

People you trust, delivering results.™

2007

Safety, Health, Environment and Sustainability Report





Our Business

Nalco Company is the world's leading water treatment and process improvement company, delivering significant environmental, social and economic performance benefits to a variety of industrial and institutional customers. Our programs and services are used in water treatment applications to prevent corrosion, contamination and the buildup of harmful deposits and in production processes to enhance process efficiency, extend asset life, improve our customers' end products, and enhance air quality. We help our customers reduce energy, water and other natural resource consumption, minimizing environmental releases while boosting the bottom line. Together our comprehensive solutions contribute to the sustainable development of customer operations.

Through our sales, service, research and marketing team of more than 7,000 technically trained professionals, we serve more than 70,000 customer locations in more than 130 countries. We focus on providing our customers with sustainable, technologically advanced, engineered solutions and services.

Letter From Our Chairman

Nalco has an 80-year record of focusing successfully on safety, health and the environment, both internally in our own operations and externally in the sustainable development benefits provided by our customer solutions. I intend to continue and strengthen that focus.

Since being assisted by Nalco as a customer nearly 25 years ago with a difficult plant operations challenge, I have been impressed with what Nalco people and technology are able to deliver for customers to help them achieve their sustainable development goals. And I've been equally impressed by how Nalco people go about accomplishing this safely, with a dedication to protecting themselves, their co-workers, customers, neighbors and the environment. For that reason, I am proud to present the Nalco Safety, Health, Environment and Sustainability Report for 2007.

Our Board of Directors clearly believes that Nalco must continuously earn the trust and confidence of our employees, customers, shareholders and neighboring communities through our safety, health and environmental (SHE) performance. That's why, in 2005, the Board established an SHE Board Committee to monitor compliance with applicable safety, health and environmental laws and regulations, reviewing Nalco's SHE policies, programs and practices and making recommendations to the Board.

I am pleased to be able to report that Nalco globally surpassed the greenhouse gas (GHG) reduction targets for both the United States and the European Union established by the Kyoto Protocol. Nalco achieved a 17 percent reduction in GHG since 1990 while production increased 40 percent. The Kyoto Protocol was established in 1997 to begin to tackle the problem of climate change by establishing required reductions in GHG emissions for the developed nations of the world, using 1990 as the baseline. The target for the United States was a 7 percent reduction in GHG, and for most of the European Union it was an 8 percent reduction. More information about our efforts in GHG reductions and energy efficiency, employee safety and environmental protection can be found on the following pages.

For decades, Nalco programs and services have been helping customers save water, energy and other natural resources while reducing their environmental releases and protecting their employees. At the same time, our Company and our employees have been helping the communities in which we live and work in a variety of ways. Details of those efforts are included in this report as well.

Progress continues to certify Nalco facilities worldwide to either ISO 14001 or RC14001, both globally recognized management systems designed to protect the environment and continually improve environmental performance. As of the end of 2007, 41 of 49 Nalco plants worldwide have been certified to one of these standards, following exacting third-party audits that evaluated our systems and processes. This process will continue until all our plants are certified and those certifications will be maintained going forward.

Nalco has long been committed to Responsible Care®, the global chemistry initiative for continual safety, health and environmental improvement. As Chief Executive Officer, I personally reaffirmed that commitment by signing the newest version of the American Chemistry Council's Responsible Care® Guiding Principles. Similarly, I signed the updated Nalco Safety, Health Environment and Sustainability Principles that guide global Nalco operations. In the spirit of openness and communication embodied in both sets of principles, I encourage you to review our actions over the past year as documented in this report.

