



THINK GREEN
GO BLUE

2007 SUSTAINABILITY REPORT

We're committed to making the world a cleaner, safer, healthier place – and to doing it in a sustainable way. While it's good to be green, we don't think it's enough. All products have some environmental impact – whether in their creation, use or disposal – and products labeled as “green” often address only one aspect of that impact.

At Ecolab, we consider the total impact of our products and services, and design them to conserve water and energy, increase safety and reduce waste. We also believe that sustainability isn't just about protecting the environment – it involves economic progress and social responsibility. Advancements in all of these areas are needed to protect essential resources and preserve quality of life for future generations.

Blue is the color of the sea and the sky – and for us, it represents a broader spirit of responsibility. It represents the Ecolab approach to sustainability. Because at Ecolab, we believe it's good to Think Green. But it's even better to Go Blue.

To view our Global Sustainability Principles, please visit www.ecolab.com/CompanyProfile/GlobalSustainabilityPrinciples/.

ABOUT ECOLAB

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

ECOLAB BUSINESS MIX 2007
PERCENT OF TOTAL SALES

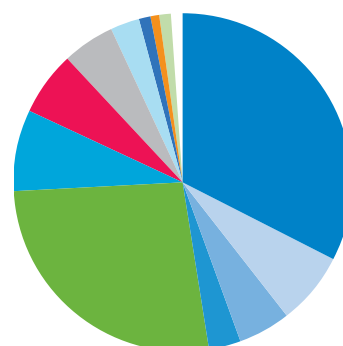


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A Message from Ecolab Chairman, President and CEO

Making the world a cleaner, safer, healthier place is what we do, and continuing innovation in the way we run our business and serve our customers will be increasingly important as we deal with global challenges such as climate change and water shortages. Our Global Sustainability Principles outline our specific commitments in the areas of economic progress, social responsibility and environmental stewardship – and all three of these areas are critical to our future.

Economic progress is important because a healthy society needs successful companies. The continued growth of our business allows us to create more jobs and opportunities for current and future associates and deliver economic value to shareholders. It also allows us to contribute significant investments that increase the long-term vitality of our communities.

At the same time, successful companies need a healthy society. Things like quality education and equal opportunity are essential to a productive workforce. Efficient use of resources, a safe work environment and ethical conduct all play a role in our long-term success.

When it comes to the environment, Ecolab is a leader in designing products and services that help our customers conserve resources and run their businesses more efficiently. We've invested millions in research and development to create products and services that minimize our customers' water and energy use, increase safety and reduce waste.

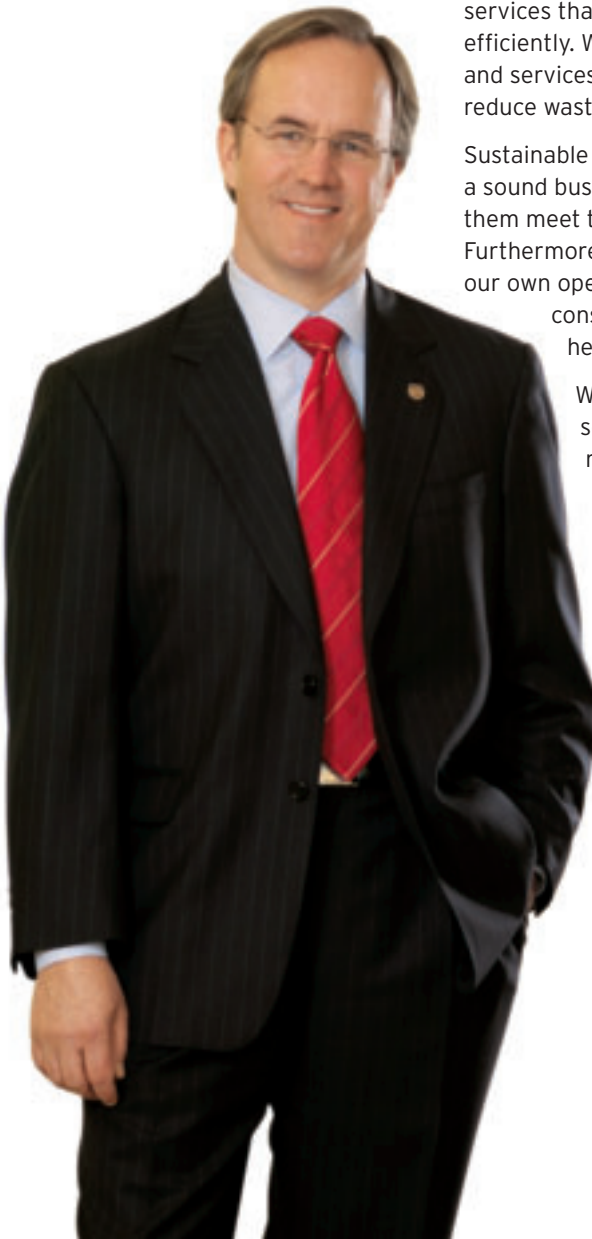
Sustainable innovation is the right thing to do for the environment – and it's also a sound business strategy. Our customers recognize that our offerings can help them meet their own sustainability goals, as well as reduce their operating costs. Furthermore, we've gained efficiencies through our efforts to be sustainable in our own operations. In fact, improving the efficiency of our manufacturing plants, conserving resources and reducing waste have yielded savings that have helped us offset other costs, such as the rising prices of raw materials.

We made a lot of progress in all three pillars of sustainability in 2007. We set our five-year goal for reducing GHG emissions. We launched Apex™, a revolutionary warewashing system that will help our restaurant customers reduce their total environmental impact. We established a new Culture and Inclusion function to help us best utilize the different talents of our associates, and our charitable giving totaled \$7 million.

We recognize that when it comes to sustainability, our work is never done. We will continue to look for ways to improve the sustainability of our operations – and to help our customers do the same – for many generations to come.



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



HELPING TO MAKE THE WORLD A CLEANER, SAFER, HEALTHIER PLACE

At Ecolab, we know what we do is important. Food safety and preventing the spread of infection are critical to protecting the health of our customers and our customers' customers. At any given time, 1.4 million people worldwide suffer from infections acquired in hospitals, and the figure continues to rise. Outbreaks of foodborne illness occur daily in all countries, from the least to the most developed. Diarrheal illnesses caused by contaminated food and water kill approximately 1.8 million people annually, and with most cases going unreported, the true extent of the problem is unknown.

Helping to keep people safe and healthy requires cleaning and sanitation interventions on farms, in food and beverage processing plants, in restaurants and hotels, on cruise ships and airplanes, in schools and hospitals – the list is almost endless.

Every day, Ecolab customers use our products to:

- ▲ Wash over **250 million** dishes
- ▲ Wash over **75 million** hands
- ▲ Wash over **38 million** kilograms of laundry
- ▲ Clean over **13,000** kilometers of dairy pipeline
- ▲ Treat over **10 million** chickens to control salmonella
- ▲ Clean over **3 million** hotel rooms

So why is it important for us to be sustainable?

As population, industrialization and pollution have grown, the worldwide renewable water supply per person has fallen. Nearly 2 billion people cope daily with the problem of finding enough water, and as many as 3.5 billion people – almost half the world's projected population – could face water shortages by 2025.

In recent years, atmospheric concentrations of carbon dioxide have been rising. World carbon dioxide emissions are projected to rise from 26.9 billion metric tons in 2004 to 33.9 billion metric tons in 2015 and 42.9 billion metric tons in 2030. Carbon dioxide is the most abundant human-caused greenhouse gas in the atmosphere. These human-caused carbon dioxide emissions result primarily from combustion of fossil fuels for energy.

The most recent figures from the U.S. Environmental Protection Agency report that Americans generated 251 million tons of municipal solid waste in 2006. Thirty-five to 45 percent of waste came from schools and commercial locations, and approximately one-third of the total waste generated was made up of containers and packaging.

Together, these facts make one thing clear: When it comes to protecting health and reducing environmental impact, Ecolab – along with our customers – can really make a difference.

