

board of directors



Pictured, from left to right, are Jerry W. Levin, Richard U. De Schutter, Robert L. Lumpkins, Beth M. Pritchard, Leslie S. Biller, Allan L. Schuman, William L. Jews, James J. Howard, Jochen Krautter, Stefan Hamelmann, Joel W. Johnson, Jerry A. Grundhofer, Ulrich Lehner, Douglas M. Baker, Jr.

DOUGLAS M. BAKER, JR.

President and Chief Operating Officer, Ecolab Inc.,
Director since 2004, Finance Committee

LESLIE S. BILLER

Retired Vice Chairman and Chief Operating Officer,
Wells Fargo & Company (diversified financial services),
Director since 1997,
Compensation* and Governance Committees

RICHARD U. DE SCHUTTER

Retired Chairman and Chief Executive Officer,
DuPont Pharmaceutical Company (drug manufacturer),
Director since 2004, Audit and Compensation Committees

JERRY A. GRUNDHOFER

Chairman of the Board, President and Chief Executive Officer, U.S.
Bancorp (financial services holding company),
Director since 1999, Compensation and Governance Committees

STEFAN HAMELMANN

Member of the Shareholders' Committee, Henkel KGaA
(chemicals, household and personal care products and adhesives),
Director since 2001

JAMES J. HOWARD

Chairman Emeritus, Xcel Energy Inc.
(electric and natural gas energy company),
Director since 1991, Audit* and Finance Committees

WILLIAM L. JEWS

President and Chief Executive Officer, CareFirst, Inc.
(health care service holding company),
Director since 1999, Audit and Finance* Committees

JOEL W. JOHNSON

Chairman of the Board, President and Chief Executive Officer,
Hormel Foods Corporation (food products),
Director since 1996, Audit and Compensation Committees

JOCHEN KRAUTTER

Chief Financial Officer, Henkel KGaA
(chemicals, household and personal care products and adhesives),
Director since 2002, Finance Committee

ULRICH LEHNER

President and Chief Executive Officer, Henkel KGaA
(chemicals, household and personal care products and adhesives),
Director since 2001, Finance Committee

JERRY W. LEVIN

Chairman and Chief Executive Officer, American Household, Inc.
(household consumer products),
Director since 1992, Compensation and Governance* Committees

ROBERT L. LUMPKINS

Vice Chairman and Chief Financial Officer, Cargill, Inc.
(agricultural, food, financial and industrial products),
Director since 1999, Audit and Finance Committees

BETH M. PRITCHARD

Chief Executive Officer of Organized Living
(national retailer of storage products)
Director since 2004, Finance and Governance Committees

ALLAN L. SCHUMAN

Chairman of the Board and Chief Executive Officer, Ecolab Inc.,
Director since 1991

* Denotes Committee Chair

COMMUNICATIONS WITH DIRECTORS

Stakeholders and other interested parties, including our stockholders and employees, with substantive matters requiring the attention of our board may use the contact information for the Presiding Director, the Audit Committee or Director Nominations published on our website at:

www.ecolab.com/investor/governance.

In addition to online communications, interested parties may direct correspondence to our board at:

Ecolab Inc.
Attn: Corporate Secretary
370 Wabasha St. N.
St. Paul, MN 55102

OTHER COMMUNICATIONS

Communications not requiring the direct attention of our board – such as employment inquiries, questions about our products and other such matters – should be submitted to the company at:

Ecolab Inc.
370 Wabasha St. N.
St. Paul, MN 55102

U.S. Customer Service

Telephone: (800) 352-5326
(651) 293-1963

Facsimile: (651) 225-3098

Internet: www.ecolab.com/Contact/frmContact.asp
www.ecolab.com/careers/

corporate officers

DOUGLAS M. BAKER, JR.

President and Chief Operating Officer

LAWRENCE T. BELL

Senior Vice President, General Counsel and Secretary

JOHN G. FORSYTHE

Senior Vice President-Public Affairs and Chief Tax Officer

STEVEN L. FRITZE

Executive Vice President and Chief Financial Officer

WILLIAM W. GOETZ

Vice President-Corporate Marketing

THOMAS W. HANDLEY

Executive Vice President-Specialty Sector

LUCIANO IANNUZZI

Executive Vice President-Europe, Africa and Middle East

DIANA D. LEWIS

Senior Vice President-Human Resources

MICHAEL C. MCCORMICK

Vice President-Corporate Development

JAMES A. MILLER

Executive Vice President-Institutional Sector North America

DOUGLAS A. MILROY

Vice President and General Manager-Food & Beverage North America

SUSAN K. NESTEGARD

Vice President-Research, Development and Engineering and
Chief Technical Officer

STEPHEN D. NEWLIN

President-Industrial Sector

MAURIZIO NISITA

Senior Vice President-Global Operations

DANIEL J. SCHMECHEL

Vice President and Controller

ALLAN L. SCHUMAN

Chairman of the Board and Chief Executive Officer

C. WILLIAM SNEDEKER

Senior Vice President-Global Pest Elimination

JOHN P. SPOONER

President-International

ROBERT P. TABB

Vice President and Chief Information Officer

MARK D. VANGSGARD

Vice President and Treasurer