



PARTNERING TO SOLVE
GLOBAL CHALLENGES.

SUSTAINABLY.



PARTNERING TO SOLVE GLOBAL CHALLENGES.

Tackling Water Challenges.

**Keeping Food Supplies Safe
and Secure.**

**Maximizing the Potential
of Energy.**

**Supporting Clean, Safe and
Healthy Environments.**

SUSTAINABLY.

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*Find the complete report online at
ecolab.com/sustainability*

A MESSAGE FROM ECOLAB CHAIRMAN AND CEO DOUGLAS M. BAKER, JR.

Running industrial processes with “gray” water. Using less energy to clean food-processing equipment. Reducing plastic waste through solids chemistry. Improving the efficiency of desalination. Maintaining clean linens and sanitary kitchens with less water and energy.

Those are just some of the ways we partnered with our customers in 2013 to help them manage complex business challenges with sustainable solutions. Our associates are working on-site at more than 1.3 million customer locations in more than 170 countries around the world. They know firsthand what problems our customers are facing, and they apply unlimited resourcefulness to find the solutions.

Fundamental to our approach is an understanding that real and lasting change is accelerated when economic, environmental and social benefits align. This has been true since our beginnings more than 90 years ago. Today, when the pressure on all natural resources is far greater, and the expectations for sustainable performance are much higher, our ability to help our customers do more with less is even more important.

The purpose of our company is to provide and protect what is vital: clean water, safe food, abundant energy and healthy environments. There are more people needing more food, more water and more energy than ever before. With this as our business focus, we operate at the nexus of the world’s most critical business, environmental and social challenges. It’s a very exciting place to be.

In 2013, Ecolab associates helped customers in more than 40 industries operate more efficiently, expand their operations responsibly in resource-scarce regions, and adapt to meet changing conditions and expectations. Our business model combines technology and information with on-the-ground service and training to deliver lasting improvements. Because we are so close to our customers, with intimate knowledge of their operations, we are able to bring informed insights to our research and development work.

Our 25,000 sales and service associates are supported by 1,600 scientists working in our global innovation centers in Europe, North America, and Asia, as well as additional technical centers in strategic locations. Last year, we launched a number of new solutions to help our customers improve operational efficiency and minimize environmental impact. In fact, it was the largest innovation pipeline in our company’s history, with more than 80 significant product introductions. As part of our innovation process, we consider how each solution reduces cost, increases efficiency, minimizes use of natural resources and improves human and environmental safety – through sourcing, manufacturing, transportation and delivery, use and disposal. You’ll read about some of those innovations in this report.

Our work for our customers has naturally led us to collaboration within industries and across sectors to address global challenges. A good example is our involvement with the Alliance for Water Stewardship. Last year, we fielded



the beta International Water Stewardship Standard at two sites within the lower Yangtze, one of China's most critical watersheds. By advancing the development of the Standard in one of the world's most water-stressed regions, we are helping to improve water management practices globally. We're also sharing our expertise and our insights through a number of industry groups that are working on sustainability issues – an extension of our customer relationships.

While our greatest impact will always be through our work with our customers, we walk the talk within our own company. As Ecolab grows and becomes increasingly global, we are strengthening our commitment to minimizing the environmental impact of our own operations and improving our safety performance.

This past year, workplace and driver safety programs were launched globally. We reduced vehicle accidents by 9 percent and injuries by 6 percent – and severe vehicle accidents were at a world-class low level. Our ultimate objective is zero accidents and injuries, and we keep working toward that goal.

We also have a history of continuously improving our environmental performance. Ecolab achieved a 22.4 percent intensity reduction in U.S. GHG emissions from our 2006 baseline, exceeding our stated goal by 2012. We also reduced waste by 20 percent between 2009 and 2012, surpassing a target of 18 percent.

Going forward, we're committed to doing even more to be responsible stewards of the environment. In 2014, we will set the bar higher for ourselves. We will launch more aggressive global sustainability targets, including a 25 percent reduction in effluent discharge and waste, a 20 percent reduction in water use and a 10 percent reduction in GHG emissions by 2017.

We are finding that talented people who want to make a real difference in the world are drawn to our company because of our purpose, our dedicated associates and our unique ability to help address complex global challenges. We know that our customers are counting on us to help them succeed and grow, and to meet their own ambitious sustainability goals. Our growing global team is eager to exceed their expectations. We're proud of what our 45,000 associates do every day in partnership with our customers to make the world cleaner, safer and healthier.

Sincerely,

A handwritten signature in black ink, appearing to read 'DM Baker, Jr.', with a long horizontal line extending to the right.

Douglas M. Baker, Jr.
Chairman of the Board and Chief Executive Officer

25,200

Sales & Service
Associates

1,600

Research, Development
& Engineering Associates

20,500
EMPLOYEES

45,000
Employees

7,000
EMPLOYEES

More than
6,500
Patents

More than
80
Significant Product
Introductions

19
Global Innovation
Centers

\$188 Million
Investment in Research
and Development

1.3 Million
Customer Locations in
171 Countries

\$13.3 Billion
Net Sales

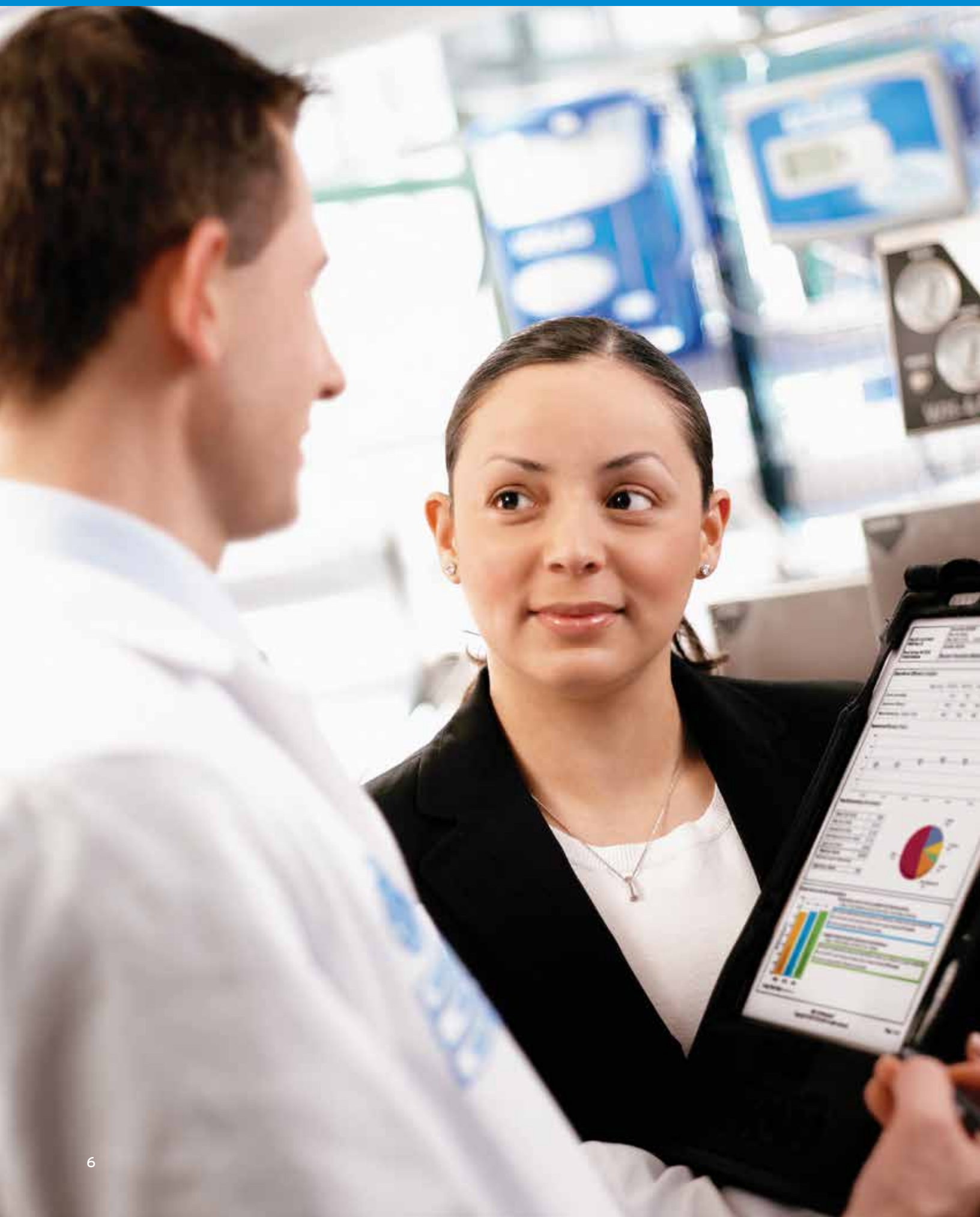
8,900
EMPLOYEES

7,400
EMPLOYEES

1,200
EMPLOYEES

Awards





ECOLAB DELIVERS EXPONENTIAL VALUE AROUND THE WORLD THROUGH SOLUTIONS THAT DRIVE BUSINESS RESULTS AND ENVIRONMENTAL STEWARDSHIP.

THE ECOLAB APPROACH

Our approach sets us apart. With an unparalleled commitment to personally delivered service and a suite of innovative technologies and science-based solutions, we drive positive economic and sustainable impacts through our customers, operations and the communities in which we operate.

PERSONALLY DELIVERED SERVICE

Our people are the foundation of our business model; every member of the Ecolab team contributes to our purpose.

