Advanced lighting systems in our El Salvador Socks facility were designed to avoid nearly 4 million kilowatt-hours per year, saving approximately \$380,000 per year.
- Our Perris, California, distribution center has received LEED certification from the U.S. Green Building Council.

ENERGY STAR PARTNER OF THE YEAR 2010

U.S. ENVIRONMENTAL PROTECTION AGENCY

[www.HanesbrandsCSR.com](http://www.HanesbrandsCSR.com)

[www.Hanesbrands.com](http://www.Hanesbrands.com)

**Hanesbrands Inc. Corporate Social Responsibility | Home - Windows Internet Explorer provided by Hanesbrands Inc.**

http://www.hanesbrands.com/index.html

HOME ENVIRONMENTAL RESPONSIBILITY SOCIAL RESPONSIBILITY GOVERNANCE

**ENVIRONMENTAL RESPONSIBILITY**

Hanesbrands Inc. is proud of its strong reputation for corporate social responsibility – conducting business around the world in a highly ethical and responsible manner. Our CSR commitments and efforts fall into two categories: 1) environmental responsibility, and 2) social responsibility, including being a responsible employer to our approximately 45,000 employees around the world.

Our efforts to protect the environment for future generations include reducing energy use and carbon emissions, being an environmentally responsible manufacturer through water conservation, waste reduction and recycling, and developing more eco-friendly products and packaging. In 2010, Hanesbrands was named a U.S. Environmental Protection Agency Energy Star partner of the year for energy.

The significant majority of Hanesbrands products are made in company-owned plants, which gives us direct control over workplace conditions and interactions with local communities. We have an innovative worldwide business ethics program, and Hanesbrands is a participating company in the Fair Labor Association, an independent corporate social responsibility monitoring organization.

We have made significant progress across a range of CSR issues and are proud of our accomplishments, but we recognize that there is always room for improvement. We pride ourselves on listening to others outside our company and reacting quickly and responsibly if issues emerge. We take these efforts very seriously and hope to continue to make a positive and sustainable impact in the years to come.

- ENVIRONMENTAL RESPONSIBILITY
- ENVIRONMENTAL STATEMENT
- SOCIAL RESPONSIBILITY
- SOCIAL STATEMENT

**Hanesbrands Inc. - Windows Internet Explorer provided by Hanesbrands Inc.**

http://www.hanesbrands.com/hbi/Templates/Home/Default.aspx

HOME ENVIRONMENTAL RESPONSIBILITY SOCIAL RESPONSIBILITY GOVERNANCE

**WELCOME**

OUR COMPANY  
OUR BRANDS  
RESPONSIBILITY  
INVESTORS  
NEWSROOM  
WORKING AT HBI  
SHOP  
CONTACT US

**SYMBOL: HBI**  
(20 min delay)  
Open: 28:00  
High: 29:50  
Last: 27:59  
Change: -0.18  
Volume: 401,238

**NEWS**

- 05/17/10 Expedition Hanesbrands successfully summits Mount Everest
- 05/06/10 Hanesbrands Inc. donates 50,000 pairs of pantiyhose to groups making oil-absorbing booms to fight gulf coast oil spill
- 05/04/10 Winston-Salem, N.C., high school student and faculty member reach mount Everest base camp as part of three-week cultural adventure

More news...

**CLIMB WITH US**

EXPERIMENT HANESBRANDS

Check out updates from Mount Everest.

**CORPORATE SOCIAL RESPONSIBILITY**

Learn more about Hanesbrands corporate social responsibility.

