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Founded in 1923, Ecolab is the global leader in premium commercial cleaning, sanitizing, food safety and infection prevention products and services. From North America to Latin America, Europe to Asia Pacific – and everywhere in between – customers in more than 160 countries depend on Ecolab solutions to help make their operations cleaner, safer and healthier.

Headquartered in St. Paul, Minn., Ecolab employs associates worldwide and delivers comprehensive programs and services to the foodservice, food and beverage processing, hospitality, healthcare, government and education, retail, textile care, commercial facilities and vehicle wash industries.
SUPERIOR CUSTOMER SERVICE

Ecolab’s ultimate competitive advantage is found in our industry leading sales-and-service force. Backed by expert training, state-of-the-art technology and knowledge of industry best practices, our sales-and-service associates provide direct, personalized customer service all around the world. And their primary objectives are always the same – to help save customers time, labor and money, while providing comprehensive solutions through the use of our products and programs to meet all their cleaning, sanitation and service needs.

In addition, Ecolab is the only company that truly serves customers globally. By partnering with us, global chain customers know their location in New York will receive the same superior products and services – with the same exceptional results – as their facility in Shanghai. In other words, customers know they can rely on Ecolab to help them provide a consistent brand experience across their business – anywhere in the world.

We achieve those superior results because we customize our programs and services around the specific needs of our customers. In addition to our superior product line, our offerings also include:

- Problem-solving and consulting with customers to solve a range of issues
- Regular visits to ensure that customers’ needs are being met, and products and systems are delivering superior results as promised
- Training their employees on the importance and fundamentals of cleaning, sanitation and the proper use of products
- Keeping customers up-to-date on the latest local health regulations and practices

Finally, our sales-and-service associates act as business consultants, helping customers identify potential risks, as well as devise action plans to correct issues and proactively prevent future ones. They also identify opportunities where additional Ecolab products and programs can provide the best results for their operations at the lowest costs. All recommendations are included on a service report using the latest web-based technology that captures and stores technical data and account information – providing customers instant access to a complete sanitation history unique to them.

Recruitment of top-notch associates and continuous training are essential to providing superior customer service. This is one reason Ecolab, in addition to attracting experienced talent from multiple industries, partners with major universities across the globe. Our St. Paul headquarters is home to a state-of-the-art global training center which allows associates to stay current on the latest products and industry trends.
INNOVATION & SUPPORT

An extensive network of research scientists and technical support experts act as critical resources to our sales-and-service force and are at-the-ready to address concerns requiring specialized analysis or technical assistance. Our Information Technology associates provide a wide range of computer and web-based tools to our sales force to help them assist customers more effectively. In addition, we invest in state-of-the-art equipment to manufacture and deliver products as efficiently as possible. Manufacturing and distribution facilities are strategically located across the globe, enabling us to provide high-quality products and excellent customer service at the lowest possible cost.

Ecolab’s service structure is further bolstered by our Customer Service Centers. With more than 50 call centers around the world, fielding more than 11 million calls annually, we provide on-call assistance to our customers seven days a week and emergency support for our field service teams through electronic messaging. In addition, we have technical service support teams in 30 countries serving as consultants to our field associates.

Our customer service associates are rigorously screened and undergo an intensive training program to effectively address customer issues quickly and professionally. Continuous job performance testing and specialized training, as well as quality monitoring, ensures top-of-the-line service. Other services that our customer service teams provide include:

- Product orders (field sales, distributors and direct customers)
- Service orders (dispatching field sales-and-service associates)
- Equipment lease management
- Supply chain interface (product availability, delivery and tracing)
- Customer relationship management
- Customer satisfaction reporting (call-back programs)

No matter when or where a problem occurs, customers know they can reach Ecolab 24 hours a day, 7 days a week, 365 days a year.
MARKETS & NEEDS SERVED

With a history of innovation, Ecolab has consistently been a leader in designing products and services that help customers operate their businesses more effectively. We invest millions of dollars each year in our own research and development in order to create products and programs that not only meet government and regulatory standards, but that also increase safety, minimize customers’ water and energy use and reduce waste. Our attention to the total impact our products have on the earth – from manufacture, to use, to disposal – sets us apart and continually spurs the development of an array of solutions that address our customers’ ever-evolving needs.

Some of the optimum product solutions we’ve developed over the years include:

- Hard surface cleaning
- Antimicrobials
- Dispensing and packaging engineering
- Chemical and process engineering
- Clean-in-place (CIP) technology for food processing lines
- Novel food safety interventions
- Solid warewashing and sanitation product lines – expanded to include applications in laundry, food processing, dairy and healthcare
- Mobile janitorial/housekeeping dispensing application systems
- Fly-trap technology
- Low-temperature commercial laundry technology
- Concentrated products with reduced plastic packaging

SUSTAINABLE SOLUTIONS

Long before sustainability was popular, Ecolab actively developed products and services designed to conserve resources and help protect the environment. Making the world a cleaner, safer, healthier place is our business and sustainability is inherent in our products and services.

From concentrated formulations to innovative packaging and dispensing methods, products are designed to help increase safety, lower the use of water and energy and reduce the chemicals and waste released into the environment. Strengthened by the expertise of our associates and a dedication to social responsibility, these offerings provide value to customers and the global economy and help foster a more sustainable world.
FUTURE = GROWTH

Ecolab is well-positioned for growth with small shares of large and growing markets in several industries. We will continue to partner with our customers as we serve fundamental, global and increasingly complex needs — food safety, healthcare-associated infection (HAI) prevention, water and energy savings.

A passion to provide consistent, global solutions for customers around the world has driven our steady growth in the past. Moving forward, we will continue to pursue sustainable, long-term growth objectives that support our position as the world leader in cleaning, sanitizing, food safety and health prevention.

CIRCLE THE CUSTOMER — CIRCLE THE GLOBE

Ecolab’s powerful, proven strategy to drive top-line growth is straightforward: Circle the Customer — Circle the Globe. This strategy drives us to provide customers with the most comprehensive and sustainable solutions they need to run a clean, safe and healthy business — no matter where they are located around the world. Every day, we seek ways to expand our ability to serve our customers with a broader range of effective product and service solutions. This translates to a win-win situation for all — as our customers grow and succeed in their businesses, so does Ecolab.

CULTURE OF INCLUSION

Ecolab is on an important journey — to further strengthen an environment that welcomes each person as part of the team, gains valuable contributions from everyone and inspires each person to do his or her best work. The journey is all about unleashing the talents of each person more effectively to help achieve Ecolab’s goals.

We are committed globally to a culture that encourages all associates to fully engage and empowers them to pursue their personal development on our journey to better serve our customers and achieve our company’s full potential.

As our culture evolves, we will continue to be a company that cares about our people, strives to live our values, puts customers first and delivers for stakeholders. Our ongoing Culture & Inclusion initiatives will focus on preserving these core culture elements that make Ecolab great — and at the same time, transform our company to prevail in a dynamic and challenging business environment.
OUR PURPOSE & VALUES STATEMENT

As we create a vision for Ecolab's future, a clear statement of our purpose and values is critical. It provides a shared set of principles to focus and guide us.

Our Purpose & Values Statement – which defines what we do and how we do it – draws upon our past and anticipates the future. It also captures principles for working successfully in a global, fast-changing marketplace.

In short, this statement reflects a culture that celebrates its history yet evolves to meet the future.

THE WORK WE DO MATTERS

We make the world cleaner, safer and healthier.

Our products and services prevent disease and infection. Keep food supplies safe. Protect the places where people eat, sleep, work, play and heal.

Our aim is to use water and energy with care. To sustain the earth's resources.

We touch what is fundamental to quality of life. We keep people healthy. We enhance well-being. We provide assurance, so life can be lived fully.

We help our customers succeed. Reduce risk and worry. Free them to grow.

HOW WE WORK MATTERS TOO

We world with purpose. When there's a goal, we reach it. When there's a problem, we solve it.

We strive to do what's right, what's fair, what's honest.

We take action together, in teams. Teams made stronger by diverse perspectives.

We find inspiration and energy in what we do and how we do it. In growing, learning and celebrating together. In making a difference and serving the greater good.

ECOLAB IS EVERYWHERE IT MATTERS

Because what we do – and how we do it – matters everywhere.
MILESTONES IN ECOLAB HISTORY

1923 | Economics Laboratory Founded
Merritt J. Osborn develops a new product, Absorbit®, which cleans carpets on the spot and eliminates the need for hotels to shut down to be cleaned. He calls his company Economics Laboratory (EL), reflecting its mission to save customers time, labor and money with “economic” solutions developed through “laboratory” research.

1924 | A Warewashing Pioneer
M.J. Osborn incorporates the company and acquires a non-sudsing cleaning compound from a chemistry student. He soon discovers that it works much better than ordinary soap in the mechanical dishwashers that restaurants are starting to use. Called Soilax®, this product sets the stage for EL’s warewashing expertise.

1928 | Total Systems Approach
EL introduces its first product dispenser, setting the stage for a “total systems” approach to cleaning and sanitation, which includes technologically advanced equipment, as well as superior products.

1935 | Service Tradition Begins
M.J. Osborn’s son, E.B., serving the company as sales manager, turns its sales people into dishwashing consultants who not only sell EL products, but also repair and maintain customers’ dishwashers, train kitchen employees, analyze dish-handling procedures and recommend ways to minimize breakage. They are on call 24 hours a day.

1955 | International Expansion
By 1955, there is enough business in Canada to form a sales territory and to contract with a Canadian manufacturer to handle production. In 1956, the first European subsidiary, Soilax® A.B. Sweden, forms, opening the door for expansion in Europe. The formation of Soilax® de Mexico follows in 1958, triggering a rapid expansion in the Western Hemisphere.

1957 | EL Goes Public
M.J. and E.B. Osborn decide to turn their family-owned business into a publicly held company. At the time, employees control at least 25 percent of the company’s common stock.

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From the beginning, our company has focused on saving customers time, labor and money.
1961 | Revolutionary CIP Technology
EL acquires Klenzade and its pioneering clean-in-place (CIP) technology for the dairy industry. CIP eliminates the need to break down and hand wash dairy pipes and valves. When paired with EL’s rinses and cleaning solutions, the CIP system allows dairy plant operators to clean miles of pipes with the push of a button.

1970 | International Growth
International sales exceed $30 million in 40 world markets. EL establishes a European satellite headquarters in Brussels, Belgium, to guide efforts in 15 countries. In 1977, area headquarters are set up in Latin America and Hawaii. By the end of the decade, EL conducts business in more than 50 countries.

1981 | Solid Power® Introduced
EL introduces Solid Power®, a patented state-of-the-art warewashing detergent capsule that delivers unprecedented control, safety and cost-savings to customers. Sales soar and within two years of its introduction, Solid Power is the top-selling institutional warewashing detergent in the U.S.

1984 | Building the Portfolio
EL acquires the first of a series of regional pest service firms that create a national Pest Elimination business that pioneers the concept of pest elimination for the $2 billion U.S. commercial pest market.

1986 | Ecolab Inc. on the NYSE
In December, Economics Laboratory Inc. changes its name to Ecolab Inc., providing a simple and unifying worldwide identification. That month, Ecolab is listed on the New York Stock Exchange, enhancing the company’s standing in the investment community and heightening interest of investors.

1987 | Consumer Sale
Ecolab sells its consumer products business, which markets household products including dishwasher detergents Electrosol and Finish, Jet Dry and Lime Away. Ecolab then acquires ChemLawn, a provider of residential lawn care services. The business is sold in 1992 to enable Ecolab to focus completely on its commercial product and service businesses.

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MILESTONES IN ECOLAB HISTORY  
(continued)

1991 | Joint Venture in Europe
Ecolab forms a strategic alliance with Henkel KGaA, a major chemical company based in Germany, to better position both companies for a united European market. The Henkel-Ecolab joint venture sets up headquarters in Düsseldorf, Germany. Combined European sales exceed $750 million.

1992 | New Growth Strategy Unveiled
Ecolab defines its fundamental business strategy, Circle the Customer – Circle the Globe. The strategy's intent: to more broadly serve customers by offering an increasing range of cleaning and sanitizing products to serve the foodservice, hospitality, healthcare and food and beverage markets. Circle the Customer – Circle the Globe provides the map for future growth, business investment and success.

1994 | More New Business Units Launched
Ecolab acquires Kay Chemical Company, a leading cleaning product supplier to the quick service (fast food) market. Based in Greensboro, N.C., Kay gives Ecolab a long-sought position in the fast-food cleaning and sanitizing market and creates a sixth business for Ecolab. A seventh business unit, Water Care Services, is added through multiple acquisitions.

1998 | Service Portfolio Grows
Ecolab enters the commercial kitchen equipment repair business through the acquisition of GCS Service. Several subsequent regional parts business acquisitions help build scale.

2001 | Worldwide Operations
A new era in Ecolab history begins when Ecolab purchases the remaining 50 percent share of Henkel-Ecolab. This move officially creates one Ecolab in Europe and throughout the world.

2002 | Focus on Food Safety Expands
Strategic acquisitions continue to expand, diversify and strengthen Ecolab’s portfolio of customer offerings. Ecolab launches EcoSure® Food Safety Management, a business that evaluates food safety procedures in foodservice and hospitality facilities across the U.S.

2004 | Healthcare Established
Ecolab establishes its Healthcare business unit, separating it out from other operations, in order to provide better focus on and resources for this important core growth area.

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MILESTONES IN ECOLAB HISTORY (continued)

2005 | Ecolab Innovation Gains a New Home
Ecolab opens a new Global Research, Development & Engineering Center in Eagan, Minn. The center serves as a resource connecting over 700 worldwide research associates. The 400,000-square-foot facility also provides cutting-edge technology to develop innovative solutions for customers around the world.

2006 | Honored as Food Safety Leader
Ecolab wins the 2006 Black Pearl Award for Corporate Excellence in Food Safety and Quality. Presented by the International Association of Food Protection (IAFP), the award recognizes efforts in advancing food safety and quality through consumer programs, employee relations, educational activities, adherence to standards and support of the goals and objectives of IAFP.

2007 | Healthcare Growth Accelerates
Ecolab expands its infection prevention expertise with the purchase of Microtek Medical Holdings Inc. The Alpharetta, Ga.-based manufacturer and marketer of infection prevention products for healthcare and acute care facilities specializes in infection barrier equipment drapes, patient drapes, fluid control products and operating room cleanup systems.

2008 | Apex™ Launched
Ecolab’s U.S. Institutional business launches Apex, a new warewashing platform consisting of state-of-the-art product and dispensing technology along with dishmachine performance metrics that provide a major advance in delivering the best results at the lowest total cost and environmental impact.

2008 | Zurich Becomes European Headquarters
Ecolab opens a new Europe, Middle East and Africa (EMEA) headquarters in Zurich. The EMEA leadership team, whose focus is to drive the strategic leadership and management of the region, moves to the new location.
MARKETS SERVED:
Hospitality
Foodservice
Education
Lodging
Healthcare
Military
Government
Long Term Care
Cruise
Ecolab’s U.S. Institutional business is our largest, offering comprehensive products and programs that meet the needs of our customers — from restaurants, hotels and long-term care facilities to schools, commercial buildings and military facilities. Our team of sales-and-service experts deliver personalized service while offering a complete range of programs to help customers improve their operational efficiency. We help our customers guarantee their guests’ safety and satisfaction, as well as help them protect and enhance their brands. Our products and programs cover all areas of an operation and represent the industry’s most broad and complete set of premium customer solutions.

**SERVICES PROVIDED**

- Warewashing
- On-premise laundry
- Housekeeping
- Kitchen sanitation
- Foodservice front-of-house
- Health Department Intelligence Service
- Hand and skin care
- Floor care
- Pool and spa
- Water filtration
- Air purity control

**STRENGTHS**

We have an industry leading global sales-and-service force, backed by state-of-the-art systems and a global research and development network. Our innovative products and programs address customers’ needs in premium cleaning, food safety, infection prevention and guest satisfaction, all while promoting customer and environmental safety at the lowest total operating cost.
WAREWASHING

As the market leader in warewashing — the practice of cleaning dishware, glassware and utensils — we are known for our outstanding products and customer service. Our around-the-clock customer consultation and emergency service helps keep operations running efficiently, increases guest satisfaction and lowers operating costs in this mission-critical area.

Institutional’s core warewashing product lines include:

- Machine detergents
- Rinse additives
- Flatware presoaks
- Pot-and-pan presoaks and detergents
- Dishmachine optimization and repair parts

Customers have always counted on Ecolab products for their high-quality performance. We continue to meet this expectation through our ever-evolving line of solutions for all types of operations. For example, our new Apex™ System not only allows customers to spend less time and money washing dishes, it also collects critical information to help them streamline their entire warewashing process. With this data, customers are able to improve efficiencies across their warewashing operations through better management of energy, labor, water, waste and breakage costs. Apex also helps them lower their environmental impact.

This complete warewashing system features a unique combination of products, equipment and consultative services, including non-caustic, low/no phosphate solid products that are safer to touch than traditional liquids and powders. The solid product line includes four detergents, two rinse additives, one silverware presoak, a manual pot and pan detergent and a new pot-and-pan presoak, all of which use dramatically less packaging. In addition, the low-temperature Apex TSC dishmachine program includes a solid sanitizer registered by the U.S. Environmental Protection Agency (EPA).

Our highly trained sales-and-service associates use a tablet PC and wireless technology to communicate with the Apex system to download, process and analyze data that is used to establish each restaurant’s “guest-to-rack ratio.” By monitoring and improving this ratio, we’re able to reduce total dishroom costs because reduced rack counts result in less water and energy consumption. Regular maintenance service and recommendations by our associates also improve efficiencies to keep utility and product usage to a minimum.