Apex™ Warewashing System Conserves Resources and Reduces Waste

Casual dining restaurants increase operational efficiency by more than 15 percent

Casual dining restaurants that installed the Apex™ warewashing system, which includes a series of detergents and rinse aids dispensed through a controlled system that monitors usage and performance, were evaluated for water, packaging and energy savings. With the system tracking and recording rack counts and critical dishmachine readings, the managers were able to track water and energy consumption, detergent usage and waste – and then implement needed changes identified by the Apex reports. Based on the number of racks of dishes washed per day, operational efficiency for the restaurants improved from 39 percent to 55 percent in a four-month period.

THE IMPACT OF ECOLAB

Average annual savings for a single restaurant location using Apex™ total:

27,600 liters of water
(7,300 gallons)

20 kilograms of
plastic waste (43.5 lbs.)

1 metric ton of CO₂
equivalent greenhouse
gas emissions

2,100 kWh of electricity



Recent trends in global food production, processing, distribution and preparation are creating an increasing demand for interventions to ensure a safer global food supply. Healthcare-associated infections remain a leading cause of death and a financial burden to healthcare systems worldwide, with drug-resistant bacteria making infection prevention even more critical.

FOOD SAFETY FROM FARM TO FORK

Ecolab is changing the way producers approach food safety by emphasizing the importance of comprehensive cleaning and sanitation from the beginning to the end of the process. Multiple interventions provide an innovative, integrated and efficient approach to helping our customers maximize food safety.

The Ecolab Livestock Disease Intervention® program is aimed at helping control cross-contamination within and between animal production facilities, as well as between production facilities and processing plants. Ecolab also provides complete udder health, hoof management and fly control programs for dairy production facilities to help ensure the safety of products for human consumption.

Additionally, several of our products are designed to help reduce pathogens and other microbial counts on food surfaces in the processing stage. These patented food surface treatments are effective solutions for minimizing microbial contamination during processing – improving the quality and shelf life of food products such as meat, poultry, seafood, fruits and vegetables. Other EPA-registered Ecolab solutions help prevent contamination by sanitizing and disinfecting hard surfaces in food preparation facilities.

Ecolab's food safety offerings also include a comprehensive set of solutions that help prevent the spread of foodborne illnesses in restaurants and retail locations. Ecolab products and services help improve employee hygiene practices, sanitize kitchen equipment used to prepare and serve food and sanitize every surface within a facility. Other solutions, such as color-coded cutting boards, utensils and food rotation aids, help prevent cross-contamination.

Furthermore, our EcoSure® Quality Assurance Audits help customers establish a routine program of self-inspection, provide comprehensive employee training and identify areas in need of improvement to ensure that food safety best practices are properly implemented throughout an operation.



Leadership in Food Safety

Ecolab regularly partners with governmental, industry and professional associations to support forums for discussion and promotion of food safety. We have won several prestigious awards for our work in food safety, including the Black Pearl Award for Corporate Excellence in Food Safety and Quality from the International Association of Food Protection (IAFP) and the North American Foodservice Grand Prix Award in the cleaning and chemical product category from the International Foodservice Distributors Association and the Canadian Council of Grocery Distributors.

Ecolab Tsunami® 100 Approved for Organic Use

In 2007, Tsunami® 100, an Ecolab product for antimicrobial treatment of fruits and vegetables, was cleared for organic food processing uses by the U.S. Department of Agriculture and the Organic Materials Research Institute. The U.S. Environmental Protection Agency and California Environmental Protection Agency expanded the product registrations to allow use on fruits and vegetables labeled as organic. Tsunami 100 can help organic processors reduce the risk of dangerous pathogens in process water and clean fruits and vegetables more effectively.

INFECTION PREVENTION

In addition to protecting the food supply, our cleaning and sanitizing products help prevent the spread of germs and bacteria in schools, restaurants, hospitals, retail stores, hotels and other public places around the world.

With healthcare-associated infections (HAIs) becoming a significant and prominent concern, hospitals and healthcare facilities, in particular, need Ecolab more than ever. Ecolab offers system-wide solutions for healthcare facilities that help reduce infections, improve operational efficiencies and, most importantly, improve patient safety. As a leader in infection prevention, Ecolab provides products and programs for infection prevention, sterile processing and the operating room.

Our clinically trained healthcare experts can offer healthcare facilities the latest in innovative products and technologies; integrated clinical and support services; data utilization and process improvement; training and continuing education; quality assurance testing; thought leadership; and best practices.

In 2007, we acquired Microtek Medical Holdings Inc. The Alpharetta, Ga.-based manufacturer and marketer of infection control products for healthcare and acute care facilities specializes in infection barrier equipment drapes, patient drapes, fluid control products and operating room cleanup systems – furthering our efforts to provide comprehensive solutions to significantly reduce infections and contamination in the healthcare environment.



Hand Hygiene Compliance

According to the U.S. Centers for Disease Control and Prevention (CDC), one-third of all HAIs can be prevented through the implementation of a hand hygiene program – but hand hygiene compliance in healthcare facilities is reported to average only 20 to 50 percent.

Dry skin and contact dermatitis caused by frequent handwashing are persistent problems for healthcare workers, which can reduce hand hygiene compliance and put them – and their patients – at risk for HAIs. In 2007, Ecolab introduced Endure® Revitalizing Skin Lotion and Crème, a product line designed to improve moisture levels in the skin without compromising the antimicrobial benefits of other products or the efficacy of gloves used by healthcare workers.

Also in 2007, we introduced a Hand Hygiene Compliance Monitoring Program for hospitals and healthcare facilities. The program provides a multi-interventional approach that combines effective hand hygiene products, a step-by-step implementation process, patient empowerment education and training materials, ongoing measurement and benchmarking to increase and sustain hand hygiene compliance.

For decades, Ecolab has been developing solutions that will help sustain a healthy planet for future generations. In 1948, we introduced the first rinse additive, reducing energy needed to dry dishes by speeding up the drying process. And it has been more than 25 years since we introduced revolutionary solid technology with Solid Power®, the first in a line of solid concentrates that increase efficiency for our customers and can be shipped using substantially less fuel than liquid products.

HELPING OUR CUSTOMERS CONSERVE RESOURCES

From concentrated, solid formulations to innovative packaging and dispensing methods, our products help increase safety, lower use of water and energy, and reduce chemicals and waste released into the environment. Because at Ecolab, we are committed to sustainability in our own operations – but we realize that the greatest contribution we can make to the environment reaches beyond that. It lies in helping each of our customers around the globe reduce their own impact on the Earth.

Our Comprehensive Approach

In our industry, “green” standards tend to focus on evaluating only one aspect of a product – often ingredients – rather than considering its total effect on the environment. Ecolab looks at the bigger picture. Our solutions are developed to provide the best results at the lowest total environmental impact.

Our comprehensive approach to sustainability includes creating products that clean right the first time. If customers don’t get great results in one pass, they have to do it again – using more product and more resources. We also design our products and services to work in ways that improve safety, reduce waste and use less water and energy.

We have a strong history of developing solutions that help customers minimize their impact on the environment, and environmental savings continue to be key goals in our new product development process.



ECOLAB APPROACH TO SUSTAINABILITY



ENERGY



WATER



SAFETY



WASTE

Formula 1® Saves Water and Energy and Reduces Waste

Hotel chain achieves significant environmental savings with Ecolab laundry program

An international hotel chain began using the Ecolab Formula 1® laundry program, which reduces the typical wash cycle, water usage and energy needed to heat the water. The system also combines all needed cleaning ingredients into one closed capsule that reduces chemical contact and is easy to transport and load.

Using Formula 1, the chain was able to reduce its hot water usage by 25 percent and reduce laundry cycle times by 12 to 18 minutes.

THE IMPACT OF ECOLAB

Average estimated annual savings with Formula 1® total:

355 million liters of water – enough to fill
157 Olympic-sized swimming pools (94 million gallons)

12 metric tons of CO₂ equivalent for each location

More than **26,300** kilograms of plastic compared
to a 5-gallon system – enough to make more than
6 million room keys (58,000 lbs.)

CONSERVING WATER

Less than 1 percent of the Earth's total water is available fresh water; the rest is salt water, locked in ice or inaccessible. Global fresh water use tripled during the second half of the twentieth century, and as global demand increases, pressures on the world's water resources are straining aquatic systems worldwide. Rivers are running dry, lakes are shrinking and water tables are dropping.

