

# Board of Directors

## **Douglas M. Baker**

President and Chief Executive Officer, Ecolab Inc.,  
Director since 2004, Finance Committee

## **Leslie S. Biller**

Retired Vice Chairman and Chief Operating Officer,  
Wells Fargo & Company (diversified financial  
services), Director since 1997,  
Compensation\* and Governance Committees

## **Richard U. De Schutter**

Retired Chairman and Chief Executive Officer,  
DuPont Pharmaceutical Company (drug  
manufacturer), Director since 2004,  
Audit and Compensation Committees

## **Jerry A. Grundhofer**

Chairman of the Board and Chief Executive Officer,  
U.S. Bancorp (financial services holding company),  
Director since 1999, Compensation and  
Governance Committees

## **Stefan Hamelmann**

Member of the Shareholders' Committee,  
Henkel KGaA (chemicals, household  
and personal care products and adhesives),  
Director since 2001

## **James J. Howard**

Chairman Emeritus, Xcel Energy Inc.  
(electric and natural gas energy company), Director  
since 1991, Audit\* and Finance Committees

## **Joel W. Johnson**

Chairman of the Board and Chief Executive Officer,  
Hormel Foods Corporation (food products), Director  
since 1996, Audit and Compensation Committees

## **Jochen Krautter**

Executive Vice President-Technologies, Henkel  
KGaA (chemicals, household and personal care  
products and adhesives), Director since 2002,  
Finance Committee

## **Ulrich Lehner**

President and Chief Executive Officer, Henkel KGaA  
(chemicals, household and personal care products  
and adhesives), Director since 2001,  
Finance Committee

## **Jerry W. Levin**

Retired Chairman and Chief Executive Officer,  
American Household, Inc. (household consumer  
products), Director since 1992,  
Compensation and Governance\* Committees

## **Robert L. Lumpkins**

Vice Chairman and Chief Financial Officer,  
Cargill, Inc. (agricultural, food, financial  
and industrial products), Director since 1999,  
Audit and Finance\* Committees

## **Beth M. Pritchard**

President and Chief Executive Officer of Organized  
Living, Inc. (national retailer of storage products)  
Director since 2004,  
Finance and Governance Committees

## **Allan L. Schuman**

Chairman of the Board, Ecolab Inc.,  
Director since 1991

\* Denotes Committee Chair

## **Communications with Directors**

Stakeholders and other interested parties,  
including our investors and employees, with  
substantive matters requiring the attention of our  
board (e.g., governance issues or potential  
accounting, control or auditing irregularities) may  
use the contact information for our board located  
on our website at  
[www.ecolab.com/investor/governance](http://www.ecolab.com/investor/governance)

In addition to online communications, interested  
parties may direct correspondence to our board at:  
Ecolab Inc.  
Attn: Corporate Secretary  
370 Wabasha Street North  
St. Paul, MN 55102

## **Other Communications**

Matters not requiring the direct attention of our  
board – such as employment inquiries, sales  
solicitations, questions about our products and  
other such matters – should be submitted to the  
company's management at our St. Paul  
headquarters, or online at  
[www.ecolab.com/contact/frmcontact.asp](http://www.ecolab.com/contact/frmcontact.asp)

# Corporate Officers

## **Douglas M. Baker**

President and Chief Executive Officer

## **Lawrence T. Bell**

Senior Vice President, General Counsel  
and Secretary

## **John G. Forsythe**

Senior Vice President-Public Affairs  
and Chief Tax Officer

## **Steven L. Fritze**

Executive Vice President and Chief Financial Officer

## **Thomas W. Handley**

Executive Vice President-Specialty Sector

## **Luciano Iannuzzi**

Executive Vice President-Europe, Africa  
and Middle East

## **Diana D. Lewis**

Senior Vice President-Human Resources

## **Phillip J. Mason**

Executive Vice President-Asia Pacific  
and Latin America

## **Michael C. McCormick**

Vice President-Corporate Development

## **James A. Miller**

Executive Vice President-Institutional Sector  
North America

## **Susan K. Nestegard**

Senior Vice President-Research, Development  
and Engineering and Chief Technical Officer

## **Stephen D. Newlin**

President-Industrial Sector

## **Daniel J. Schmechel**

Vice President and Contoller

## **Thomas W. Schnack**

Vice President and General Manager-  
Food & Beverage North America

## **C. William Snedeker**

Senior Vice President-Global Pest Elimination

## **John P. Spooner**

President-International

## **Robert P. Tabb**

Vice President and Chief Information Officer

## **Mark D. Vangsgard**

Vice President and Treasurer