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WAREWASHING (continued)

During each preventative maintenance call, Apex™ customers receive a personalized, electronic service report which:

- Tracks the guest-to-rack ratio
- Graphs the operational efficiency trends
- Estimates the monthly total expense in the warewashing process
- Lists savings generated from maintenance and repair services
- Itemizes new or improved product recommendations and potential impact to further lower costs

In addition, the tablet PC allows our associates to utilize templates for customer proposals and letters, access product catalog sheets and material data safety sheets (MSDS), customer billing and credit data, sales prospecting tools and much, much more to make our associates more productive and effective in the field.

DISHMACHINE LEASE PROGRAM

Our Dishmachine Lease Program offers a wide range of options for warewashing equipment, products and services that give customers access to world-class customer service at a lower total cost. The program works by placing dishmachines in our customers’ operations on a lease basis. There are no capital expenses or unexpected repair costs because our leasing program includes professional installation, maintenance and routine system monitoring, as well as the use of our outstanding product solutions.

WATER FILTRATION

Water is a vital part of running a successful business. Our managed water filtration and softening programs help improve guest satisfaction and operational efficiency by providing customers with a single point of accountability for improved results. Soft water prevents spotting, streaking and filming on wares and improves the look and feel of towels and linens.

Our FresH2O® water filtration system is a core offering that removes impurities and off-tastes from water to help deliver odor-free, great tasting water for drinking and the preparation of food, branded beverages and ice. It also protects foodservice equipment against chlorine-induced corrosion and lime-scale buildup. This helps reduce energy costs and increases equipment performance, reliability and lifespan.
SPECIALTY KITCHEN

Restaurants, hotels and healthcare facilities have diverse cleaning challenges. We offer a host of specialty kitchen products to meet those customers’ unique needs. For example, Wash ‘n Walk® is an enzyme-based, no-rinse floor cleaner that eats the grease off floor tiles and grout, creating increased friction and ultimately helping reduce the chance of slips and falls. Our Grease Express™ Program features products that quickly penetrate stuck-on kitchen grease and is popular among restaurant and foodservice operators.

For the foodservice kitchen, we also offer a variety of general cleaning products that polish dull stainless steel surfaces, remove hard water deposits and rust stains from equipment surfaces and tiles and clean freezers, soft-serve yogurt dispensers and ice cream machines.

In addition, Ecolab provides solutions that enhance food quality and diminish the risks associated with cross-contamination that can lead to foodborne illness. Our Digits Hand Hygiene System features gentle yet effective hand soaps and sanitizers that help ensure hands are properly cleaned. The program includes an innovative training tool featuring a fluorescent lotion and a unique glow box that shows employees areas where they may have missed properly cleaning their hands.

HEALTH DEPARTMENT INTELLIGENCE

Managing health department inspections across the U.S. is an additional challenge for restaurant, hotel and healthcare customers. Our new ActiveView HDI™ service ensures improved operations and promotes brand protection through digitally retrieved and managed health department inspections. It’s designed to capture and standardize health department inspection data across the customer chain. This allows identification of critical corrective action via trend analysis and reporting. The service includes access to a web portal that gives our customers data at the touch of a keyboard.

HOUSEKEEPING & HOSPITALITY

For hotel and healthcare customers, Institutional’s housekeeping solutions target the various surfaces in bathrooms, floors and walls. Our Oasis Pro™ housekeeping products – which include bathroom, floor and carpet, all-purpose and glass cleaners, EPA-registered disinfectants and sanitizers and odor counteractants – are color-coded for easy identification and dispensed automatically with the push of a button. This ensures consistent concentrations of our products to help meet each customer’s unique cleaning needs. Oasis® Select 4 features an easy-to-use dispensing system designed for use with up to four solutions, providing a centralized location for product storage, dilution and dispensing.

A new service innovation is our FreshStart Housekeeping program, designed for lodging customers. It’s designed to ensure that proper cleaning product is applied to the right surfaces in the relevant places and in the right amounts. Ongoing staff training improves adherence to the right cleaning protocols. Hotel guest satisfaction scores are tracked to ensure the program is delivering results.

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INSTITUTIONAL

HOUSEKEEPING & HOSPITALITY  (continued)

Oasis Pro is also a central component within our Long Term Care Program, which combines a number of Ecolab offerings into one complete line designed specifically for nursing homes and assisted living facilities. The program includes all-purpose cleaners, detergents, skin care and EPA-registered disinfectants for use in kitchens, dining rooms, common areas, resident rooms and more.

ON-PREMISE LAUNDRY (OPL)

Institutional is the leading supplier of on-premise laundry (OPL) products and dispensing equipment in North America. Typical OPL customers, those who process their own linen and uniforms on-site, include hotels, large restaurants, nursing homes and hospitals. (Ecolab Textile Care serves large, off-site commercial and industrial laundries.) Our OPL product systems are reliable and simple for customers to operate and include:

- Detergents
- Boosters
- Bleaches
- Fabric softeners
- Starches
- Stain removers

Products are dispensed through equipment designed to ensure accuracy and consistent results, while helping reduce the chance of misuse. Navigator, for example, uses our patented solid product technology. It features a simple control knob that’s custom-programmable to handle up to 10 different soil levels and fabric types. “Smart” dispensing ensures the proper laundry chemistry is dispensed every time and reports details, such as load-count information, at the push of a button. Customers also benefit from Stain Blaster™, an easy-to-use stain removal system that helps reduce expensive linen replacement costs.

Our Formula 1 System puts all the laundry cleaning ingredients customers need into one compact, convenient package and it's formulated to deliver significant water and energy savings. It’s simpler and safer for employees to use because it requires fewer hoses and pumps and eliminates multiple product containers. Formula 1 is a flexible system that can meet a variety of customer needs, including reducing the potential for employees to come into contact with chemicals. In addition, one capsule has the ability to service up to three machines and 600 lbs. of linen.

Solid System I/II bring the added benefits of automated dispensing, compact solid products and the safety of a closed system to home-style laundry machines. The Eco-Star/Eco-Care laundry systems for high-volume OPLs combine the best chemistry available into a group of comprehensive solutions, utilizing built-in, pick-up probes and quick-connect, color-coded tubing connectors that minimize errors and the need for special training.

We are the leading supplier of on-premise laundry products and dispensing equipment in North America.
FLOOR CARE

Maintaining the cleanliness and appearance of floors is extremely important for both our customers and their visitors. Ecolab recognizes that floor care maintenance needs vary by facility, customer and business. That’s why we deliver customized, comprehensive floor care programs with proven solutions designed to solve specific problems for a variety of floor types – from wood to athletic surfaces, to natural stone and ceramic surfaces, to carpeting.

Our Xpressway™ Floor Cleaning System combines a microfiber flat mop, controlled cleaning solution dispenser and ergonomic handle and is ideal for quick clean ups in entryways, reception areas and hard-to-reach places. The completely contained, ergonomic Phazer® Mobile Floor Care System dramatically decreases product, packaging and labor waste and minimizes operator contact with products. In addition, the light weight system helps reduce risk of injury from lifting heavy mops.

POOL & SPA

An inviting pool or spa is one of the most compelling features of a hotel, resort or club. Unfortunately, it’s also one of the toughest areas to maintain. The Aqua Balance Pool and Spa Management program gives the lodging industry a comprehensive, convenient way to keep these areas clean, clear and trouble-free.

Our program eliminates the difficulties of chemical maintenance while offering a more sustainable program with our Pure Comfort Mineral System – cleaning safely, conserving water, improving an operation’s bottom line and reducing waste.

Ecolab’s program features precision dispensing with real-time controller monitoring and data logging that monitors pool operations 24 hours a day/7 days a week. In addition, alerts are issued to help prevent occurrences that would require closures and guest satisfaction issues.

Customers receive ongoing preventative maintenance service and training from associates who are Certified Pool Operators by the National Swimming Pool Foundation. They are trained to fully understand pool and spa equipment, maintenance and injury prevention, along with providing monthly inspections, service and reporting to ensure consistent, high-quality results.

RABURN

Ecolab custom-designs Raburn dishrack systems for commercial dishmachines that optimize the warewashing process with spot-free results in just one pass – which translates into operational efficiency. A well-tuned dishmachine can also reduce product, energy and utility costs. Thousands of replacement dishmachine parts are available through Ecolab for customers that own their own dishmachines.

Ecolab provides other valuable equipment as well, including pre-rinse units, greaseproof floor mats and general cleaning tools that assist thousands of customers each day in providing clean, sanitary and safe operations.
FOOD SAFETY SPECIALTIES (FSS)

Ecolab’s Food Safety Specialties (FSS) business offers a complete line of products and systems to help safeguard foodservice customers' quests, employees and brand image. FSS is built on a foundation of innovation and food safety education and provides product solutions in all the major food safety categories including:

- Cross-contamination prevention
- Temperature control
- Personal hygiene
- Cleaning and sanitation
- Employee safety
- Food safety education
- Food rotation
- Automatic and real-time labeling for effective traceability

SUSTAINABLE SOLUTIONS

Institutional delivers more than just environmentally friendly product formulations. Our solutions and service team work to improve our customers’ bottom line by helping them minimize consumption of energy, water, product, labor and packaging.

We encourage customers to take a total impact approach toward sustainability. This is achieved through:

- Superior Performance
  • The best results the first time

- Reduced Environmental Impact
  • Programs that protect employee health and safety and minimize impact on land, air and water

- Operational Savings
  • Minimize the consumption of water, energy, product, labor and packaging materials

For example, with our extensive warewashing knowledge and experience, we are uniquely positioned to provide clean and sanitary wares at the lowest overall cost to our foodservice customers. Our Apex warewashing system uses mainly non-caustic chemistry that is nearly 99-percent phosphate free and has up to 99-percent less packaging material than competitors’ five gallon pails. The compact solid line of products also significantly reduces transportation costs compared to bulkier liquid detergents.

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Our concentrated products are precisely controlled and dispensed for the best possible results at the lowest possible cost. For instance, Oasis Pro™ housekeeping products deliver packaging savings of 98 percent and do not require personal protective equipment when diluted properly.

To help ensure the most efficient, sustainable and cost-effective laundry operation possible, our sales-and-service associates work with customers to educate them on safe machine operations and product usage. In addition, our Formula 1 laundry system also significantly reduces water and energy costs through the use of a single product system that eliminates unneeded steps in the laundry wash process by combining multiple products in a single capsule.

SUPEROIR CUSTOMER SERVICE

Institutional’s sales-and-service force is the industry’s largest and makes regularly scheduled sales and preventative maintenance calls – typically monthly – to our customers identifying issues that hinder results and offering consultative services to recommend new and improved product solutions. Associates focus on providing 360° of Protection®, surrounding customer operations with a comprehensive array of cleaning and sanitizing product solutions. With the largest breadth of products, services and support available, we can customize programs around the specific needs of each customer.

Our associates are experts in their field. They are skilled and equipped to educate and train customers on the fundamentals of cleaning and sanitizing, warewashing optimization and proper product use. In addition, they can help keep customers current on the latest procedures, safety regulations for their local area and industry best practices. They also:

- Troubleshoot issues
- Examine cleaning results
- Inspect equipment
- Monitor product dispensing
- Ensure proper cleaning procedures
- Review product inventory
- Perform preventative maintenance

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SUPERIOR CUSTOMER SERVICE  

Ongoing training is essential to providing top-notch customer service. Each field associate receives in-depth training to learn the mechanics and intricacies of warewashing, laundry, housekeeping, water filtration, service and more. They have broad account responsibilities, but the overriding directive is to increase the number of products or services into each customer account by taking a consultative approach with customers and partnering with them to help solve problems.

Field associates may oversee anywhere from a handful of accounts to several dozen, depending on the intensity of specific customer service needs and the size and location of the territory. Building problem-solving relationships with their customers is critical to increasing sales and ensuring that customers’ needs are being met.

We also work in partnership with most recognized distributors across the country to coordinate the sale of product lines and provide training and ongoing support to customers who prefer the convenience and advantages of “one-stop shopping” – one purchase, one bill and one vendor. In these cases, products are delivered by the distributors’ logistics while service and consulting are provided by Ecolab.

AN INSTITUTIONAL CUSTOMER CALL

Our sales-and-service associates visit accounts on a monthly basis, or more often, depending on an account’s size and unique needs. The calls allow field associates to increase product sales, as well as provide checkups and maintenance services, installations of new systems and equipment and conduct employee training further enhancing their relationships with customers, as well as developing additional sales opportunities.

To make the most of each customer call, field associates examine past site reports before visiting a customer, checking product use, customer project initiatives, food safety audits, public health department results and previous action plans. They also gather the necessary supplies to perform any maintenance service such as test kits, parts and tools.

At the start of a visit, the field associate checks in with the restaurant or hotel manager to discuss any concerns. He/she then examines the dishware, glassware and flatware to ensure they are clean and spotless. He/she also inspects the various pieces of equipment such as dishmachines, checking rinse and wash water temperatures, water consumption levels and all mechanical parts to assess whether the machines are running properly, products are being dispensed in the correct concentration and there is no waste.

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Throughout the call, the field associate notes all cleaning, sanitation or food safety observations and recommendations on a tablet PC that captures and stores technical data and account information. This provides the associate with instant access to a complete sanitation and performance history unique to each customer while at a customer location.

The field associate also interacts with restaurant or hotel employees, answering questions and conducting training. This in-house training helps ensure that employees are fully trained on the basics of sanitation and the proper use of products, as well as kept up-to-date with health regulations and practices.

Associates also identify opportunities to help customers operate more safely by alerting employees to inefficiencies and hazards. For example, if the customer wants to reduce the chances of slip-and-fall accidents in his operation, the field associate might suggest using our Wash ‘n Walk floor cleaner and installing rubber floor mats and other safety equipment from our Raburn business.

If the customer uses our housekeeping products, our associate meets with the housekeeping manager and performs inspections in guest rooms and public spaces, recommending new or improved tools, products and training programs. If the account is an on-premise laundry customer, the Ecolab associate checks the laundry area and conducts in-depth training with employees, including the safe use of products and review of proper procedures.

Before the end of the call, the field associate completes a maintenance report and places product and/or equipment, orders on his/her 360° Advisor tablet PC. Observations and issues are noted on the report, as well as actions taken, recommendations and product inventory. The Ecolab associate reviews the report with the customer and answers any questions. The report is then consolidated at the chain level, nationally or globally. Then it’s on to the next call.
MARKETS SERVED:

Dairy, Food, Meat, Poultry, Beverage and Brewery Processors

Fresh Produce Processors

Dairy Farms

Pharmaceutical and Cosmetic Manufacturers
Ecolab's Food & Beverage business provides a total plant approach that delivers complete plant solutions that help improve food safety and quality, sustainability and operational efficiency and help meet regulatory compliance requirements across all segments of the food and beverage processing industry. We partner with our customers – from dairy, food, meat, poultry, beverage and brewery processors to fresh produce processors, dairy farms and pharmaceutical and cosmetic manufacturers – to implement practical solutions across their operations, from influent to in-plant use, to effluent. Core offerings include:

- Cleaning and sanitizing programs
- Conveyor lubrication programs
- Food tissue and process water antimicrobial programs
- Commercial sterilants for aseptic packaging
- Processing additives
- Custom-designed dispensing and control systems
- Animal care products for dairy livestock
- Water and wastewater solutions

**PRODUCTS & SERVICES PROVIDED**

Ecolab provides a holistic approach to food and beverage processors that delivers total plant assurance. We offer a breadth of solutions, including products that clean, lubricate and sanitize equipment and environmental surfaces. We also offer water, energy and wastewater management programs and solutions. Our four-step, customer-centered approach includes a thorough assessment of customer needs, comprehensive program recommendations, best-in-class execution and on-going information management to help track performance.

**STRENGTHS**

Personal service and support at the plant level is combined with headquarters visibility and control through data performance tracking and monitoring. Integrated solutions – from the right chemistry and dispensing systems to engineering design and application – are key to our offering. Our highly trained technical support specialists provide an extra circle of support for our customers.
WATER, ENERGY & WASTE SOLUTIONS

With its Water, Energy & Waste Solutions, Ecolab helps Food & Beverage customers in all market segments improve water, energy and wastewater management. We provide cost- and energy-efficient solutions that help streamline operations. Customers benefit from our integrated approach, advanced product control and deliver systems and custom chemical programs, which help them reduce energy and water consumption, protect capital equipment and help achieve overall plant sustainability.

We provide a full range of integrated solutions that can be comprised of chemical treatment, innovative equipment solutions and monitoring and reporting, delivered with service excellence by a fully committed partner. These offerings include:

- Pre-treatment/filtration
- Boiler water treatment
- Cooling water treatment
- Process water treatment
- Wastewater treatment (e.g., BOD/COD reduction)
- Energy recovery
- Water re-use

DAIRY PLANTS

Dairy plants – where milk is processed into products such as fluid milk, cheese, yogurt and ice cream – are an important market segment for Food & Beverage. During processing, milk products are transported through an extensive pipeline network, from the dairy trucks that deliver raw milk, to pasteurizing, mixing, blending and final packaging. Our clean-in-place (CIP) technology enables customers to effectively and efficiently clean and sanitize these vast pipeline networks. Our fully automated, computerized programs and systems are custom-designed to help customers clean and sanitize their production facilities to help improve product quality and to improve operational efficiencies.

To speed up the cleaning process, dairy and food processing customers use our Exelerate® complete cleaning program. A system of cleaning products, Exelerate products clean faster and better, improving plant performance.

