

THE PRINCIPLES OF SUSTAINABILITY

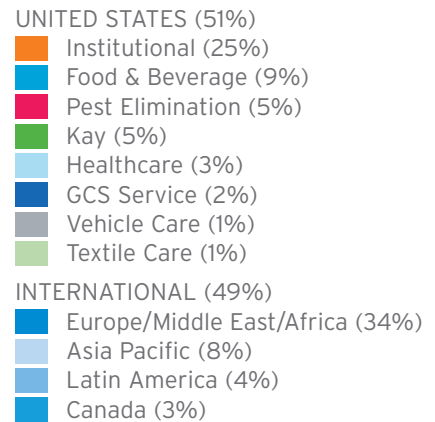
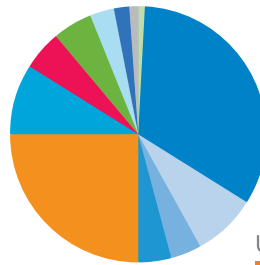
At Ecolab, making the world a cleaner, safer, healthier place is our business. We are committed to providing our customers with the most effective and efficient cleaning, food safety and infection control programs available. Sustainability is inherent in our products and services. From concentrated, solid formulations to innovative packaging and dispensing methods, our products are designed to help increase safety, lower the use of water and energy, and reduce the chemicals and waste released to the environment. Strengthened by the expertise of our associates and combined with our dedication to social responsibility, these offerings provide value to our customers and the global economy – and help foster a more sustainable world.

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Ecolab Business Mix

Percent of Total Sales





A MESSAGE FROM ECOLAB CHAIRMAN, PRESIDENT AND CEO

At Ecolab, we believe that success is measured by the satisfaction of our customers – as well as the contributions we make to our communities and the global economy. As we work towards making the world a cleaner, safer, healthier place, we will continue to invest resources to ensure our business will prosper in a sustainable and responsible manner.

Sustainability is about more than protecting the environment; it is also about economic progress and social responsibility. Advancements in all three areas are necessary to protect resources and preserve quality of life for future generations. We rely on our Global Sustainability Principles to help guide us as we focus on innovation and continuous improvement throughout our organization.

While we focus on making changes internally to be more sustainable, we realize that our opportunity to make the greatest impact lies externally. The difference we make in our own facilities is far less than the difference we can make in helping nearly 1 million global customers be more sustainable. Our approach to sustainability reaches beyond conventional thinking to incorporate a broader perspective, which has become our total impact approach. It is where we can really make a difference by helping customers conserve resources and run their businesses more efficiently. Products like Apex™, DryExx® and SolidSense™ offer outstanding results while providing significant savings through reducing the consumption of water and energy, increasing safety and reducing waste.

For one large restaurant chain customer, introducing Apex, a warewashing system that reduces dishroom costs and lowers environmental impact, yielded significant results. After installing Apex, they reduced the number of dish racks washed by 11.4 million per year. This translates into saving enough electricity to power 370 U.S. homes, enough water for 91 U.S. homes and cost savings of more than \$1 million per year.

In our own global operations, we made great strides in 2008. We exceeded our ethical sourcing goal of \$250 million in purchasing with a final result of \$370 million. Our charitable giving totaled \$7.1 million. We also implemented initiatives at our plants and reduced energy usage, water consumption and liquid effluent discharges, and solid waste production. We completed the pre-registration phase for EU REACH (Registration, Evaluation and Authorisation of Chemicals) regulations and announced our commitment goal to U.S. EPA's Climate Leaders program to reduce U.S. greenhouse gas emissions by 20 percent per dollar sales from 2006 to 2012.

With global challenges such as climate change and water shortages, it is becoming even more critical for businesses to consider their total impact on all three key pillars of sustainability – economic progress, environmental stewardship and social responsibility. As an industry leader, we recognize that our work in this area is increasingly important. We will continue our efforts by operating with the same integrity that we apply to all aspects of our business.



DOUGLAS M. BAKER, JR.
Chairman of the Board,
President and Chief Executive Officer



ABOUT ECOLAB

Ecolab is the world's leading provider of cleaning, food safety and health protection products and services. Ecolab reaches customers in more than 160 countries, employing more than 26,000 associates worldwide. Customers include hotels and restaurants; foodservice, healthcare and educational facilities; quick service (fast food) units; convenience and grocery stores; commercial laundries; light industry; car washes; dairy plants and farms; and food and beverage processors.