



DATE: 08 December 2011
TO: Ecolab/Nalco FB Customers
FROM: Courtney Jones
SUBJECT: ECOLAB-NALCO MERGER COMPLETED 08 DECEMBER

Dear Valued Customers,

Given the challenges all businesses face today, you expect more from your partners. I wanted to share with you some exciting news that will enable us to do more for you.

You may have heard about the planned merger of Ecolab and Nalco and the potential of this merger to bring an even wider range of innovative solutions to your company, leveraging the expertise and offerings of both organizations. This merger is now official, and we look forward to delivering even greater value to your business as a result.

Nalco helps customers manage water and energy, enhance air quality, optimize environmental impact and operate more efficiently. Ecolab provides cleaning, sanitizing, food safety and infection prevention products and services. Both organizations help you deliver on your sustainability goals and will be able to do so with greater impact going forward. Nalco's water expertise is highly complementary when paired with Ecolab's food safety focus. The combined organization of 39,000 employees will offer even more value to you through our joint expertise and comprehensive portfolio of innovative, total impact solutions - everywhere across your operation and everywhere around the world.

As combined industry leaders, we will apply our industry and application expertise to provide a more comprehensive and integrated view of your incoming water, process and wastewater streams. This total view of your operation will allow us to uniquely deliver total plant assurance related to food safety, brand protection, operational efficiency and sustainability.

We are committed to delivering the same high level of quality programs and services you have come to expect from Ecolab and Nalco. Your sales and service contacts remain unchanged. The new company will be based in Saint Paul, Minn., operating as Ecolab. The Nalco name will continue as the brand in water and energy services industries and applications. Soon you will be contacted by your local representative, who will provide additional information on the benefits of this merger to your organization and answer any questions you might have.

We look forward to helping you solve additional problems in more areas of your operations, wherever and whenever they arise. We believe the deep expertise and technologies we bring together in water, hygiene and energy will help you overcome the challenges you face and help you reach your business goals.

If an issue arises, please do not hesitate to contact your account representative or local customer service team. We thank you for your business and appreciate our continued partnership.

Best Wishes,

Courtney Jones
District Manager
Ecolab Food & Beverage
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