In addition to detergents and sanitizers, Food & Beverage also provides all-purpose cleaners, lubricants for dairy process conveyors, a complete personnel hygiene program and other products for this market.
DAIRY AGRIBUSINESS

Food & Beverage is also a leader in dairy agribusiness and supplies products that enhance animal health, as well as milking systems. Our environmental sanitation products also help ensure delivery of safe, uncontaminated food products.

On a dairy farm, sanitation begins with the cow. We offer animal care products such as:

- Teat dips to help prevent mastitis infection
- Detergents and sanitizers to clean milking machines, pipes, vats, coolers and holding tanks that transport raw milk
- Products to clean milking parlor surfaces

Ecolab agri-specialists sell our products through farm cooperatives and distributors on the national, regional and local levels. These businesses then sell them to end-users. Our specialists follow up with customer visits to answer technical questions, train end-users, trouble-shoot problems and help improve results.

FOOD, MEAT & POULTRY PROCESSING

The food, meat and poultry processing industries are diverse, complex and encompass manufacturers of nearly every kind of food product — from canned soups and ketchups to cereals and hot dogs. Like dairy plant and agribusiness operators, food processors have tanks where food is mixed and pipelines where it is transported. Some operations also use specialized equipment, such as fryers and ovens which must be cleaned.

Like dairy and agribusiness customers, each food processor must meet stringent standards to prevent food contamination, which can result in reduced shelf life or foodborne illness. We provide an integrated approach to food safety including:

- Automated dispensing systems
- Sanitizers and advanced detergents
- Patented protein food tissue treatments
- Antimicrobial water additives for produce
- Complete personnel hygiene programs

Our patented, best-in-class technologies like SANOVA® Antimicrobial Food Additive, Inspexx® 100 and 200 and Octa-Gone® antimicrobials help reduce Salmonella, E. Coli and Listeria on meat and poultry surfaces. Food processors also benefit from EPA-registered (U.S. Environmental Protection Agency) sanitizers that provide continuous treatment of conveyor belts during production — like our Vortexx™ belt treatment. Our Quadexx® System provides food, meat, poultry and beverage customers with on-site formulation and automatic dispensing.
FRUIT & VEGETABLE PROCESSORS

To meet the unique needs of fruit and vegetable processors, we provide products that help produce clean and ready-to-eat food. These products, like Tsunami® 100, provide microbial and quality control in the flume water systems that transport fruit and vegetables to other processing operations within a plant. Tsunami helps reduce spoilage and decay organism counts on the product surface, thus helping to assure quality. In fact, it is the only EPA-registered antimicrobial water additive product on the market that reduces pathogens such as *Listeria* and *Salmonella* in process water.

BEVERAGE & BREWERY

Like food processors, beverage and brewery operators are concerned with bacteria contamination. Facilities that produce soft drinks, fruit juices and beer rely on our products, services, equipment and expertise to keep their mixing vats and pipelines running optimally. Conveyor lubricants are also important because they help keep conveyors clean and keep bottles and cans moving efficiently along production lines.

In addition, we offer EPA-registered products that inhibit growth of bacteria in can and bottle warmers, where beverage containers are sprayed to prevent condensation and problems in packaging. In all instances, we design products to meet the specific needs of each of our customers to achieve their desired results.

WATER, ENERGY & WASTE FACTS

- At several customer sites, Ecolab converted wastewater into renewable energy – enough to run 3,200 homes
- Annually, Ecolab treats more than 1.3 billion gallons of wastewater
- Since 2000, Ecolab has treated 41 billion gallons of water each year – equivalent to the water used by 333,600 households annually
Our extensive knowledge of food and beverage plant processes, as well as our innovative cleaning solutions, helps customers not only clean better and faster, but with less water and energy — which is better for the environment and more cost-effective. Our unique ability to leverage cleaning and sanitation expertise with our wastewater management expertise, allows us to manage the entire plant’s processes efficiently and effectively.

Products such as our DryExx® series of dry lubricants, deliver outstanding performance while providing up to 97-percent reduction in water for lubrication purposes compared to non-dry lubricants. This alone saves beverage customers millions of gallons of water each year.

For decades, our clean-in-place (CIP) engineering technology has helped optimize customers’ operations and make them more sustainable with controlled product dispensing and water usage and systems that reuse water and chemical solutions.

Ecolab’s total operations approach helps ensure plants meet local regulations, optimize total costs and minimize surcharges. Experts also provide operational services to efficiently manage water and wastewater systems. State-of-the-art control systems and remote adjustment capabilities enable constant contact between wastewater engineers and facility operations. For example, our Value Track™ online water management program optimizes boiler and cooling treatment to allow remote monitoring to improve operation savings.

Our water and wastewater treatment programs are engineered with sustainability in mind. They help minimize environmental footprints and improve water, energy and waste management. Products are formulated to protect boiler and cooling systems from scale, corrosion and deposits — costly problems that can lead to unscheduled downtime, equipment failure, spread of disease and increased water and energy consumption. We have also designed and built many complete wastewater treatment facilities and converted some of these waste streams into renewable energy.
FOOD & BEVERAGE

SUPERIOR SERVICE

Ecolab’s customers benefit from the industry’s largest global team of experts to help sustain and improve their in-plant operations. Annually, Food & Beverage provides customers with thousands of hours of on-site and classroom training on a wide range of sanitation topics and best practices. This knowledge-sharing improves staff performance, often resulting in increased efficiency.

Account managers are responsible for the overall relationship with our customers. An important tool for this job is our innovative ServiceChexx program, a global information management and reporting tool that provides a consistent, standardized process for generating service documentation and data to help customers meet compliance requirements, prepare for audits and manage their business more profitably.

The account manager is supported by an elite group of specialists who provide technical support, including assistance with plant start-ups, operational savings assessments, trouble shooting sanitation quality problems and in-plant training.

On the water and wastewater treatment side, a nationwide network of experienced specialists provides consistent technology, service and support for customers. They analyze and optimize the total efficiency of an operation by looking at all cost factors, including energy, products, water and wastewater, maintenance, labor and equipment depreciation. They typically hold degrees in chemistry, engineering or biology and Ecolab provides them with ongoing certification and training.

Water specialists are also supported by a technical support team – engineers, chemists, technicians and research and development staff – with the experience, expertise and analytical laboratory capabilities to provide detailed water analysis and solve complex problems quickly.
A FOOD & BEVERAGE CUSTOMER CALL

Not only does Ecolab have unparalleled solutions and expertise, we have the most powerful tool of all: the exceptional personal service that our account managers provide. Ecolab Food & Beverage World Class Service Standards help ensure consistent delivery at each and every location around the globe. We proactively take care of our customers and help them solve problems.

First, our account managers make sure they understand the equipment, processes and chemistries used by our customers. They know our customers’ organizational structure and communicate with key personnel on a regular basis.

Next, our account managers visit their accounts, typically on a monthly basis – sometimes more often depending on the account’s needs. To make the most of the sales and service call, account managers complete a comprehensive pre-planning checklist. They review past site reports, product use data, customer project initiatives and current action plans. They also gather the necessary supplies to perform any maintenance service that may be needed, such as test kits, parts and tools.

At the start of the customer visit, the account manager meets with key plant personnel to discuss current concerns. The account manager checks all dispensing equipment, making sure the correct concentration of product is being dispensed and that cleaning procedures are being followed and makes recommendations.

A key role of an account manager is to help customers reduce their food safety risk. We use a holistic, total plant approach to help customers minimize microbial contamination across their operation. The account manager identifies and prescribes a comprehensive suite of food safety solutions – including cleaning and sanitizing products, food tissue treatments, aseptic sterilants, testing, personnel hygiene and environmental (e.g., drains and floors) products – uniquely designed for the specific customer environment and challenges. Additionally, food safety training is provided to customers – both in-plant and at Ecolab headquarters in St. Paul, Minn.

At the end of the customer visit, the account manager checks in with the same key plant staff to note findings and recommendations, providing a prioritized list based on the customer business drivers, as well as possible new product or program solutions. All observations and solutions are outlined in a ServiceChexx report. Annual Business Reviews are conducted to make sure customer goals are being met.

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A FOOD & BEVERAGE CUSTOMER CALL (continued)

Throughout the customer visit, all Ecolab associates work with the sanitation crew answering questions or providing hands-on training. Periodically, the account manager will conduct more formal training on sanitation practices and product safety. Water Care and Wastewater specialists also keep customers abreast of government regulations and conduct safety training.

During Water Care and Wastewater Management calls, water and process wastewater solution specialists visit with plant engineers and site managers to discuss concerns and perform equipment inspections and preventive maintenance. In addition, service representatives perform product inventory checks, water tests, corrosion studies and operator log reviews. They also alert staff to inefficiencies or potential safety hazards. In accounts where there is no engineer on-site, the specialist provides full service, setting up systems, as well as maintaining them. When needed, Water Care specialists attend annual on-site boiler, chiller and cooling tower inspections for insurance purposes.

Throughout the customer visit, all Ecolab associates work with the sanitation crew answering questions or providing hands-on training. Periodically, the account manager will conduct more formal training on sanitation practices and product safety. Water Care and Wastewater specialists also keep customers abreast of government regulations and conduct safety training.
MARKETS SERVED:

Acute Care Hospitals

Ambulatory Surgery Centers

Alternate Care
(emergency medical services, dental and veterinary services)

Procedural Based Clinics
Ecolab Healthcare offers a comprehensive array of sustainable solutions targeted at healthcare facilities with the goal of delivering a cleaner and healthier environment. Our comprehensive menu of total impact solutions is designed to meet the unique needs of each of our healthcare customers and includes:

- Products and programs designed to improve cleaning, disinfection, efficiency, risk reduction and protection to help reduce the risk of HAIs
- Customized training and education programs to improve compliance and safety for visitors and healthcare personnel
- Consultative programs customized for individual facilities that help improve processes to deliver improved outcomes, as well as improved staff safety and satisfaction
- Actionable, data-driven results reporting that drives continuous improvement

SERVICES PROVIDED

- Hand hygiene
- Environmental hygiene
- Instrument reprocessing
- Surgical equipment and patient drapes
- Surgical room turnover
- Surgical staff protection
- Compounding pharmacy cleanroom contamination control

STRENGTHS

Ecolab delivers superior, personal service and support from a team of highly trained sales-and-service experts that work with customers to solve business challenges; bolstered by a broad portfolio of integrated solutions that help increase efficiency, improve outcomes and reduce the risk of healthcare-associated infections (HAIs).
ACUTE CARE HOSPITALS & INFECTIONS

Acute care hospitals have long been dealing with the issues related to healthcare-associated infections (HAIs). However, over the years, there has been a greater emphasis put on reducing these types of infections due to advances in medicine and improved tracking technologies. HAIs are caused by a wide variety of common and unusual bacteria, fungi and viruses during the course of receiving medical care. These infections related to medical care can be devastating and even deadly.

HEALTHCARE-ASSOCIATED INFECTIONS (HAIs) STATISTICS

• Approximately 1.7 million American patients are infected annually, with more than 99,000 deaths (www.cdc.gov/ncidod/dhqp/pdf/hicpac/infections_deaths.pdf)

• More people die from HAIs than from auto accidents and homicides combined (www.cdc.gov/ncidod/dhqp/pdf/hicpac/infections_deaths.pdf (7) Joint Commission Center for Transforming Healthcare)

• Hospital stays from potentially fatal MRSA (methicillin-resistant Staphylococcus aureus) infections have more than tripled since 2000 (AHRQ, July 2007)

• An estimated 70 percent of HAIs involve microbes that are resistant to one or more drugs – the majority are preventable with proper sanitation (www.textbookofbacteriology.net <http://www.textbookofbacteriology.net>)

• It is estimated that HAIs cost more than $33 billion per year (http://www.hhs.gov/ash/initiatives/hai/index.html)

• Hospital-onset, healthcare-facility-associated Clostridium difficile infections have increased in incidence and have surpassed MRSA infections, according to a new study of a large cohort of patients from community hospitals (Fifth Decennial International Conference on Healthcare-Associated Infections (ICHAII) 2010: Abstract 386, presented March 20, 2010; Abstract 142, presented March 19, 2010)

HAND HYGIENE

Healthcare-associated infections (HAIs) are serious and life-threatening challenges. Acute care hospitals depend on our integrated solutions to promote hand hygiene compliance – and compliance is proven to help reduce the incidence of these infections. Critical to the success of this program are Ecolab’s products and dispensers, along with our personally delivered planning, education and training services.

We offer a full line of hand hygiene solutions including antimicrobial and general use hand soaps, hand sanitizers, lotions, body shampoos and surgical scrubs that are designed to be both effective and mild on skin. For dispensing, Ecolab offers the latest in hand care dispensing technology, including our touch-free and manual dispensers that dispense liquid, foam and gel products from a single dispenser.
ENVIRONMENTAL HYGIENE

A comprehensive infection prevention program also focuses on reducing the impact of environmental hygiene factors that contribute to the transmission of pathogens that cause infections and the associated costs. We take a holistic approach to environmental hygiene and work with facilities to evaluate current processes while collecting baseline data to help develop and implement a comprehensive program to optimize cleaning outcomes.

Our EnCompass™ Environmental Hygiene Program is a comprehensive program designed to help customers improve patient room hygiene and reduce the risk of the transmission of pathogens. The program includes cleaning tools, products, dispensing equipment and cleanliness monitoring tools to help hospitals clean patient rooms more quickly, consistently and effectively – thereby helping to decrease the risk of HAIs due to environmental surface contamination.

To build on our EnCompass™ program, Ecolab Healthcare has developed an added service program called PROTECT™, which delivers hands-on program implementation and process optimization, on-going staff education and certification, as well as on-site quarterly data collection and reporting to help ensure continuous improvement and quality outcomes for our customers.

INSTRUMENT REPROCESSING

The Central Sterile Department (CSD) plays an integral part in the successful outcomes of surgical procedures performed by the hospital. Increasing the efficiency of the CSD guarantees a smooth running surgery department by ensuring that all necessary instruments are in order and in good working condition to support surgery.

At Ecolab, we provide hospitals with an innovative, full line of products and services that are intended to optimize cleaning results, improve processes and reduce environmental impact. The OptiPro™ program combines best-in-class solid and liquid technology, along with a comprehensive best practices implementation package designed to deliver outstanding cleaning performance.

SURGICAL DRAPES

The operating room is the nerve center of the hospital and is extremely important to our business. Ecolab’s Microtek branded surgical drapes provide our customer’s with innovative draping solutions for all their surgical needs, including; Urology, Gynecology, Orthopedics, Interventional Radiology and Cardiology, Neurosurgery, Ophthalmie, ENT, ect. Our procedure- and device-specific drapes help protect the sterile field and protect expensive equipment, as well as help reduce the risk of HAIs.

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SURGICAL DRAPES (continued)

For example, Ecolab offers both a line of surgical equipment and patient draping solutions designed specifically for use with robotic-assisted surgical procedures. This trend for robotic surgery continues to grow, mainly due to the positive benefits of this minimally invasive surgical technique.

We also offer equipment drapes like the Vari-Lens® microscope drape, which reduces glare while maintaining the sterile field. In addition, our full line of imaging drapes helps to provide an effective sterile barrier across a wide spectrum of commonly used imaging equipment, including digital fluoroscopy, ultrasound, and video, as well as a full line of drapes for microscopes, C-arms, cameras, and probes. We work closely with physicians and surgeons to develop draping solutions that improve convenience and ease of use.

SURGICAL ROOM TURNOVER

Our CleanOp® products and programs help to decrease operating room (OR) turnover time, which may otherwise result in wasted time for the surgery team, through customized components and consistent procedures.

Ecolab partners with OR personnel to design unique, surgical turnover kit that meet the specific needs of each customer. The hospital chooses components from impervious, absorbent, disposable linens that prevent fluids from leaking onto hospital beds, color-coded bags for easy identification and accurate disposal, dry and wet wipes for efficient cleaning and disposable mop heads. These single-use components support more efficient room turns and reduce potential cross contamination. Additionally, Ecolab staff provide on-site training to support best practices in environmental hygiene in the OR.

SURGICAL PATIENT SAFETY & STAFF PROTECTION

Conditions that require prolonged bed rest puts over 600,000 patients each year at increased risk for deep vein thrombosis (DVT), which can cause serious damage to major organs and even death. Ecolab’s Venodyne® DVT Compression System enhances outcomes before and after surgery with a clinically proven treatment.

Ecolab also helps protect clinical staff from exposure to life-threatening hazards like blood, fluids, and smoke, as well as other contaminants in the air during surgical procedures. Isolyser® fluid waste solidification is designed to effectively modify fluids in suction canisters into a solid. The solid collection units eliminate the need for workers to empty fluid contents down the drain and reduces the workers’ risk of exposure to biohazardous fluid spills during transportation.
Meanwhile, our Stackhouse® VitalVac® Smoke Evacuator provides a convenient and effective solution for control of surgical smoke. The system provides exceptional value by utilizing exclusive microchip technology to sense filter capacity, eliminating unnecessary filter changes and reducing overall procedural costs.

The patented Stackhouse® Disposable Helmet System (DHS) is designed to provide comfortable barrier protection without the maintenance of reusable systems. The DHS helps protect the surgical team with a breathable viral barrier tri-laminate garment material while eliminating helmet cleaning and maintenance and avoiding cross contamination associated with helmet reuse.

**COMPOUNDING PHARMACY CLEANROOM CONTAMINATION CONTROL**

For compounding pharmacies, the United States Pharmacopeia (USP) <797> provides guidelines on best practices for all activities related to the processes and procedures for compounding pharmacy cleanrooms including, safe drug delivery, safe handling of hazardous drugs and contamination control. It is designed both to cut down on infections transmitted to patients through pharmaceutical products and to better protect staff working in pharmacies in the course of their exposure to pharmaceuticals.