ENERGY STAR PARTNER

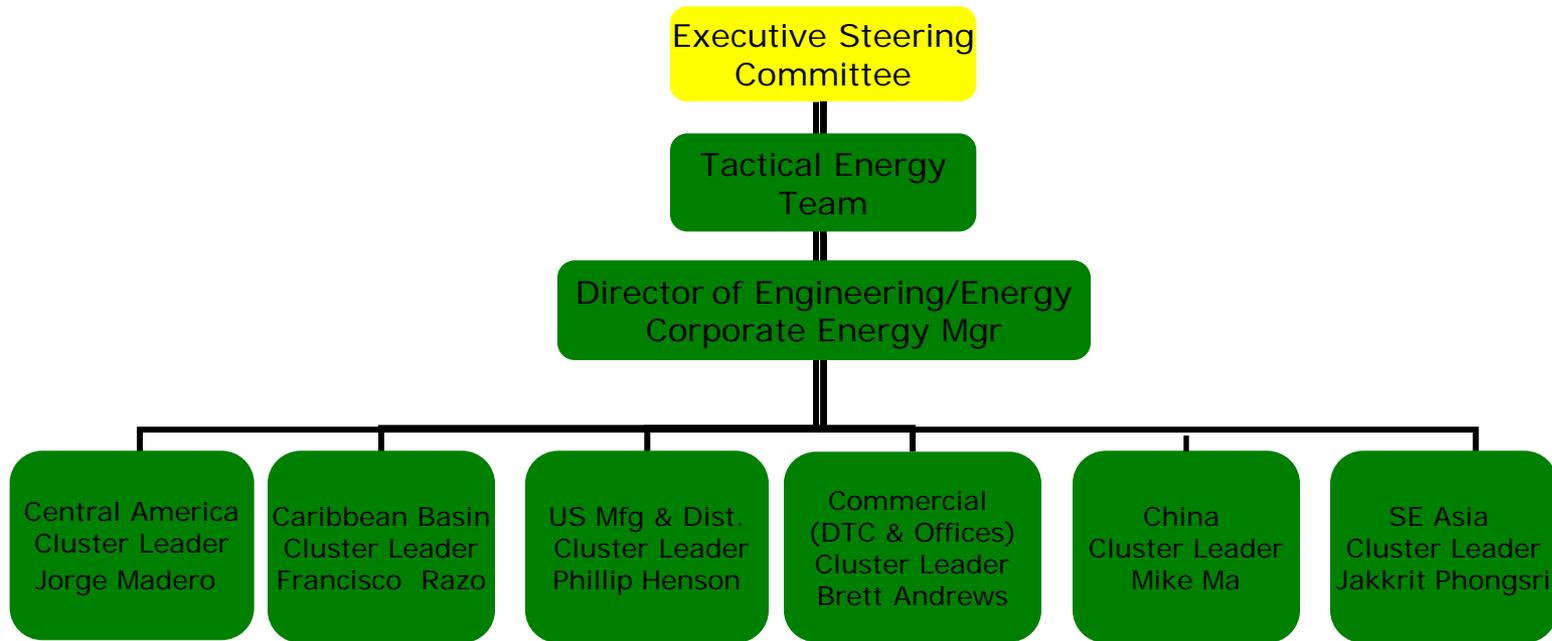
U.S. ENVIRONMENTAL PROTECTION AGENCY

Hanesbrands is an Energy Star partner and a member of the U.S. Green Building Council





# Energy Organization



## Next Steps:

- Executive Steering Committee – CSR commit forming
- Empower Cluster Leaders
- Energy Website – post A3, energy matrix, program KPIs, & BMPs
- Monthly News Letter & Common Thread Articles



# How Are We Doing?

- ✓ Since 2007, we have reduced the energy we use to make our products by **nearly 10%**.
- ✓ By the end of 2009, **nearly 30%** of the energy we used came from clean, renewable sources.
- ✓ In 2008, HBI facilities around the world recycled **83% of waste materials** from operations. That's more than 28,800 tons of recycling.
- ✓ Through innovative heat recovery technologies, Hanesbrands has reduced fuel oil usage by more than **45,000 barrels** per year
- ✓ Hanesbrands is on track to have seven facilities certified under the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) program.
- ✓ Hanesbrands is a U.S. EPA [ENERGY STAR PARTNER](#) and a member of the [U.S. Green Building Council](#).