We work hand-in-hand with customers to deliver sustainable results. Every customer challenge is unique, which is why Ecolab experts work alongside customers in their facilities, providing on-the-ground consultation and service. Our experts employ a rigorous process to gather data, apply advanced technology, rethink processes and provide solutions to address our customers' unique economic, social and environmental challenges.

Behind every field representative is a team of researchers, scientists, engineers, regulatory specialists and other experts working diligently to tackle customer challenges, develop new solutions and meet emerging needs.

SERVICE & EXPERTISE

- Enhance performance outcomes
- Drive positive environmental impact
- Help save customers time, labor and money

INNOVATION



INNOVATIVE SOLUTIONS

At Ecolab, we gain considerable insight from our customers – the challenges they face and the results they want. This knowledge drives our innovation. The success of our innovation is evaluated by how well our solutions support the goals of our customers.

With our talented team of scientists and our state-of-the-art innovation centers, Ecolab leads the industry in developing new, effective solutions that help customers improve operations and create positive environmental impact.

In 2013, we launched more new products than ever before, with more than 80 significant product introductions, representing our fifth consecutive year of double-digit pipeline growth. We now hold more than 6,500 patents.

We take a Total Impact Approach to innovation. We look holistically at the environmental, economic and social impacts of our products and service offerings, considering how each solution increases efficiency, minimizes the use of natural resources and improves safety – from sourcing to manufacturing to use and through disposal.

In 2013, we successfully launched a new Product Profile process. This purposeful process integrates sustainability factors into the assessment of new products and profiles the impact of our products from concept through development and launch.

Our acquisitions of Nalco in 2011 and Champion Technologies in 2013 have spurred additional innovation. As we have evolved as a combined company, we also have found opportunity in matching effective solutions to new uses. We leveraged antimicrobial solutions from our Food & Beverage business into our Global Energy business to treat wastewater in an environmentally responsible manner. We advanced clean-in-place applications for our Food & Beverage customers using 3D TRASAR™ Technology and automation to reduce operational costs and enhance food safety. And we launched the solid chemistry formulations we first developed for our institutional customers into our Water & Process Services operations to reduce packaging waste and environmental footprint and improve worker safety.

It is this investment in research, development and innovation that drives our ability to stay at the forefront of addressing ever-emerging and changing business and environmental challenges.



Our exponential value: the combined benefits of improved performance, reduced costs and sustainable impact.

Measurement is a critical component of our process. We provide the tools and expertise to measure the impact of our solutions and quantify customers' return on investment.

eROISM results credibly document operational, economic and resource savings across a comprehensive set of sustainability categories. By starting with what matters most to our customers – performance – and linking performance outcomes to sustainability metrics and cost savings, we demonstrate the triple-bottom-line benefits of sustainability. Through eROI outcomes, we help customers document improvements and track progress toward internal business and sustainability goals.

SUSTAINABILITY INDICATORS



We strive to create cleaner, safer and healthier operating environments for employees and customers.



Our solutions conserve water and optimize water quality.



Our solutions save energy by enabling more efficient operations, or help produce more energy by uncovering oil and gas reserves.



We manage GHG emissions and improve indoor and outdoor air quality.



Our solutions help keep waste out of landfills.



Our programs and services improve asset use and increase asset life.

TACKLING WATER CHALLENGES. SUSTAINABLY.

H₂O: a precise combination of elements that make up the universal solvent. An essential formula for all aspects of life.

From food and energy production to industry and transportation, we rely on freshwater as one of our most precious natural resources. Without water of sufficient quality, businesses cannot grow, economies cannot prosper and communities cannot thrive.

The growing scarcity of freshwater is a looming crisis that poses serious economic, social and environmental risks. As a company with operations and customers in many of the world's most water-stressed regions, we are increasingly concerned about the risks associated with global reliance on dwindling freshwater supplies. We also are unwavering in our commitment to help customers and communities address these risks.

Companies around the world are setting ambitious goals for water reduction. We help them achieve those goals.

WE ARE A GLOBAL LEADER IN WATER MANAGEMENT AND TECHNOLOGY

Our formula is simple: With the right combination of service, expertise and innovation, we have a unique ability to help address ever-growing water-related challenges.

Our global Water & Processing Services business, Nalco, provides solutions for water treatment and management, process improvements and pollutant control – optimizing

product quality and reducing operating costs for our customers while reducing their impact on the environment.

Our industry-leading products, technologies and expertise are reinforced by automation programs and precise data capabilities.



IN 2013, ECOLAB CUSTOMERS GLOBALLY SAVED APPROXIMATELY **110 BILLION GALLONS** OF WATER THROUGH THE USE OF OUR 3D TRASAR™ TECHNOLOGY FOR COOLING WATER.

We work behind the scenes in partnership with customers to help them reduce, reuse, conserve and treat water to operate more sustainably. From dairies to hotels to restaurants to hospitals to oil refineries to paper mills – and every water-intensive industry in between – Ecolab is there, helping customers do more with less water.

We help hotels and restaurants reduce water use while maintaining clean linens and sanitary kitchens. We have reimagined beverage plant production lines to be virtually waterless. We enable hospitals to focus on patient care and safety while minimizing environmental impact. We provide solutions to help power and energy producers meet growing energy demand using less water in harder-to-reach places. We help companies looking to expand in emerging markets rethink their operations to achieve maximum production capacity and meet product demand with limited water resources.



2013 Water Innovations

3D TRASAR™ Technology for Lost Product

Recovery (LPR): an automation tool that optimizes the feed of coagulant and flocculant polymers used in a Dissolved Air Flotation (DAF) process for the recovery of Fat, Oil & Grease (FOG) and protein from the primary wastewater stream effluent of a slaughtering plant.

Performance™ Industrial Laundry Program:

using patented chemistry to effectively remove the heaviest industrial soils while minimizing environmental impact, the program delivers high-performance cleaning and operational savings through shorter wash cycles and reduced rinse steps, helping to conserve energy and reduce water use.

Sea flow pipeline control: a new technology that allows corrosion control, both general and localized, on mild steel pipelines using seawater without removing the dissolved oxygen from the water. This alternative transports seawater to mining operations where other

options, such as mechanical deaeration, lined pipelines and filming corrosion inhibitors, are not technically or economically feasible.

Aquanomic™ Solids Laundry Program: a proven laundry solution that combines Ecolab's Aquanomic program with our specifically formulated solids chemistry to deliver consistently clean, white and soft linen results. The Aquanomic system consists of our Smart Wash process, which reduces the water footprint of a laundry operation by up to 40 percent, and advanced low-temperature cleaning chemistry, which reduces energy consumption by up to 40 percent. The solid chemistry helps reduce plastic waste by up to 74 percent, and the phosphorus-free and NPE-free chemistry helps protect waterways and the environment. The solid chemistry is converted to use dilution within the dispensers and reduces the risk of spills, contributing to employee safety. This program is available for hospital-ity customers and long term care facilities.

**CUSTOMER**

Birra Peroni,
a SABMiller company

**LOCATION**

Rome, Italy



WATER



WASTE



ENERGY

OPPORTUNITY

Birra Peroni, a producer of a popular brand of beer, operates three breweries in Italy that produce more than 4.8 million hectoliters of beer per year, with its largest production of 2.7 million hectoliters coming from its Rome brewery. Beer production is a water-intensive process that is increasingly regulated, and companies are becoming more aggressive with sustainability goals. Birra Peroni, a sub-brand of global sustainability leader SABMiller, set out to optimize the performance of the chillers in its Rome brewery in order to reduce water use, electricity consumption and costs.

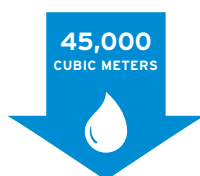
OUR PARTNERSHIP

Ecolab conducted a Mechanical, Operational, Chemical and Sustainability (MOCS) assessment of Birra Peroni's system and found that a significant part of the water and electricity costs

at the brewery are related to the use of its chillers. We implemented our proprietary 3D TRASAR™ Technology to optimize chiller performance and aid in recycling process water.

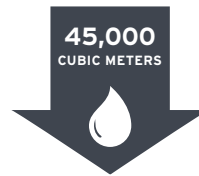
EXPONENTIAL VALUE

**REDUCED
FRESHWATER DEMAND**
(OVER 3 YEARS)



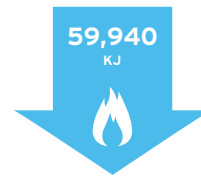
**REDUCING COSTS
BY €12,000**

**REDUCED
WASTEWATER DISCHARGE**
(OVER 3 YEARS)



**REDUCING COSTS
BY €27,000**

**REDUCED
ENERGY CONSUMPTION**
(OVER 3 YEARS)



**COMPLETE ROI
AFTER 1 YEAR**

**CUSTOMER**

Friesland Campina

**LOCATION**

Thailand

**OPPORTUNITY**

A leading European food manufacturer seeking to better serve the Asia Pacific market invested in a dairy plant in Thailand. The production of milk and yogurt results in wastewater that is high in fat and grease. The plant was looking for ways to reduce its impact on the local community by minimizing the amount of concentrated wastewater discharged to local wastewater treatment plants.

OUR PARTNERSHIP

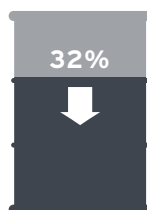
We deployed our 3D TRASAR™ Technology for dissolved air flotation (DAF) program to treat the plant's wastewater. Through automation and

data analytics, our solutions helped the plant deliver precise superior chemistry to maximize effectiveness of treatment processes and allowed

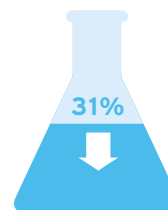
for real-time adjustments to treat different levels of wastewater contaminants.

