

ENVIRONMENTAL STEWARDSHIP

Reducing Our Customers' Water and Energy Consumption

Reducing water and energy use is a growing area of interest to our customers. Sustainable solutions not only advance our customers' own sustainability goals, they support more cost-effective operations. Our commitment to sustainability at Ecolab begins with a systematic approach to creating products, programs and services that reduce environmental impact. We take pride in creating innovative systems that help our customers achieve the highest hygiene standards while reducing overall energy and water consumption.

Sustainable Solutions

Our Formula 1® laundry system helps reduce our laundry customers' water and energy consumption with a unique system that eliminates unneeded steps in the wash process. A large Formula 1® customer may expect to reduce water consumption by over 300,000 gallons per year.

Clean-in-place (CIP) technology, pioneered by our Food & Beverage business unit, is used to clean and sanitize food and beverage processing facilities. Using an efficient computerized dispensing program, CIP allows processing lines and tanks to be cleaned and sanitized without dismantling the system. This approach reduces water and energy consumption.

The HVAC Hygiene Program helps improve indoor air quality, extends the life of HVAC (heating/ventilation/air conditioning) equipment and reduces energy costs. This simple, preventative maintenance program includes cleaning products, treatment with EPA-registered antimicrobial products, application training and ongoing monitoring to ensure long-term air quality improvements and energy savings.

SUSTAINABILITY SPOTLIGHT



In 2006, Dairy Crest, the UK's largest dairy company, recognized Ecolab with a "Dedication to the Environment" supplier award for our "demonstrated track record of continuous high-quality service and commitment to Dairy Crest's business." Ecolab helped optimize the chemical waste, water and energy consumption of the business, reducing its impact to the environment.



To help Brisbane's Holy Cross Laundry save water, Ecolab associates installed an Energy Optimiser® and an Aquamiser® at the Australian facility. The Energy Optimiser® uses the hot water discharged from the washer to preheat water for new washes. The Aquamiser® filters wastewater to remove lint, sand and other particles so it can be reused. In addition to saving water, less gas and electricity and fewer cleaning products are needed to complete the wash process.

Developing Products for a Safer World

Improving Food Safety

Ecolab continually works to improve food safety through research and development of products and programs that protect food quality and safety. We provide integrated solutions that prevent microbial cross-contamination and reduce the presence of pathogens on food contact surfaces. We also provide products that promote safe hygiene practices among food industry employees. We partner with governmental, industry and professional associations to support forums for discussion and promotion of food safety, and provide food safety education for our customers and associates.

Reducing Pesticide Use

Ecolab Pest Elimination is committed to providing our customers with services that help protect their facilities, their brands and their customers from the damaging effects of pests. Our innovative approaches include a pesticide-free system that blends with facility décor to inconspicuously eliminate flies, proprietary baits that control cockroaches while reducing pesticide usage, and a non-pesticide program that reduces entry of pests by eliminating access points.

PRODUCT SUSTAINABILITY PARTNERS

U.S. EPA Design for the Environment

Ecolab is active in the Design for the Environment Green Formulation Initiative to develop guidelines for environmentally preferable raw materials used in detergent formulations, a collaborative effort of the GreenBlue Institute and the U.S. Environmental Protection Agency (EPA).

AISE Sustainable Cleaning Consortium

The International Association for Soaps, Detergents and Maintenance Products aims to bring about a voluntary reduction in ecological impact and resource intensity throughout the life cycle of household and industrial cleaning products. Our membership in the AISE Sustainable Cleaning Consortium ensures we have access to the best practical technologies.

Green Seal®

Green Seal® is an independent nonprofit organization dedicated to safeguarding the environment and transforming the marketplace by promoting the manufacture, purchase and use of environmentally responsible products and services. In 2006, Ecolab provided funding and served on the steering committee for the development of Green Seal®'s Cleaning Service Standards, GS-42.

Product CareSM

Ecolab is a member of Product CareSM, a voluntary stewardship program of the Consumer Specialty Products Association, created to promote the production and distribution of safe and effective formulated products that provide desirable benefits for household, commercial, institutional and industrial customers as well as consumers, their families and pets.

Improving Product Packaging

At Ecolab, developing innovative packaging is just part of providing our customers with comprehensive solutions. Our unique designs lower risk of product spills, minimize opportunities for exposure to chemicals, reduce waste and save on fuel by keeping down product size and weight.