From textile care to warewashing to vehicle care to food processing, Ecolab is continually developing better solutions that are more effective at reducing fresh water consumption. Innovations like no-rinse formulas, solid concentrates and effective formulations that require fewer wash cycles directly reduce the amount of water our customers use on a regular basis.



Ecolab Solutions That Save

- ▲ Traditional conveyor lubricants for beverage processing require dilution on site and continuous application, resulting in high water usage, slippery floors and slime formation on the conveyor system. The Ecolab DryExx® conveyor lubricant system eliminates the need for water to dilute the lubricant, increasing safety and resulting in savings in water and effluent charges. A typical soft drink plant can reduce water consumption by more than 5.5 million liters and avoid significant volumes of wastewater.
- ▲ Ecolab's Aquamiser® system for commercial laundries allows recovery and reuse of up to 45 percent of the water used in the washing process. The Aquamiser filters wastewater to remove lint, sand and other particles so the water can be reused and reduces the volume of wastewater discharged into sewers.
- ▲ To help ensure patient safety, healthcare workers have to clean and sanitize their hands between each patient visit. Quik-Care™ brand waterless hand sanitizer allows healthcare workers to sanitize their hands without water.

Inspexx® IOBW System Reconditions Water to be Safely Reused

Poultry processor achieves 80 percent water savings

A poultry processing facility (processing 200 birds per minute) was using 1.4 million liters (384,000 gallons) of water per day – about 7.5 liters (2 gallons) per bird – with its IOBWs, used for high-pressure flushing and cleaning, accounting for about 50 percent.

Ecolab installed one of the lines with an Inspexx® IOBW system, which allows the water to be reconditioned and safely reused. The system complies with USDA water reuse standards and also offers savings in energy and labor.

THE IMPACT OF ECOLAB

Using Inspexx®, the system reduced IOBW water usage on that line by 80 percent.

Estimated annual savings total:

68 million liters of water per line,
per year (18 million gallons)

LOWERING ENERGY CONSUMPTION

Global energy consumption has risen by 56 percent since 1973 and is expected to continue to steadily increase over the next several decades, fueled by economic expansion and development. The need for health, education, financial and government services will increase as populations increase, and commercial electricity demand is projected to grow with continued advances in technology and the introduction of new electronic appliances and equipment. Rapidly increasing growth in less developed nations will fuel additional energy demand.

In addition to monitoring and improving energy usage in our own facilities, we are committed to providing solutions and services that reduce our customers' energy consumption and their carbon footprints. Products that are effective at low temperatures, solid concentrates that can be shipped using substantially less fuel, and services that maximize operational efficiency are all examples of Ecolab innovations that conserve energy.



Ecolab Solutions That Save

- ▲ The Energy Optimiser™ and Aquamiser® for commercial laundries use hot water discharged from washing machines to preheat water for rinse cycles and new washes, saving energy by up to 45 percent on continuous batch washers.
- ▲ Our rinse additives, such as Rinse Dry®, Solid Brilliance™ and Poly-Dry™, help save energy by dramatically speeding dry time of dishes.
- ▲ Lime-A-Way® products control lime scale buildup on heating elements in commercial kitchens, reducing energy consumption by as much as 40 percent.
- ▲ GCS Service provides routine preventive maintenance for cooking, warewashing and refrigeration equipment that keeps the equipment running at peak efficiency – which can save a customer up to one month's worth of energy each year.
- ▲ Our PERformance Plus™ laundry system combines Ecolab's low-temperature washing process with our water and energy systems. The consumption of primary energy is drastically reduced through the effectiveness of the recycling systems, allowing disinfection at 60°C and eliminating the need for steam in continuous batch washers.



Helping Customers Manage Energy

In 2007, Ecolab entered into a strategic partnership with Site Controls, LLC, a leading provider of energy management and business intelligence solutions, to provide energy management solutions to Ecolab customers. The Total Enterprise Control Energy Management System remotely monitors and controls heating, ventilation and air conditioning, lighting, signage and more – reducing customers' energy usage by up to 10 to 20 percent.

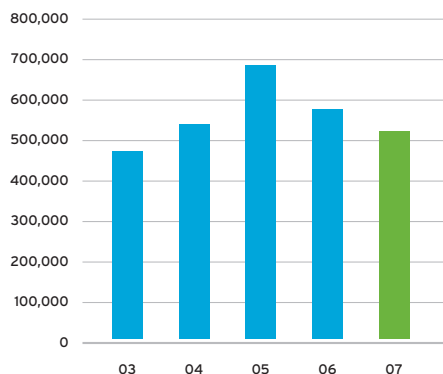
ENHANCING SAFETY

Ecolab products are carefully designed to help people use them safely and effectively. When used as directed, our products minimize environmental impact and enhance worker safety.

We offer systems that feature color-coded products and controlled dispensing to simplify use. We help customers by providing programs that include educational videos, wall charts and manuals. We also offer training assistance for our customers' employees to help with optimum and safe use of our products and provide a toll-free emergency telephone number on product labels. As shown below, the normalized rate of medical assistance calls is declining, indicating continuous improvement in customer safety.

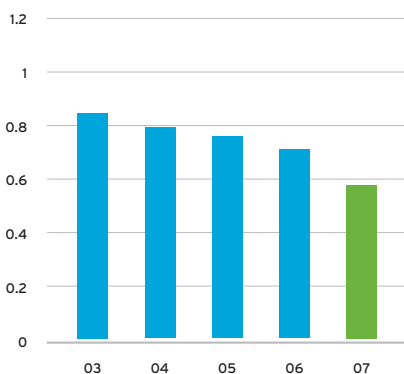
Over the past several years, we have made significant investments in our Material Safety Data Sheet system to provide up-to-date, consistent safety information in many languages. The system was initially implemented in Europe and North America. In 2007, we expanded the system to support customers in Latin America, Australia, New Zealand and China.

U.S. MSDS DISTRIBUTION

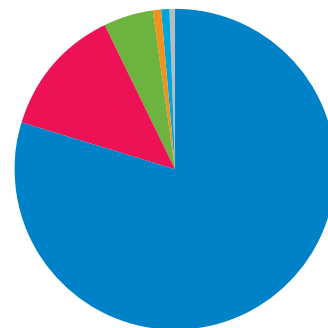


NORMALIZED MEDICAL ASSISTANCE CALL VOLUME

PER MILLION \$ NET SALES



MSDS AUTHORIZING ACTIVITY 2007



EUROPE (80%)
U.S./CANADA (13%)
KAY (5%)
LATIN AMERICA (1%)
AUSTRALIA (1%)
CHINA (<1%)



Ecolab Solutions That Save

- Wash 'n Walk® is a no-rinse, enzyme-based floor cleaner that uses patent-pending technology to eat away the grease buildup commonly found in restaurants and foodservice operations. It increases friction on slippery floors, reducing the risk of slips and falls.
- The completely contained, fully automated dispensing system for our Oasis® Pro housekeeping products prevents spills and splashes to help promote user safety.
- Our Apex™ warewashing system features non-caustic formulations, lower wastewater pH, state-of-the-art dispensing control and temperature alarms for increased food safety compliance.



REDUCING WASTE

Waste prevention is one of the most effective means of protecting the environment, so our products are designed to use minimal packaging. When products and packaging are made with less material, less energy is needed to extract, transport and process raw materials and to manufacture products – and fewer materials are disposed in landfills.

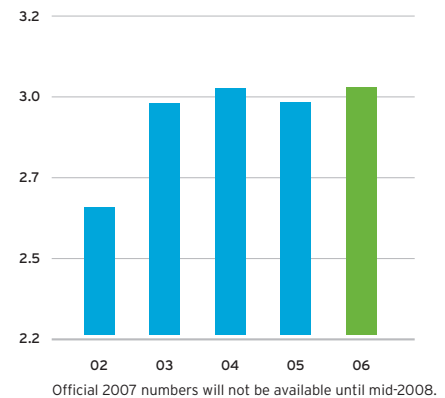
Developing innovative packaging is just part of providing our customers with comprehensive solutions. We have led the industry with the introduction of water soluble, unit-dose packaging of detergents and sanitizers in the janitorial, institutional and food processing markets. This eliminates the solid waste generated by other forms of unit-dose packaging such as plastics, foils and paper. We have also reduced the amount of plastic introduced into the waste system by using flexible pouches in place of rigid plastic bottles.