Sincerely,



J. Erik Fyrwald
Chairman, President and
Chief Executive Officer
May 2008





Safety, Health, Environment and Sustainability Principles

The Nalco Company manages its global operations with concern for the health and safety of individuals, the environment and with a commitment to global sustainable development. We operate by the following principles:

- Develop environmentally sustainable and safe solutions — through our products, processes and technology — that bring value and confidence to our customers, employees, shareholders, communities and our business.
- Strive for continual improvement of personnel safety and health, and the protection of the environment with the goal of zero injuries, illnesses, incidents, waste generation and emissions.
- Protect the environment by reducing the demand for non-renewable natural resources, eliminating waste and minimizing the volume and impact of emissions to air, water and land.
- Conduct business in a safe, secure and environmentally sound manner, consistent with Responsible Care®, the chemical industry's commitment to ensuring a chemical product's safe evolution from concept through customer use to disposal, recycle or reuse.
- Operate our facilities in a secure, resource-efficient manner, identifying and mitigating process safety risks while protecting the environment and the health and safety of our employees, contractors and the communities in which we operate.
- Comply with applicable laws and regulations and apply responsible standards where laws and regulations do not exist.
- Train all employees to work safely, preventing injuries to themselves and others, avoiding damage to property and protecting the public interest.
- Ensure auditable systems and processes are in place to implement these principles and to communicate openly about environment, health and safety issues.
- Support of these principles at all levels of management and by all employees.

Reporting on Our Performance

Our Safety, Health, Environment and Sustainability Principles include the pledge to “Strive for continual improvement of personnel safety and health, and the protection of the environment with the goal of zero injuries, illnesses, incidents, waste generation and emissions.” The following pages report our progress toward that goal.

Safety

Employee Safety

The Total Recordable Injury Rate (TRIR) is the U.S. Occupational Safety and Health Administration standard for worker safety. It measures the number of employees with work-related illnesses and injuries per 100 full-time workers per year. We have adopted this safety measurement globally and it is also a key performance measurement of the American Chemistry Council (ACC), our major U.S. trade association. The ACC reports that employees of its member companies are five times safer than the U.S. manufacturing sector as a whole.

In 2007, we recorded a TRIR of 0.85, a 3.4 percent reduction from the previous year. While our goal remains zero injuries, our corporate target is to improve our TRIR to less than 0.76, a 10 percent reduction from our current level. Since 2003, we have reduced our TRIR by 34.6 percent.

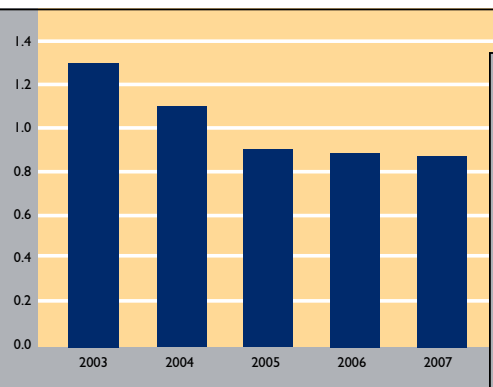
Programs that include increased “near miss” reporting, risk assessments of tasks before they begin and imbedding safety training upon hiring new employees are some of the ways we are driving improved employee safety.

Driver Safety

With thousands of our sales engineers constantly traveling between customer sites, we have identified driving accidents as the single greatest danger faced by our employees. To evaluate our progress on ensuring safe driving, we globally track the Total Vehicle Accident and Total Preventable Accident rates as key performance indicators. We teach our employees to drive defensively to prevent accidents, but also believe measuring all vehicle accidents preventable or not, helps us better protect our employees.

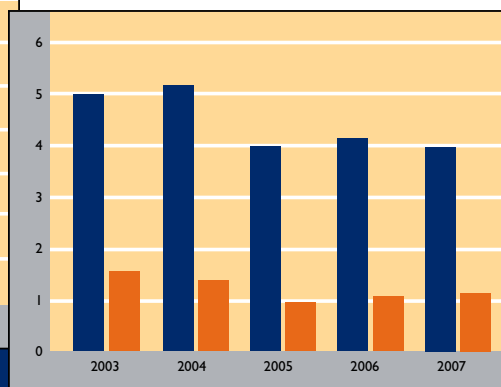
We were able to reduce our Total Vehicle Accident Rate to 4.0 in 2007, or four driving accidents per million miles driven. Our Preventable Vehicle Accident Rate rose slightly from 1.1 to 1.2 in 2007. Since 2003 we have improved our Total Vehicle Accident rate by 20 percent and our Preventable Vehicle Accident Rate by 25 percent. We are establishing global standards to track driver performance and when needed use on-board monitoring devices that report on individual driver actions.