Ecolab Healthcare provides a comprehensive approach to USP <797> contamination control implementation and monitoring, including products, tools, training and support for ISO Class 5, 7 and 8 compounding areas. We work with pharmacy staff to evaluate existing practices, identify gaps and provide reporting to show where practices might be improved. Based on our gap analysis, we work together with pharmacists to establish SOP’s that reflect the best contamination control practices for the facility. Ecolab specialists provide on-site, hands-on training, in-service materials, reference tools and documentation of the training as called for in USP <797>.

**SUSTAINABLE SOLUTIONS**

Ecolab Healthcare is committed to making the world a cleaner, healthier place. We are also committed to providing our customers with the most effective and efficient cleaning and infection prevention programs available. 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. For example, our OptiPro™ and Asepti-Solid® product lines use our innovative packaging of clear, shrink-wrap film. A typical 200-bed hospital using 30 gallon drums will generate more than 300 cubic feet of landfill waste per year, versus less than 1 cubic foot of waste with our solid products.
SUPERIOR SERVICE

Ecolab Healthcare is committed to providing superior, personal service and support delivered by specialists who not only know the customer's business, but offer wide-ranging expertise in the areas of cleaning and health protection. We offer a depth and breadth of solutions that is unmatched in the industry – utilizing innovative, unique and differentiated solutions; clinical, scientific and regulatory expertise; and technology alliances, licensing and acquisitions.

Our sales-and-service associates are focused on delivering personalized service to customers – their broad knowledge and expertise are a cut above the competition. They understand the key issues their customers face and partner with them to identify customized solutions – because they take the time to develop strong relationships with the customers across all levels of the healthcare systems they serve.

Each specialist is trained on our products and programs and is an expert in healthcare environmental infection prevention programs. Educating healthcare professionals about the latest infection control studies, infection prevention information and proper compliance is just as important as selling products. Specialists also provide healthcare personnel with ongoing education, training and audits to ensure consistent delivery and outcomes.

Healthcare’s Corporate Accounts team is focused on building relationships with group purchasing organizations and health systems to ensure service excellence. This group is uniquely trained to work with heads of the hospitals, health systems and GPO customers and is focused on addressing issues related to supply chain, operational efficiency, total cost management and brand protection.

We are committed to providing superior personal service and support by knowledgeable specialists.
A HEALTHCARE CUSTOMER CALL

Healthcare Account Executives (AE) visit customer sites – from hospitals to ambulatory surgery centers – on a regular basis to address customer concerns and provide new industry and product information. They also conduct employee training and education to help increase staff knowledge and efficiency, as well as improve cleaning outcomes to help reduce the risk of the spread of infections.

The AE calls on many contacts within a hospital. An AE calls on Infection Prevention, Central Sterile, Environmental Services, Compounding Pharmacy and Materials Management departments. A surgical AE, meanwhile, works with the operating room team, as well as cardiology, the cath lab and interventional radiology to provide a wide array of surgical products.

A typical call for an AE starts by meeting with the chief infection preventionist – typically a registered nurse or microbiologist who monitors facility-wide infection prevention efforts. The two discuss the specific needs of the hospital and partner to devise solutions to address the issues. In addition, the AE acts as an important resource for the hospital, always sharing the latest infection prevention practices and information.

In fact, the AE works with the staff throughout the hospital to conduct training on products and processes. He/she also works on new product evaluations for the hospital. When large dispenser installations are required for product conversions, the AE will manage the install and bring in a team of installers to work with the hospital on the conversion.

The Ecolab AE will also call upon the manager of the central sterile department to verify the cleanliness of surgical instruments associated with manual and/or automated washing processes. The AE may conduct a water analysis and use this information to determine product and dilution needs, service dispensing equipment or conduct training. He/she may also visit other areas of the hospital, such as Environmental Services and the Compounding Pharmacy to assess needs, conduct training and review compliance on product usage on processes.

The Ecolab Surgical AE, meanwhile, works with the OR director and his/her team to understand the equipment and surgeries they focus on in order to develop unique patient draping solutions and recommend the right draping solutions. The surgical AE also serves as a resource for hospital staff, answering questions and conducting hands-on employee training.

At the end of the visit, the Ecolab AE works with his/her key contacts to review findings and provide documentation on training activities. He/she also verifies that the customer’s concerns have been addressed, discussing recommendations and possible product and/or program solutions. Then it’s on to the next call.
MARKETS SERVED:

Foodservice
Hospitality
Education
Food Manufacturing
Food Retail
Healthcare
Government
Recognizing the need for true pest elimination – not simply pest control – among hospitality/lodging, foodservice and industrial customers, Ecolab Pest Elimination offers an essential service: reliable, premium commercial pest elimination. We are 100% focused on serving our customers – including restaurants, hotels, hospitals, food processing plants and more – offering them science-based protocols specifically designed to protect them against cockroaches, rodents, flies, bed bugs, birds, termites, ants and other crawling pests that carry disease and pose a threat to their brand and reputation.

By combining expertly trained service specialists with the latest technologies, Pest Elimination has grown into the largest provider of premium commercial pest elimination services in the United States. Our service offerings also include comprehensive programs that not only target the most common pests our customers face, but includes regular, monthly visits and on-site education to help customers implement preventative measures or tackle persistent problems.

**SERVICES PROVIDED**

- Proactive, integrated programs that help prevent pest problems before they occur
- Regular inspections and protection against the most common pests
- Proprietary products, equipment and service protocols with reduced total environmental impact
- Superior, discreet service delivery
- On-site consultation
- Educational tools
- Training on implementing/maintaining best pest prevention practices

**STRENGTHS**

Pest elimination, differentiated from pest control, provided through science-based proprietary service protocols, advanced technologies, the industry’s best-trained sales-and-service force and a dedication to service excellence with a focus on quality and total customer satisfaction.
MARKETS & NEEDS SERVED

Pest Elimination is an integral service that complements our customers’ diverse cleaning and sanitizing needs. Many pest management companies will treat facilities for pests after they’ve been sighted by customers or inspectors, or have caused damage to inventory or a facility. We partner with customers to proactively eliminate pests before they have a chance to damage their brand, their business or their bottom line.

Our experienced and highly-skilled service specialists are not only equipped with industry specific training, but understand the hospitality/lodging, foodservice and industrial industries business and regulatory requirements. We care about our customers’ success. Our comprehensive pest coverage is specifically designed to help protect against the most common pests our customers face.

Our national presence, consistent performance standards and reputation for quality have enabled Pest Elimination to become the industry leader among national and regional restaurants and foodservice chain accounts.

SUSTAINABLE SOLUTIONS

As an industry leader, we have always been committed to advancing pest elimination standards and are continuously improving our products, programs and service to deliver high-quality pest elimination while limiting the environmental impact. Our in-house research and development team is continuously developing and testing product and service improvements to reduce total environmental impact and help our customers achieve their sustainability goals.

For example, our improved Stealth™ Maxima fly light features increased catch capacity using a non-pesticide approach and uses 15 percent less energy. Our patent-pending CheckPoint® Multiple Catch and Dual Snap Trap inserts stop rodents outside before they have a chance to get inside, without the use of rodenticides. And Contact Formula–CR is our first Environmental Protection Agency (EPA)-exempt pesticide for cockroach elimination — a low-risk solution safe for commercial kitchen use.
INNOVATION & SUPPORT

Innovative and effective technologies add even greater value and dimension to Pest Elimination’s service. Our research, development and engineering (R,D&E) associates are professionals with advanced degrees in entomology, chemistry and microbiology. They develop, identify and evaluate new solutions with focus on continuous scientific research, voice of the customer and performance testing. These new solutions reduce risk and lower environmental impact while improving efficacy and efficiency.

The R,D&E team also works closely with suppliers that provide insecticides and pesticides. R,D&E’s extensive testing and research, as well as vast knowledge of pest biology and behavioral habits, produce reliable protocols that are supported by science and are unique to specific pest situations.

SUPERIOR SERVICE

Our highly-trained service specialists identify and communicate with our customers about potential pest risks, so problems can be corrected before they occur. They also educate and train customers’ staff, teaching them how to implement and maintain pest prevention practices and provide on-site consultation to show them how to identify the early signs of pest activity to prevent future infestations.

Our trusted experts regularly inspect, monitor and document pest-related issues, ensuring critical information is relayed to the right people and detailed in monthly service reports. Through communication and reports, our customers are informed of any sanitation and structural issues that contribute to pest activity, enabling them to correct them.

Ecolab invests heavily in its service specialists to equip them with the knowledge, products and tools to provide guaranteed results. Our service team is 100% hired and trained by Ecolab; other pest management providers hire seasonal, temporary employees.

Our service specialists receive comprehensive training during the first year of employment and within the first six months alone, they are required to complete hands-on practical training at an intensive week long training academy. Licensed by the states in which they operate, they also receive continuing education from our technical experts who provide additional classroom training and field sales support exercises.
A PEST ELIMINATION SERVICE CALL

The key to Ecolab’s service is guaranteed pest elimination, not merely control. Our service specialists receive extensive training in pest biology and behavior as well as Ecolab’s proprietary protocols. They are also equipped with industry leading equipment and products to identify, diagnose and take action on the proper approach required to achieve Pest Elimination. As a result, our service specialists know where the likely and unlikely pest harborages are located and work proactively to deliver a pest-free environment, as opposed to simply offering reactive solutions after problems and damage have started.

They begin by delivering a customized pest elimination program with a thorough inspection of the customers’ premises. Besides seeking evidence of pest activity, they look for structural or sanitation problems that could contribute to an infestation. They identify potential risks and devise an action plan with the customer to correct problems and prevent future ones.

When Ecolab first contracts with a customer, the service specialist performs an initial service or a “clean out.” An intensive “clean out” service is designed to eliminate any existing infestations. A thorough inspection is completed and then the facility is serviced utilizing Ecolab proprietary protocols, products and equipment. This is a very detailed process focusing on all possible harborage and breeding sites within the facility. During this intensive service, the service specialist will install Ecolab equipment to maintain that pest-free environment. For example, a proactive rodent program is installed both inside and out even if there is no evidence of activity. Due to pest biology and life cycles, we may need to return to complete a follow-up service prior to the first monthly maintenance service to fully eliminate any existing infestations.

After the initial clean out, a service specialist typically visits an account on a monthly basis. To make the most of the service call, service specialists go over past service reports before they ever visit a customer; reviewing product use data, customer project initiatives and current action plans. They are also fully equipped and ready to take on any issue.

The service specialist will begin a service call by first meeting with key on-site management to discuss any concerns or issues since the last visit. Depending on the customer’s needs, the service specialist will inspect and monitor for pests, document pest-related issues, make sanitation and structural recommendations and conduct other pest elimination services such as mechanical trapping or biological and targeted product applications (all of which are standard in our proprietary protocols).

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A PEST ELIMINATION SERVICE CALL (continued)

Another service that Ecolab service specialists may provide during service visits is hands-on staff education and training on how our customers can implement and maintain pest prevention practices. Additionally, we educate our customers on how to identify early signs of pest activity to help prevent future infestations.

During service visits, service specialists may also offer additional services such as:

- Repairing gaps and voids to prevent pest entry
- Fixing small holes in kitchen walls to eliminate nesting areas and points of entry
- Installing commercial grade sweeps at entry points to keep pests out

Throughout the visit, service specialists clearly outline all observations, recommendations and actions taken on a service report.

At the end of a service visit, the service specialist provides a service report to the customer, indicating all services provided — including any products used, findings, sanitation and structural recommendations, as well as other factors that could contribute to a pest infestation. Before leaving, the service specialist makes sure all staff concerns have been addressed. Then it’s on to the next service call.
MARKETS SERVED:
Foodservice
Lodging
Contract Foodservice Management
Hospitality
More than ever, hospitality, foodservice and food retail establishments face demanding market conditions that require quality, safety and consistency. Ecolab's EcoSure business provides industry leading, customized programs for food safety, brand protection and business enhancement. These programs help our chain customers meet their specific quality standards through on-site evaluations and custom-designed training programs.

With 28 years of industry experience, we offer exceptional service nationwide. By combining expertly trained specialists with a proactive account management team and an unmatched quality assurance process, we have become the trusted partner of major brands.

EcoSure provides a crucial service to fulfill chain customers' safety and brand standard compliance needs. In an increasingly competitive environment, chains must ensure that individual units strongly support the chain's safety and experience standards. We partner with customers to provide fact-based insight into their operations via unit-level assessments, online reporting, corrective action tracking and executive reviews that offer roadmaps for improvement.

**SERVICES PROVIDED**

Customized, comprehensive quality assurance programs that help multi-unit operators increase unit-level compliance with food safety, workplace safety, brand and guest experience standards through on-site evaluations and training.

Our comprehensive programs are designed to help customers deliver the right experience to their guests at every visit and to protect them against risks that can damage their brand.

**STRENGTHS**

We have the largest account management team in the industry, dedicated to proactively driving improvements for customers; the most experienced, qualified specialist team conducting on-site assessments and training; and our unique quality assurance process, which ensures data accuracy and validity. These strengths, combined with our national presence, high performance standards and reputation for quality have enabled us to become the industry leader.
KEY SERVICES PROVIDED

- Food safety assessments
- Brand standards compliance
- Safety evaluations
- Guest experience evaluations
- Training
- Product quality retrieval

FOOD SAFETY ASSESSMENTS

We deliver on-site evaluations, training, consulting and advanced reporting that help reduce food safety risks. These evaluations focus on:

- Time and temperature control
- Product rotation and expiration dates
- Cross-contamination
- Approved products
- Employee health/hygiene practices
- Pest control

BRAND STANDARDS COMPLIANCE

We measure and monitor unique brand elements such as brand presentation, as well as quality and service at each location to ensure consistent brand delivery. These evaluations focus on:

Front of House
- Menus, signage, service protocol, food presentation, cleanliness, guest safety, etc.

Back of House
- Food composition, portion control, etc.
GUEST EXPERIENCE EVALUATIONS

We provide on-site evaluations of customer-centered metrics that help drive guest satisfaction. These evaluations focus on:

- Customer service
- Employee professionalism
- Dining atmosphere
- Store presentation
- Cleanliness

EMPLOYEE/GUEST SAFETY EVALUATIONS

We assess physical, structural, electrical and chemical hazards and other liability areas within customer units that could contribute to injuries and provide recommendations to help minimize those risks. The evaluations focus on:

- Slips and falls
- Chemical storage and usage safety
- Cuts and burns
- Ladder safety
- Fire safety
- Emergency training
- Exterior safety

TRAINING

We deliver interactive ServSafe® and other customized food safety-related training to client teams across the United States and Canada.
PRODUCT QUALITY RETRIEVAL

We perform on-site product retrievals at foodservice and retail locations, distribution centers and suppliers. Our product analyses focus on:

- Product performance and consistency
- Package performance
- Competitive tracking
- Effects of distribution

WHY ECOSURE?

Our programs are designed to achieve maximum improvement in unit adherence to a chain’s standards. We achieve this improvement by providing our customers with:

- A dedicated account management team
- Experienced, qualified field specialist teams
- Unmatched quality assurance processes

We partner with customers to design programs tailored to their needs. We proactively analyze evaluation data, review trends and issues and identify risks and root causes. We help customers develop action plans to drive improvement. We support customers by sharing the latest regulatory issues, best practices and more. Executive reviews – quarterly face-to-face meetings with customers – are a vital part of our program. Successful reviews lead to more progress. Our comprehensive reviews address the following questions:

- How are my stores performing?
- Where are we moving the needle?
- What are my most critical issues?
- How do I compare against the industry?
- What is causing my top issues?
- How do I resolve these issues?

We partner with our customers to achieve their standards of quality and uphold Ecolab's tradition of service excellence.
EcoSure evaluations focus on three main components: on-site inspections, teaching and coaching customer employees and fixing critical issues before they become a brand problem.

ON-SITE EVALUATION
On-site evaluations are conducted by qualified EcoSure specialists to measure compliance against corporate, industry and governmental protocols and regulations. During the assessment, the specialist will check whether employees comply with standards set by the customers (e.g., washing hands properly, using the right cheese in sandwiches, greeting the customer correctly when they walk into the hotel, etc.). Our specialists have degrees in health and safety-related fields. At a minimum, they have a bachelor’s degree and fully one-third have a master’s degree or a Ph.D. Many of our specialists have worked as food safety trainers, municipal sanitarians or college-level instructors.

TEACH AND COACH
Our evaluations focus heavily on teaching and coaching unit management and staff, which in turn drives long-term improvement. EcoSure specialists provide on-site training during the evaluation when a violation is observed (e.g., demonstrating how to apply proper storage hierarchy in the cooler). After the evaluation is completed, we print an on-site report and review the findings with the person in charge at that location. This review includes detailed recommendations on how to fix issues discovered during the customer visit.

"FIX IT NOW" CRITICAL ISSUES
For issues that the customer has pre-defined as critical or high-risk, we inform customer management immediately when such an issue is observed, enabling remediation within the hour. When designing the program, we work with customers to define the protocol that will be followed for critical emergency situations. This approach has proven to resolve critical issues before significant damage occurs.
ECOSURE

ADDITIONAL VALUE

EcoSure provides additional value through continuous support from our account management team, our quality assurance process and accurate data and web reporting that provides improved visibility into customer operations.

CONTINUOUS SUPPORT BY ACCOUNT MANAGEMENT TEAM

We assign dedicated account managers to each customer to ensure that each customer program is designed and executed to the customer's unique business and priorities. Account managers become an extension of the customer's team, immersed in the customer's brand and operations. This account management team conducts detailed data analysis requested by the customer and continuously searches for ways to improve the program to achieve more progress.