We are committed to using renewable resource packaging, such as corrugated paper and paperboard, wherever safety is not compromised. Ecolab uses packaging material that is either recyclable or decomposes to non-hazardous end products.

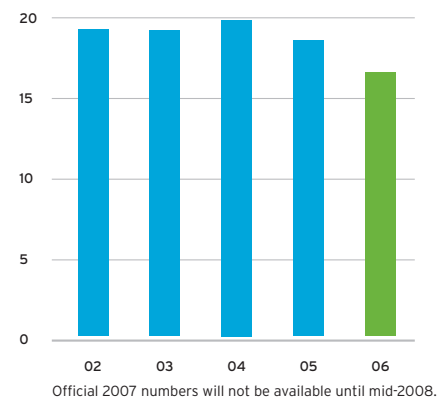
We have a program for the return and reuse of plastic drums and for the collection of smaller packaging for recycling. Every year, we clean and reuse more than 100,000 55-gallon drums, resulting in savings of more than 2.5 million pounds of virgin plastic resin.

Our percentage of recycled plastic usage has declined as we continue to favor flexible plastics over rigid plastic containers. Flexible plastic packaging is less conducive to incorporating recycled plastic, but has a positive net impact on landfilling and can be produced using 75 percent less energy.

POST-CONSUMER RECYCLED PLASTIC USAGE (U.S.)
MILLION LBS

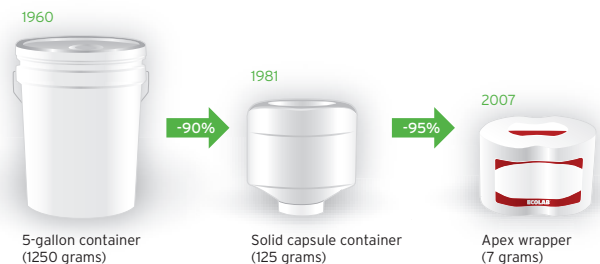


NORMALIZED RECYCLED PLASTIC USAGE (U.S.)
PERCENT OF TOTAL PLASTIC



Ecolab Solutions That Save

When Solid Power® warewashing detergent was introduced in 1981, its unique design and packaging reduced plastic waste by 90 percent over competing products. The new Apex™ warewashing detergent reduces packaging waste by an additional 95 percent.



Oasis® Pro Concentrated Housekeeping Products Reduce Waste

Hotel chain reduces landfill waste by 80 percent

An international hotel chain sought to achieve continued success and recognition for its ongoing commitment to environmental sustainability. The chain began using Ecolab Oasis® Pro concentrated housekeeping solutions, which feature unique, flexible packaging that can reduce landfill waste by 80 percent versus rigid 2.5-gallon containers.

THE IMPACT OF ECOLAB

Annual estimated savings with Oasis® Pro:

The chain eliminated the addition of more than **16,000 kilograms** of packaging waste to landfills – the equivalent of over 1 million DVDs (36,000 lbs.)

Ecolab strives to use resources efficiently in our manufacturing operations and to reduce waste to improve our environmental performance. We invest in improving energy efficiency and conservation in our operations. We also minimize and seek to eliminate the release of pollutants that may cause damage to our planet's air, water, land or inhabitants. In 2007, we achieved 5 percent reductions in both water and energy usage in our U.S. plants, as well as a 17 percent reduction in wastewater discharge, while increasing our production.

MANAGING OUR MANUFACTURING IMPACT

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

Remediation Sites

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

In 2007, Ecolab spent approximately \$1 million worldwide on environmental remediation. Our environmental remediation expenses have related primarily to two categories: businesses acquired by Ecolab and accounted for in connection with the transaction or historic businesses divested years ago.

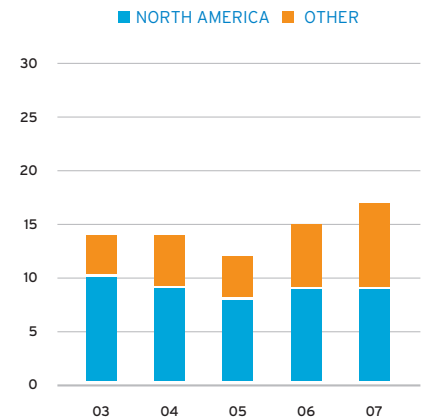
EHS Compliance Auditing and Capital Expenditures

To enhance environmental, health and safety (EHS) compliance in our manufacturing operations, North American facilities are audited by a third-party consultant every other year. Similarly, in Europe and Asia Pacific, an outside EHS consultant audits our plants. Audits are performed when facilities are acquired, and our property and casualty insurers conduct fire and worker safety assessments and pressure vessel certifications at Ecolab facilities. These auditing programs help us continually improve our EHS performance.

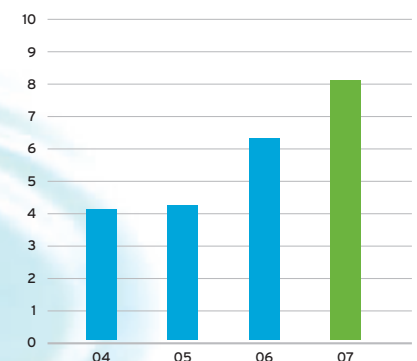
We have increased our capital expenditures for environmental, health and safety control projects as shown. Projects have included:

- ▲ Fire safety systems
- ▲ Electrical and other occupational safety items
- ▲ Spill containment and drains
- ▲ Water and air pollution control equipment

THIRD-PARTY EHS AUDITS



EHS GLOBAL CAPITAL EXPENDITURES
\$ MILLION



AISE Charter for Sustainable Cleaning

In Europe, Ecolab has committed to the International Association for Soaps, Detergents and Maintenance Products (AISE) Charter for Sustainable Cleaning. This voluntary initiative is a life-cycle-based framework that goes beyond current legislative requirements to drive the industry toward continual improvement in terms of sustainability. In 2007, Ecolab was audited versus the challenging AISE Charter Entrance Check, and passed with an outstanding score of 91 percent averaged across all criteria.

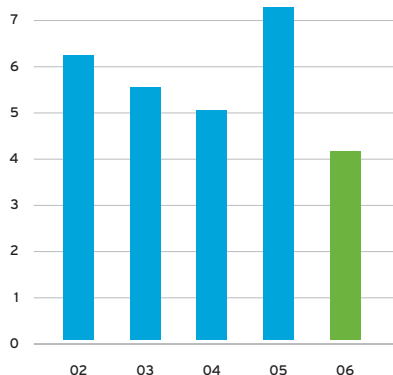
Releases to the Air/Environment

As required by the U.S. Emergency Planning and Community Right-to-Know Act (EPCRA), Ecolab facilities make information available about releases of EPA-listed chemicals to the environment. The primary chemicals reportable are formula components that evaporate during production.

Global Process Improvements

In our manufacturing processes, we are working to drive continuous reductions against four key metrics – water, energy, wastewater and waste. We have implemented robust systems to improve our performance at all Ecolab manufacturing facilities worldwide. Using the baseline information gathered, we are developing aggressive targets for reducing our environmental footprint.

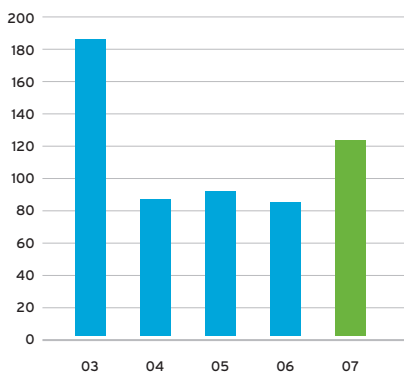
EPCRA SARA 313
FORM R RELEASES
THOUSAND LBS



Official 2007 numbers will not be available until mid-2008.