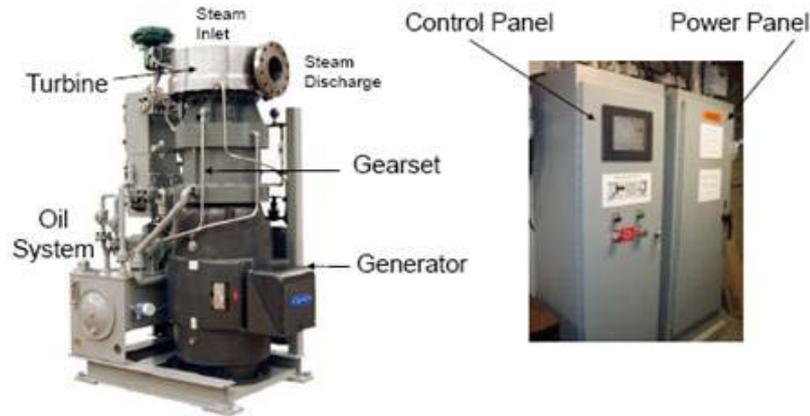
# Top Energy Projects

- **Lighting Upgrades** – High Bay Fluorescents Fixture, Retrofits, & Daylight Harvesting
- **Compressed Air Management** – Total System Approach (Supply and Demand Side Opportunities)
- **CHP** – Retrofits (Microsteam Turbines, Saturate Steam Applications)  
Credit: US EPA ENERGY STAR - CHP Webinar
- **Biomass Expansion** – Displacing Fuel Oil, Fuel Supply Challenges
- **Absorption Refrigeration** – CHP Expansion (Another ENERGY STAR Benefit)
- **Water Conservation** – Benchmarking like plants to indentify GAPs and Best Management Practice (HBI uses lots of Hot Water)
- **Expand Procurement of Renewable Energy** – pursuing PPAs with Hydro, Geothermal and Solar generators

# Electricity Generation & Absorption Refrigeration

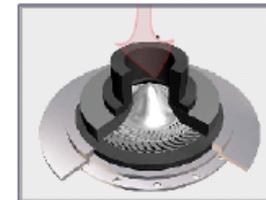
## The Microsteam Solution

### Major Components – Typical System

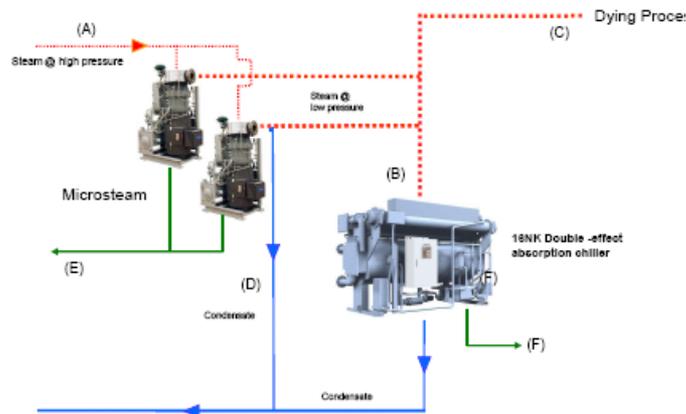


## Robustness

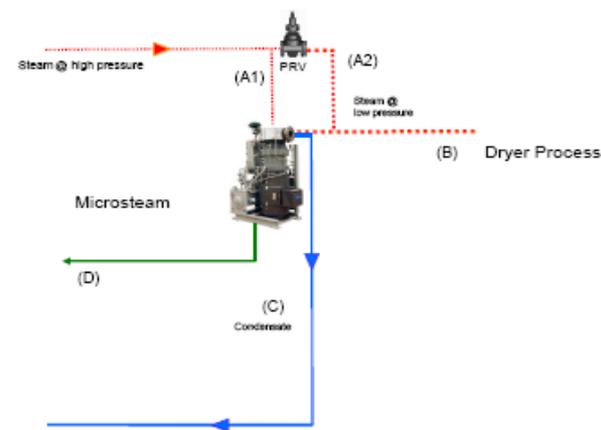
- Solid titanium alloy rotor with rugged blades machined into the disc:
  - Very rugged compared to the usual steam turbine with sheet metal blades
  - Forgiving design for impure steam
  - Ability to handle saturated steam



## Microsteam + Absorption Chiller



## Microsteam: dryer process



# Microsteam Turbine Performance

## Hanesbrands Analysis (as of 04/20/10)

Carrier Corporation Quote

### Scenario 1: 300 to 85 psig

- Config A: 13,700 lbs/hr (with the absorption)
- Config B: 12,500 lbs/hr (without the absorption)

### Scenario 1A: 220 to 85 psig

- Config A: 13,700 lbs/hr (with the absorption)
- Config B: 12,500 lbs/hr (without the absorption)