EXPONENTIAL VALUE

Our solutions reduced the amount and improved the quality of wastewater being discharged for treatment to local wastewater treatment facilities, reducing the plant's impact on the local community.

REDUCED ANNUAL SLUDGE PRODUCTION

**REDUCING COSTS
BY \$43,000**

REDUCED ANNUAL CHEMICAL USAGE

**REDUCING COSTS
BY \$15,000**

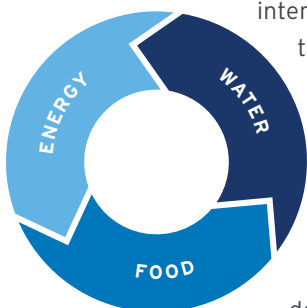
KEEPING FOOD SUPPLIES SAFE. SUSTAINABLY.

Over the next two decades, it is anticipated that the world will need 50 percent more food to meet the needs of a rapidly growing population. In addition, the rise of the middle class, urbanization, higher-protein diets and more meals away from home are trends that are dramatically shifting food demands, particularly in emerging economies.

Producing more food requires more water and energy and more efficient operations across the food-supply chain (from agriculture and livestock production to processing and food service). To ensure a safe, sustainable food supply, we also need to find ways to ensure we are able to consume more of the food we are already producing. This means preventing contamination and spoilage from harvest to consumption.

ECOLAB IS AT THE CENTER OF THE WATER-ENERGY-FOOD NEXUS

With expertise across the water, energy and food spectrums, Ecolab has an in-depth understanding of the critical



interdependencies of the elements of this nexus. Food production is dependent on access to freshwater and energy sources. Water needs to be clean in order to keep food safe. Maximizing production requires solutions that enable the food industry to deliver more, longer-lasting food

supplies using less water and energy. With solutions that help food producers, food service and food retail address these complex challenges while minimizing use of natural resources, Ecolab supports safe food from farm to fork.

MAINTAINING THE HIGHEST FOOD SAFETY STANDARDS

Safe food is essential to life. At Ecolab, we deliver an integrated approach to food safety. We provide solutions that minimize risk of foodborne illness. These solutions are supported by training, audits and expertise to help customers implement food safety best practices throughout their operations.

Ecolab regularly partners with governmental, industry and professional associations to support forums for discussion and promotion of food safety. Our knowledge sharing includes an annual food-safety symposium hosted in partnership with the National Restaurant Association and sponsorship of the International Food Safety Council.



Ecolab was awarded a 2013 Kitchen Innovations™ (KI) Award by the National Restaurant Association for our Smart Care® Program. The KI awards honor the most promising and cutting-edge advancements in kitchen equipment for the food-service industry.

2013 Food Safety Innovations

Advantis FC Cleaning Program: a low-temperature chemistry that efficiently removes protein and fat from food-processing equipment at water temperatures of 105° to 125° F, compared to previous processes requiring 145° F. This reduces energy use during the cleaning process and also reduces cooling time needed to return production areas to appropriate temperatures.

XL-HT Dishmachine: a high-temperature dish machine that utilizes an onboard booster heater to deliver superior results using less water and energy. This ENERGY STAR*-rated machine utilizes the Solid Power XL family of products, offering the best possible results at the lowest possible cost.

**ENERGY STAR products are independently certified to save energy without sacrificing features or functionality.*

Antimicrobial Fruit & Vegetable Treatment (AFVT): a produce wash solution that reduces 99.9 percent of the pathogens *E. coli*, *Listeria* and *Salmonella** in produce wash water**. AFVT cleans off waxes and residues and also reduces harmful pathogens* on the surface of fresh-cut produce and in wash water. All components are Generally Regarded As Safe (GRAS) or have been cleared by the FDA for the intended use in a no-rinse application.

**Pathogens: Escherichia coli O157:H7, Listeria monocytogenes and Salmonella enterica. **For fruit and vegetable raw agricultural commodities (RACs) when used according to the label instructions.*





CUSTOMER
Hormel Foods



LOCATION
United States



OPPORTUNITY

For a food production plant, excellent cleaning performance can help minimize food-safety risk. Delivering exceptional, ready-to-eat products in a refrigerated operating environment poses unique cleaning challenges. Hormel Foods challenged us to meet cleaning performance expectations at lower water temperatures.

OUR PARTNERSHIP

The plant sanitation team partnered with Ecolab to implement the Advantis™ FC cleaning program in its plant, which allowed for a lower-temperature cleaning process that delivered excellent cleaning results while providing operational efficiencies and sustainability benefits.

EXPONENTIAL VALUE



FOOD SAFETY
PERFORMANCE MAINTAINED



LESS PRODUCTION-ROOM
COOLING TIME



REDUCED WORKER
SAFETY RISK

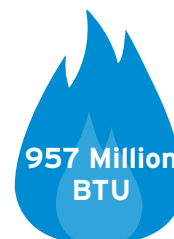


ADDITIONAL PRODUCTION
TIME ANNUALLY

Annual Energy Savings



REFRIGERATION
SAVINGS=
\$1,400



WATER HEATING
SAVINGS=
\$22,400

MAXIMIZING THE POTENTIAL OF ENERGY. SUSTAINABLY.

In a world of increasing energy demand, conventional and unconventional energy producers are seeking innovative approaches to extract more energy in harder-to-reach places using fewer natural resources. At the same time, industries around the world are looking for ways to conserve energy across their daily operations to reduce both costs and environmental impact. At Ecolab, we believe sustainable energy production and effective conservation are equally important to our vision of a world where energy is abundant.

SUPPORTING SUSTAINABLE ENERGY PRODUCTION



In 2013, we strengthened our ability to support the needs of the energy sector by acquiring Champion Technologies, a Houston-based global energy specialty products and services company, furthering our position in the fast-growing oil-and-gas services market. The acquisition brings important and complementary geographic and technology strengths to our Global Energy business, which now operates under the Nalco Champion name.

Our Energy Services division provides process, production and water-treatment solutions to the global upstream and downstream petroleum and petrochemical industries. With the industry's most comprehensive, optimized and technically advanced global specialty product portfolio, we help customers:

- Enhance productivity
- Reduce operating costs
- Achieve environmental goals through specialty chemistry programs, on-site service, training and data analytics

Around the world, we preserve and enhance energy supplies by helping customers maximize oil and power production, ensure efficient flow in production lines and improve efficiency through chemical programs and automated systems. Across our solutions, we seek new methods to reduce water and save energy. This includes solutions that allow energy producers to extract energy using less water, the ability to recycle produced water and technologies to enable cost-effective desalination of seawater for use in energy production operations. Our solutions also help treat wastewater to minimize environmental impact.

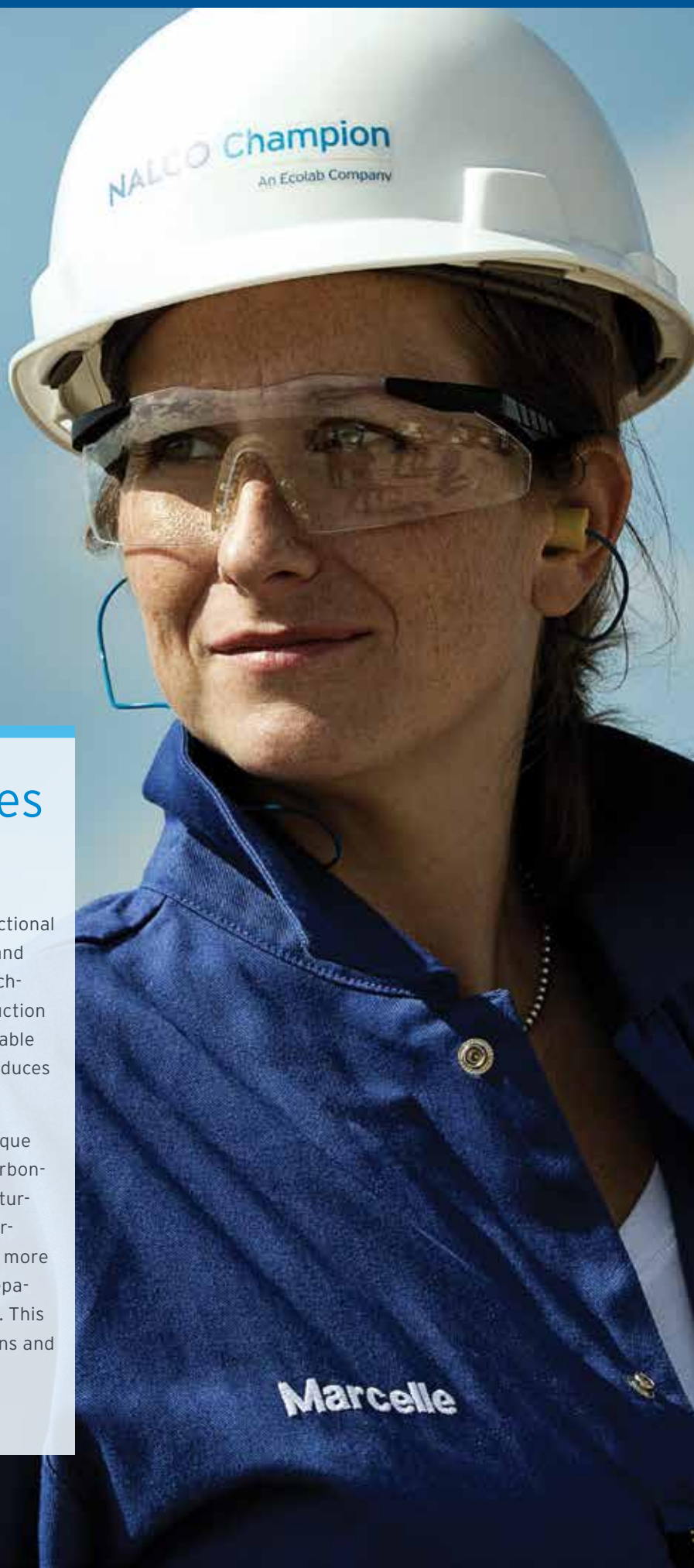
HELPING CUSTOMERS DO MORE WITH LESS ENERGY

Similar to our approach to water conservation, we look at how each of our solutions can reduce energy use. Our HVAC Performance Services maximize heating and cooling efficiency. Our dishmachines and laundry solutions deliver clean results using less energy. We have cleaning solutions for food processors that can clean at lower temperatures. These examples illustrate our commitment to helping our customers use energy efficiently and sustainably.