Global Total Recordable Injury Rate
(per 100 full-time workers per year)



Global Total and Preventable
Vehicle Accident Rates
(per million miles driven)

■ Total Accidents
■ Preventable Accidents



Pollution Prevention

Nalco facilities won pollution prevention awards from the states of Illinois and Pennsylvania in 2007.

The Ellwood City plant near Pittsburgh, Pennsylvania, won a Governor's Award for Environmental Excellence for a series of waste minimization and water use reduction programs consisting of:

- Reuse of equipment rinse water
- A new automated rinsing system
- Cooling water system improvements
- Isolating an incompatible material from the waste stream

The projects yielded water savings of 10 million gallons a year, cut plant waste by nearly 700,000 gallons per year and improved recycling of more 1.3 million pounds of material.

The Clearing plant outside Chicago won a Governor's Pollution Prevention Award for the fourth time in five years. The award recognized several programs, including:

- A new, computerized boiler control system that reduced energy use and air emissions
- Replacement of a steam jet system that also cut energy use and air emissions
- Manufacturing process changes that recovered more product from wash water and reuses it in the process

The programs reduced annual energy use by more than 20 million BTUs (British thermal units), cut air emissions by more than 7,600 pounds per year and reduced wastewater by 180,000 gallons per year.

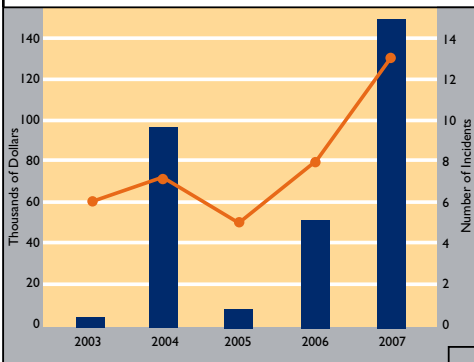
Environment

Fines and Penalties

We track both the number and amount paid (in US dollars) for safety, health and environmental fines and penalties. This figure also includes penalties related to product registration violations and transportation incidents. We are disappointed in our performance in 2007, which did not meet the high standards we set for our Company. We have reevaluated our process safety management efforts globally and are implementing enhancements to improve our performance.

Global Regulatory Fines and Penalties

■ Total Paid (US\$)
 — Number of Incidents

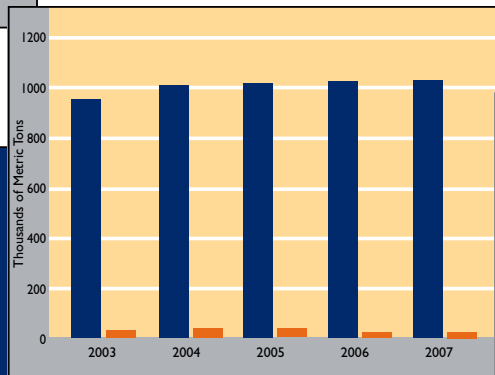


Waste Index

The Global Waste Index compares the total amount of products we manufacture to the amount of waste generated by our production processes. It measures both our manufacturing efficiency and our ability to reduce waste. Unfortunately waste volume generated during 2007 increased by 3.9 percent, while our manufacturing production volume increased 1.2 percent. We continue to work to identify opportunities to reduce waste and increase recycling and reuse opportunities in our production processes. For example, we are introducing a solvent recovery system at a U.S. plant, which will reduce future solvent waste generation at the site by more than 70 percent. This project will be used as a template to apply this waste reduction program at other plants around the world.

Since 2003, our waste generation volume has been cut 10.7 percent, while our production volume has increased 15.2 percent over the same period.