Title III of the Superfund Amendments and Reauthorization Act (SARA), also known as the Emergency Planning and Community Right-to-Know Act (EPCRA) under section 313 requires manufacturers to submit a TRI (toxics reporting inventory) form every year to EPA detailing the amount of certain toxic chemicals emitted or disposed of during the preceding year.

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



Safe Transportation of Goods

Ecolab works with national and international agencies to help craft future standards regarding the safe transport of goods and to ensure that Ecolab products are delivered to our customers safely.

Energy Use

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

- ▲ Our plants primarily perform blending and packaging and use less energy than traditional chemical manufacturers.
- ▲ All of our facilities are looking at ways to reduce the amount of energy they use.
- ▲ Our corporate headquarters are heated by renewable resources, and reduced electricity used by 10 percent from 2005 to 2007.

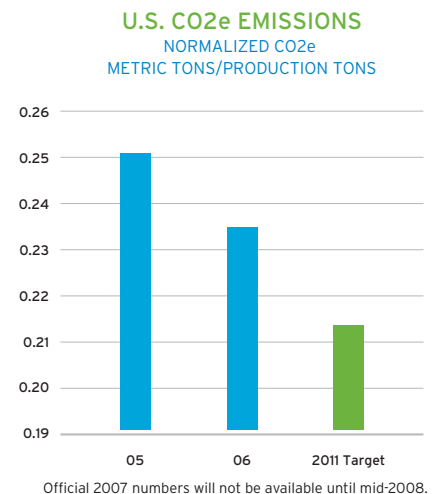
REDUCING OUR CARBON FOOTPRINT

Ecolab is committed to reducing our carbon footprint. To manage risks from greenhouse gas (GHG) emissions and identify cost-effective reduction opportunities, we've joined the U.S. Environmental Protection Agency (EPA) Climate Leaders program. Through the program, we've committed to the following:

- ▲ Developing a U.S. GHG inventory of the six major greenhouse gases and reporting progress annually based on detailed EPA protocols and guidance.
- ▲ Developing a corporate GHG Inventory Management Plan based on a detailed EPA checklist to institutionalize the inventory process.
- ▲ Setting an aggressive corporate-wide GHG reduction goal to be achieved over a five-year period.

This year, we completed comprehensive measurement and evaluation of our GHG emissions in the U.S. The U.S. GHG emissions from our direct and indirect energy uses total approximately 200,000 metric tons for our baseline year of 2005. With the lessons learned from this evaluation, we are planning to begin measuring our global GHG emissions footprint.

In this report we are announcing our goal: Ecolab will reduce U.S. GHG emissions by 15 percent per ton of production from 2005 to 2011. To achieve it, we are focusing on our two largest GHG emissions categories – fleet ground transport and our facilities for manufacturing, headquarters, research and development and other facilities in St. Paul, Minn. We have developed an energy and GHG reduction program for our facilities and will be moving toward more fuel-efficient vehicles and vehicle service routes, as well as less GHG-intensive fuels when feasible.



ISO 14001 Environmental Management System

The International Organization for Standardization (ISO) 14001 environmental management system is a voluntary system for managing environmental aspects of business operations, somewhat similar to the ISO 9001 quality system. This sought-after designation is granted to organizations that work to prevent pollution, conform to legal requirements, minimize impact on the environment and continuously improve environmental performance.

We are in the process of establishing a new European headquarters in Zurich, Switzerland, and have achieved ISO 14001 certification for our new facility.

Currently, 42 percent of Ecolab facilities worldwide are ISO 14001 certified.



Ecolab and Climate Change

Ecolab's production and distribution processes are not energy-intensive in comparison with many other industries, and our sensitivity to climate change is relatively low. However, we see climate change as an important issue that merits measurement and a long-term action plan. We support a balanced approach to reducing greenhouse gas (GHG) emissions while sustaining economic growth and competitiveness, and we strive to reduce GHG emissions while continuing to provide our customers with exceptional products and value. We base all GHG-reduction strategies on sound science, objective engineering and the best available economic information.

THE IMPACT OF ECOLAB

Ecolab will reduce U.S. GHG emissions by **15 percent** per ton of production from 2005 to 2011.

At Ecolab, our strength has always been in our people. Our team is made up of a diverse group of talented associates who are professional, reliable, trustworthy and honest. We are united by our dedication to every facet of the Ecolab Culture – spirit, pride, determination, commitment, passion and integrity.

THE CODE OF CONDUCT

We maintain a clear, ethical standard of conduct: Business will be conducted in accordance with the law and stated corporate and societal standards of conduct. Our associates are held to the highest standard of integrity and are expected to avoid situations that conflict with our company responsibilities.

The Ecolab Code of Conduct is a set of guidelines designed to be read and followed by every associate in every location around the world. Available in printed form and translated into more than 25 languages, the Code of Conduct can also be accessed online at www.ecolab.com/investor/governance.

Our annual certification process asks associates to certify that they have read the Code of Conduct and whether they are aware of any possible or actual violations of the Code. In 2007, we added a new training feature to help associates recognize potential violations in common, everyday situations.

Since 1996, Ecolab has had a Code of Conduct Helpline for associates who need assistance or wish to report a possible violation. In 2008, we are expanding and improving the Helpline to better meet the needs of all our associates around the globe. The new Helpline will be answered 24 hours a day, seven days a week by an independent company that provides interpretation services in up to 150 languages and protects confidentiality when requested. As before, the Helpline number is toll-free throughout the world.

ETHICAL SOURCING STANDARDS

Our Ethical Sourcing Standards represent a global supply chain initiative to require our strategic suppliers to protect the health, safety and human rights of their associates. Suppliers must meet standards for forced labor, child labor, health and safety in the workplace, fair pay, harassment in the workplace, diversity and ethics and environmental policies. We require that our suppliers identify and act swiftly to eliminate any unacceptable conditions or practices in their facilities.



Awarded for the Way We Do Business

Being a responsible corporate citizen has always been an integral part of our operations. We conduct business fairly and ethically, and we require our suppliers to do the same. We are committed to supporting our associates and giving back to our communities. In 2007, we received the following recognition for the way we do business:

- ▲ For the eighth consecutive year, Ecolab was honored to be named one of the **"100 Best Corporate Citizens"** by *CRO* magazine (formerly *Business Ethics* magazine). Ecolab is one of only 11 companies to make the list every year since the list's inception.
- ▲ Ecolab was named one of the **"World's Most Ethical Companies"** by *Ethisphere* magazine. The fundamental criteria used to measure companies examined ethical leadership and corporate social responsibility – which are both integral to the way we do business. Fewer than 100 companies were chosen for this award.
- ▲ We received further recognition when Chairman, President and CEO Doug Baker was named among the **"100 Most Influential People in Business Ethics"** by *Ethisphere*. The 100 Most Influential People were indexed against a series of criteria to measure their performance, including business and thought leadership, corporate culture and design and sustainability.
- ▲ We also earned ninth place on **"America's Best Big Companies Honor Roll."** The honor roll recognizes 21 companies that have consistently appeared on *Forbes* magazine's annual list of the 400 best big companies in America – also known as the *Forbes* Platinum 400.
- ▲ For the fourth consecutive year, Ecolab was named to *Selling Power's* list of **"The 50 Best Companies to Sell For"** among the largest sales forces in the United States. Ecolab was ranked third on the list, which uses key metrics including compensation, training and career mobility.
- ▲ Ecolab was recognized by the *Minneapolis-St. Paul Business Journal* as one of the **"Great Places to Work"** in the Twin Cities, the home of our global headquarters, for the second year in a row. Rankings were based on a survey of employees conducted by Quantum Market Research and the *Business Journal*.



We are committed to a culture that fully leverages our associates' talents by promoting an environment where all associates can make a difference and be heard, supported, developed and rewarded for their contributions.

TRAINING AND EDUCATION

Ecolab offers job-specific technical and skills training, as well as leadership development and associate development training opportunities, on a corporate-wide level. A tuition reimbursement program is also available to all U.S. associates. We utilize the Talent Pipeline as the foundation for our talent development efforts at Ecolab. The Talent Pipeline includes a talent development and performance management framework for associates, with Individual Development Plans designed to prepare associates for current and future opportunities. Aimed at helping associates take an active role in their own development, the Talent Pipeline includes training and tools focused on building the right skill sets to accomplish both personal and business goals.