Recycled Packaging

We are committed to using renewable resource packaging, such as corrugated paper and paperboard, wherever safety is not compromised. Ecolab uses packaging material that is either recyclable or decomposes to nonhazardous end products. To encourage recycling, we continue to search for cost-effective sources of post-consumer recycled plastic.

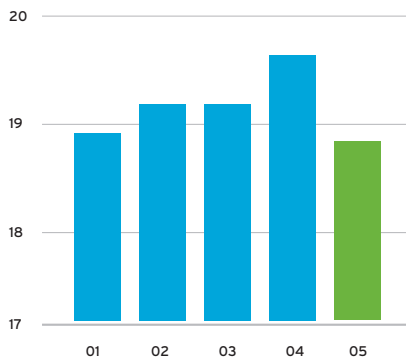
Collapsible Packaging

By using flexible pouches instead of rigid plastic bottles, we have reduced the amount of plastic introduced into the waste system.

Dissolvable Packaging

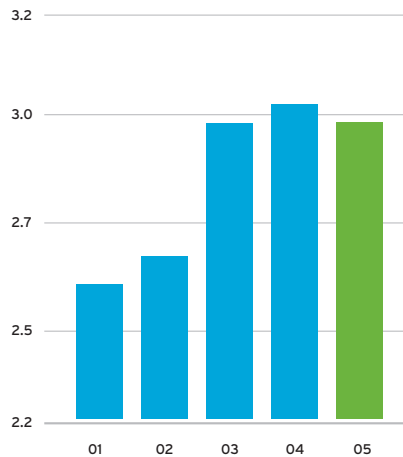
Ecolab has led the industry with the introduction of water-soluble, unit-dose packaging of detergents and sanitizers in the janitorial, institutional and food processing markets. This eliminates the solid waste generated by other forms of unit-dose packaging such as plastics, foils and paper.

NORMALIZED RECYCLED PLASTIC USAGE
PERCENT OF TOTAL PLASTIC



Official 2006 numbers will not be available until mid-2007

POST-CONSUMER RECYCLED PLASTIC USAGE
MILLION LBS



»» From unique formulations to innovative packaging and revolutionary delivery systems, Ecolab doesn't just sell products and services - we provide total solutions. We build relationships and consult with our customers to help them find the most efficient ways to run clean, safe and healthy businesses.

Evaluating Our Ingredients

Ecolab reviews environmental attributes of new raw materials to systematically eliminate undesirable ingredients in our formulations. Our superior technology, global knowledge base and commitment to research and development allow us to continue investing in creating innovative solutions that provide superior performance while reducing the impact on our environment.

Sustainable Product Design

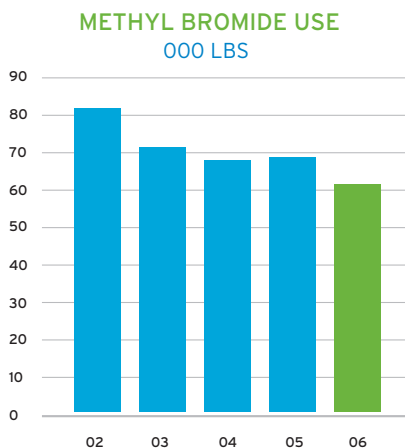
In new product development, environmental impact is evaluated within our integrated quality and environmental management system in Europe and our development process

worldwide. Globally, Ecolab has expanded the sale of skin cleansers formulated with alkylpolyglucosides (APGs), which are made from renewable resources and are biodegradable. In addition to these biobased sustainable ingredients, we have developed cleaning products with low alkalinity, low metal ion content and reduced phosphorous content.

For guidance on raw material selection, Ecolab avoids chemicals that appear on EPA's persistent, bioaccumulative and toxic (PBT) list of chemicals and minimizes chemicals listed as potential carcinogens or reproductive toxins by California Proposition 65.

NEW ZINC-FREE® PRODUCTS

In 2006, Ecolab introduced Zinc-Free® Finish Remover, a revolutionary floor finish remover that uses a new, patent-pending technology to deliver exceptional results using an environmentally responsible formula that is pH-neutral and non-corrosive. We also introduced a companion product, Zinc-Free® Floor Finish. Both products have received Green Seal®'s GS-40 certification.