Global Waste Index
 ■ Product Produced
 ■ Waste Generated



Toxics Release Inventory Emissions

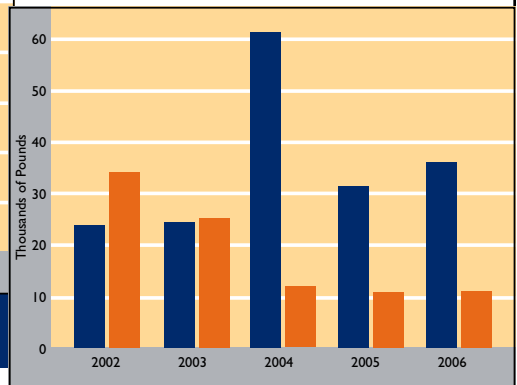
One of the best-known environmental measurements in the world is the U.S. Environmental Protection Agency's Toxics Release Inventory (TRI). The TRI reports chemical releases and other waste management activities for nearly 650 chemicals and chemical categories at facilities across the United States. The inventory was established in 1986 and expanded in 1990. The most recent information available covers emissions through calendar year 2006.

Our reported on-site emissions to air in 2006 reversed a decline from the previous year and increased 13.9 percent. Since 2002 releases to air have increased more than 57 percent. On-site water emissions reported under TRI, which had been declining, increased slightly, rising by 3.3 percent in 2006. However, they have declined nearly 66 percent over the past five years.

This up tick in emissions is attributed to a change in product mix. Manufacturing process changes are under way to address this.

USEPA Toxics Release Inventory

■ Releases to Air
 ■ Releases to Water



Sustainability

Reducing greenhouse gas emissions and energy use are important sustainable development commitments for Nalco. A major milestone was achieved when Nalco exceeded the greenhouse gas emission reduction goals for the United States and European Union set by the Kyoto Protocol, a global commitment to reduce climate change by cutting these emissions. Nalco is not alone in this achievement. The American Chemistry Council selected greenhouse gas emission and energy reductions as key performance indicators for all of its member companies that have committed themselves to Responsible Care®. They too have achieved this major milestone, with Nalco's performance leading the way.

We are increasing our energy efficiency efforts and have set a target over the next five years of a 10 percent reduction in energy use from 2007 levels by the end of 2012. Because of the direct relationship between energy use and greenhouse gas emissions, we expect to also achieve a similar reduction in greenhouse gas emissions. This will deliver on a new commitment made in our updated Safety, Health, Environment and Sustainability Principles to reduce the demand for non-

renewable natural resources, eliminate waste and minimize emissions.

Greenhouse Gases

In 2007, Nalco was very pleased to achieve a greenhouse gas emission reduction of 2.7 percent, while production increased by 1.2 percent. Over the past 5 years our greenhouse emissions have declined 3.2 percent, while production has increased 15.2 percent.

Energy saving projects, including a new boiler in Germany and boiler improvements in two plants in the United States, are reducing energy use and cutting the related greenhouse gas emissions. A steam system improvement program at one U.S. plant includes in-house inspection of steam traps. Steam traps are valves that "trap" heat within the system until all the heat is used and the cooled steam forms condensate water that is returned to be reheated and reused. Replacing defective traps improves system operation and cuts energy use. Using Nalco employees to inspect and replace these steam traps, rather than a third party contractor, reinforces our energy conservation focus.

Employees now identify and replace faulty steam traps whenever they observe them, even if they haven't yet been scheduled for inspection.

Energy Efficiency

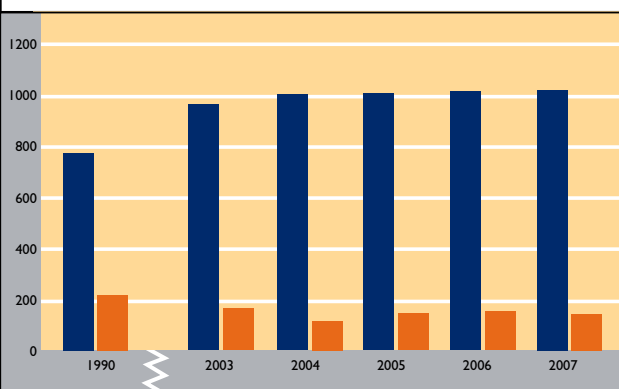
We measure our energy efficiency by comparing our manufacturing production to the amount of energy we consume in making our products (the energy used is a combination of electricity, natural gas, distillate oil and liquid propane gas).