COMPENSATION AND BENEFITS

We feel strongly that our associates are what drive our success. Our pay for performance compensation policy provides associates the opportunity to earn salary increases higher than the market average, and our employee stock purchase plan offers associates the opportunity to personally benefit from Ecolab's growth.

Associate benefits programs are designed to provide associates with financial security and work-life balance. We offer healthcare, vacation and holiday time, flexible spending and dependent care accounts, life insurance, disability, 401(k) savings and an employee assistance plan. We also provide a rich benefits package to U.S. associates who work part-time.

In 2007, we began covering 100 percent of costs of preventive care for associates and their families covered by the U.S. medical plan, in addition to paying for special Well Baby programs to support expecting and new mothers. We also offer disease management programs in which nurses are assigned to provide expertise in managing treatment for cancer, coronary artery disease, diabetes and other chronic conditions.



Ida C. Koran Trust

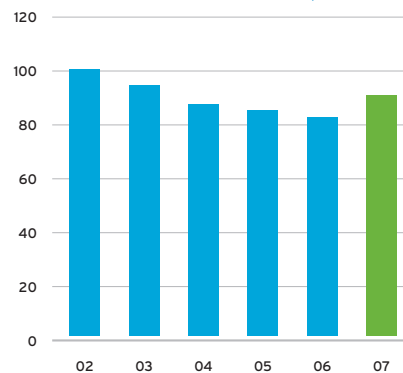
Thanks to the significant generosity of Ida C. Koran, Ecolab's first associate, current and former Ecolab associates worldwide can obtain financial assistance for their children's education. They also have a place to turn when they face financial hardship due to disabilities, medical problems, catastrophic and other unforeseen situations and when they seek treatment for chemical dependency. The fund was started in the late 1960s with \$250,000 and is currently valued at approximately \$40 million.

ASSOCIATE SAFETY PROGRAM

Ecolab actively promotes and pursues a safe work environment for all associates. Our goal is to eliminate controllable associate exposures to accidental injury and to conditions that may adversely affect the health of our associates. The Associate Safety Program has been implemented to provide guidelines for industry best practices and includes safety training, personal protective equipment, accident prevention and accident investigation. In addition to the written Ecolab Safety Handbook, we maintain safety information and resources as part of our intranet site.

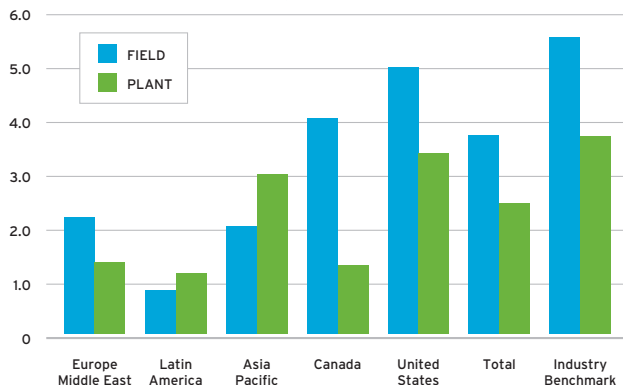
DRIVER SAFETY

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



OSHA RECORDABLE INJURY RATES

PER 200,000 HOURS WORKED



Industry Benchmark for the Field Rates is from the U.S. Department of Labor Bureau of Labor Statistics, NAICS 8113.

Industry Benchmark for the Plant Rates is from the U.S. Department of Labor Bureau of Labor Statistics, NAICS 325611.

ASSOCIATE INVOLVEMENT

In 2007, we introduced a peer grievance process (Peer Review) in four of our manufacturing facilities. Peer Review is an alternative dispute resolution procedure used by associates when they feel they have been treated unfairly or inconsistently. Approximately 90 associates attended a half-day training program to learn to serve as Peer Review panelists. Approximately 10 associates at each location were involved in drafting and designing the Peer Review procedures for their site. We have plans to extend the program to other facilities in 2008.

Ask Doug

Through our intranet site, we maintain an e-mail link called "Ask Doug." This link gives our associates a way to contact Ecolab Chairman, President and CEO Doug Baker with questions, concerns and suggestions.

In 2007, Mr. Baker received an average of 17 e-mails per month through this link from associates around the world, and each associate received a personal response from Mr. Baker.

Ecolab has a long-standing commitment to diversity and inclusion. In 2007, we established a Culture and Inclusion function focused on introducing new perspectives, initiatives and programs to accelerate our progress toward a more diverse, inclusive and productive culture. We are in the midst of a discovery process to more fully understand our associates' perspectives as we develop our inclusion strategy. The discovery process will involve many associates through interviews and surveys. The goal is to determine how we can best utilize the different talents of our associates and how a more inclusive culture can positively impact our ability to grow.

ASSOCIATE NETWORKS

Ecolab has several associate networks established to support diversity and inclusion. Each of these networks has an associate-driven council and receives corporate financial support.

- ▲ E3 is a women's network whose mission is to provide resources for women associates that encourage personal and career fulfillment through individual mentoring, focused skill set training, community involvement and group camaraderie.
- ▲ EcoMondo is an international network whose mission is to support growth through the integration and development of global talent and to support and promote cultural diversity and global talent mobility.
- ▲ EcoEssence is a network whose mission is to recruit, develop and retain African and African American associates.
- ▲ In 2007, a new network called PLAN was formed for professional administrative assistants.

PURCHASING FROM DIVERSE SUPPLIERS

To promote sustainable growth across different sectors, Ecolab supports small, women-owned and minority-owned businesses in a number of ways. We've created partnerships with existing suppliers to enable us to provide the maximum practical opportunity for those businesses to offer products and services to Ecolab. We are active in the Minnesota Minority Supplier Development Council and the Joint Committee Initiative, organizations designed to further opportunities for small, minority-owned and women-owned businesses. We've employed an outside consulting firm to certify the categorization of these suppliers to ensure accurate reporting of performance.

Additionally, we participate in an annual job and procurement fair for small, minority-owned and women-owned businesses, and we require that at least one diverse supplier be included in the RFP process for all RFPs with an annual value greater than \$100,000.

In 2007, our U.S. purchases from small businesses totaled approximately 11 percent; purchases from minority-owned businesses totaled approximately 7 percent; and purchases from women-owned businesses totaled approximately 2 percent of purchases.



Ecolab is committed to helping our customers achieve cleaner, safer and healthier surroundings so they can more productively conduct their business around the globe. We take the same passionate approach in our commitment to society. Ecolab promotes the well-being of associates, customers and shareholders by contributing to the quality of life in the communities in which we operate.

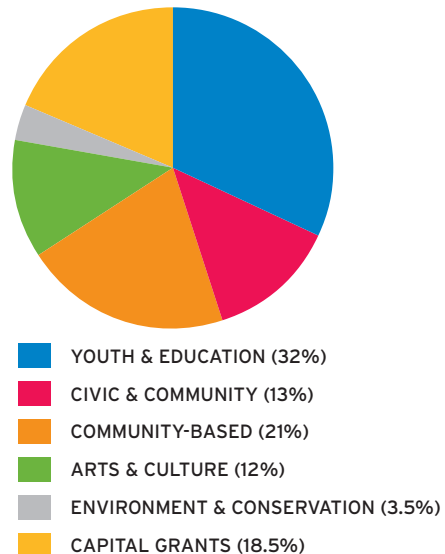
CHARITABLE GIVING

Ecolab has a strong history of contributing to communities where our associates live and work.

We believe it benefits the economic and social vitality of these communities; we believe this also enables us to attract the talent we need to continue our business growth and development.

Over the past 10 years, Ecolab has contributed more than \$36 million to our communities. We sustained this strong giving tradition in 2007 by contributing \$7 million through Foundation, corporate and in-kind giving.