QUALITY ASSURANCE PROCESS

After each inspection, our specialists verify the accuracy and completeness of every inspection record. This quality assurance process is unique to EcoSure and enables our customers to make fact-based business decisions with real confidence, using accurate data.

REPORTING AND CORRECTIVE ACTION

We maintain a web portal which enables customers to actively monitor the quality and safety of their units through web reporting, automatic alerts and event-driven report distribution.

Web reporting allows customers to monitor total system performance at any level in their organization. They may view evaluation data ranging from full-system summaries down to individual evaluations.

Our corrective action system allows customers to manage and track changes implemented after inspection. Unit and regional managers can log in to our web portal to review issues uncovered at the audit, enter correction plans and close out plans once complete. More importantly, we can customize our system for each customer, accounting for unique hierarchies and escalation processes, to include all levels of field and senior management in the customers' organization.
MARKETS SERVED:
Quick Service Restaurants
Food Retail Establishments
Convenience Stores
Kay is the leading global supplier of cleaning and sanitizing products and services to the Quick Service Restaurant (QSR) and Food Retail markets. Kay has emerged as a leader in the domestic food retail services market and continues strengthening its presence in the convenience store industry.

In a fast-paced industry with high employee turnover, heavy foot traffic and increasing language barriers, high-level cleaning and sanitation standards can be difficult to maintain. Kay partners with customers to help them meet these constantly changing challenges – offering in-depth knowledge, customized products and dispensing systems and comprehensive training.

SERVICES PROVIDED

Brand protection and enhancement through premium, customized and industry-specific cleaning and sanitation programs that reduce labor costs while increasing sanitation levels, cleaning performance, employee and guest safety and equipment life; supported by employee training programs, ongoing research and development, dedicated field service, store-level electronic surveys and regulatory and technical support.

STRENGTHS

Highly trained sales-and-service force with decades of cleaning and sanitation experience and a true understanding of the unique needs of the industry; customizable products and services chain customers can use wherever they operate in the world.

QUICK SERVICE RESTAURANTS

Kay began its relationship with QSR chain customers nearly 50 years ago. Our goal is to provide cleaner, safer and healthier environments for our customers and their guests. To accomplish this, we employ a dedicated and highly trained field service team, the industry’s largest, that is equipped with first-hand experience and a wide range of industry knowledge. Our territory representatives collaboratively work with our customers to identify problem areas and develop action plans to deliver optimal solutions, customer-specific store audits and multilingual training programs that help them operate safely, efficiently and in a sustainable way.

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QUICK SERVICE RESTAURANTS (continued)

Our specialized QSR field service is backed by advanced cleaning and sanitizing products and programs that are easy to use and color-coded for quick identification. For example, our floor care systems – designed for maximum effectiveness on restaurant-specific soils – are mixed to exacting standards with safety and simplicity in mind. This means cleaner floors in less time, better customer perception and a lower risk of slip-and-fall accidents. Our premium core and specialty offerings include:

- Pot and pan detergents and sanitizers
- Degreasers
- Floor cleaners
- Restroom cleaners
- Multi-surface and glass cleaners
- Antimicrobial handsoaps
- Oven, grill and toaster cleaners
- Beverage equipment cleaners
- Limescale removers
- EPA-registered disinfectant
- Freezer and cooler cleaners
- Multi-use stain removers
- Water filtration
- Food rotation tools
- Cleaning and sanitation tools

Our unique, portion-control packets and automated dispensing help customers minimize waste and water usage. In addition, our closed-system product dispensers are cost-effective and promote employee safety.

Matching the right product with the appropriate dispenser technology is the strategy that makes it profitable for both Ecolab and our customers. With a variety of dispensing options to choose from, each customer’s environment is carefully assessed and tested to confirm the right fit. For example, high-volume locations may receive the innovative SolidSense™ System, which uses patented, solid product technology to help customers achieve the best cleaning results for their hard surface cleaning needs at the most efficient water, energy and labor cost. The products for this system are 99-percent water-free, making them easier to refill. Single-dose concentrated packets are available for customers with smaller stores or for specific cleaning applications.
KAY

FOOD RETAIL & SUPERMARKETS

Kay entered the food retail and supermarket industry in the mid-1990s and has experienced great success with its market-specific products, customized solutions, service, training and audits — all focused on elevating customers’ food safety practices and operational efficiency. Electronic food safety and sanitation audits are tailored to fit customers’ operational needs and data gathered on a store-by-store basis is accessible in secure online reports to help managers identify best practices and improvement areas.

To reinforce proper cleaning and sanitizing procedures, Kay representatives conduct ongoing food safety training, as well as provide hygiene plans, wall charts, product application guides and language-free or multilingual instructional materials. We help customers minimize food safety risks through training on:

- Time and temperature control
- Chemical handling procedures
- Proper cleaning methods
- Personal hygiene
- Food safety certification

To help protect customers’ brand and bottom line, we developed a comprehensive Food Retail Services (FRS) program — designed to meet all their challenging food safety, cleaning and pest elimination needs. The program offers innovative systems for:

- Improved safety and performance
- In-depth employee training on food safety
- Personal service
- Customized Automatic Service Reporting to identify risks and opportunities
- Specialized food safety audits
- Operational sustainability to help customers conserve water and energy resources, improve safety and reduce waste

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FOOD RETAIL & SUPERMARKETS (continued)

In addition to helping protect customers from foodborne illness, we offer innovative products and systems that simplify the cleaning and sanitizing process in these key areas:

- Hard surfaces
- Food contact/preparation areas
- Grease management
- Restrooms
- Hand care
- Warewashing
- Specialty needs
- Floor care
- Pest elimination
- Equipment care
- Food safety
- Food rotation tools

SUSTAINABLE SOLUTIONS

We are dedicated to helping customers operate safely, efficiently and in a sustainable way. That’s why we design products that feature automated dispensing and portion-control packets – translating into safer usability, as well as cost savings for our customers and reduced environmental impact due to water usage savings.

Our closed-system product dispensers also maximize employee safety, optimize cleaning performance, increase productivity and control costs. Products are mixed into a solution and dispensed at the correct dilution ratio without the expense of complicated plumbing and systems are designed to minimize waste, water usage and offer low-use cost.

Our SolidSense™ System is the next generation of dispensing technology. It is designed to make a big impact on a customer’s operation and smaller impact on the environment. By shrinking package sizes and reducing water requirements during production, this system reduces consumption of natural resources and minimizes the impact on landfills. Since packaging is minimized, it also costs less to ship and takes up less storage space in warehouses.
INNOVATION & SUPPORT

Our Scrub N Go® Floor Scrubber Vacuum System was designed to clean floors up to 63 percent faster* and more thoroughly than a traditional mop-and-bucket – resulting in labor savings for restaurant operators. Floors cleaned using Scrub N Go also dry faster, greatly reducing the risk of slip-and-fall accidents.

According to the National Restaurant Association (NRA), nearly three million employees and one million customers are injured in slip-and-fall accidents in restaurants each year, costing businesses thousands of dollars per incident. In 2009, Scrub N Go was awarded a Kitchen Innovations™ Award from the National Restaurant Association Hotel-Motel Show, selected by a panel of industry experts as one of the most groundbreaking inventions for the global foodservice market.

Following a long tradition of designing QSR-specific cleaning tools, a patent-pending Grill Tool was launched. This tool is ergonomically designed to reach all areas of a grill surface – greatly reducing cleaning time and effort and improving equipment operation.

Kay’s 2-in-1 Concentrated Floor Cleaner and Degreaser addresses an emerging customer need – and represents a new generation of cleaning solutions designed specifically to attack heavy grease and protein buildup associated with non-trans fat (NTF) shortening.

Another technology break-through is our Automated Service Reporting system which monitors and captures store-level data. This valuable tool helps our customers identify risks, trends and opportunities at the divisional, regional and chain level for better operational efficiency and improved environmental impact at all levels of their organization.

*2005 Official ISSA 447 Cleaning Times, based on 15 inch scrubber vs. 16 oz. damp mop
SUPERIOR SERVICE

Kay field associates are acutely aware of the role cleaning and sanitation plays in helping to protect a customer’s brand. Boasting the largest network of QSR and food retail specialists, we bring an in-depth knowledge of cleaning and sanitation expertise and a dedication to improving our customer’s operational efficiency. We help managers see the restaurant through the eyes of the customer and offer a comprehensive approach to cleaning, sanitation and food safety — 360° of Protection® for our customers, their employees, store and brand.

Kay supports its QSR customers through a two-part sales organization. First, its Corporate Accounts team develops tailored programs in partnership with customers’ parent company or chain headquarters. Once programs are approved, territory representatives conduct testing in certain stores, then expand Ecolab’s program to all restaurants across the customer’s business. They offer continued support and training at the store level, managing store-level sales and service, as well as equipment maintenance and food safety standards.

On the food retail side of the business, field associates work with supermarket food safety management to develop specific food safety programs that address the unique issues freshly prepared foods present — where maintaining proper cooking time and temperature is imperative.

Kay’s field associates are often hired as specialists from within the industries they serve. Building on the knowledge and experience they bring to Ecolab, they spend a quarter of their first year in focused market training. This level of specialization is what sets them apart. They are cleaning and efficiency experts, problem solvers and trainers. They are ServSafe®-certified and take part in National Environmental Health Association training to achieve Certified Professional-Food Safety status.

Our associates are also specialists in their particular industries, combining our training with their existing expertise.
A KAY CUSTOMER CALL

QUICK SERVICE RESTAURANT

Our ServeSafe®-certified field associates conduct Value Visits at QSR stores to complete in-depth training on food safety, cleaning and sanitation, customer-specific SOPs and OSHA compliance. Using their judgment, discretion and expertise, they consult with store managers and employees to review and improve operational efficiencies, as well as identify opportunities to improve a restaurant’s overall cleanliness.

Associates are available 24 hours a day, 7 days a week to respond to customer needs whenever they may arise. The frequency of customer visits and levels of service are determined by the type of customers and their operational needs, which can include group instruction for management and employees on a regional level, as well as one-on-one, in-store training focused on cleaning and sanitation tasks.

During a customer visit, the field associates may also lead hands-on demonstrations on proper procedures to clean floors, ovens, fryers, food prep surfaces, dining areas, restrooms and exteriors – all key areas to assure that restaurants are clean and safe for both guests and employees. At the end of the visit, a summary report is provided to the restaurant manager, and if required, a detailed corrective action plan is also made available. In addition, new Ecolab product solutions are discussed as needed.

Other services our field associates perform include:

- Dispenser equipment calibration
- Product inventory control
- Seasonal cleaning initiatives

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Typically, field associates visit grocery stores and supermarkets on a monthly basis to deliver a comprehensive cleaning and food safety program designed to cover every square inch of a customer’s operation. They conduct comprehensive food safety audits, whereby they evaluate a store’s cleaning and sanitation practices checking, for instance, food temperatures, staff hygiene practices and overall cleaning standards.

During this process, they grade food handling and storage procedures, maintain dispensing equipment and lead hands-on product demonstrations, such as how to properly use KAY® Chlorinated Cleaner, an all-purpose degreaser that can be used without personal protective equipment (PPE). They also perform inventory checks and repairs and partner with customers to develop in-depth processes for breaking down, cleaning and sanitizing equipment such as meat slicers, rotisserie ovens and display cases.

For all customer calls, our Ecolab associates immediately show employees how to correct the problem if improvements are necessary. We also help implement procedural changes and use mobile XP Tablet technology to capture and store customized information, such as Material Safety Data Sheets (MSDS) and training materials for each customer. This web-based tool has the ability to track issues, corrective actions, as well as overall trends within a region, on a corporate level and across the industry.

Our field associates document all services performed, findings and recommendations for new solutions on a summary report, which they review with store management at the end of the call. Before leaving, they make sure all concerns have been addressed. Then it’s on to the next call.
MARKETS SERVED:

Large commercial laundry operations that serve a number of markets:

- Healthcare
- Hospitality
- Food & Beverage Linen
- Industrial
Textile Care serves larger, more complex commercial laundry operations, which serve the textile rental, industrial, healthcare and hospitality markets. Our customers process at least one million pounds of linen annually, with some plants processing up to 100 million pounds a year. These large-scale operations require products and dispensing systems designed specifically for their industrial-size machines and complex operations. (Ecolab Institutional serves the smaller on-premise laundries found in hotels, hospitals, restaurants and nursing homes.)

We are committed to delivering operational excellence through hands-on partnerships with our customers, providing the best cleaning results at the lowest overall cost enabled through:

- Personal service and consulting
- Water and energy optimization
- Sustainable solutions
- Data management
- Advanced science and expertise

SERVICES PROVIDED

Custom-designed wash programs incorporating premium products and dispensing equipment; superior, personal service and technical support to obtain optimum performance and cost-effectiveness.

STRENGTHS

Largest team of sales-and-service specialists with in-depth knowledge and experience in laundry chemistry, backed by a premier technical support staff; a full line of laundry product solutions and dispensing equipment enabling customers to deliver quality results.

We specialize in the textile rental, industrial, healthcare and hospitality markets that make up the commercial laundry industry.
MARKETS & NEEDS SERVED

Textile Care’s primary customer base includes large commercial laundry operations such as textile rental laundries (which handle many types of linen, from tablecloths and napkins to bedding and towels), healthcare laundries and industrial laundries (which process and deliver customers’ uniforms, shop towels, floor mats and other linens), as well as large institutional customers, such as universities. We offer a variety of products and programs to address the varied types of soils and linens processed by our customers including:

- Detergents
- Alkalis and sours (pH balancers)
- Oxidizers
- Starches
- Fabric softeners and conditioners
- Prespotters and stain removers

We also provide fluid repellents, fabric relaxants and odor control technologies, along with advanced laundry systems like our water- and energy-saving technology. In addition, we offer the industry’s most advanced monitoring and dispensing systems to ensure consistent and accurate delivery of product to the washer for maximum results.

SUSTAINABLE SOLUTIONS

We are proactive in offering advanced chemistry for superior cleaning with lower environmental impact, including innovative solutions like low-temperature detergents that positively impact our customers’ water, labor and energy costs. Our Fabric Relaxant allows customers to effectively “press” fabrics without using irons—saving water, energy and labor.

Our Aqua Reuse System reduces water usage up to 30 percent in continuous batch washers by reusing water during the rinse process. Our Ecometrix Tool also helps improve wash performance by providing detailed water flow and usage data going into the wash process.
INNOVATION & SUPPORT

Industry leading innovation, research and technology expertise also help drive superior cleaning results. Textile Care provides advanced reporting systems that put data at the customer’s fingertips to boost efficiency and control costs. For example, we offer our partnership with Spindle Technologies, which provides an advanced information management system that summarizes data for a single plant – or an entire corporate account chain. Always available online, customers can monitor data with easy point-and-click navigation to maximize washroom efficiency and manage their operation more efficiently. The availability of real-time monitoring of the washroom also exists to further build efficiencies at the customer plant.

Our support and applications team is comprised of experts who provide unmatched technical service expertise to keep customers’ operations running optimally. In addition, our research, development and engineering technicians perform a wide variety of testing, including identifying stains and prevention methods, analyzing water samples, providing wash formulas and answering questions.

SUPERIOR CUSTOMER SERVICE

Sales-and-service specialists provide expert consultation and custom-design wash programs unique to each customer. Many have more than 15 years of field experience or previously worked in commercial laundry operations – giving them an in-depth understanding and aptitude for problem solving. Workshops keep specialists abreast of new procedures, products and equipment, environmental issues and topics such as:

- Laundry chemistry
- Product characteristics
- Wash formulas
- Washroom equipment
- Chemical safety
- Water and energy optimization
- Productivity management
- Washroom efficiency
A TEXTILE CARE CUSTOMER VISIT

Commercial laundry specialists improve our customers’ laundry operations – from large chain and corporate accounts to independent laundries. Specialists may call on a central laundry operation that serves a number of area hospitals, for example, on a monthly basis. Their goal is to consistently work to reduce the overall cost of operation for the customer to process linen.

To make the most of the visit, laundry specialists go over past reports, reviewing product use data, customer project initiatives and current action plans. Typically, these projects are focused on production improvements, reduction of water and energy, or improving efficiencies to help manage labor costs, all while maintaining quality results.

At the beginning of the visit, the specialist meets with the plant manager to discuss any immediate concerns. The specialist then examines all aspects of the laundry operation. Several loads are run through the wash cycle and wash formulas are tested to make sure they are correct for the types of linen being processed. Adjustments are made to ensure proper balance of product, water, temperature and cycle times. In many cases, this check serves as an audit to help ensure proper sanitation of the linen.

In addition, laundry specialists serve as a resource for employees, providing them with hands-on training on proper laundry procedures, wash aisle efficiency, hazardous materials handling, chemical safety, best practices and more, becoming a consultant on behalf of the customer. For example, our specialists may identify where an operator has been washing a linen classification improperly, which can cause unnecessary water and energy use, along with a longer wash time.

Observations and recommendations for improvement are documented throughout the visit on a report using a customized software program that stores technical data and account information – providing the customer instant access to a complete washroom history.

At the end of the visit, the specialist reviews the report with the plant manager along with other key plant personnel and points out findings, improvements and potential new solution opportunities. An action plan is developed to focus on continuous plant improvements. Before leaving, the specialist ensures that all questions and concerns have been addressed.
MARKETS SERVED:

Car Wash and Detail Operators

Convenience Stores

Food Retail and Club Stores

Car Manufacturers and Auto Dealerships

Commercial Transportation Fleets (e.g., Motor Coaches and Buses)
Vehicle Care serves a large and highly fragmented market that offers attractive opportunities for our business to consolidate, lead and grow. We provide innovative and differentiated products to the market, often using cleaning technologies originally developed by Ecolab for other business units and marry this product expertise with a strong sales-and-service team to produce the best results for customers at the lowest use cost.