2013 Energy Services Innovations

Preferred antimicrobial solutions: a multifunctional technology that reduces bacteria, removes solids and fosters water reuse in hydraulic fracturing. This technology promotes water recycling, maximizes production and improves asset integrity while yielding sustainable byproducts (vinegar and water). The technology reduces freshwater use by up to 20 to 50 percent per well.

Water-based microemulsion solutions: a unique technology formulated with NPE-free and hydrocarbon-free components that is effective in hydraulic fracturing operations and in oil and gas production. Water-based microemulsion solutions are designed to be more environmentally preferable while exceeding the separation performance of solvent-based technologies. This ultimately leads to more energy-efficient operations and cleaner water for either discharge or reuse.



**CUSTOMER**

Fully integrated global energy and chemicals enterprise

**LOCATION**

Arabian Gulf

**OPPORTUNITY**

A major refinery in the Arabian Gulf has operations capable of meeting ever-changing global energy requirements: a self-sufficient source of local energy, a sophisticated distillation facility, a natural gas liquids (NGL) industrial unit and a crude-stabilization plant. The refinery generates power that is both utilized on-site and channeled to the local shipping terminal and onshore community. In the spirit of innovation and continuous improvement, the refinery was seeking ways to reduce its reliance on external water sources, a scarce resource in the region, by improving the efficiency and reliability of its thermal desalination processes.

OUR PARTNERSHIP

Ecolab partnered with the refinery to employ a combination of solutions to improve the efficiency of its desalination processes. This included the installation of a more reliable chlorine dioxide dosing system at the seawater intake canal to control marine growth that inhibited flow, combined with a new-generation, thermal desalination

antiscalant treatment to eliminate scale formation. To ensure accurate and continuous performance monitoring, the new and innovative 3D TRASAR™ Technology for thermal desalination was implemented to monitor and evaluate system performance and ensure maximum performance and reliability.

EXPONENTIAL VALUE

DECREASED RELIANCE
ON EXTERNAL
WATER SOURCES



MINIMIZED IMPACT ON
LOCAL FRESHWATER
SOURCES

SAVED \$2.7 MILLION PER YEAR

EAT, SLEEP, WORK, PLAY AND HEAL. SUSTAINABLY.

Ecolab solutions help ensure the places we visit every day are clean, safe, healthy and comfortable. Throughout hotels and healthcare facilities, restaurants and schools, office buildings and manufacturing facilities, our customers and their customers count on Ecolab to enhance daily experiences.

Macro trends, including population growth, a growing middle class, economic uncertainty and scarcity of natural resources, are placing increasing pressure on businesses across these industries. Without compromising the customer experience, we take our solutions beyond performance outcomes to make healthy environments more sustainable.

EXCEPTIONAL EXPERIENCES

Customer satisfaction is the number-one priority of the hospitality, food-service, education and facilities-management industries.

At Ecolab, we help customers deliver exceptional experiences to their guests while reducing costs, enhancing employee safety and minimizing the environmental impact of their cleaning, sanitation, facility care and food-service processes.

Ecolab solutions play a vital role in delivering healthy environments sustainably. Our cleaning systems – ranging from hand hygiene to floor cleaners to environmental cleaners and disinfectants to pest elimination – keep surfaces clean and reduce bacteria to minimize the spread of illnesses. Innovative dishmachines and laundry machines deliver clean dishes and linens using a fraction of the water and electricity typically required. Our heating and cooling expertise helps provide comfortable, reliable indoor temperatures while using water and energy more efficiently. And all of our solutions are designed to be safer than traditional solutions for people and the environment.



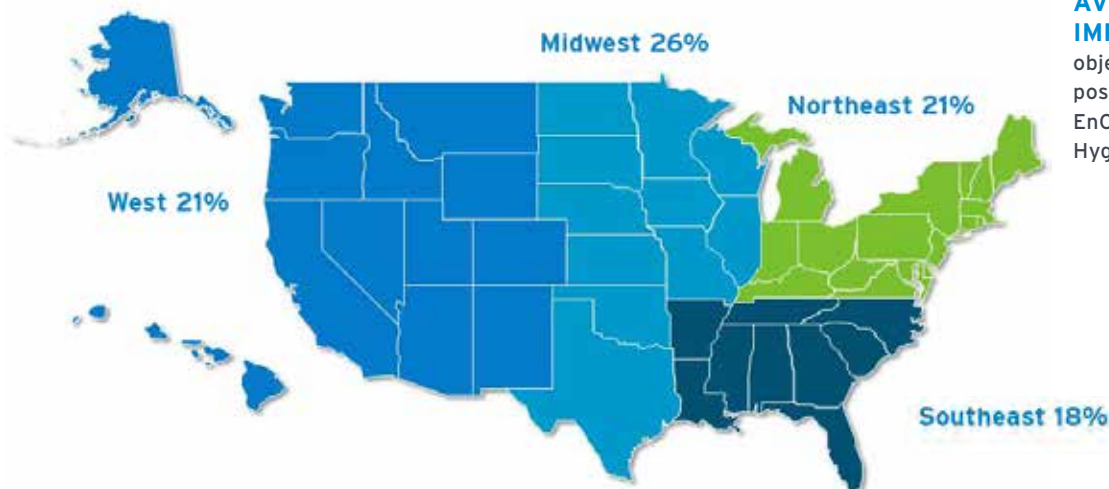
WE HELP MAINTAIN MORE THAN
2.1 BILLION
SQUARE FEET OF CLEAN FLOORS PER YEAR



WE HELP WASH
86 MILLION
HANDS DAILY



WE HELP PROCESS
1.2 BILLION
LOADS OF LAUNDRY PER YEAR



AVERAGE 2013 PERCENT IMPROVEMENT in high-tech object cleaning across the U.S. post-implementation of the EnCompass® Environmental Hygiene Program.

The EnCompass® Environmental Hygiene Program provides healthcare facilities with a comprehensive program designed to help improve cleaning outcomes and reduce the risk of infections and their associated impact.

PROTECTING HEALTH, DELIVERING PATIENT SATISFACTION

A powerful combination of factors is changing the face of healthcare delivery. Payment reform, cost pressures, new models of care, an aging population and heightened awareness of healthcare associated infections (HAIs) are rapidly shifting the priorities of healthcare providers large and small.

Today, the risks are bigger than ever before. Healthcare providers are being held more accountable for patient outcomes as well as ethical, cost-conscious operating practices. Patient satisfaction is paramount, requiring holistic, enterprise-wide approaches to keeping facilities cleaner, safer, healthier and more efficient – minimizing waste as well as water and energy use in the process.

Our programs meet the toughest infection-prevention challenges from the frontlines of emergency medicine to operating rooms, long-term care facilities and medical clinics. With a comprehensive approach, our solutions attack bacteria at the source where infection is likely to be born and transmitted, be it incoming water and air sources, medical instruments and drapes, surfaces or people. Our suite of sustainable solutions enables customers to focus on what matters most: the health of their patients and the safety of their staff.

The results of an anonymous survey conducted in 2013 by Ecolab of nearly 200 hospital purchasing officers, clinicians and sustainability decision-makers found the following:

Sustainability concerns are influencing changes in hospital policies and processes for 70 percent of respondents.

Fifty percent of respondents were concerned about the current amount of waste produced in the operating room.



Ecolab is an active member of Practice Greenhealth, a non-profit membership organization in the United States founded on the principles of positive environmental stewardship and best practices by organizations in the healthcare community. Ecolab partners with Practice Greenhealth to advance environmental solutions for the healthcare sector to create better, safer, healthier workplaces and communities.

2013 Health and Hygiene Innovations

Genesys™: the first line of plastic surgical equipment drapes and waste bags to feature a proprietary additive that speeds breakdown of the material into primary organic matter when disposed of in biologically active landfills. Genesys products deliver optimal performance and, in tests, break down after disposal by as much as 35 percent within the first 21 months.

OxyCide™ Daily Disinfectant Cleaner: a one-step disinfectant cleaner, virucide and deodorizer that delivers sporicidal efficacy but has been designed for daily use (requires no personal protective equipment). It is the first EPA-registered, dilutable concentrate that is effective against *Clostridium difficile* endospores in a nonbleach formula, delivering a complete kill in five minutes or less.

Ecolab Mobile Dispensing System: a single dispensing head with the capability to support the dispensing of more than one product. This easy-to-use system has versatile configurations that support filling spray bottles, mop buckets and auto scrubbers and that enable reuse of the head to minimize waste.

QC Cleaning Caddy: facilitates easy use of concentrated bathroom cleaners and innovative dispensing systems that optimize product use and minimize waste.