ECOLAB FOUNDATION
GIVING 2007



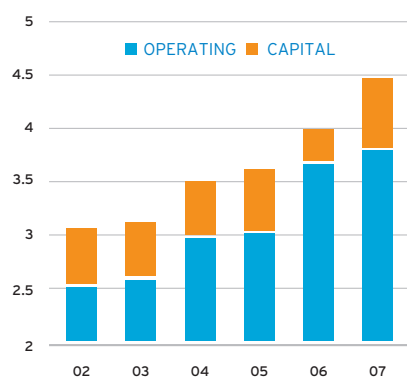
COMMUNITY INVOLVEMENT

Ecolab fosters volunteerism and community service, enhancing the health and well-being of our communities by active outreach and involvement. We believe that success is measured not only by the satisfaction of our customers, but also by the contributions of our associates to the communities where they work and live.

Ecolab encourages and supports the thousands of hours of volunteer work our associates commit to charitable organizations. By offering matching grants to organizations where Ecolab associates volunteer as board members, mentors and in other capacities, hundreds of thousands of dollars were

donated in the last five years. Along with our monetary support, we annually conduct charitable drives for blood, clothing, food, school supplies and holiday gifts for our community partners. Ecolab also provides in-kind product donations for cleaning and sanitizing solutions during times of natural disasters. In 2007, we donated over \$100,000 worth of products for the flood relief efforts in southeastern Minnesota and to rescue workers at the Interstate 35W bridge collapse site in Minneapolis. Additionally, in partnership with Minnesota Computers for Schools, Ecolab donated 28 pallets of computers and computer-related equipment to be refurbished and donated to Minnesota schools.

CHARITABLE GRANTS
\$ MILLIONS



For more information on Ecolab's community involvement, please visit www.ecolab.com/CompanyProfile/Foundation/.

VISIONS FOR LEARNING

For the past 20 years, the Ecolab Foundation has awarded grants through its Visions for Learning program, which encourages and rewards individual teachers for their creativity in classroom teaching. The goal of the program is to provide additional opportunities to motivate and challenge students, raise their achievement levels, and increase their understanding of school and its connection to life.

In 2007, associate committees at 13 U.S. locations helped allocate approximately \$680,000 through more than 230 grants to public and private K-12 schools in their areas. These grants provided classroom aids such as U.S. and world maps for a classroom near Beloit, Wis., physical science and chemistry curriculum enhancements for a school near the Greensboro, N.C., plant, and science concept software for a school in St. Paul, Minn.

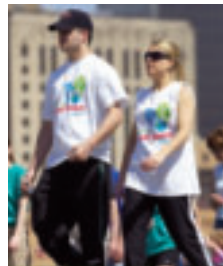
COMMUNITY GIVING CAMPAIGN

Another well-established program is Ecolab's Community Giving Campaign. In 2007, the campaign was expanded beyond our 13 major locations to include all U.S. associates. Through the campaign, Ecolab associates contributed \$700,000 to charitable organizations nationally and internationally including Community Shares, Global Impact, United Way and many other non-profit organizations. Combined with Ecolab Foundation contributions, total donations equaled \$1.2 million.

Corresponding "Week of Caring" volunteer activities were also expanded nationwide, and associates around the U.S. donated their time to help local charitable organizations in addition to raising money.

Making a Difference

The American Heart Association 2007 Twin Cities Start! Heart Walk



Ecolab associates participated in the American Heart Association's 2007 Twin Cities Heart Walk in St. Paul. The event promoted health and wellness and raised funds to help combat heart disease, stroke and other cardiovascular illnesses. Ecolab Chairman, President and CEO Doug Baker served as the campaign chair for the walk. More than 700 associates walked, raising \$186,000 for the American Heart Association. In recognition for our efforts, Ecolab was awarded a regional leadership award at the American Heart Association's Annual Heart Walk Conference.

Retiree Volunteer Program

In 1987, a handful of retired Ecolab associates formed a committee to set up events to socialize and volunteer in local community activities. The outings became so successful that Ecolab launched a Retiree Volunteer Program in May 2007. The program's mission is to assist our retirees in making a positive impact within our communities and, in 2007, they logged more than 250 volunteer hours. The program's initial focus is on St. Paul and the surrounding area, with the goal to expand the program in the future.

Rhino Ark

In East Africa, Ecolab supports Rhino Ark, a Kenyan charity set up to help conserve the Aberdares National Park and the demarcated forestry areas which make up the Aberdares Conservation Area. Ecolab's contributions help Rhino Ark toward its mission of protecting and conserving the Aberdares habitat and preventing illegal exploitation of the forest habitat wherever it is threatened.

Barretstown Serves More Children with Help from Ecolab

Irish camp lets seriously ill children relax and have fun

Barretstown is a camp in the foothills of Ireland's Wicklow Mountains where children with cancer and other serious illnesses go for activities and adventure designed to rebuild their confidence, self-esteem, trust and courage. The medical world calls it "therapeutic recreation." At Barretstown, they call it Serious Fun.

Each year, Barretstown must find €4.5 million to serve up to 1,500 children from Ireland and 22 other European countries. The charity relies almost entirely on contributions to fund the camp - a challenge that gets harder every year.

A close-up photograph of two young girls with curly hair, smiling and looking towards the camera. They have colorful flower-shaped face paint on their cheeks. The girl on the left is wearing a pink headband and a pink shirt. The girl on the right is wearing glasses and a pink shirt. In the background, a person in a purple shirt and blue jeans is walking on a paved path.

THE IMPACT OF ECOLAB

"By providing us with our cleaning product requirements and pest prevention program, Ecolab is reducing our cost base substantially in this area. This gives us more money with which we can serve even more children, and sadly, the demand is always there. We are enormously grateful to Ecolab for the support - it is making a positive difference to the extraordinary children and young people we serve."

Elaine McSweeney, Gift-in-kind Coordinator, Barretstown

With worldwide headquarters located in St. Paul, Minn., Ecolab conducts business in more than 160 countries around the world.

Ecolab Global Plant Locations



1. UNITED STATES

Joliet, IL
South Beloit, IL
Garland, TX
Martinsburg, WV
Hebron, OH
Greensboro, NC
San Jose, CA
McDonough, GA
Eagan, MN
Huntington, IN
City of Industry, CA
Elk Grove Village, IL
Fort Worth, TX
Carrollton, TX
St. Louis, MO

2. CANADA

3. MEXICO
4. COSTA RICA
5. PUERTO RICO
6. ARGENTINA
7. BRAZIL
8. CHILE
9. INDONESIA
10. SINGAPORE
11. THAILAND

12. CHINA

Guangzhou
Shanghai
13. SOUTH KOREA
14. JAPAN
Noda
Shika
15. PHILIPPINES
16. AUSTRALIA
Revesby
Dural
Melbourne
Perth
17. NEW ZEALAND

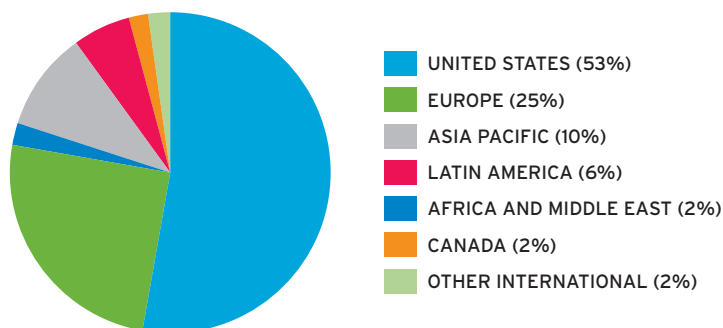
18. SOUTH AFRICA

19. TANZANIA
20. BELGIUM
Tessenderlo
21. DENMARK
Valby
22. FRANCE
Chalons
23. GERMANY
Siegsdorf
24. GREAT BRITAIN
Cheadle Hulme
Leeds
25. GREECE
Mandras

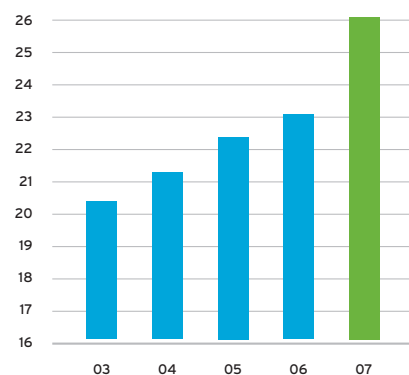
26. IRELAND

Mullingar
27. ITALY
Rozzano
28. NETHERLANDS
Nieuwegein
29. SLOVENIA
Maribor
30. POLAND
Ratibor