**Weighted Average Assuming 90/10% utilization**

### Scenario 2: 300 to 160 psig

- Config C: 15,000 lbs/hr
- Config D: 17,000 lbs/hr
- Config E: 21,400 lbs/hr

### Scenario 2A: 220 to 125 psig

- Config C: 15,000 lbs/hr
- Config D: 17,000 lbs/hr
- Config E: 21,400 lbs/hr

**Weighted Average Assuming 90/10% utilization**

Design Point	Off-Design 1		Off-Design 2		0 Power Point		Off-Design		Off-Design	
	Flow* lb/hr	Power kW								
	13700	240	12500	199			5700	0		
	12500	216	13700	216			5400	0		
	13700	135	12500	135			5700	0		
	12500	121	13700	121			5400	0		
		230								
	15000	113	17000	113	20000	113	9950	0	13000	60
	17000	130	15000	77	20000	130	11100	0	13000	34
	21400	170	17000	61	15000	23	13520	0	13000	0
	11230	72	17000	72	20000	72	7800	0		
	17000	83	12717	83	20000	83	8700	0		
	21400	109	17000	109	15000	85	10600	0		
		164								

\*Note: The inlet flow to the Microsteam should have an additional 4lbs/hr per kWh generated

Cases highlighted yellow do not allow all of the flow to pass through the turbine

Cases highlighted orange/brown fit exactly the flow listed through with no additional throttling

# Compressed Air – “System Approach”

Evaluation of Individual Installed Components is Not Enough

- **Supply Side Optimization**

- Reduce Compressor Pressure Set Points and Improve Controls

- » Identify and eliminate pressure drop
- » Control all compressors as a system instead of individual compressors
- » Install storage
- » Install metering

- **Demand Side Optimization**

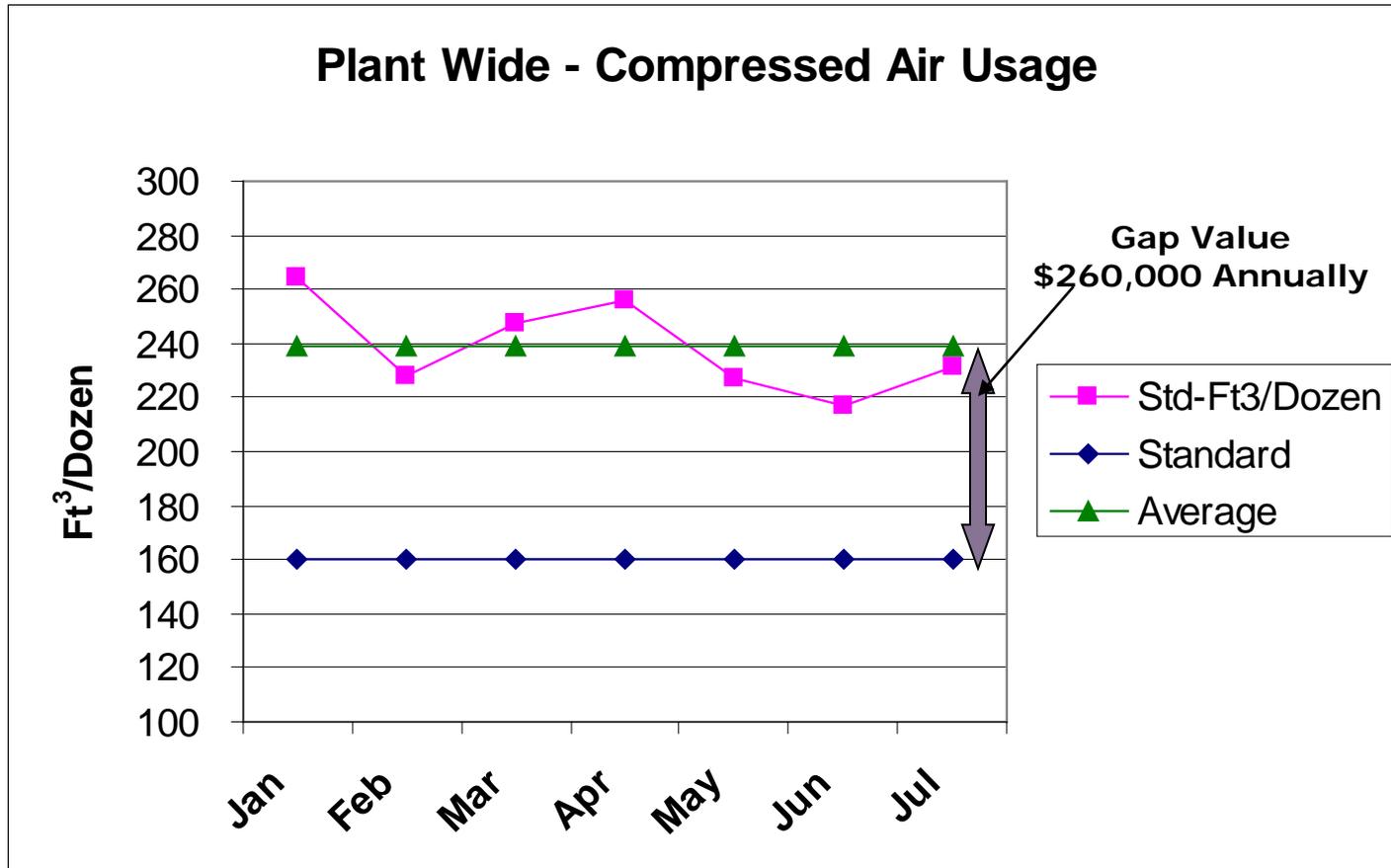
- Manage Air Usage as a Variable Cost of Manufacturing