CUSTOMER

A large hospital



LOCATION

United States



OPPORTUNITY

For a hospital, patient care is the top priority. Delivering best-in-class healthcare requires optimal efficiency and the highest safety and sanitation standards. This hospital's instrument-cleaning process was being compromised by a suboptimal combination of cleaning solutions and water quality, requiring reprocessing that was time- and water-intensive, expensive and often resulted in the need to replace instruments.

OUR PARTNERSHIP

The hospital switched to Ecolab's OptiPro™ Solid Enzymatic System, which features Ecolab's patented solids technology to optimize the

cleaning chemistry. In addition, the hospital implemented our deionized (DI) bottle-exchange program to remove naturally present minerals from the hospital's water supply to improve water quality.

EXPONENTIAL VALUE

REDUCED PACKAGING WASTE



ECOLAB SOLID
DETERGENTS REDUCED
PACKAGING WASTE BY
65%

COST SAVINGS

(OVER A ONE-YEAR PERIOD)



WATER USE
REDUCTION
\$2,800



INSTRUMENT
REPLACEMENT
REDUCTION
\$19,000



LABOR REDUCTION
\$25,000



CHEMICAL USE
REDUCTION
\$850

TOTAL SAVINGS **\$47,650**



Ecolab is proud to partner with Wyndham Worldwide to help the company achieve its sustainability goals throughout its global operations. We are honored to be recognized by Wyndham Worldwide for our commitment to providing sustainable solutions that help Wyndham Worldwide deliver an exceptional guest experience while reducing waste and saving water and energy.

CUSTOMER

Wyndham Worldwide

**LOCATION**

More than 7,000 hotels and 190 timeshares globally

**OPPORTUNITY**

The Wyndham Green program, launched in 2006, focuses on sustainability across the company by adopting best practices and building a culture that continuously strives to improve the company's positive environmental outcomes. To help the global company achieve environmental goals and deliver triple-bottom-line benefits of conserving resources, improving people's lives and delivering positive business results, Wyndham initiated a Green Supplier program. For 2013, 25 percent of its \$2 billion direct enterprise and preferred franchisee supplier spend was with suppliers that meet the Wyndham Green program criteria.

OUR PARTNERSHIP

As the sole supplier of laundry and cleaning solutions for Wyndham Worldwide owned and managed properties and the sole endorsed supplier for all franchise properties, Ecolab's contributions to the company's supply chain have a global impact.

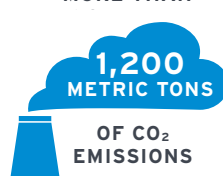
In 2013, Ecolab was named Green Supplier of the Year by Wyndham Worldwide. Ecolab is the first recipient of this inaugural award, which recognizes Ecolab as a premier supplier for its contributions to Wyndham Worldwide's commitment to sustainable programs that deliver economic benefits.

EXPONENTIAL VALUE

REDUCED WATER CONSUMPTION BY MORE THAN



HELPED AVOID MORE THAN



REDUCED PLASTIC WASTE BY MORE THAN



REDUCED ENERGY USE BY 230,000 THERMS AND 206,000 kWh

These 2013 savings were attained through the use of Ecolab's Oasis™, Oasis Pro™, QC™, Wash'N Walk™, Aquanomic™, Formula 1™, Apex™ and Solid Power™ XL technologies.

ECONOMIC PERFORMANCE

Ecolab achieved record sales and earnings in 2013, with net sales of \$13.3 billion, up 12 percent year over year. With a focus on what matters most to our customers, we are ensuring that our ability to deliver the best results at the lowest total cost continues to drive our global growth.

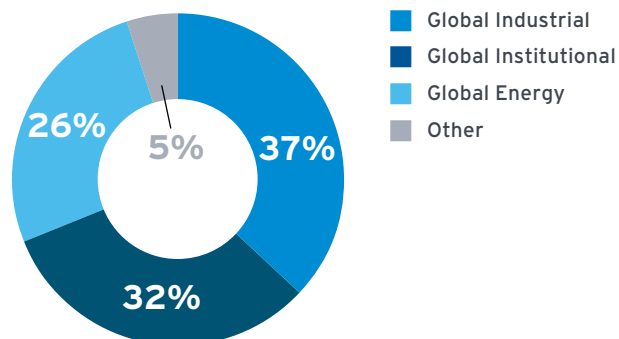
In 2013, our economic performance was driven by:

- An unrelenting focus on serving our customers
- Strong operating execution to offset increased raw material costs and softness in several of our markets
- A commitment to innovation and a pipeline of new products
- Aggressive expansion of current customer relationships
- Significant new business, particularly in high-growth markets
- Ongoing commitment to integration of the Nalco business
- Acquisition of Champion Technologies, furthering our position in the oil-and-gas services market
- Transfer of our proprietary platform technologies across businesses
- A commitment to the safety of our employees, customers, their customers and communities

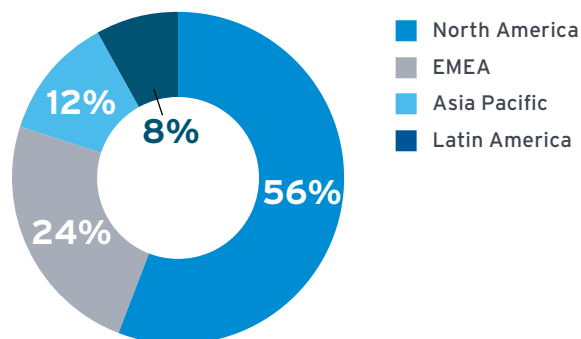
We have significant potential and a unique competitive advantage that positions us well for the future. We deliver world-class products and services that enable businesses across industries to succeed in a world grappling with complex business and resource challenges. The work we do matters, and we are confident that our commitment to our promise to deliver solutions that make the world cleaner, safer and healthier will continue to drive sustainable growth for our company and our customers.

Detailed financial reporting, economic impact and investor information is available at investor.ecolab.com.

BUSINESS MIX (PERCENT OF TOTAL SALES)



SALES BY REGION



SUMMARY (Millions, except per share)	PERCENT CHANGE				
	2013	2012	2011	2013	2012
Net Sales	\$13,253.4	\$11,838.7	\$6,798.5	12%	74%
Net Income Attributable to Ecolab	967.8	703.6	462.5	38%	52%
Percent of Sales	7.3%	5.9%	6.8%		
Diluted Net Income Attributable to Ecolab per Common Share	3.16	2.35	1.91	34%	23%
Adjusted Diluted Net Income Attributable to Ecolab per Common Share (non-GAAP measure)	3.54	2.98	2.54	19%	17%
Diluted Weighted-Average Common Shares Outstanding	305.9	298.9	242.1	2%	23%
Cash Dividends Declared per Common Share	0.9650	0.8300	0.7250	16%	14%
Cash Provided by Operating Activities	1,559.8	1,203.0	685.5	30%	75%
Capital Expenditures	625.1	574.5	341.7	9%	68%
Ecolab Shareholders' Equity	7,344.3	6,077.0	5,666.7	21%	7%
Return on Total Beginning Equity	15.8%	12.2%	21.7%		
Total Debt	6,904.5	6,541.9	7,636.2	6%	(14%)
Total Debt to Capitalization	48.2%	51.5%	57.1%		
Total Assets	\$19,636.5	\$17,572.3	\$18,184.7	12%	(3%)

NET SALES



Reported net sales rose 12 percent to \$13.3 billion in 2013. When measured in fixed currency rates, 2013 sales increased 13 percent compared to 2012 sales.

SHARE PRICE



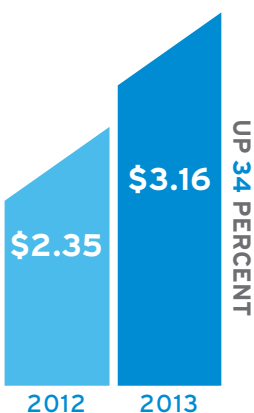
Our share price rose 45 percent in 2013, substantially outperforming a 30 percent increase by the Standard & Poor's 500 index. Our share performance has exceeded the S&P 500 in each of the last 10 years and in 20 of the past 23 years.

REPORTED OPERATING INCOME



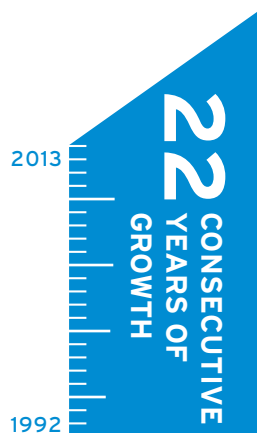
Reported operating income was \$1.6 billion in 2013, an increase of 21 percent. Excluding special gains and charges and when measured in fixed currency rates, 2013 adjusted fixed currency operating income reached \$1.8 billion, up 17 percent over 2012 operating income. Growth was driven by sales volume and pricing gains, cost savings, Nalco and Champion merger synergies and the net impact of acquisitions, which more than offset higher delivered product costs and continued investment in the business.

REPORTED DILUTED EARNINGS



Reported diluted earnings per share were \$3.16, an increase of 34 percent from 2012's reported EPS of \$2.35. Amounts for both 2013 and 2012 include special gains and charges and discrete tax items. Excluding these items, adjusted diluted earnings per share increased 19 percent to \$3.54 in 2013 compared to adjusted diluted EPS of \$2.98 in 2012.

QUARTERLY CASH DIVIDEND RATE



We increased our quarterly cash dividend rate for the 22nd consecutive year, raising it 20 percent in December to an indicated annual payout of \$1.10 per common share. We have paid a cash dividend for 77 consecutive years.