Our energy use decreased 1.7 percent in 2007 while production rose 1.2 percent. Since 2003, our production has increased 15.2 percent while energy consumption has declined 3.3 percent.



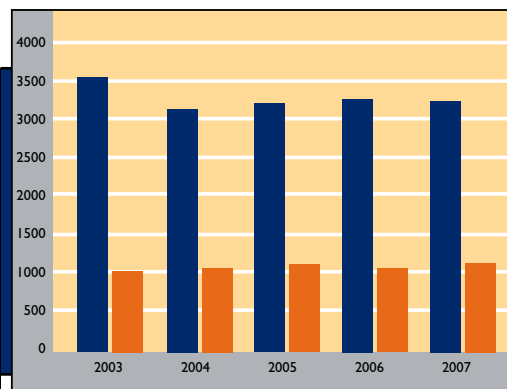
Global Greenhouse Gas Emissions

■ Product Produced (thousands of metric tons)
 ■ Greenhouse Gases (thousands of metric tons)



Global Energy Efficiency

■ Energy Consumed (billions of kilo joules)
 ■ Product Produced (thousands of metric tons)



Delivering Sustainable Development for Customers



Providing customers with solutions that are technically, economically and environmentally sustainable (solutions that deliver sustainable development) has always been part of what our Company delivers. Nalco's original boiler feedwater treatments in the 1920s were designed to allow boilers to operate safely and efficiently. Our latest innovative programs and chemistries still do that today, but in doing so customers recognize these programs allow them to save water and energy, provide a safer working environment for their employees and reduce the impacts on their neighbors.

Our Customers Care

Growing customer interest in sustainable development is driven by both increased consumer demand for responsible business management and additional regulatory requirements. Nalco is uniquely positioned to help customers improve their environmental performance. Across our portfolio of programs and services, nearly all of our offerings provide social benefits such as:

- cleaner water to use and air to breathe,
- improved freshwater availability driven by reduction, recycling and reuse of water in production and other processes,

- reductions in greenhouse gases resulting from energy efficiency improvements,
- reduced solid waste generation and hazardous materials exposure.

Most of these societal benefits also create significant economic value for our customers. When you look at the return on investment we provide to customers, sources of value often include savings from reducing energy requirements, water reuse or avoidance, asset conservation, reductions in waste disposal, improved utilization of other natural resources or raw materials and many other actions.

Customers want solutions, which deliver sustainable development. Many are making substantial, corporate-wide commitments to reduce their environmental footprint. The recent rapid increase in energy costs and an expanding number of regulatory requirements have only added to their motivation. Customers also recognize there are economic gains to be obtained from the more efficient use of natural resources such as water, crude oil, pulp and minerals. And they are seeking to do business with suppliers who can help them meet their sustainable development goals and who operate properly as well.

Our Programs Deliver Results

Our DustFoam™ dust suppression program used at a quarry in Wales helped our customer win the top health and safety award from the United Kingdom-based Quarry Products Association (QPA). The system has also been recognized by the QPA as a best practice in dust suppression. Using the DustFoam system, instead of pure water, reduced the quarry's water use for dust suppression by 70 to 75 percent.

To help customers meet tightening air pollution regulations, Nalco acquired an 87.5 percent interest in Mobotec USA, Inc. in 2007. The new Nalco Mobotec combines Mobotec's patented combustion improvement technology with innovative Nalco chemistry and application expertise to reduce many critical pollutants, including greenhouse gases, nitrogen and sulfur dioxides (NOx /SOx), mercury, hydrogen chloride and particulates.