GEOGRAPHIC BREAKDOWN OF EMPLOYMENT



WORLDWIDE EMPLOYMENT IN THOUSANDS

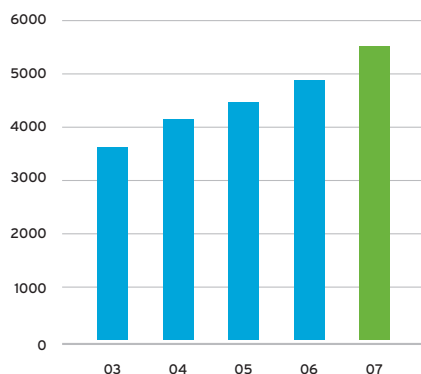


FINANCIAL HIGHLIGHTS

MILLIONS, EXCEPT PER SHARE

	2007	2006	2005	PERCENT CHANGE 2007	2006
Net Sales	\$5,469.6	\$4,895.8	\$4,534.8	12%	8%
Net Income	427.2	368.6	319.5	16	15
Percent of Sales	7.8%	7.5%	7.0%		
Diluted Net Income Per Common Share	1.70	1.43	1.23	19	16
Diluted Weighted-Average Common Shares Outstanding	251.8	257.1	260.1	(2)	(1)
Dividends Declared Per Common Share	0.4750	0.4150	0.3625	14	14
Cash Provided by Operating Activities	797.6	627.6	590.1	27	6
Capital Expenditures	306.5	287.9	268.8	6	7
Shareholders' Equity	1,935.7	1,680.2	1,649.2	15	2
Return on Beginning Equity	25.4%	22.4%	20.0%		
Total Debt	1,003.4	1,066.1	746.3	(6)	43
Total Debt to Capitalization	34.1%	38.8%	31.2%		
Total Assets	\$4,722.8	\$4,419.4	\$3,796.6	7%	16%

NET SALES DOLLARS IN MILLIONS



ECOLAB STOCK PERFORMANCE COMPARISON



A LONG-TERM COMMITMENT

When it comes to sustainability, we recognize that our work is never done. Because while we innovate in research and development, manage our manufacturing impact and uphold the highest ethical standards, there is always room for improvement. We are committed to continuously improving the sustainability of our products and services, and to finding new ways to help our customers reduce their impact on the environment. As the industry leader, we are always ready to meet new challenges - and that's what going blue is all about.

2008 SUSTAINABILITY GOALS

For 2008, our major sustainability goals are:

- ▲ Sustain continuous growth of our business to support the health and welfare of our associates, customers and shareholders
- ▲ Measure, monitor and continuously improve progress on the performance metrics listed in this report
- ▲ Execute plan to manage EU REACH challenges and enhance environmental profile of raw materials
- ▲ Expand implementation of Ethical Sourcing Standards to cover \$250 million in purchasing
- ▲ Reduce U.S. GHG emissions by 15 percent per ton of production from 2005 to 2011
- ▲ Expand Ecovation sustainability products and services to Ecolab customers to help them decrease their impact on the environment
- ▲ Execute strategy that communicates sustainability progress and benefits into Ecolab's interaction with customers



Steven M. Christenson
Vice President, Regulatory Affairs



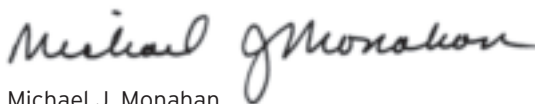
Julie Moore
Vice President, Corporate Marketing
and Communications



Bruce R. Cords, PhD
Vice President, Environment,
Food Safety and Public Health



Kris J. Taylor
Director, Community
and Public Relations



Michael J. Monahan
Vice President, External Relations



C. Cayce Warf, PhD
Director, Environmental
Sustainability Programs

Data in this report summarizes Ecolab's growing environmental, product stewardship and social responsibility activities from Jan. 1, 2007, through Dec. 31, 2007. Financial information is given in U.S. dollars. For more information on Ecolab's investor relations, please visit www.ecolab.com/investor.

Copies of our Annual Report on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K, and amendments to these reports, are available free of charge on our website at www.ecolab.com/investor.

In addition, the following governance materials are available on our website at www.ecolab.com/investor/governance, and the same information is available in print to any requesting persons, free of charge, by writing to the corporate secretary at our headquarters, or by submitting an e-mail request to investor.info@ecolab.com: (i) charters of the Audit, Compensation, Finance and Governance Committees of our Board of Directors; (ii) our Board's Corporate Governance Principles; and (iii) our Code of Conduct and Code of Ethics for Senior Officers and Finance Associates.

GRI/G3 CONTENT INDEX

This report was prepared using the Global Reporting Initiative's (GRI) G3 Sustainability Reporting Guidelines. (www.globalreporting.org)

Profile	G3 Indicator	Page
Strategy and Analysis	1.1 - 1.2	3, 4, 19
Organizational Profile	2.1 - 2.10	2, 28-29
Report Parameters	3.1 - 3.13	30
Governance, Commitments and Engagement	4.1 - 4.7	30
Economic Principles		
We provide innovative and effective solutions that help our customers prosper and grow.	EC1	4-15, 29
We invest in research and development to create the best solutions at the best value.	EC1	3, 4, 8
We deliver effective results at the lowest total impact environmentally and economically.	EC1, EN6, EN26	4, 8
We serve customers around the world with consistent global solutions.	EC9	28-29
We invest in our people, equipping them with the tools, technology and training they need to do their jobs while providing opportunities for personal growth and development.	EC1, EC3	22-24; 10-K
We contribute financial investments that increase the long-term vitality of our communities.	EC1, EC8	3, 25-27
We provide our shareholders with superior value.	EC1	29
<i>Additional information on the above principles can be found in the Ecolab 2007 Annual Report.</i>		
Environmental Principles		
We actively develop products and services that minimize our customers' water and energy use, with innovative packaging and dispensing methods that reduce waste.	EN2, EN6, EN26, EN27	8-15
We make every effort to use environmentally responsible and sustainable resources to meet our needs, and conserve nonrenewable natural resources through efficient use and careful planning.	EN1	3, 4
We use environmentally responsible and sustainable energy sources, and invest in improving energy efficiency in our operations on an ongoing basis.	EN3, EN4, EN5 EN6, EN7, EN29	17-19
We minimize emissions, effluents and waste caused by our operations, and dispose of all wastes through safe and responsible methods.	EN16, EN18, EN22, EN23	14, 17-19
We review the environmental attributes of raw materials and make environmental sustainability a key requirement in the selection of ingredients for new products and services.	EN1, EN26	8
We monitor the environmental, health and safety compliance standards of our manufacturing facilities and participate in third-party audits to continuously improve our performance. We promptly respond to situations where our operations have had an adverse effect on people or the environment.	EN30	16
Social Principles		
We respect the human rights of all people.	HR2, HR5, HR6, HR7	20
We are committed to supporting and encouraging diversity throughout our organization.	LA1, LA3, LA11 LA12, LA13	22, 23, 24, 28
We provide a safe work environment for our associates through comprehensive safety policies, programs and training.	LA7, LA8	23
We support small, disadvantaged and women-owned businesses by actively seeking such suppliers in our competitive bidding processes, and are committed to fostering relationships with diverse suppliers throughout the world.	HR2, LA13	24
We hold our suppliers to the same high standards of social responsibility that we follow. Our suppliers must protect the health, safety and human rights of their associates, and be committed to continuous improvement.	HR2, HR5 HR6, HR7	20
We provide our customers with products and services that help protect the health and safety of their customers and employees, and enhance safety by offering comprehensive product information, training and emergency support.	PR1, PR3, PR5	4, 6-7, 13
We are dedicated to the communities in which we live and work, and we support them through charitable giving and community involvement.	SO1	25-27
We conduct business fairly and ethically. Our Code of Conduct defines our corporate culture – our associates worldwide are held to the highest level of integrity.	SO1, SO3, SO6	20-21

*Soy ink on 100% post-consumer paper.
Please recycle where possible.*

Worldwide Headquarters

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