OZONE-DEPLETING SUBSTANCES

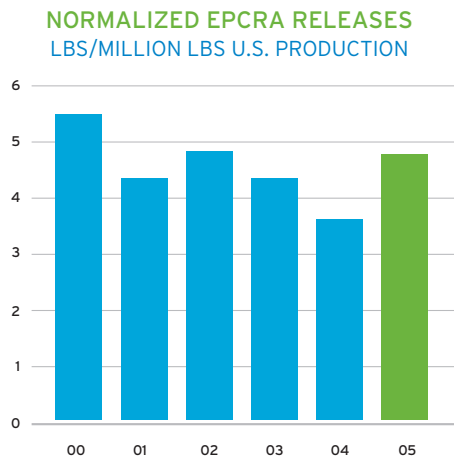
Ecolab has eliminated all ozone-depleting substances (such as CFC propellants) from our cleaning product lines. For pest elimination fumigation of food storage facilities, we are working on alternatives to reduce use of methyl bromide. While Ecolab's fumigation business has grown in recent years with our expansion into the United Kingdom and New Zealand, we have reduced methyl bromide by 40 percent compared to levels prior to 2000.

Managing Our Manufacturing Impact

Ecolab strives to use resources efficiently in our manufacturing operations and to reduce waste to improve our environmental performance. We invest in improving energy efficiency and conservation in our operations. We also minimize and seek to eliminate the release of pollutants that may cause damage to our planet's air, water, land or inhabitants.

Releases to the Air/Environment

As required by the U.S. Emergency Planning and Community Right-to-Know Act (EPCRA), Ecolab facilities make information available about releases of EPA-listed chemicals to the environment. The primary chemicals reportable are formula components that evaporate during production. Over the past decade, our U.S. production of cleaning products more than doubled. At the same time, we have held our releases to the environment in pounds in the United States to a level below 0.0005 percent.



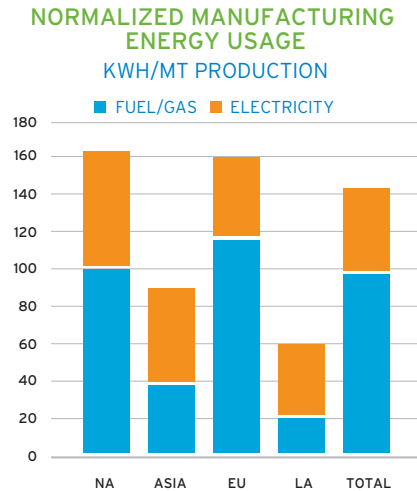
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Energy Use

Ecolab strives to maximize the energy efficiency of our products and services and minimize the amount of energy consumed in manufacturing our products. These efforts have a positive impact on profitability and help preserve nonrenewable energy resources.

Wastewater and Hazardous Waste

Ecolab facilities maintain necessary permits for relevant discharges. Ecolab facilities generate solid or liquid hazardous waste from manufacturing operations. Most U.S. Ecolab facilities are categorized by EPA as large-quantity generators (greater than 100 kg/month). Ecolab's U.S. facilities maintain waste management plans, conduct required training, and properly dispose of hazardous waste at licensed disposal facilities.



GREENHOUSE GAS EMISSIONS AND CLIMATE CHANGE

Ecolab supports a balanced approach to reducing greenhouse gas (GHG) emissions while sustaining economic growth and competitiveness. Ecolab's production and distribution processes are not energy-intensive in comparison with many other industries. The bulk of our production is the simple blending of raw materials and requires minimal energy inputs. Our direct CO₂ emissions are limited, and primarily reflect simple heating in our manufacturing facilities. The total energy costs associated with our production and distribution are minimal compared to large-scale, large-volume industrial manufacturing facilities.



Ecolab has joined EPA's Climate Leaders program, an industry-government partnership that works with companies to develop long-term, comprehensive climate change strategies. By participating in Climate Leaders, we have pledged to develop a corporate-wide GHG emissions inventory and to work with EPA to set a GHG reduction goal in 2007.

Focusing on Continuous Improvement

Ecolab continually monitors the environmental, health and safety compliance standards of our manufacturing facilities around the globe. Internal and third-party audits lend integrity to the process and lead us toward a more sustainable business model.

Remediation Sites

Ecolab makes aggressive efforts to avoid pollution in our operations. We continue to work in cooperation with regulatory authorities for successful closure of the few sites where Ecolab has been named as a "potentially responsible party."

In 2006, Ecolab spent approximately \$1 million worldwide on environmental remediation. Our environmental remediation expenses have related primarily to two categories: businesses acquired by Ecolab and accounted for in connection with the transaction; or historic businesses divested years ago.

