



PAUL ANDERSON
Vice President
North America Supply Chain
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April 15, 2009

Ohio Department of Job and Family Services
Rapid Response Administrator
Attention: Ms. Wendy Patton
4020 E 5th Avenue
Columbus, OH 43219

Dear Ms. Patton:

This letter is being provided to you pursuant to the Worker Adjustment and Retraining Notification Act of 1988, 29 U.S.C. §§ 2101, et seq. (the "WARN Act"), which requires employers to give advance notice to the local dislocated worker unit.

A decision has been made by Ecolab to close a plant located at 383 N. High Street Hebron, OH 43025. This planned action will result in the complete and permanent closure of this facility as of October 30, 2009.

To facilitate our business transition, the Hebron operations will be scaled back over the course of several months between June and October, 2009. We plan to reduce the Hebron plant's workforce to coincide with the reduction in operations as outlined below:

- July 1, 2009 – approximately 35% reduction
- August 14, 2009 – approximately 40% reduction
- October 2, 2009 – approximately 20% reduction (stop manufacturing)
- October 30, 2009 – approximately 5% reduction (facility clean up complete)

Ecolab associates currently working in our Hebron plant are not represented by a union. Eligible associates will be offered a competitive severance package. The company is encouraging associates to apply for jobs at other Ecolab facilities (outside of Ohio) to continue their employment by providing relocation assistance. However, our associates do not have rights to bump associates in other locations.

A list of the job titles and the number of associates currently employed in each title is included with this letter. This notice provides you with at least 60 days' advance notice of any employment losses experienced at the Hebron plant, as required by the WARN Act, and fully satisfies the Company's obligations to you thereunder.

If you have questions or require additional information, please let me know.

Regards,

Paul Anderson
Vice President
North America Supply Chain

Attachment

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OHIO DEPARTMENT
JOB & FAMILY SERVICES
2009 APR 17 A 11: 22
OFFICE OF
WORKFORCE DEVELOPMENT

Ecolab – Hebron Operations

The following is a list of job titles and the number of associates currently employed in each title that will be affected by this decision:

Job Title	Number of Associates
Warehouse Associate	29
Receiving Associate	2
Mixer	13
Production Associate	49
Label Control Coordinator	1
Maintenance Tech	6
Lab Tech	4
Accounting Assistant	1
Production Control Assistant	1
Purchasing Assistant	1
Traffic Assistant	1
Distribution Services Assistant	1
DRP Specialist	1
Inventory Control Clerk	1
Logistics Supervisor	2
Logistics Manager	1
Production Supervisor	5
Production Manager	1
Quality Manager 1	1
EHS Manager	1
Engineer II	1
Production Planner	1
Plant Controller	1
Sr. HR Rep	1
Engineering Manager	1
Purchasing Manager	1
Plant Manager	1
Truck Driver	2
Total	131