- » Establish Air Usage Standards – CFM/Unit of Production
- » Allocate Compressed Air Cost to Compressed Air Users
- » Lower Point of Use Pressure – Reduce Pressure Drops
- » Evaluate O-Ring and Seal Materials for Compatibility with Lubricants
- » Quantify Static and Dynamic Air Leaks

# Compressed Air Kaizen Event Planning

- Define the current situation and why we are doing the event
  - Educate Team on Compressed System and Costs
- Define Goals and Objectives for the event
  - Target is to reduce compressed air system cost 20%
- Collect Energy Baseline Information
  - Meter each compressor's air energy consumption (CFM/BHP)
  - Meter compressed air usage profile (CFM/Department)
  - Establish Machine Compressed Air Usage Standard (CFM/Machine Type; CFM/Unit of Production)
  - Define the GAP (Actual Air Usage Vs Standard Design)

# Compressed Air Management



# Dos Rios Energy Kaizen Team



# Dos Rios Energy Kaizen Event Cost Reduction Opportunities

Type	Project Description	Category
AC	York#2 surging due to air in the system (immediate shutdown/repair)	Maintenance
AC	Cooling tower water is dirty, increase blowdown (fouling condensors)	Maintenance
AC	Chiller tubes are dirty should be cleaned at least annually	Maintenance
Motors	Implement motor management program	Maintenance
AC	Turn off ventilators when not occupied	Process
Lighting	Automatic control for knitting machine inspection lighting	Project
Lighting	Install motion sensor for lighting in greige storage	Project
Lighting	Eliminate half of the lighting fixtures in CUC	Project
Lighting	Install skylights in yarn & greige storage	Project
Lighting	Install dusk to dawn exterior lighting sensors for exterior lights	Project
Lighting	Reduce lighting level in chemical storage	Project
Lighting	Reduce lighting level in storage room	Project
Lighting	Increase perimeter daylight and reduce light fixtures	Project
Steam	Reduce steam box slot width on compactors (40" X 0.25" @ 35 psig)	Project
Steam	<b>Replace steam traps in drying</b>	Project
Water	Replace float control with conductivity probe for water level on Pads	Project
Steam	<b>Install vent condensor on HPC return tank</b>	Project
AC	Improve front office AC occupancy control	Project
Steam	Install heat recover on air compressors to preheat water	Project
Compressed Air	Eliminate use of compressed air for waste removal in cutting	Project
Compressed Air	Reduce plant air pressure (install compressor for dispensing)	Project
AC	Automatic door between knitting and greige & yarn warehouse	Project
Compressed Air	Medir demanda de aire comprimido	Project
Electrical	Implement machine power off if they are not on produccion	Maintenance
Steam	Restablecer intercambiador de calor para el tanque de aguas calientes	Project
Electrical	Reemplazar secadores de manos en los baños	Maintenance
Water	Instalar sensores en duchas manos	Project

# Energy Management – Part of Our Culture

## Energy Organization Accomplishments:

- Energy organization a team approach
- Kaizen events identify waste
- Corrective action tracked monthly with A3s
- Employee involvement promotes learning, team work and sensitivity to energy use
- Recognition of accomplishments and sharing of BMPs promotes continual improvement