EHS Compliance Auditing

To ensure EHS compliance in our manufacturing operations, North American facilities are audited by a third-party consultant every other year. Similarly, in Europe and Asia

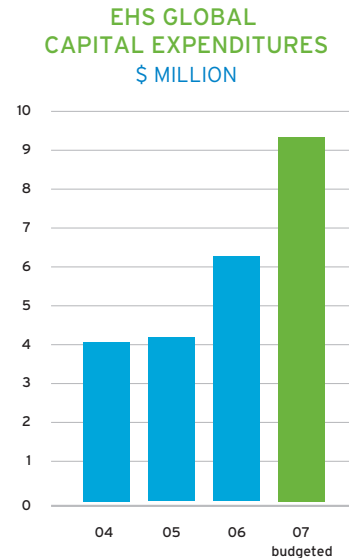
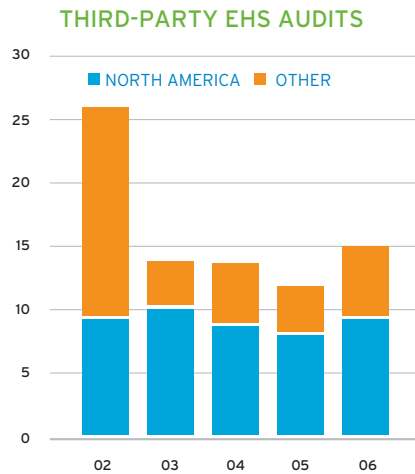
Pacific, an outside EHS consultant audits our plants. In addition, audits are performed when facilities are acquired. Furthermore, our property and casualty insurers conduct fire and worker safety assessments and pressure vessel certifications at Ecolab facilities. These auditing programs help us continuously improve our EHS performance.

An outside EHS consultant audited nine facilities in North America in 2006. In addition to internal ISO 14001 environmental management system reviews in Europe and Asia Pacific, an outside consultant performed EHS compliance audits at six plants.

EHS Capital Expenditures

Our capital expenditures for environmental, health and safety control projects have risen more rapidly than our revenues. Projects have included:

- fire safety systems
- electrical and other occupational safety items
- spill containment and drains
- water and air pollution control equipment



PLANTS/ISO CERTIFICATION

AREA	SQ. FOOTAGE	PRODUCT	ISO 9001	ISO 14001
UNITED STATES				
Joliet, IL *	610,000	SLP	Y	N
South Beloit, IL *	313,000	Eq	Y	N
Garland, TX *	239,000	SL	Y	N
Martinsburg, WV	228,000	L	Y	N
Hebron, OH	196,000	L	Y	N
Greensboro, NC	193,000	LP	Y	N
San Jose, CA	175,000	L	Y	N
McDonough, GA*	141,000	SL	Y	N
Eagan, MN *	133,000	SLPEm	Y	N
Huntington, IN *	127,000	L	Y	N
City of Industry, CA	125,000	L	Y	N
Elk Grove Village, IL *	115,000	Eq	N	N
Carrollton, TX (Dallas)	70,000	LP	Y	N
St. Louis, MO	37,000	Eq	N	N
City of Industry, CA	30,000	Eq	N	N
*some export production; otherwise domestic				
INTERNATIONAL				
Chalons, FRANCE	280,000	LP	Y	Y
Nieuwegein, NETHERLANDS	168,000	P	Y	Y
Tessenderlo, BELGIUM	153,000	SL	Y	Y
Melbourne, AUSTRALIA	145,300	LP	Y	Y
Rozzano, ITALY	126,000	L	Y	Y
Mississauga, CANADA	120,400	L		N
Johannesburg, SOUTH AFRICA	100,000	LP	Y	N
Hamilton, NEW ZEALAND	96,000	SLP	Y	N
Mullingar, IRELAND (Dublin)	74,300	L	Y	Y
Valby, DENMARK	70,000	L	Y	Y
São Paulo, BRAZIL	62,325	SL	N	N
Shika, JAPAN	60,000	L	Y	Y
Santiago, CHILE	60,000	LP	Y	N
Revesby, AUSTRALIA	59,200	LP	Y	Y
Cheadle (Hulme), UK	52,575	L	Y	Y
Guangzhou, CHINA	50,230	LP	N	N
Noda, JAPAN	49,000	SLP	Y	Y
Siegsdorf, GERMANY	42,000	Eq	Y	Y
Mexico City, MEXICO	40,000	LP	Y	N
Maribor, SLOVENIA	39,000	LP	Y	Y
Leeds, UK	35,000	L	Y	Y
Pilar, ARGENTINA	30,000	LP	Y	N
Shanghai, CHINA	27,000	SLP	Y	Y
Perth, AUSTRALIA	26,900	LP	Y	Y
Dorado, PUERTO RICO	25,000	LP	N	N
Singapore, SINGAPORE	25,000	LP	Y	Y
Dar es Salaam, TANZANIA	22,900	LP	N	N
Seoul, SOUTH KOREA	22,160	LP	Y	Y
Ratibor, POLAND	20,000	L	Y	Y
Mandras, GREECE	18,000	L	Y	Y
San Jose, COSTA RICA	11,000	LP	N	N
Cikarang, INDONESIA (Jakarta)	10,000	SLP	Y	N
Bangkok, THAILAND (Navanakom)	10,000	LP	Y	N
Manila, PHILIPPINES	7,600	LP	Y	N
Dural, AUSTRALIA	4,300	SL	Y	Y
S - Solids; L - Liquids; P - Powders; Eq - Equipment; Em - Emulsion • Sq. Ft. combined of manufacturing/warehousing				