CASH FLOW FROM OPERATIONS



Cash flow from operations was \$1.6 billion. Total debt to total capitalization ratio was 48 percent. Our debt rating remained within the investment grade categories of the major rating agencies during 2013.

CORPORATE SUSTAINABILITY GOALS

Our sustainability leadership is rooted in our enterprise-wide commitment to operational efficiency and environmental stewardship. As our company grows, entering new industries and geographies, minimizing the impact of our own operations is increasingly important.

In 2013, Ecolab publicly announced new goals to reduce our environmental impact over five years. Using our 2012 metrics as an operational baseline, we aim to achieve a 5 percent reduction in greenhouse gas (GHG) emissions, a 10 percent reduction in water use and wastewater discharge and a 10 percent reduction in solid waste, measured by intensity per million dollars in sales. These goals build on our historically strong environmental progress.

The goals set in early 2013 were an important step toward integrating our sustainability strategies across the Ecolab, Nalco and Nalco Champion businesses.

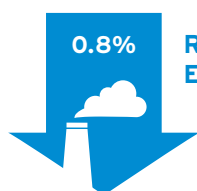
Ecolab's innovation hub in the city of Monheim am Rhein, Germany, features sustainable design, including motion-sensing LED lights, solar collectors for heating and cooling, and rainwater collection for facility use.

In 2014, we will launch more aggressive sustainability targets in line with our 2020 business strategy, setting a long-term path toward significant operational improvements. We're proud of the improvements we have made in the past year and are excited to embark on an intentional path that will further our leadership as a responsible global enterprise.

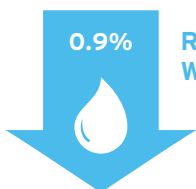




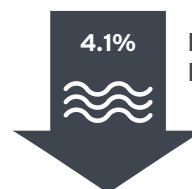
2013 ACHIEVEMENTS*



0.8%

REDUCED GHG
EMISSIONS

0.9%

REDUCED TOTAL
WATER USAGE

4.1%

REDUCED EFFLUENT
DISCHARGE

*Measured by intensity per million dollars in sales. Data for 2013 includes Champion 2013 data; QA/QC verified but not audited by third party. Baseline adjusted up for merger to include legacy Champion for 2012.

PROGRESS AGAINST FIVE-YEAR REDUCTION GOALS

In 2013, we made meaningful progress toward our environmental goals, reducing water use, GHG emissions and effluent discharge across our global operations as a combined company. One-time construction and integration-related events at three of our facilities led to a 25 percent increase in waste disposal. Without these one-time events, our waste intensity decreased by 15 percent. We adjusted our baseline measurements to reflect the complete integration of Nalco and Champion Technologies.

Ecolab was one of only 56 global companies named to the 2013 CDP Global 500 Climate Performance Leadership Index (CPLI) and one of only 60 global companies named to the 2013 CDP Global 500 Climate Disclosure Leadership Index (CDLI), two leading environmental indices.





Our 2013 achievements are the result of an enterprise- and facility-level commitment to increasing the efficiency of our operations through action and investments that result in greater environmental stewardship. Examples of plant-specific projects in 2013 include the following:

Water

- Our Clearing, Ill., plant implemented a process and utility water optimization program that resulted in nearly 10 million gallons of water savings.
- Our facility in Konnagar, India, reduced water use from 25,000 cubic meters in 2012 to 18,000 cubic meters in 2013 through several cycle-time reduction projects.
- Our Lerma, Mexico, plant installed reverse osmosis technology in its deionized water plant, resulting in 200,000 gallons of water savings (and 25,000 kWh of energy savings).

Effluent Reduction

- Our Greensboro, N.C., plant reduced effluent discharge by 22,000 cubic meters through a leak-reduction program.

Energy

- Our Garyville, La., plant implemented a latex steam injection process that saved more than 1 million kWh in natural gas, avoiding more than 750 tCO₂e in emissions.

- In Ellwood City, Pa., we replaced our south plant boiler's economizer and updated area heaters, resulting in 615,000 kWh/year energy savings and 420 tCO₂e savings.
- Our plant in Kwinana, Australia, enhanced control of its cooling tower with the installation of a pump controlled by the plant's chillers. An air bubbler and a glycol pump were installed to better optimize the plant's cooling system. These upgrades resulted in a 90,000 kWh/year energy savings and 72 tCO₂e savings.

COMMITMENT TO CONTINUOUS IMPROVEMENT

We apply the same continuous improvement model we use with our customers to improve our own operations. Through our Create & Maintain Value (CMV) program, we employ our expertise and technology to save water, energy and wastewater and prolong equipment life throughout our facilities.

In 2013, Ecolab completed 42 capital expenditure and CMV projects at 25 manufacturing plants around the world to improve the efficiency of our operations. Just as our programs result in exponential value to customers, these projects resulted in meaningful performance, efficiency, and water, energy and waste reductions across our operations and will contribute to our ongoing reduction efforts.



FACILITY FEATURE: PROCESS WATER REUSE & RECYCLE MANAGEMENT AT FACILITY IN TAICANG, CHINA

Ecolab's manufacturing plant and distribution center in Taicang, China, further supports Ecolab's commitment to help improve food safety and public health practices in China. This facility also has been designed to be environmentally sustainable.

Our Taicang facility, which opened in late 2012, is Ecolab's third-largest in the world and the company's largest in the Asia Pacific region, with capacity to produce all of the Ecolab products sold in China, up to 150,000 tons of product annually. The facility is located in the Yangtze River basin, the most important freshwater resource in China, providing water for 400 million people.

To minimize our environmental impact on the region's critical natural resources, we operate using features that reduce energy and water consumption while minimizing waste production. One example is the facility's on-site plant to convert process wastewater into distilled water for reuse on-site.

This facility demonstrates our commitment to water stewardship through the integration of water-saving practices at the facility and through our collaboration with other water users in the watershed to advance water management practices through the Alliance for Water Stewardship's International Water Stewardship Standard.

PRODUCT RESPONSIBILITY

We sell products and services that are safe for customer use and protect the health and safety of their customers, employees and the environment. All Ecolab products are developed using responsible ingredients with careful consideration for the impact our solutions will have on human health, water, air, energy and waste streams, without compromising performance.

Our products comply with global regulations and we lend our expertise to help shape global standards. Ecolab works with key industry groups to define and implement product responsibility best practices, including:

- American Chemical Council (ACC)
–Responsible Care Program
- American Cleaning Institute (ACI)
–Sustainability Charter
- Chemical Specialty Products Association (CSPA)
–Product Care®

ECO-CERTIFICATIONS

We provide subject-matter expertise to both government and nongovernment organizations in the development of product-level eco-certification standards. Where it meets

our customers' needs, we obtain eco-certifications for our products. Currently, more than 200 Ecolab products are recognized by reputable eco-certification bodies.

GLOBALLY HARMONIZED SYSTEMS

Ecolab partners with customers and suppliers to implement the Globally Harmonized System of Classification and Labeling of Chemicals (GHS). This change to hazard-communication standards will provide a common approach to classifying chemicals and communicating product-safety information on labels and safety data sheets (SDSs), making product use safer for workers by providing easily understandable information on appropriate handling and safe use of chemicals.

Globally, Ecolab authors nearly 100,000 SDSs annually in approximately 66 different country-specific templates and 43 languages. In 2013, Ecolab helped train more than 9,000 customers in the United States and trained our own employees on the new GHS standards. Ecolab is working hard to help customers meet their product-safety goals by the 2015 implementation deadlines for Europe and the United States.



REACH

Partnering with our suppliers and customers, Ecolab is leading significant scientific and regulatory coalition work on REACH, the European Union's Registration, Evaluation and Authorization of Chemicals regulation. In 2013, Ecolab successfully met the second European REACH deadline, registering 60 chemistries to maintain continuity of supply to customers. This success marks our commitment to ensuring the long-term sustainability of our technologies by enhancing our knowledge of their potential effects on people and the environment.

It is Ecolab's intent to comply fully with the REACH regulation and to secure the long-term future of chemicals upon which customers can rely. Our commitment includes helping customers understand their obligations under REACH and working with suppliers to ensure that our expectations under REACH are understood.

For more information, visit ecolab.com/sustainability/productresponsibility.

CONFLICT MINERALS

In August 2012, the United States Securities and Exchange Commission (SEC) approved the final rule regarding the sourcing of conflict minerals as defined in the Dodd-Frank Wall Street Reform and Consumer Protection Act, Section 1502. This rule requires publicly traded companies to report annually to the SEC the presence of "conflict minerals" originating from Central Africa in either the products they manufacture or contract to manufacture, or those they use in the production process. Conflict minerals are tin, tungsten, tantalum and gold (3TG).

In 2013, Ecolab initiated a process that meets the Organization for Economic Cooperation and Development (OECD) framework to comply with this regulation. This includes establishing compliance requirements for our direct suppliers regarding conflict minerals, implementing controls and reporting, undertaking appropriate sourcing efforts and providing our customers the data necessary to facilitate their SEC reporting. Ecolab has developed and adopted an official Conflict Minerals Policy outlining our company commitment and expectations for our suppliers. We will file the necessary documentation prior to the regulation deadlines.

For more information, visit ecolab.com/sustainability.

SAFETY MATTERS – BOTH AT WORK AND IN LIFE

The safety of our employees, contractors, customers and community is vitally important. From the way we operate to the products we develop to how we serve our customers, our commitment to safety is uncompromised.