# Lessons Learned

- Regional roll-out took too much time (6 months); a summit approach would be quicker
- Training must be integrated into Kaizen events to insure sustainable gains
- Significant energy savings result from employee involvement without the need for capital
- Must have executive leadership
- Recognition of accomplishments encourages continual improvement
- Small capital investments can add to the momentum

# Recognition of Facilities and Tracking of Energy Metrics

## Facility Example

Calendar Year CY10

Facility	Metric	Month	1	2	3	4	5	6	7	8	9	10	11	12
Energy Intensity Improvement	BTU / Mfg. Unit		4.750	5.000	5.010	4.720								
	Goal		4.750	4.750	4.750	4.750	4.750	4.750	4.750	4.750	4.750	4.750	4.750	4.750
Water Intensity Improvement	Water Gal / Mfg. Unit		2.200	2.244	2.470	3.000								
	Goal		2.375	2.375	2.375	2.375	2.375	2.375	2.375	2.375	2.375	2.375	2.375	2.375
Renewable Energy Percent	Percent Green Energy		19.00	25.50	30.00	33.00								
	Goal		30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0
Self Assessment Matrix	Assessments Complete		-	1	1	2								
	(YTD Total) Goal		1	2	3	4	5	6	7	8	9	10	11	
Energy A3	Facility A3 Updates		1	1	3	4								
	(YTD Total) Goal		1	2	3	4	5	6	7	8	9	10	11	
GHG Emissions	Estimated CO2-Tonnes													

### Key Comments

- 1) Energy and Water Intensity Goals based on 5% improvement from 2009 year-end average.
- 2) Energy Self-Assessment and A3 to be updated monthly.
- 3) Renewable Energy includes standard percentage from utility portfolio.



**Hbi Energy Management** Close Application

Input Data - Meter | Input Data - Billing | Input Data - Budget | Reports | Admin | About

Facility:  Location:  Region:   
 Week Ending:  Country:  Hemisphere:

Unit of Measure:  Notes:

Utility	Meter	Info	Usage	Usage_UoM	Product	Prod_UoM	S	M	T	W
Purchased Electricity	Utility Company Mete		511,200	kwh	0		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Purchased Electricity	Utility Company Mete		540,000	kwh	0		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Water	City Water Meter		1,027	mgal	0		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Sewer	Sewer Discharge Met		569	mgal	0		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Natural Gas	Gas Company Meter		1,186	dekathe	0		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Diesel (No.2) Fuel Oil	Fuel Oil Storage Tank		0	gallon N	0		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Record:  of 6

Note: Double click on "i" in Info column to see Meter Notes

**Hbi Energy Management** Close Application

Input Data - Meter | Input Data - Billing | Input Data - Budget | Reports | Admin | About

Reports

Graphs

Thanks!

Questions?



*Real value in a changing world*

# Driving *value* through sustainability solutions

Gary Graham  
Energy and Sustainability Services  
May 19, 2010



# About Jones Lang LaSalle

- Jones Lang LaSalle (NYSE:JLL)
- Financial and professional services firm specializing in real estate.
- 2009 global revenue of \$2.5 billion
- 30,000 plus Jones Lang LaSalle employees serve clients in ...
  - 60 countries
  - from 750 locations worldwide
  - including 180 corporate offices.
- One of the biggest real estate organizations in the world



# More About Jones Lang LaSalle

The firm is an industry leader in property and corporate facility management services, with a portfolio of approximately 1.6 billion square feet worldwide.

LaSalle Investment Management, the company's investment management business, is one of the world's largest and most diverse in real estate with approximately \$40 billion of assets under management.



For further information, please visit our Web site,  
[www.joneslanglasalle.com](http://www.joneslanglasalle.com).

# Jones Lang LaSalle ENERGY STAR Portfolio



Current portfolio contains 1,285 buildings totaling 224,162,272 million square feet

	Number of Buildings	Square Footage
Buildings > 50,000 sf	806	183 million
Rating > 75	285	91 million
Labeled	94	39 million

# Jones Lang LaSalle program history

2000 – Just getting started with ENERGY STAR

- We don't know how we are performing!
- We don't communicate our successes to our clients very well!