Ecolab Vehicle Care specializes in vehicle cleaning, protection and detailing products, programs and services – at a lower total cost and environmental impact – for conveyor, in-bay, self-service and detail car wash operations, as well as corporate-owned transportation fleets. Our comprehensive menu of solutions includes:

- **Revenue-generating programs**
- **Technical resources**
- **Operational support**
- **Customer education and training**

With a focus on commercial vehicle wash operations support, we provide advanced technology chemistry, dispensing systems and focused merchandising and protocols all aimed at ensuring a consistently clean vehicle every time. Our highly trained specialists offer customers personal service and work in partnership to drive growth and a healthier bottom line for the operator.

The power of our well-known Rain-X®, paired with the product’s high performance, allows car wash operators to maximize their value to car wash consumers. For example, our Rain-X Complete Surface Protectant bonds and cures on surfaces for outstanding shine and protection against rain and snow – a first for the industry. Other core offerings include:

- **Blue Coral® liquid and solid cleaners**
- **Conditioners and polishes**
- **Drying agents**
- **Black Magic® tire dressings**
- **A full line of professional detail products**
SERVICES PROVIDED

We are uniquely positioned to help our customers maximize performance and minimize costs. Our specialists work with customers to boost performance and profits, positively impacting the wash through consultive service reporting and analysis; performance optimization and management; training and process standardization; and profitability modeling.

STRENGTHS

Vehicle Care delivers industry leading innovation and sustainability initiatives, as well as a national network of trained specialists who provide car wash operators with expertise and industry best practices. This is all backed with recognized brands such as Blue Coral, Rain-X and Black Magic.

MARKETS & NEEDS SERVED

The vehicle care industry is comprised of three major types of wash segments. The largest — full-service, exterior express service, conveyor-style vehicle wash facilities — clean, dry and detail vehicle interiors and exteriors by running cars or trucks through a conveyor tunnel often while the consumer waits in a lobby or viewing area.

The second segment is known as in-bay automatics, often attached to fuel stations and feature machinery that moves around a stationary vehicle, washing the exterior of the car while the driver remains in the vehicle. The final segment is the coin-operated, self-service operations that allow consumers to wash their own cars with pressurized spraying equipment.

Three additional segments serve corporate and commercial needs:

- Rental vehicle washes
- Truck and bus fleets
- Auto auctions and dealerships

Ecolab Vehicle Care stands out as the only national supplier truly versed in supporting corporate programs with consistent protocols and training, as well as a full portfolio of chemistries designed to efficiently clean the varying types of soils that occur across the country.
VEHICLE CARE

SUSTAINABLE SOLUTIONS

We drove the first sustainability program in the commercial car wash industry with the Blue Coral Beyond Green program – which promotes the use of powerful, accurate cleaning products and features merchandising programs to car wash consumers.

Vehicle Care's chemistries are phosphorus-free and VOC- (volatile organic compound) compliant, while product packaging is completely recyclable. Coupled with educational and merchandising materials, Blue Coral Beyond Green creates new standards and proves that sustainable cleaning efficacy and profitability are possible simultaneously.

INNOVATION & SUPPORT

Exceptional service backed by advanced technology is critical to our success in the vehicle care industry. With Ecolab's extensive technical expertise, we have the resources to help our customers solve almost any problem.

As Vehicle Care explores opportunities to help our customers manage increasing water costs and regulations, we have the ability to leverage Ecolab's expertise in developing technologies that help our customers use less water, and where possible, recondition and reuse water.

Corporate customers have increased visibility of their local vehicle wash operations through our monthly, customized service reports and summaries – which highlight areas of success and identify areas of opportunity for efficiencies and process improvements. This foundation of innovation and support allows us to build strong consulting relationships and provide an unparalleled level of service.

PERSONAL SERVICE

We offer a national network of direct and distributor service representatives who help our customers operate more effectively, efficiently and profitably. We also use our strong relationships with car wash equipment manufacturers which provide a greater depth of understanding of our customers' operations.

Vehicle Care specialists and distributor partners work closely with car wash operators to help them increase their bottom line and drive revenue through precise and effective cleaning, operational efficiencies and consumer-focused merchandising programs that help drive consumer loyalty. For example, our i-Style™ visual merchandising program helps car wash operators connect with customers using powerful imagery, brands and headlines to influence the buying decision.

We also emphasize training in the development of our sales-and-service specialists. Each specialist receives in-depth training at Ecolab's Vehicle Care Academy. Specifically, our associates are trained to ensure proper application of soap, polishes, drying aids and sealants, as well as checking products, dispensers and inventory. Product inventory is a key checkpoint for keeping a customer's costs in line.
A VEHICLE CARE CUSTOMER CALL

Our on-site customer service goes beyond just recommending and then delivering products. Specifically, our specialists deliver:

- Performance monitoring
- Turn-key revenue programs
- Profitability analysis
- Employee training and safety focus
- Customized technical support
- Point-of-sale materials in multiple media
- Custom-designed dispensing equipment

The typical service specialist makes an average of six customer calls per day. He/she looks for ways to help customers attain consistently clean, shiny vehicles; increase the volume of vehicles washed per day; and increase the operation’s profit margin.

The specialist makes regular visits to ensure that customers’ needs are being met and products and systems are delivering superior results as promised. He/she also gathers the necessary supplies to perform maintenance services, such as test kits, parts and tools. Throughout the visit, the specialist records all findings, observations and service performed on a report, looking for opportunities for improvements in their operations.

Specialists inspect the cars to ensure proper cleaning is being achieved and reviews all key points in the wash cycle to identify opportunities for efficiencies, streamlining of procedures and to eliminate costly bottlenecks. He/she checks to ensure proper application of soap, polishes, drying aids and sealants – checking products, dispensers and inventory. When appropriate, the specialist will conduct on-site staff training on proper and safe handling of product and equipment – which also results in optimal operational efficiency.

Our specialist uses testing equipment and reviews the key operating data to evaluate the water and chemical use needed to produce a clean, shiny and protected car at the lowest total cost. If use is out of range, the Vehicle Care specialist will make recommendations to modify use levels or alternative products that will help the customer reduce total costs. Then the specialist reviews the report with the customer and answers any questions.

The specialist will also provide turn-key revenue program recommendations by using merchandising programs or added service opportunities. By leveraging our merchandising and point-of-sale services, we can help our customers grow their car wash volumes and per vehicle revenue significantly, beyond servicing the total wash.
Ecolab Equipment Care

MARKETS SERVED:
Restaurants
Hotels
Hospitals
Nursing Homes and Long-Term Care Facilities
Contract Feeders
Education
Supermarkets
Convenience Stores
Ecolab Equipment Care provides around-the-clock parts and service for commercial cooking, refrigeration and warewashing equipment. A “one-stop-shop” for on-demand fast fix repairs and scheduled preventative maintenance, we set ourselves apart by providing service and parts on a nationwide basis for all major brands of commercial kitchen equipment. This extensive network allows customers to consolidate the number of service providers they deal with, resulting in more consistent, reliable service.

We can proactively assist customers in preventing problems before they occur by providing regular consultation through a customized preventative maintenance plan and schedule. This not only extends equipment life, but helps reduce energy consumption and eliminates unnecessary food waste.

SERVICES PROVIDED

We take care of every piece of commercial kitchen equipment, helping create an efficient and smooth operation.

Repair, parts replacement and customized maintenance for commercial food equipment, including:

- Fryer
- Steam equipment
- Ovens and conveyor ovens
- Ranges
- Dishwashers
- Steamers
- Grills
- Kettles
- Skillets
- Food warmers
- Filter machines
- Refrigerators and freezers
- Ice machines

STRENGTHS

One of the largest parts inventories in the United States and a network of experienced service technicians with extensive training in all aspects of kitchen equipment repair.
MARKETS & NEEDS SERVED

Downtime due to equipment failure can be paralyzing and costly, so foodservice operations use a broad range of highly sophisticated commercial food preparation and storage equipment. It's also vital that equipment be well maintained so food cooks to accurate time and temperature standards.

To keep busy kitchens running smoothly, fast access to the right parts is imperative. Equipment Care stocks more food equipment parts than any other independent distributor in the world and each service vehicle carries its own parts supply.

More than 400 kitchen equipment manufacturers leverage our expertise and nationwide reach by designating Ecolab as their factory-authorized warranty service provider. These partnerships allow us to build solid relationships with customers during the warranty period — generally continued once the warranty expires. Being an authorized warranty provider in a geographic market also makes us the manufacturer's factory-authorized parts distributor in that area.

Finally, we offer customers individualized overviews of their spending, equipment and service performance with our UNIT-TRAX™ reporting — giving part-by-part and unit-by-unit price breakdowns. The web-based system analyzes and reports on all equipment repairs and maintenance performed at a single location, as well as throughout a nationwide chain. From nuts and bolts for an ice machine to refrigerator installs, UNIT-TRAX captures and stores every dollar a customer spends and provides a full history of equipment performance, which can help lead to smarter business decisions and greater efficiency.

SUSTAINABLE SOLUTIONS

Equipment Care technicians proactively assist customers by helping them avoid costly downtime and protect their equipment investments. By providing regular consultation through a customized preventative maintenance plan and schedule, problems can be prevented before they occur. This can also extend equipment life, help reduce energy consumption and eliminate unnecessary food waste.

KITCHEN Energy FACTOIDS

- Restaurants use more energy in the kitchen than in the rest of the building
- Energystar.gov estimates that more energy-efficient kitchen equipment can save as much as $500 a year
- U.S. Environmental Protection Agency experts estimate that if a foodservice operation cuts its energy costs by just 20 percent, profits could increase by 30 percent or more

Continued on next page
In addition, our UNIT-TRAX monthly reporting system – which helps reduce labor costs and extend equipment life – is especially beneficial for chain customers as it continuously analyzes the condition, cost and efficiency of kitchen equipment on a corporate-wide basis by monitoring three key areas:

- Spending performance
- Equipment performance
- Service performance

The detailed reports enable customers to pinpoint trouble spots, understand what’s working right and see a comprehensive view of service history so they can make them an integral part of their equipment management strategy. The payoff is greater efficiency, longer-lasting equipment and increased profitability throughout an entire restaurant chain. Quite simply, equipment that operates more efficiently requires less energy, which is good for the environment.

**INNOVATION & SUPPORT**

We boast a nationwide parts distribution network with warehouse locations across the country. About a third of Equipment Care’s business is generated by sales of replacement parts directly to service companies or customers that employ their own in-house maintenance staff.

Technicians are dispatched using Global Positioning System (GPS) technology, resulting in first-time fix rates that beat industry standards. If technicians need access to unique parts, they can be tracked down via a state-of-the-art computer system and shipped immediately through our extensive parts network. Parts experts and a Technical Assistance Group also act as resources for technicians in the field providing quality control standards.

**SUPERIOR SERVICE**

Rapid response time and broad depth of expertise are key benefits of Ecolab’s service. This varied expertise differentiates us from local and regional providers, whose service is limited by equipment specialty. Technicians must possess a thorough base knowledge regarding electricity, gas, heating and cooling – and many have more than 10 years of field experience.

To keep customers’ operations running smoothly, technicians are on call 24 hours a day, seven days a week. They are extensively trained on a full array of equipment including: fryers, steamers, ovens, ranges, conveyor ovens, dishwashers, steam tables, grills, kettles, skillets, food warmers, filter machines, refrigerators, freezers and ice machines.

Our technicians receive ongoing technical instruction from equipment manufacturers and Ecolab’s own state-of-the-art training facility in St. Paul, Minn. Technicians are also certified through the Commercial Food Equipment Service Association (CFESA).
AN EQUIPMENT CARE CUSTOMER CALL

Service calls are a blend of on-demand fast fix repairs and regularly scheduled preventative maintenance service. To ensure we deliver a high, first-time fix rate, our centralized national support center receives all incoming calls and schedules service based on the type of repair required, the service technician’s certification and his or her geography. In addition, all service vehicles are stocked with commonly needed parts and repair tools so technicians are prepared for anything – from calibrating a thermostat on a refrigerator and rewiring a dishmachine control panel to completely rebuilding a fryer. Our goal is to respond quickly and fix it right the first time to ensure we get our customers up and running as efficiently as possible.

Dispatchers use Global Positioning System (GPS) tracking to ensure the closest available technician is sent to the next customer in need of service. This prompt, personal service consistent across the United States is what sets Ecolab apart, as well as our consultation and equipment history reporting and extensive national parts network supporting all major equipment brands.

To make the most of the service call, our specialists go over past service reports before they ever visit a customer, reviewing product use data, customer project initiatives and current action plans. They ensure their vehicles are stocked with the necessary supplies to perform service, such as test kits, parts and tools.

At the beginning of a regular preventative maintenance call, the technician first meets with the kitchen manager to discuss any immediate concerns. The technician then evaluates all equipment to ensure smooth, efficient operation. This includes inspecting electrical components, calibrating thermostats, testing safety valves and more. Steam cookers, for example, are cleaned to reduce scale buildup and corrosion that could waste energy and shorten the life of the equipment.

Throughout the customer call, the technician serves as a resource for the kitchen staff, addressing any questions they may have or training them on, for instance, product and equipment usage. All completed work is documented on a report and is guaranteed to meet local codes and operate according to manufacturer specifications. The specialist also makes note of observations and recommendations for improved efficiency.

At the end of the call, the technician checks in again with the manager to review the service report, noting any areas for efficiency improvement and maintenance and/or repairs completed. Before leaving, the specialist addresses any questions and concerns the manager may have. Then it’s on to the next call.
In a global economy it’s essential that a service company be able to respond to its customer’s needs – wherever that customer is located, whatever hours it keeps. With direct operations and a worldwide network of distributors and licensees, Ecolab offers global coverage and consistency for all customers worldwide.
Ecolab reaches beyond its U.S. borders to serve customers in Europe, Middle East and Africa, Canada, Asia Pacific and Latin America. In addition to our wholly owned worldwide operations, we reach customers through our export business, which employs an extensive distributor network.

Globally, we take the same customer-driven approach to providing premium cleaning, sanitizing and service solutions as we do in the United States — offering the highest quality products and systems, backed by superior service, on a consistent basis in every customer facility around the globe. Our core Institutional, Kay and Food & Beverage, offerings are available in our overseas markets — with additional businesses like Pest Elimination, EcoSure®, Textile Care and Healthcare added as demand dictates.

Many of our international offerings are essentially the same as our U.S. counterparts, though tailored as necessary to meet unique local and regional needs. Most importantly, the underlying premise remains unchanged: to provide the highest quality products and systems, backed by superior service, on a consistent basis in every customer facility. Such consistency is essential to the many Ecolab customers who are chain accounts operating globally.

The international sector has grown substantially in importance to our overall business mix since the 1950s. International customers increasingly look to Ecolab for consistency and expertise in service, products and programs as they expand their chain businesses.

**EUROPE**

Europe is the largest international market in which Ecolab operates and alone represents more than a quarter of our total sales. We first entered the European market in 1956 with the establishment of a subsidiary in Sweden. From there, additional operations quickly followed in Scandinavia and finally throughout Western Europe. In 1991, Ecolab and Henkel KGaA of Düsseldorf, Germany, formed a 50-50 joint venture to serve Europe. This set the stage for a successful 10-year partnership that culminated in Ecolab acquiring 100 percent ownership of the European operation in November 2001.

Today, Ecolab serves customers across the European continent – from the United Kingdom and Spain to France and Russia and everywhere in between – through six primary business units: Institutional, Food & Beverage, Textile Care, Pest Elimination, Kay and Healthcare, mirroring our business elsewhere in the world.
Ecolab’s Institutional business unit, our largest operation in Europe, boasts the industry's most experienced and best-trained sales-and-service team. Our people deliver standardized programs throughout the European countries meeting customer-specific requirements in four key markets:

- **Foodservice**
  - Full-service restaurants and cafeterias
- **Hospitality**
  - Hotels and cruise lines
- **Healthcare**
  - Hospitals, long-term care and assisted living facilities
- **Commercial**
  - Commercial buildings, education and retail facilities

Through our 360° of Protection® program, we are dedicated to providing customers with superior value-added cleaning and sanitizing solutions to achieve a clean, safe and efficient operation. With a clear focus on improving environmental sustainability, Ecolab aims to conserve valuable resources, while ensuring the highest cleaning performance. Ecolab’s experienced territory managers (TMs) make up the best-trained sales-and-service team in the industry – their regular visits, on-site training and documented reporting help customers elevate their standards and improve guest satisfaction.

Customers benefit from innovative warewashing, housekeeping and on-premise laundry solutions, including a comprehensive full-service package with market-leading innovations such as solid warewashing detergents and rinse aids, the Oasis Pro™ controlled dosing cleaning system and Wash ‘n Walk® no-rinse floor cleaner. Other offerings include:

- **Specialty cleaning solutions and tools**
- **Hand and skin care**
- **Conventional carpet and stone care**
- **Water filtration and softening**
- **Food safety tools**
- **Individual cleaning plans (e.g., PanChexx and EcoChexx)**
- **Web-based warewashing management system (360° Explorer)**

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EUROPE INSTITUTIONAL  (continued)

Institutional also works closely with cleaning professionals – both contract and self cleaners – offering a building care program to help them overcome facility challenges for commercial/industrial businesses and large schools, as well as retail outlets, hospitals and nursing homes. Ecolab provides service, on-site training, consulting and support and key innovations, such as Magic maxx, the Rasant floor mopping range and the Mobilette® Vario maxx, an innovative cleaning trolley that is designed for maximum operator comfort, efficient cleaning processes, safety and ease of use.