24-7-365 SAFETY IS A LIFESTYLE

In 2013, we launched a global multiyear campaign to further our culture of safety throughout our operations. Our “Safety at Work Matters in Life” campaign drove home the message that safety is personal. The campaign calls on every one of our employees to make a personal commitment to a safe lifestyle, 24 hours a day, seven days a week, 365 days a year. Making safety a priority at work is a core value that extends beyond the workplace.

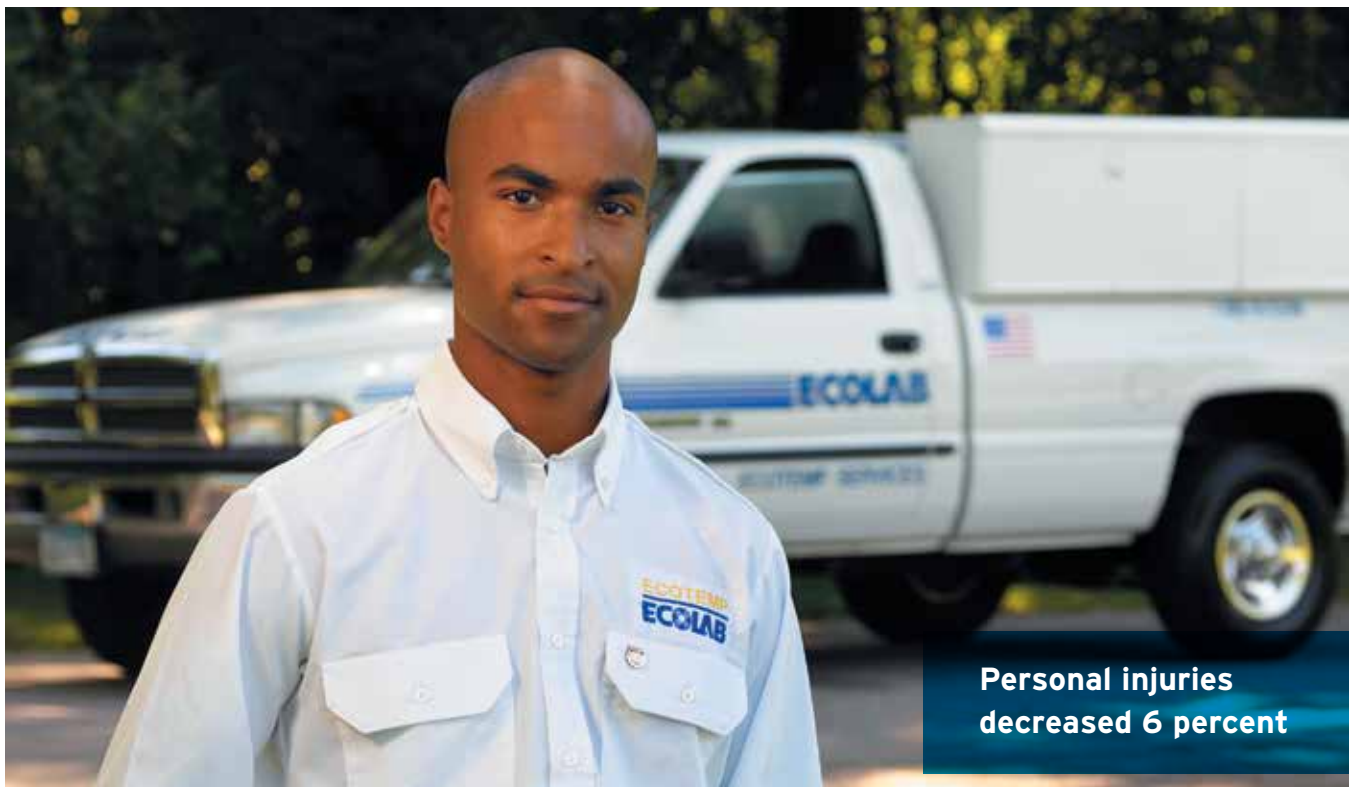
Safety is fully embedded into our company values. Our commitment is supported by an engaged Executive Safety Leadership Council, active Regional Safety Leadership Councils in all regions and large markets, and a Board of Directors Safety, Health and Environment Committee.

PERSONAL SAFETY

Education and training are core components of our comprehensive strategy to enhance our safety culture. Increased awareness drives behavior change at all levels of our organization. We engage our employees in proven programs and processes that improve personal safety, and we drive leadership practices that encourage transparency at every level of our organization.

Our on-the-ground service model and global footprint mean our employees are working in more than 170 countries on a daily basis. In 2013, we launched a global travel security platform and established Crisis Management Protocols, with heightened awareness for employees in high-risk locations.





RISK MITIGATION

Understanding underlying and potential risks is a critical component to improving safety outcomes. Our Global Safety Dashboard tracks our performance on a range of leading and lagging safety indicators. This level of transparency helps us focus on areas of greatest needs and measure the effectiveness of our safety programs.

Proactively identifying where issues arise helps us mitigate potential incidents. Through near-miss reporting and safety audits, we identify, assess and address risks at our

locations and customer facilities. Our near-miss reporting program resulted in 30 percent fewer near-miss incidents reported in 2013 compared to 2012. We completed 205 safety audits, with a specific emphasis on our manufacturing and sales operations.

**Feedback from Ecolab's 2013
Your Voice Matters employee
survey ranked safety as the
#1 driver of employee engagement.**

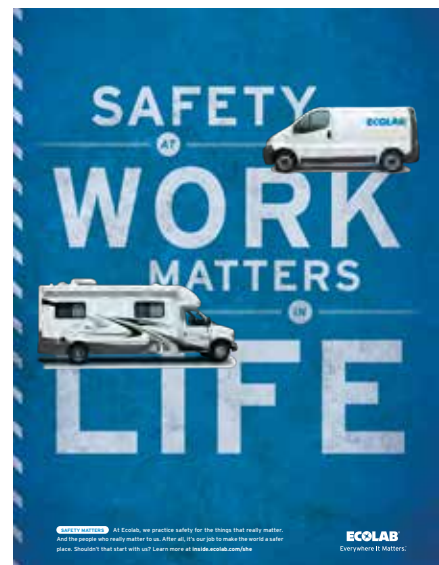
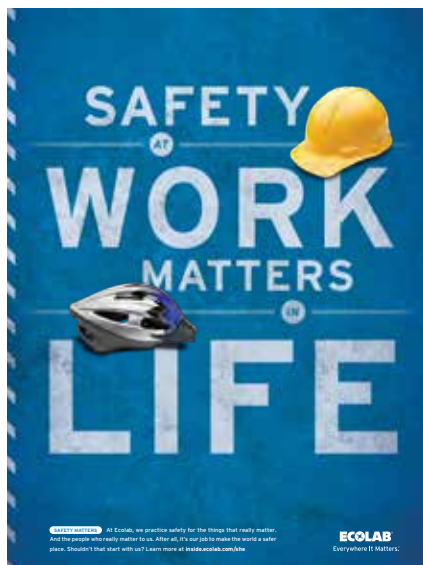
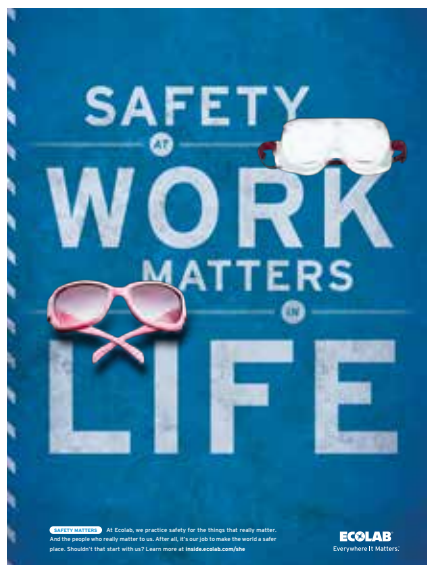
TOTAL VEHICLE ACCIDENT RATE (TVAR) Number of vehicle accidents per 100 workers

	2007	2008	2009	2010	2011	2012	2013
One Ecolab Global	n/a	n/a	n/a	n/a	n/a	4.67	↓3.36
Legacy Nalco Global	4.0	4.2	3.3	2.30	2.10	2.23	↓2.01
Legacy Ecolab Global	n/a	n/a	n/a	n/a	n/a	5.82	↓3.87

TOTAL RECORDABLE INJURY RATE (TRIR) Number of injuries and illnesses per 100 workers

	2007	2008	2009	2010	2011	2012	2013
One Ecolab Global	n/a	n/a	n/a	n/a	n/a	1.8	↓1.7
Nalco Global	0.85	0.55	0.56	0.57	0.43	0.58	↑0.68
Legacy Ecolab Global	n/a	n/a	n/a	n/a	n/a	2.5	↓2.2

Our 2013 safety data does not include Champion metrics.



84 percent of our leadership team members (more than 500 individuals) completed our **Safety Leadership** training course.

More than 21,000 employees completed **BE SAFE training**, a trademarked program on risk-assessment.



We doubled the size of our **Safety Champion Network** and expanded it globally, with a total of 800 (400 new champions in 2013) safety champions trained and operating on the frontlines as leaders for monitoring and promoting safety at their respective locations.



DRIVER SAFETY



Reduced vehicle accidents by 9 percent, and severe vehicle accidents were at a world-class low level.

GLOBAL DRIVER SAFETY POLICY LAUNCHED



25 of the global sales and service fleet has an **PERCENT** onboard monitoring device or car chip. More than 1,800 car chips were added to vehicles in North America to provide immediate, audible feedback to drivers, as well as data for managers to coach employees about improving safe driving behaviors.

Several business divisions piloted a **cell phone policy** that bans use of cell phones in company cars or personal cars for company business. The policy became global in 2014.



