

ecolab overview

Some important details about our company: Ecolab continues to be the world's leading provider of commercial cleaning, sanitation and service solutions. You will find us wherever our customers need outstanding service. We have dedicated field associates on nearly every continent. Our geographic scope is even more impressive when you consider all the additional areas we reach through distributors, export activities and the like. In every market Ecolab serves, we deliver a growing range of products, systems and services. In the U.S., for example, we have nine operating divisions – Institutional, Pest Elimination, Kay, Food & Beverage, Professional Products, GCS Service, Textile Care, Vehicle Care and Water Care Services – that form a truly unmatched complementary offering. Many of these businesses are following our core institutional and industrial offerings around the world, demonstrating the ongoing vitality of Ecolab's Circle the Customer - Circle the Globe commitment.

SERVICES/PRODUCTS PROVIDED >

INSTITUTIONAL

Products, programs and services for the foodservice, hospitality and healthcare industries, including warewashing, on-premise laundry, housekeeping, water filtration and conditioning, food safety products, specialty kitchen and laundry products, and pool and spa management.

KAY

Cleaning and sanitizing products, services and training programs for the quickservice restaurant, convenience store, movie theater and food retail markets.

PEST ELIMINATION

Service and technology for the detection, identification, elimination and prevention of pests in commercial facilities, as well as food safety audit and training services.

PROFESSIONAL PRODUCTS

Janitorial cleaning, floor care and infection prevention products, programs and systems for the retail, building services, industrial and healthcare* markets.

GCS SERVICE

Service and parts for the repair and maintenance of commercial foodservice equipment.

TEXTILE CARE

Cleaning and sanitizing products, equipment and services for commercial and shirt laundries.

FOOD & BEVERAGE

Cleaning and sanitizing products, equipment, systems and services for the agribusiness, beverage, brewery, pharmaceutical, dairy and food processing industries.

WATER CARE SERVICES

Water treatment programs for boilers, cooling water and waste treatment systems.

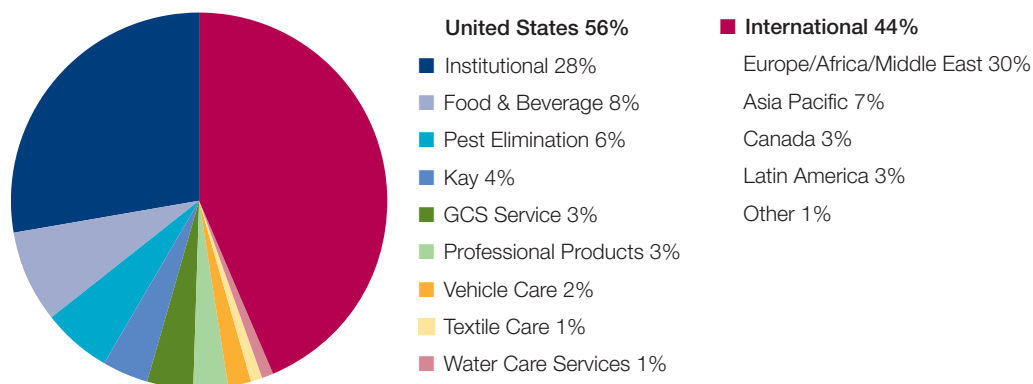
VEHICLE CARE

Cleaning and treatment products and programs for professional conveyor, in-bay and self-service car wash operations.

*Healthcare began operating a distinct business unit, separate from Professional Products, effective Jan. 1, 2004. It will be reported as a separate business unit in future years.

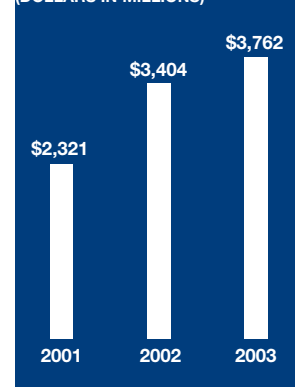
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ECOLAB BUSINESS MIX 2003 >



NET SALES >

(DOLLARS IN MILLIONS)



CUSTOMERS/MARKETS SERVED >

CUSTOMERS

- > Restaurants
- > Hotels
- > Quickservice
- > Food retail (grocery)
- > Schools
- > Laundries
- > Healthcare facilities
- > Dairy farms and plants
- > Food, beverage and brewery plants
- > Pharmaceutical and cosmetic facilities
- > Office buildings
- > Shopping malls
- > Light industry
- > Fleet and vehicle wash

MARKETS

- > United States
- > Europe/Africa/Middle East
- > Asia Pacific
- > Canada
- > Latin America

SALES-AND-SERVICE ASSOCIATES >

(December 31)	2001	2002	2003
Institutional	2,985	3,125	3,190
Kay	235	245	275
Pest Elimination	1,450	1,555	1,645
Professional Products	190	175	180
GCS Service	560	530	535
Textile Care	125	85	80
Food & Beverage	385	395	405
Water Care Services	100	100	95
Vehicle Care	100	100	100
Europe/Africa/Middle East	2,700	3,370	3,285
Asia Pacific*	1,065	925	1,015
Canada	320	320	340
Latin America	505	485	540
Total	10,720	11,410	11,685

*The 2002 decrease is due to the sale of the Hygiene Services business.

ECOLAB STOCK PERFORMANCE >

	2001		2002		2003	
Quarter	Low	High	Low	High	Low	High
First	\$18.94	\$22.09	\$19.43	\$23.94	\$23.08	\$26.00
Second	18.18	21.60	21.25	24.00	24.21	27.92
Third	14.25	21.00	18.27	24.51	23.78	26.80
Fourth	17.10	20.53	20.71	25.20	25.15	27.89

ECOLAB STOCK PERFORMANCE COMPARISON >

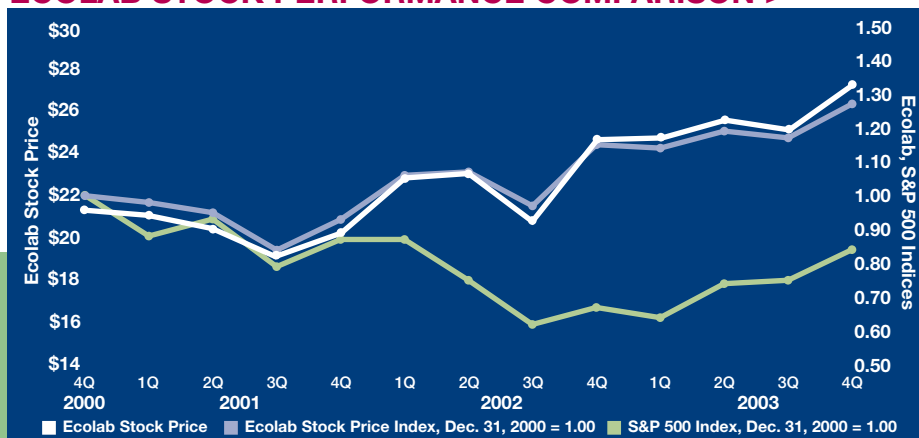


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