Through an extensive network of European distributors, Ecolab focuses on those segments of the institutional market in complement to our direct sales approach. We collaborate together with these distributors to provide alternative sourcing for our cleaning and sanitizing products.

EUROPE FOOD & BEVERAGE

Ecolab’s Food & Beverage business addresses five key market segments: beverage and brewing, dairy plant, agriculture/dairy farm, food processing and pharmaceutical and cosmetic manufacturers. Market segments vary in size by country. For example, the traditional foodstuffs such as beer in Germany, wine in France and dairy products in Benelux and Scandinavia are reflected in our infrastructure and business results. The increasing demand for convenience foods in countries such as the United Kingdom and Italy continues to expand the opportunities in food processing.

Through its strong sales-and-service force, Food & Beverage is well-positioned to promote and service a global product offering to both the international chain accounts and the large base of local and national customers. Our country-based Application Support and Engineering teams ensure a very high degree of process expertise and provide for a consistent implementation and professional solutions.

In the beverage segment, major brand companies headquartered in Europe are driving their world-wide operations. Key global beverage players also have major operations in Europe with manufacturing and distribution centers in many of the countries that we cover. The global reach that Ecolab provides, and our ability to deliver and implement consistent programs everywhere our customers may set-up business, is key to our success with these global brands.

In addition, the increasing concern for a sustainable business model from these global players is being supported with a fully integrated Ecolab Water Care program and a complete Circle-the-Customer approach. This integrated offering, coupled with our wealth of tailorable services, provides for a high degree of optimization and consequent savings potential for water, energy and waste.

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EUROPE FOOD & BEVERAGE  (continued)

Western Europe continues to represent a healthy business potential in its developed markets, while Eastern Europe offers dynamic growth opportunities for Food & Beverage. With a population roughly equal to Western Europe, sanitation demands and standards are increasing and creating more demand for Ecolab's superior products and services.

The ever-evolving shift in the marketplace for production for certain foodstuffs and the entry of the global players in these markets continually reshapes our opportunities. This opens opportunities for initiatives, such as newly adopted programs including our extremely successful Low-Pressure Foaming applications, our DryExx® non-aqueous lubrication system and our environmentally friendly programs for clean-in-place (CIP) technology in local dairies, such as Exelerate®.

EUROPE KAY

Ecolab's global business strategy for Kay is to replicate the base business model of customizing quick service restaurant (QSR) programs specifically for customer and market needs — not only serving QSRs, but convenience stores and theaters (in some markets). In Europe, Kay experts train foodservice employees to maintain cleanliness and food safety. We strive to use global product chemistries, customize training materials in native languages and provide field/training support. Our field structure varies slightly from the current U.S. model, but offers store visits and training classes. Kay Advantage tablet computer reporting software enables local Ecolab associates to further provide advanced field support.

Products, services and store audits are designed to improve customers' profitability by reducing labor costs and protecting customers, their employees and brand. When developing new product or equipment innovations, global applicability is considered a requirement. For example, the SolidSense product line — available in both Europe and Canada — reduces the amount of water shipped, which dramatically helps reduce freight, the number of containers shipping annually and provides significant sustainability advantages. SolidSense dispensers also reduce plumbing requirements (which vary by country) allowing for broader market opportunity.

The Scrub ‘n Go floor scrubber offers many of the same benefits. The machine's compact size is perfectly suited for the smaller stores in many of Ecolab's international markets. The KAY® product line includes several dosing options for international customers, including concentrated dispensing and unit dose options, such as the MatchUp® System and WasteNot dispenser. These easy-to-use systems help customers control cost by ensuring accurate dilutions to prevent product waste and overuse.
Textile Care is the market leader and premier supplier to the professional laundry customer in Europe. With European-wide coverage, Textile Care offers international customers – on-premise laundries, commercial laundries and textile leasing companies – the same programs and service in all countries.

As the global leader in laundry process technology and service expertise, Textile Care is known for its innovative programs and engineering, environmental awareness and expertise in laundry processing for all textile classifications. In addition, Ecolab offers value to its customers with water and energy audits; textile analysis; and laundry hygiene, product and system training. Other core competencies include:

- Washing systems
- Data management solutions
- Water and energy management
- Dosage technology
- Service and consulting

Along with specialized detergent systems, Textile Care offers professional laundries significant cost reductions with its water and energy management program. This “Total Process Management” approach to laundry operations combines detergents with water and energy savings systems, exact process monitoring and professional advice to achieve an optimal result.

Ecolab also enables laundry customers to wash in the most sustainable way. For example, our PERformance SMART system for on-premise laundries boosts washing capacity by decreasing cycle times and washing temperature – thereby saving energy. Customers also benefit from the ELTRA40 and ELTRA low temperature disinfectant powders.

Our PERformance BASIS is aimed at commercial laundries – the first step in environmental protection with reduced wash temperatures via Ozonit PERformance. The PERformance PLUS program also combines the low temperature washing process with high-end water filtration units and heat exchanger – making the most of the energy through storage in a central hot water tank. Finally, PERformance ULTIMATE means washing without steam which allows laundries to enter a new dimension of washing efficiency.

Textile Care associates lend the highest technical expertise to customers, delivering products and service supported by Support Application Technology specialists – a group of “troubleshooters” that work in tandem with territory managers to devise unique solutions.
EUROPE PEST ELIMINATION

Like its highly successful North American counterpart, Europe’s Pest Elimination business emphasizes the proactive elimination and prevention of pests. Our promise to our customers is to eliminate – not control – cockroaches, rats and mice. Ecolab also has effective programs to address a range of other pest issues including flies, bedbugs, ants, stored product pests and birds.

Using best practices from our Global business, Pest Elimination currently operates in the United Kingdom, Ireland and France, with plans to expand into other European countries with high sanitation standards. Our European leadership has worked hard over the past several years to leverage initiatives that have made our businesses successful in other parts of the world. Ecolab serves virtually all market segments from hospitality, food and beverage customers to cruise and recreational, facilities management and commercial industry customers.

Our local service specialists are experts in pest elimination, as well as receive extensive training and testing. They understand the customers’ businesses and care about their success. They provide regular communication and are equipped to educate and train staff to prevent pest problems before they occur. Customers rely on Pest Elimination’s full range of proven products and services – and guaranteed 24-hour response to any pest emergency.

Using state-of-the-art techniques, processes and products, our comprehensive programs are tailored to meet the unique needs of each customer and site. Use of heat is an example of how our European business is working to deal with the increased awareness of bed bugs, as well as adapting our approach to meet the unique regulatory requirements in Europe. Backed by industry recognized technical staff and a pest-specific research and development lab, customers are supported in passing audits and maintaining a pest-free environment through advanced reporting using innovative technical solutions.

Ecolab is accelerating the transfer of proven products and technologies from its successful U.S. businesses to Europe, coordinating marketing approaches around the world to meet the global needs of key world accounts. For example, customers benefit from our barcode scanning system for food processors, which captures and stores pest activity information from bait stations and fly units. Data from the system is summarized and put into user-friendly reports available through a secure website. Most importantly, the website is designed to meet the specific needs and complex requirements of European Food Processing auditors.

Meanwhile, eStat is a handheld service reporting device used for reporting site visits and included ServicePath, a step-by-step record of pest activity, treatments carried out and customer recommendations to support a pest-free environment. This data is available real-time on MyEcolab.com, a web-based customer tool providing fast access to data, performance summaries, audit standards and key documentation. Other solutions include:

- Fast electronic dispatch and escalation
- Customer satisfaction call backs
- Routing and scheduling for on-time service delivery
EUROPE HEALTHCARE

Like its U.S. counterpart, Ecolab’s European Healthcare business is customer-focused and has a strong track record of supplying cutting-edge, science-based hygiene products and service solutions to the healthcare industry. Our associates have the reputation of delivering infection prevention solutions that ensure a cleaner, safer, healthier environment for patients and healthcare providers across the region. That results in improved clinical outcomes, business operation efficiencies and, most importantly, increased patient satisfaction.

Healthcare’s expertly trained sales-and-service representatives cover more than 35 countries, focusing their efforts on growing the business in the following markets: acute care hospitals, ambulatory centers, medical and dental clinics, hospital pharmacies, doctor’s surgeries, dentists, as well as pharmaceutical manufacturing.

Some of the specific products we provide to our customers include:

- Hand sanitizers
- Hand and body washes
- Skin antiseptics
- Skin care lotions
- Surface disinfectants
- Manual and automated instrument reprocessing
- Ultrasound probe covers
- Equipment drapes

Through our portfolio development strategies over the last 30 years, Ecolab has aimed for a high level of clinical efficacy — this focus means that all our customers’ cleaning and sanitation needs are met while enhancing processes and protecting patient health. Today, we help our healthcare partners manage risks in all hospital settings by providing tailored product and service solutions that effectively and efficiently resolve the conflict between eliminating microbes and maintaining sensitive environments. Our solutions balance demanding infection prevention requirements with uncompromising worker, patient and material safety. This includes offering barrier protection in the form of equipment draping: from microscope to C-arm drapes to probe drapes and banded bags, Ecolab Healthcare has you covered.

Our continued growth in this region, and more specifically in the global healthcare market, will be driven by our ability to provide continuous product development that is driven by customer needs, answers the demands of modern healthcare, offers cross-divisional benefits and produces products that are developed and tested to meet the highest European and national standards.
CANADA

The second largest country in the world (by area), Canada represented Ecolab’s first venture outside the United States in 1955. With direct operations across Canada – including all 10 Canadian provinces and even into three northern territories – Ecolab’s business in Canada is managed as part of its North American strategy. Consistent with our Circle the Customer – Circle the Globe approach, we offer Institutional, Food & Beverage, Textile Care, Healthcare, Vehicle Care, Kay, Ecosure and Pest Elimination products and services, meeting the full spectrum of Canada’s cleaning and sanitation needs. Cross-divisional collaboration has spurred our growth. Ecolab’s main office and manufacturing plant is located in Mississauga, Ontario (just outside Toronto).

Our Canadian customer base is similar to that of the United States and includes hotels, restaurants, foodservice operations, healthcare facilities, quick service operations, laundries, dairy plants, farms and food and beverage processors. To maintain the utmost in quality and consistency, operations in the two countries work closely together to launch new products and programs to serve customers. This is particularly important for Ecolab’s multinational chains.

INSTITUTIONAL / FOOD & BEVERAGE

Ecolab’s innovative Apex™ warewashing system – which helps restaurants reduce costs, optimize efficiency and decrease water and energy use – is popular among Institutional customers. And Food & Beverage’s sustainable solutions, such as DryExx conveyor lubes, are welcomed by the brewery, dairy and meat and poultry sectors.

PEST ELIMINATION

Restaurant, hospitality and food retail customers comprise the largest customer segment of Ecolab’s Pest Elimination business in Canada. Customers benefit from eStat service reporting, as well as research and development innovations that reduce pesticide usage, which is very much on the mind of today’s customers.

We also offer the ProScan reporting tool to food and beverage customers, which allows us to ensure consistent service to each piece of equipment – and enables customers to check on pest issues within their facilities or units quickly and easily. Reports are easily interpreted and show pest issue trends.
AFRICA

Ecolab serves select African countries through a direct sales force and reaches others through export, distributors and licensees. While Institutional and Food & Beverage are Ecolab’s largest businesses, we also offer Kay, Textile Care and Water Care programs, serving a customer base similar to that in the United States. Customers include hotels, restaurants, laundries, hospitals, catering companies and contract cleaners, as well as beverage, brewery, soft drink, dairy and food processing plants. In addition, Pest Elimination is active in South Africa.

South Africa is the largest African country in which we operate. It has a strong base of global accounts, many found both in Europe and North America, which helps contribute to Ecolab’s Circle the Customer — Circle the Globe strategy. South Africa is considered the most industrialized of the African nations and the continent’s economic powerhouse. This area serves as our base for continued expansion across the rest of the continent.

MIDDLE EAST

Ecolab serves selected Middle East countries through a direct sales force and reaches other customers throughout the Middle East primarily through its export operations, providing sales coverage in countries where direct operations have not yet been established. It sells directly to end-users and to a global distributor network, allowing Ecolab to serve any customer, anywhere in the world. We also provide training and support to the distributor network.

Ecolab Export has Institutional and Healthcare business units with product and system offerings that mirror our operations elsewhere, providing the same kitchen, hospital, housekeeping and laundry solutions. Likewise, the Food & Beverage business serves brewery, soft drink, food processing and dairy customers.

Turkey is the largest Middle Eastern country in which we operate. It has a strong base of global accounts, many found both in Europe and North America, which helps contribute to Ecolab’s Circle the Customer — Circle the Globe strategy. Its location at the crossroads of Europe and Asia serves as our base for continued expansion across the rest of the region.
ASIA PACIFIC

During the past decade, Ecolab has grown significantly in the Asia Pacific region. Today, Ecolab covers the bulk of the Asia Pacific market and is the overall leader. As in the United States, Institutional is Ecolab’s core business, contributing approximately half of Asia Pacific’s total sales—serving the foodservice and hospitality markets. Food & Beverage is also well-represented and has a strong market position in the dairy, food processing, beverage, brewery, protein, agri/farm and pharmacos markets.

In addition, Ecolab also offers Pest Elimination, Kay, Healthcare and Water Care programs in several countries—adding them when the core Institutional and Food & Beverage businesses reach a critical mass, as market demand warrants.

Both Ecolab’s Institutional and Food & Beverage businesses offer superior service to customers, delivered by specialists who know and understand the customer’s business. For multi-unit customers in hygiene-sensitive businesses who seek to optimize total business results, Ecolab delivers cleaner, safer, healthier operations at a lower cost and environmental impact. Ecolab also offers customers:

- A comprehensive menu of total impact solutions
- Great depth of experience in cleaning and sanitation, food safety and health protection
- Geographic reach and consistency

INSTITUTIONAL

Ecolab’s Institutional business in Asia Pacific matches the exceptional personally delivered service around the global through its experienced and well-trained sales-and-service teams. They deliver standardized programs throughout the region meeting customer-specific requirements in the foodservice, lodging, food retail and long-term care markets.

Through our “360° of Protection” program, we are dedicated to providing customers with superior value-added cleaning and sanitizing solutions to achieve a clean, safe and efficient operation. With a clear focus on improving environmental sustainability, Ecolab aims to conserve valuable resources and labor, while at the same time, ensure the highest cleaning performance at the lowest total costs. Ecolab’s experienced territory managers (TMs) make up the best-trained sales-and-service team in the industry—their regular visits, on-site training and monthly reporting help customers elevate their standards and improve guest satisfaction.

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ASIA PACIFIC  (continued)

(INSTITUTIONAL)

Customers benefit from innovative warewashing, housekeeping and on-premise laundry solutions, including a comprehensive full-service package with market-leading innovations such as solid warewashing detergents and rinse aids, Wash ‘n Walk no-rinse floor cleaner, the Oasis Pro™ controlled dosing cleaning system and the innovative energy-saving Ensure laundry program.

In Asia Pacific, our Institutional customers benefit from Ecolab’s Customer Value Delivery (CVD) program, which utilizes tablet PC technology to bring superior service and “360º of Protection” to its customers – namely, consistent service protocols across all locations, effective total solutions, streamlined reporting and better cleaning practice visibility.

FOOD & BEVERAGE

Food & Beverage programs in Asia Pacific focus on assisting our customers in meeting their sustainability and operational efficiency goals. Key programs include:

- DryExx dry lubricants
- Excelerate dairy processing products
- ULTRASIL® brewery membrane cleaners
- Vortexx™ conveyor belt treatment

Ecolab also offers food and beverage customers its ServiceChexx™ program, which is available globally, allowing us to document the water, energy and waste savings our products achieve and the benefits we provide to our customers’ businesses. It consolidates scheduling, reporting and statistics summaries – for easy, anytime access to timely information.

PEST ELIMINATION

Ecolab’s Pest Elimination business serves customers in the throughout Asia Pacific, catering to the foodservice, hospitality, food retail, full-service and quick service restaurants, food and beverage processing, healthcare, government and commercial building industries. Food and beverage processors represent Ecolab’s largest market segment.

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ASIA PACIFIC  (continued)

STRATEGY, SERVICE & PRODUCTS

Ecolab’s strategy in Asia Pacific reflects a successful marriage of the company’s core strengths coupled with local insight. For instance, Ecolab focuses on building strong corporate account organizations in markets such as Japan, Australia, China and Asia. These organizations provide an effective means of multinational and regional chains, lending a springboard for delivering consistent service and quality results. Local, national and global customers served in this region mirror those that Ecolab serves elsewhere in the world, including hotels, restaurants, and food and beverage processors.

Ecolab’s service to customers is similarly consistent and uniform. Training is especially valued. As hotel properties, restaurants and food processing facilities rush to open in this rapidly expanding region, they rely on Ecolab to train their employees in cleaning and sanitation programs. In fact, when many new hotels open, they are staffed by managers who have already worked with Ecolab and are transferred from other facilities. Frequently the transferees request Ecolab products and training by name.

Products developed and introduced in the United States and other Ecolab markets have facilitated our growth in Asia Pacific. These are supplemented by products created for the unique needs of Asia Pacific markets, including Oasis Compac for the Asian institutional foodservice markets where the size of the kitchens have a smaller footprint, and Stabilon ACP, a bottleshaving additive for food and beverage processors in Asia and China. Wash n Walk, Evolution® and other programs are also successful among hospitality customers in this region.