Drivers for a stronger program

- Clients start to care about energy and environmental performance
- Jones Lang LaSalle corporate commitment to the program



# Jones Lang LaSalle - Unique challenges

We do not own the properties

Several clients not that interested in energy efficiency – no support

**Catalysts for change**

The economy

The energy markets

Constant corporate focus on driving down operating costs for our clients

Policies, procedures and program development and implementation



# Jones Lang LaSalle – Engagement Plan

## Central Administration/Distributed Implementation

Manual entry, automated benchmarking utilities or bill processing and payment firms

## Engagement and Participation

Policy for participation

Monthly participation reporting

Quarterly recognition

Trained staff to support site teams

Training session – ES online, annual Engineering and Operations, and Managers conferences



# Jones Lang LaSalle - Key Accomplishments

Getting 100% of our commercial office portfolio in ENERGY STAR

Getting 100% of our retail portfolio in ENERGY STAR

Working with our corporate clients to get them to participate in ENERGY STAR



# Jones Lang LaSalle - Leveraging ENERGY STAR

Work with staff and consultants to focus our internal and external annual programs

Utilizing ENERGY STAR web resources

Training

Employee engagement

Recognition

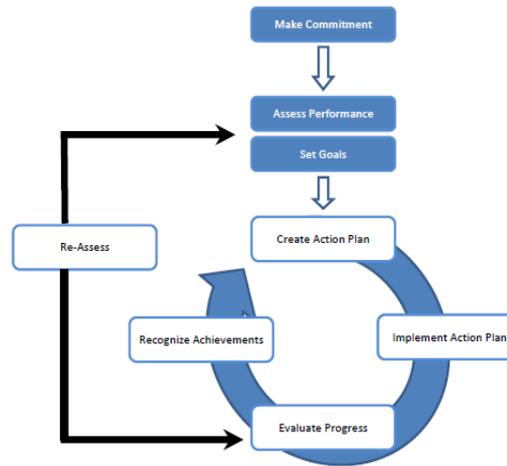
The screenshot displays the ENERGY STAR website interface. At the top, there is a banner for 'THE NATIONAL BUILDING COMPETITION' presented by the EPA, with the tagline 'Working off the Waste with ENERGY STAR'. Below the banner is a navigation menu with tabs for 'Products', 'Home Improvement', 'New Homes', 'Buildings & Plants', and 'Partner Resources'. The 'Buildings & Plants' section is active, showing a sidebar with categories like 'Guidelines for Energy Management', 'Tools & Resources Library', and 'Expert Help'. The main content area features a featured building, the 'Holualoa Corporate Center', with its address and a link to 'View All Labeled Facilities'. Below this, there is a 'Strategy' section with links for 'Guidelines for Energy Management', 'Commercial Building Design', and 'Green Buildings and Energy Efficiency'. A 'Quick Finder' sidebar on the right lists various tools and resources like 'Portfolio Manager Login' and 'Target Finder'. A 'CELEBRATING A DECADE OF ENERGY STAR BUILDINGS 1999-2009' banner is also visible.

# Jones Lang LaSalle - What's next?

## ENERGY STAR Launch program

“Energy Challenge” participation expanded to Corporate Clients

Expand participation of Portfolio Manager to 100% of our client's properties > 50,000 square feet



Welcome  
to the start of creating an energy program at your facility!  
The Process follows the ENERGY STAR Flow Diagram  
Each button to your left, will take you to Jones Lang LaSalle/ENERGY STAR tools  
The Home button at the bottom of every page will bring you back here  
Press the LAUNCH logo to get back to the start page  
Questions or improvements email [EBP@am.jll.com](mailto:EBP@am.jll.com)

Note: LAUNCH uses network links.  
When you click on the green buttons, it may take up to a minute for the file or website to load.  
You may also get security warnings (e.g. pop-up blockers).  
Just click "ok" or "allow" to access the documents. Also, log-in to the network prior to use.  
Save files to your hard drive. DO NOT EDIT ON-LINE FILES



# Jones Lang LaSalle - Key lessons learned

Measuring performance leads to improvement

Reporting on performance leads to improvement – no one wants to be at the bottom of the list

Everyone likes to be recognized for success – celebrate publicly





*Real value in a changing world*

Thank you



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# Questions & Discussion

# Upcoming Web Conferences

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June – Driving Responsibility for Energy Use

July – How to Launch an Energy Competition

August – Constant Commissioning

Register online at:

[energystar.webex.com/meetings](http://energystar.webex.com/meetings)

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- Thank you