ISO 14001 Environmental Management Systems

The International Organization for Standardization (ISO) 14001 environmental management system is a voluntary system for managing environmental aspects of business operations, somewhat similar to the ISO 9001 quality system. This sought-after designation includes guidelines for how organizations work to prevent pollution, conform to legal requirements, minimize impact on the environment and continuously improve environmental performance. In Europe, Ecolab maintains ISO 14001 environmental management certification for 12 operational units (11 production sites and our European headquarters in Düsseldorf, Germany). Ecolab is in the process of developing a global implementation program for ISO 14001 environmental management systems.

BEST Workplaces for CommutersSM



Excellence in Commuter Benefits



www.bwc.gov



Limiting Our Transportation Impact

Ecolab works to minimize fuel consumption through distribution models, network analysis and shipment consolidation to ensure efficient routing of deliveries. Nominal engine size is utilized in vehicles where practical, and we control field stock inventory to ensure proper vehicle weight utilization.

Ecolab also provides highly concentrated and solid products to the marketplace, which result in significant weight reduction and transportation fuel savings.

The U.S. Environmental Protection Agency and the U.S. Department of Transportation have named Ecolab one of the "Best Workplaces for Commuters." Ecolab was recognized as an organization committed to reducing pollution, commuting costs, traffic congestion and employee stress.

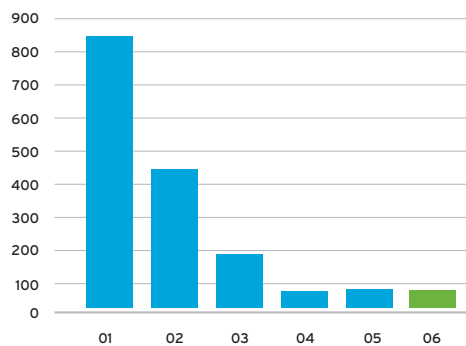
Department of Transportation Spill Tracking

Ecolab's DOT Form 5800 incident rate relating to spills or packaging incidents is comparable to rates in 2004 and 2005. In 2006, Ecolab recorded 85 incidents.

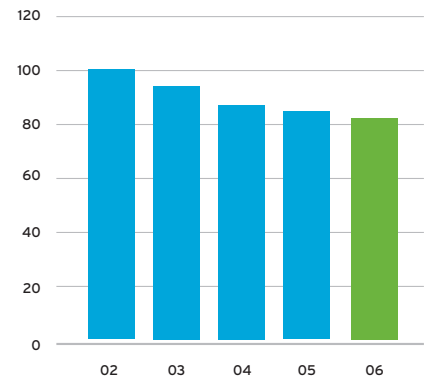
Driver Safety

Since it was introduced in the United States in 2003, the Driver Safety Program has reduced vehicle-related accident rates and the accident cost per vehicle by significant amounts.

PRODUCT SHIPMENT SPILLS OR INCIDENTS
U.S. DOT FORM 5800



DRIVER SAFETY
TOTAL COLLISION RATE/MILLION MILES
(NORMALIZED WITH 100 AS THE BASELINE FOR 2002)



REDUCING FUEL CONSUMPTION AND IMPROVING SAFETY

Solid OvationTM is a revolutionary cleaning system for high-pressure car washes, packaged in 11-pound tubs. Compared to liquid products in 55-gallon drums, this solid product can be shipped using substantially less fuel, with improved ergonomic safety and reduced risk of spills.