Most of the products are made at the region’s manufacturing facilities, demonstrating Ecolab’s commitment to serving customers’ cleaner, safer, healthier needs locally, while maintaining consistently high levels of quality.

LATIN AMERICA

Ecolab’s business in Latin America serves a total market of more than 500 million people. We have direct operations in all major countries – Mexico, Argentina, Brazil, Republic of Chili, Colombia and Venezuela, to name a few – where economic conditions and the potential for growth are established. Manufacturing plants throughout Latin America ensure quality products and timely service.

Continued on next page
LATIN AMERICA (continued)

Growth opportunities continue in Latin America. Ecolab’s customer base is similar to that of the United States. Besides hotels, customers include prestigious restaurants, industrial cafeterias, supermarkets, in-flight catering operations, dairy farms, dairy plants, mines, heavy industry, food and beverage processors and pharmaceutical manufacturers.

Ecolab implements its Circle the Customer – Circle the Globe strategy by providing these customers with a wide, consistent array of products and services that meet their cleaning and sanitation needs. Institutional and Food & Beverage form the backbone of our sales mix in this region and Kay, Pest Elimination and Water Care Service programs are available in select Latin American countries.

INSTITUTIONAL

Institutional customers in both the Latin American and Asia Pacific regions enjoy our Total Cost of Clean laundry survey software program, a proprietary sales tool used to quantify survey data for a current laundry process to Ecolab’s proposed optimized process. This consultative approach goes beyond chemical costs by breaking down costs for water, energy use and labor.

In addition, hospitality customers also benefit from our New Openings Program, designed to prepare new hotels for a smooth opening and on-going business operation. It also establishes a strong foundation of optimal standards and showcases their brand in the marketplace. This comprehensive program includes products, installation and service delivered via cutting-edge Dashboard Tool technology. We further enhance our value by leveraging data obtained through sales automation tools like the 360° Advisor® to help customers save money and improve their overall efficiency.

FOOD & BEVERAGE

The Food & Beverage market is particularly strong in Central America, Mexico and South America, and it presents excellent growth opportunities. Ecolab’s service orientation is highly valued by Food & Beverage customers, particularly those in the beverage and brewery markets, where Ecolab representatives’ intimate involvement helps customers achieve desired quality standards.

Our top-selling Food & Beverage products in Latin America and Asia Pacific include: DryExx dry lubricants; Exelerate dairy processing cleaners; ULTRASIL brewery membrane cleaners; and Vortexx conveyor belt treatment. Our ServiceChexx reporting system, which allows us to document the water, energy and waste savings our products achieve when used by customers is also very successful in our food and beverage accounts.

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LATIN AMERICA  (continued)

PEST ELIMINATION

With rapidly growing operations in Mexico, Caribbean and Brazil, Pest Elimination presents strong opportunity for Ecolab to leverage its core Institutional and Food & Beverage customer base. Other water care and equipment services are being introduced in certain countries as market needs dictate.

STRATEGY, SERVICE & PRODUCTS

Ecolab invests significantly in hiring and training local associates in order to deliver the superior service it guarantees throughout the world. Content and quality of service calls are consistent with those offered elsewhere. Products, too, promise and deliver consistency and proven results. Most are developed in the United States and Europe and adapted to meet international customers' requirements. As we tap growth opportunities, we will continue to transfer and adapt products, programs and technology to address specific local and regional needs.

In the Asia Pacific region, China in particular has become a significant growth driver for us.
Ecolab entered the Chinese market in 1987 after establishing a manufacturing plant in Shanghai. Over the past 20 years, Ecolab has expanded significantly by growing along with the market and through its Circle the Customer — Circle the Globe strategy. Today Ecolab China has become a significant growth driver for Ecolab in the Asia Pacific region. Ecolab China’s headquarters are located in Shanghai, which is also home to a premier research and development center, as well as an in-house training facility. Ecolab has emerged as a leader in China, with more than 900 sales-and-service associates bringing the latest and most advanced cleaning, sanitation, food safety and infection prevention solutions to customers in a myriad of industries, including:

- Food & beverage processing
- Dairy
- Brewery
- Meat & poultry
- Hospitality
- Foodservice
- Food Retail
- Healthcare
- Industrial

Ecolab businesses in China are similar to other Ecolab businesses around the world. We serve both global customers and local, broadening our coverage from major cities to more remote locations. In addition, we leverage China’s interest in advancement by bringing proven global standards to China helping enhance quality of life for people in the region and building a cleaner, safer and healthier society.

Ecolab China also operates two manufacturing facilities – located in Shanghai and Guangzhou – as well as five warehouse/distribution centers and more than 20 sales offices throughout the country to effectively serve customers nationwide.

In China, Ecolab is well-recognized for its service excellence, food safety programs, infection prevention expertise and business leadership in promoting food safety and public health. In addition, Ecolab is known for providing cleaner, safer and healthier solutions in the most efficient and sustainable way – serving customers, including both global and locally-based food and beverage processors, hotels, full and quick service restaurants and food retail operations.

Ecolab business units in China include: Institutional, Food & Beverage, Pest Elimination, Kay and Water Care Services. Ecolab China also works closely with associates from neighboring countries and regions helping build relationships with global and regional customers.

Continued on next page
Our team of associates in China is dedicated to serving customers' current needs and anticipating future market trends.

CHINA (continued)

MEETING CHINA'S CHANGING NEEDS

China’s economy is one of the fastest growing in the world – with an expanding middle class with greater consumer purchasing power – resulting in changing urbanization trends and income disparity challenges. Besides language and cultural differences, China is experiencing food safety, public health and aging population issues. With its burgeoning and evolving population, there is also a strong need for sustainability efforts. To meet China’s local market needs, Ecolab deploys its global talents in dealing with these evolving complexities by:

- Leveraging global innovation to launch cutting-edge technologies to better serve the market
- Working to promote world-class standards, improve cleaning and sanitation procedures and results
- Taking a leadership role in developing market trends and cleaning and sanitizing performance standards, as well as supporting customers in dealing with emerging challenges
- Providing tailor-made solutions according to each customer’s needs to meet their cleaning, sanitation, food safety and infection prevention needs

Local Ecolab associates have an in-depth understanding of our customers – not only meeting their needs effectively, but delivering added value. Ecolab China’s team of associates is dedicated to serving Chinese customers and anticipating market trends and future needs. They diagnose problems or risks and propose integrated solutions for improvement, as well as offer employee training on cleaning and sanitization, food safety, infection prevention and more. This service is backed by research, development and technology support and global implementation.

A LEADER IN FOOD SAFETY

As the world leader in health and food safety, Ecolab works closely with its China customers to promote food safety and public health. With its rapid economic development, food safety has become a growing concern for Chinese society. In 2009, China issued a Food Safety Law, a milestone for the enhancement of food safety and public health – bringing China in line with global oversight standards. Ecolab China supported the development and worked with leading industry associations to promote food safety as well as best practices and assist our customers in meeting the new regulations.
Innovation is the cornerstone of Ecolab’s success and is made possible by significant and ongoing investments in our Research, Development & Engineering (R,D&E) area. We have a strong commitment to developing proprietary products, equipment and systems, and it is the basis for our reputation for superior performance and innovation throughout our markets.
OVERVIEW

Ecolab’s commitment to innovation fuels our long-term growth, yielding a broader array of products and services and a strong return on investment for Ecolab shareholders.

In order to fulfill this commitment, we have a global R&D&E team comprised of more than 700 experts in the fields of chemistry, microbiology, entomology and food science, as well as chemical, packaging, mechanical and electrical engineering. Research facilities are located in Eagan, Minn., Greensboro, N.C. and Düsseldorf, Germany. In addition, Ecolab has regional technical centers throughout Europe, Latin America and Asia Pacific which provide regional support and regulatory compliance.

INNOVATION & SUPPORT

Since we operate in global markets with many customers that cross regional boundaries, we focus on the development of technology platforms that can be used around the world to support our customer’s growth and which differentiate Ecolab from our competition in every market we serve.

Ecolab has a long history of breakthrough innovation that provides superior results for our customers. For example, Ecolab pioneered solids technology in warewashing and then expanded this platform to a variety of other markets and applications. Our solids technology provides benefits in reduction of packaging, storage, handling, water and energy use while providing superior product performance.

Another example of our industry leading innovation is our proprietary peracid sanitizer platforms which have become the gold standard globally in many food safety and public health applications. Meanwhile, our “smart solutions” provide customers with data-enabled systems to optimize overall cleaning quality, operational efficiency, water use and/or energy use. These and other innovations have led to more than 3,500 active patents and a strong pipeline of pending patent applications.
Across the industry, we have the reputation for developing effective, clean, safe and healthy solutions.

**DISCIPLINED PRODUCT DEVELOPMENT PROCESS**

We have a structured, phase gate approach to managing our innovation portfolio. Often, we can take advantage of our broad capabilities to combine chemistry, microbiology, packaging, dispensing, engineering, informatics, sensors and process control in a holistic approach to help deliver the optimal, total solution for our customers.

Our key objective at R,D&E is to first understand our customers’ needs, taking an innovative systems approach to solving problems, leveraging technology and competencies on a global basis and following through with superior technical support and training. New product and service development begins with broad customer understanding and our sales-and-service associates have expert knowledge of what is most important to those same customers including:

- Food safety
- Brand protection
- Operational efficiencies
- Employee training
- Public health
- Employee safety
- Energy and water use
- Customer satisfaction

We then enter an ideation phase where we brainstorm various approaches to solving our customer issues. It can involve market research, customer service feedback, surveys, one-on-one interviews, warranty and service repair records, on-site customer visits, as well as listening to customers through the everyday contact made by our sales-and-service teams. We evaluate technical solutions utilizing our internal expertise and supplier partnerships, as well as negotiating external technology licenses, and by making acquisitions.

In the end, a variety of tools are used to determine the feasibility of the various options. Throughout this early phase of the process, and as we move into the later phases of development and launch, we are always aware of our choices as they relate to sustainability throughout the product or program’s life cycle.

Not only do all these experiences effectively serve customer needs, they enhance our knowledge base on a wide range of application technologies and begin the cycle of identifying new customer issues and creating new solutions again and again.
EFFECTIVE SOLUTIONS TO TODAY'S CHALLENGES

Ecolab products are known throughout the industry for providing effective, clean, safe and healthy solutions. We continuously monitor and manage the expanding demand for products to address contamination control, infection prevention and the latest pandemic or threat to public health.

Our technical support teams include microbiologists who follow GLP regulations to develop and test products for efficacy against microorganisms including viruses, bacteria, spores and fungi which are threats to food safety and public health. The microbiology team conducts extensive antimicrobial efficacy and product stability testing.

Meanwhile, our analytical chemists provide testing services for our customers including soil analysis, trace element identification and water analysis to identify root causes of issues and to recommend product solutions. In addition, we have a technical service call center and laboratory which diagnose problems, act as consultants and provide world-class support to our field sales-and-service associates and customers. In fact, R&D&E experts respond to thousands of requests for assistance annually – and spend significant time in the field testing new products, as well as training customers to use them correctly.

Ecolab is proud of its ongoing record of breakthrough innovation which has spanned eight decades. We are committed to carrying on this tradition and to developing future generations of innovative, customer solutions.

SUSTAINABLE SOLUTIONS

Sustainability truly is inherent in our innovation process. We look at the total environmental picture including chemistry, equipment, dispensing technology, “smart systems”, packaging, transporting and servicing to provide high quality, sustainable solutions for our customers. At the same time, we focus on reducing the use of water and energy in our customers’ processes and minimizing the waste released into the environment.

Ecolab innovations like no-rinse formulas and formulations that require fewer wash cycles directly reduce the amount of water our customers use on a regular basis. Our products that are effective at low temperatures help customers conserve energy. We also help reduce waste by using minimal packaging and recyclable or renewable packaging materials; and we have concentrated products that can be shipped utilizing less fuel.
Ecolab’s manufacturing and distribution facilities are designed to support the marketing, direct sales and distribution activities of our U.S. and international businesses. To that end, we have manufacturing plants, as well as distribution centers, in the major countries in which we operate. These facilities are located near major metropolitan areas and can provide overnight service into surrounding locales, which gives us a significant service advantage and reduces distribution costs.

Our customers also benefit by the decreased distance our products travel – which is below the median for our industry. This not only reduces fuel use and related carbon emissions, but allows us to provide jobs in each of these communities.
Our philosophy is to manufacture products wherever an economic, process or quality assurance advantage exists. Most products are liquids and are currently manufactured in-house, although they are outsourced in certain remote geographies. Unique offerings, such as our solid products, have proprietary manufacturing techniques which dictate internal production processes.

Manufacturing typically consists of blending powders and liquids and extruding or casting solids. These operations require relatively low capital investment compared to the reactive chemistry used by most chemical manufacturers. Higher volume production lines are automated and computer-controlled to guarantee consistent quality. However, inventory investment is minimized through the use of flexible, short-run equipment and computerized planning systems. Continuous improvement in this area has allowed us to maintain a 95-percent perfect order service to customers while improving inventory velocity.

Our manufacturing and logistics footprint continues to be optimized every year. As productivity improvements continue to be driven by Lean Six Sigma, we have been able to rationalize facilities and production lines. However, we still have sufficient capacity to handle future growth in most areas of the world.

Most of our locations are ISO 9002 certified, with many others having ISO 14001 certification and more being added each year. We monitor the environmental, health and safety compliance standards of our manufacturing facilities and participate in third-party audits to continuously improve our performance to ensure compliance with regulatory requirements in all locations.

We use global sourcing for production and purchasing of raw materials. Although we work to source locally as much as possible to reduce travel distance, our network is designed so raw materials purchasing and product manufacturing can be shifted among locations worldwide to control product costs at globally competitive levels with no reduction in quality.
We make environmental sustainability a key requirement in the selection of ingredients.

SUSTAINABILITY

Around the world, we are constantly investing in programs and processes that reduce our impact on the environment. Energy and water use, along with wastewater and solid waste disposal are tracked monthly at each facility in order to drive improvement. Our efforts are continuing to show reduction in impacts year after year.

For example, energy use has been lowered by changing lighting fixtures throughout our warehouses and improving the efficiency of our steam and compressed air systems. Wastewater discharge has been reduced by optimizing tank clean out procedures and reusing collected rinsate where appropriate. Solid waste has been reduced through process improvements that eliminate the generation of waste in the first place, along with aggressively expanding recycling to include items such as used shrink wrap. We also review the environmental attributes of raw materials and make environmental sustainability a key requirement in the selection of ingredients for new products and services.

With fleets in 60 countries, sustainability and reduction of greenhouse gas (GHG) emissions is also a top priority. We follow the best practices learned from our operations in Europe and the other regions of the world where we drive smaller, more fuel-efficient vehicles, as well as optimizing vehicle service routes to minimize fuel consumption.

In addition, we’ve initiated a simplification process to reduce the number of stock keeping units (SKUs) for our products. This will help unlock capacity and increase our manufacturing runs to better leverage the plants we have and avoid adding new ones prematurely, as well as significantly decreasing our production and raw material costs.
GLOBAL SUPPLY CHAIN

MANUFACTURING & DISTRIBUTION FACILITIES

NORTH AMERICA
- City of Industry, Calif.
- San Jose, Calif.
- Jacksonville, Fla.
- McDonough, Ga.
- Elk Grove Village, Ill.
- Joliet, Ill.
- South Beloit, Ill.
- Huntington, Ind.
- Eagan, Minn.
- St. Louis, Mo.
- Columbus, Miss.
- Greensboro, N.C.
- Carrollton, Texas
- Fort Worth, Texas
- Garland, Texas
- Tyler, Texas
- Martinsburg, W. Va.
- Mississauga, Canada

LATIN AMERICA
- Pilar, Argentina
- Sao Paulo, Brazil
- Santiago, Chile
- Bogota, Colombia
- La Romana, Dominican Republic
- San Jose, Costa Rica
- Mexico City, Mexico
- Acuna, Mexico

ASIA PACIFIC
- Melbourne, Australia
- Perth, Australia
- Revesby, Australia
- Guangzhou, China
- Shanghai, China
- Cikarang, Indonesia
- Noda, Japan
- Shika, Japan
- Hamilton, New Zealand
- Manila, Philippines
- Singapore, Singapore
- Seoul, South Korea
- Bangkok, Thailand

EUROPE
- Tessenderlo, Belgium
- Chalons, France
- Siegsdorf, Germany
- Mandras, Greece
- Mullingar, Ireland
- Rozzano, Italy
- Mosta, Malta
- Nieuwegein, Netherlands
- Varsseveld, Netherlands
- Zutphen, Netherlands
- Racibor, Poland
- Maribor, Slovenia
- Baglan, United Kingdom
- Cheadle (Hulme), United Kingdom
- Leeds, United Kingdom

AFRICA
- Johannesburg, South Africa
- Dar es Salaam, Tanzania
COMMON STOCK

Stock trading symbol ECL. Ecolab common stock is listed and traded on the New York Stock Exchange (NYSE). Ecolab stock is also traded on an unlisted basis on certain other exchanges. Options are traded on the NYSE.

Ecolab common stock is included in the S&P 500 Materials sector of the Global Industry Classification Standard.

INVESTOR INQUIRIES

Securities analysts, portfolio managers and representatives of financial institutions seeking information regarding Ecolab may contact:

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External Relations
Telephone: 651 293 2809

INVESTOR RESOURCES

SEC Filings: Copies of Ecolab’s Form 10-K, 10-Q and 8-K reports as filed with the Securities and Exchange Commission are available free of charge. These documents may be obtained on our website at http://www.ecolab.com/investor promptly after such reports are filed with, or furnished to, the SEC, or by contacting:

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