More than 1,500 employees received practical **Behind The Wheel (BTW) Training** as part of our systematized regional driver safety program.

GLOBAL STEWARDSHIP

Our commitment to solving global challenges goes beyond our customers and our operations. We are dedicated to leveraging our expertise to make the world more sustainable.

GLOBAL COMMITMENTS AND PARTNERSHIPS

Through partnerships with reputable global NGOs, we strengthen our understanding of, and ability to impact, global challenges facing our business, customers and communities around the world. We are a signatory of the United Nations Global Compact and the CEO Water Mandate, an active member of the Corporate Eco Forum and a founding partner of the Alliance for Water Stewardship through our partnership with the World Wildlife Fund.

ENHANCING INDUSTRY PRACTICES

Industry groups have a unique ability to influence standards, regulations and practices. Ecolab engages with a broad range of industry groups, sharing expertise and insights to help these membership organizations enhance sustainability leadership across their respective industries. In 2013, we actively participated in sustainability-related work groups within industry associations including the Food Marketing Institute, National Restaurant Association, Grocery Manufacturers Association, Consumer Specialty

Products Association, AISE, American Cleaning Institute, Beverage Industry Environmental Roundtable, Sustainable Purchasing Leadership Council, Practice Greenhealth and World Travel and Tourism Council.

ADVANCING GLOBAL WATER STEWARDSHIP STANDARDS

The world is facing unprecedented challenges related to water. The global risks associated with water scarcity require water users to move beyond water conservation to responsible water stewardship. In 2013, Ecolab partnered with the Alliance for Water Stewardship (AWS) to establish new standards for comprehensive water-resource management.

We field tested the Alliance for Water Stewardship's beta International Water Stewardship Standard at two sites within the lower Yangtze, one of China's most critical watersheds, to help fine-tune the standard for global adoption.

In 2014, we will support the global launch of the Alliance for Water Stewardship's International Water Stewardship Standard and will further implement the Standard throughout our global operations.



ENHANCING COMMUNITIES

At Ecolab, we believe that focusing simultaneously on social, environmental and economic performance is good for society and good for business. Ecolab promotes the well-being of our employees, customers and shareholders. We do this by contributing to the quality of life in the communities in which we operate and by supporting organizations and programs that strengthen and enrich those communities.

Our Community Giving Program focuses in the areas of youth and education, civic and community development, arts and culture, environment and conservation. Where possible, contributions are leveraged with Ecolab employee involvement to maximize the positive impact we deliver to the community.

Since its inception in 1986, the Ecolab Foundation has contributed more than \$70 million to the community.

2013 ECOLAB FOUNDATION AND CORPORATE GIVING

Ecolab Foundation (see graph below for details)	\$6,764,000 (70 percent of total giving)
Corporate Giving	\$743,000 (8 percent of total giving)
In-Kind/Disaster Relief/ Volunteer Hours	\$2,143,000 (22 percent of total giving)
Total	\$9,650,000

EMPLOYEES MAKING A DIFFERENCE

Our employees embrace our shared commitment to enhance the well-being of people and communities. In 2013, United States employees raised \$1.4 million during our annual community giving campaign, I Care. I Give. It Matters. With the addition of the Ecolab Foundation match, Ecolab's campaign totaled more than \$2.1 million benefiting Ecolab's global nonprofit partners and employee-designated qualifying nonprofit organizations.



In 2013, Ecolab employees volunteered nearly 39,000 hours with our nonprofit partners.





Top: Visions for Learning teacher grant recipients in Huntington, Ind.

Bottom left: Employees in Fort McMurray, Alberta, Canada, hosted a food and clothing drive in support of the McMurray Food Bank and local homeless shelter.

Bottom right: Employees in Jacksonville, Fla., collect for Second Harvest food bank.



Ecolab's Team Volunteer Grant Program encourages volunteerism in conjunction with providing grants to select national nonprofit partners: Feeding America food bank affiliates, Dress for Success and Habitat for Humanity. In the program's second year, more than 375 volunteers contributed nearly 1,450 hours to our partners in communities where Ecolab employees live and work in California, Florida, Illinois, Minnesota, Missouri, North Carolina, Texas and Wisconsin.

Ecolab's gift-matching programs double the impact of the dollars and time our employees and retirees donate to qualifying nonprofit organizations in the United States. In total, the Ecolab Foundation has contributed \$1 million in matching gifts over the past five years.

INVESTING IN LOCAL COMMUNITIES

At the local level, Community Relations Councils (CRCs) provide leadership to support community needs in 15 communities across the United States where we have significant operations. In 2013, CRC committees made grants totaling \$700,000 to 501(c)(3) eligible local nonprofit organizations.

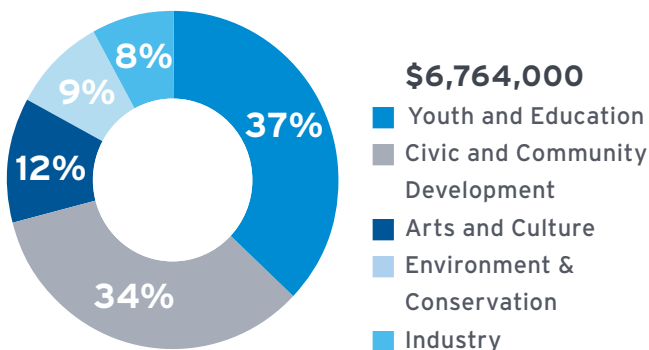
Through our "Visions for Learning" teacher grant program, Ecolab supported nearly 600 classrooms in 280 schools across the United States with a total of \$912,000 in grants toward curriculum-based classroom materials to help youth excel in school.

Ecolab received a perfect score of 100 percent on the 2014 Corporate Equality

Index (CEI), a national benchmarking survey and report on corporate policies and practices related to LGBT workplace equality, administered by the Human Rights Campaign Foundation.



**ECOLAB FOUNDATION
(70 PERCENT OF TOTAL GIVING)**



IMPACT SNAPSHOTS:

- Ecolab donated \$467,000 worth of cleaning and sanitizing products to help with the cleanup efforts following the devastating typhoon that hit the Philippines in November 2013.
- Employees in Fort McMurray, Alberta, Canada, hosted a food and clothing drive in support of the McMurray Food Bank and local homeless shelter as part of the Canada Community Champions program. They collected more than \$1,000 in donations and 1,190 lbs. of food.
- A team from our Energy Services division lent a hand to Pilipog Elementary School in Cebu, Philippines, where they painted classrooms, assembled new desks, handed out new backpacks for all 1,300 students and led a lesson about hand hygiene.
- The first annual Positive Impact Award was given to a group of Ecolab employees in South Africa who joined forces to develop an internal campaign to build awareness of our company's shared commitment to sustainability and positive community impact, including events related to World Water Day and Earth Hour, donations to the local Animal Welfare Society of Helderberg and the Kenyan Jubilee Scholarship Fund and a partnership with the local Umthambeka Primary School.

HELPING IN TIMES OF DISASTER

In 2013, Ecolab responded to catastrophic events around the world with products that aid recovery and protect human health and dignity. In 2013, we responded with water treatment and cleaning supplies to the flooding in Jakarta, Indonesia; flooding due to storms Manuel and Ingrid that hit the Pacific Coast of Mexico in the states of Guerrero and Sinaloa; the aftermath of the tornadoes in Oklahoma, USA; and the devastating typhoon that hit the Philippines in November 2013.



In 2013, Ecolab donated \$1,200,000 in product for disaster relief, responding to catastrophes around the world.

"Thank you again for responding so quickly to such a grave disaster. The survivors of typhoon Haiyan will be forever grateful for your kindness and generosity!"

—Kristy Scott, CEO, World Emergency Relief

ABOUT THIS SUMMARY

This summary provides highlights of Ecolab's 2013 Corporate Sustainability Report, focused on where we have the greatest impact on the world: our customers, our operations and the communities in which we operate.

Ecolab's Comprehensive 2013 Corporate Sustainability Report, for reporting period 1 January through 31 December 2013, has been completed in accordance with the guidelines of the Global Reporting Initiative's new G4 framework.

Our detailed 2013 Corporate Sustainability Report can be found at ecolab.com/sustainability.

In keeping with our commitment to transparency, Ecolab also responds to the Dow Jones Sustainability Index RobecoSAM Sustainability Assessment and the Carbon Disclosure Project's Carbon, Water and Supply Chain surveys. In addition, we are a signatory of the United Nations Global Compact and CEO Water Mandate and file an annual Communication on Progress as part of those commitments.

The results included in the Customer Highlights sections of this report are supported by comprehensive, verified case studies.

MATERIALITY

At Ecolab, sustainability is core to our business strategy of delivering solutions that help companies around the world achieve great results and operate more sustainably. The work we do matters, and the way we do it matters to our employees, customers, investors and communities.

We know that our greatest impact on the world is through our customers. Our greatest risks and opportunities directly relate to our ability to help our customers grow while minimizing their environmental impacts. Therefore, the parameters of our 2013 Corporate Sustainability Report have been established based on a strategic assessment of the issues that our stakeholders care most about, are of greatest relevance to our business strategy and impact our ability to deliver on our promise to make the world cleaner, safer and healthier.

This approach to materiality aligns with our corporate sustainability strategy to address some of the world's most pressing and complex challenges through our own operations and the solutions we provide to our customers.



Our complete 2013 Corporate Sustainability Report is available at ecolab.com/sustainability.

**Ecolab Worldwide Headquarters
370 Wabasha Street North
St. Paul, MN 55102
www.ecolab.com
1 800 2 ECOLAB**