We help the pulp and paper industry reduce its overall environmental impacts. PARETO™ Wet-End Optimization Technology not only helps paper machines run more efficiently but also allows reuse of preheated wastewater that cuts fresh water and energy demands. Since its introduction in 2006, paper customers annually recognize savings of more than



600 million gallons of fresh water and 65 million kilowatt hours of energy. The reduction in greenhouse gas emissions equals removing 2,600 cars from the road. Nalco helps papermakers decrease their use of dyes and reduce bleaching demands through EXTRA WHITE™ Brightness Management Technology that increases paper whiteness while cutting the use of optical brightening agents by up to 50 percent.

Nalco continuously looks for ways to extend its innovative solutions to more industries, geographies and systems. The ability of 3D TRASAR® technology to measure key system parameters, detect upsets and take appropriate action in cooling water systems last year saved an estimated 40 billion gallons of water in Europe and North America. These savings will grow with increased penetration in these markets and expanded use in Latin America and Asia. This innovative real-time control capability has been extended to performance optimization in reverse osmosis (RO) systems in water pretreatment. 3D TRASAR technology for RO keeps membranes cleaner far longer, extending membrane life and reducing energy needed to pass water through the membranes.

High energy prices and increasing demand encourage oil production from hard-to-reach locations. That oil requires more treatment to produce, transport and refine it. The crude produced from oil sands in Canada requires more water and energy, all of which Nalco optimizes. For example, when severe heat exchanger fouling limited production for a large customer, Nalco devised a cleaning solution that improved oil production by 10 percent. It also eliminated the environmental and safety concerns of prior cleaning procedures that used a high-pressure water stream.

Clean n Cor™ technology is a patented, multi-functional chemistry that cleans pipelines, prevents corrosion and enhances oil production. The cleaning action reduces fouling in water flood operations, which can lead to increased production revenue. One California operator received a greater than 800 percent return on investment from increased production by applying Clean n Cor technology in their injection system. As a corrosion inhibitor, it minimizes the cost of corrosion failures including downtime, equipment replacement, well-servicing and environmental clean-ups from system leaks.

Our Operations Support It

Customers are looking beyond their own operations and are often concerned about how their suppliers are operating as well. Working to reduce the impacts of our distribution network has led to increased use of intermodal transportation, a combination of rail and truck to ship among Nalco facilities and to customers as well. Using trailers or swap bodies sitting on rail cars reduces CO₂ emissions in comparison with using trucks alone. The shift also helps reduce traffic congestion by eliminating unnecessary truck traffic.

The practice of sustainable development is not new to Nalco. Over the years we have demonstrated this through our technology, offerings, and internal policies and activities. We have made tremendous strides in reducing our own greenhouse gas emissions, solid waste creation and other environmental performance metrics, even as we have substantially increased the size of the Company. We also know we need to do more and are developing additional goals to ensure we remain focused on improving our own environmental performance as we help our customers to do the same.

2007 Safety Milestones

Calamba Plant in the Philippines has been accident-free since 1990.
Citeureup Plant in Indonesia has been accident-free since April 2001.
Como Plant in Italy has been accident-free since 2000.
Evansville Plant in the U.S. achieved 25 years without a lost-time accident.
Fawley Plant in the U.K. has been accident-free since 2005.
Freeport Plant in the U.S. has been accident-free since 1990.
Garyville Plant in the U.S. has not had a lost-time accident since 2002.
Green Tree Plant in the U.S. achieved 28 years without a lost-time accident.
Hu Kou Plant in Taiwan has been accident-free since 1978.
Jackson Plant in the U.S. has been accident-free since 2002.
Konnagar Plant in India has been accident-free since March 1990.
Mecas Plant in Malaysia has been accident-free since 1996.
Osan Plant in Korea has been accident-free since 2001.
Quilicura Plant in Chile achieved 6 years without a reportable accident.
Rayong Plant in Thailand has been accident-free since 1999.
Singapore Plant has been accident-free since 2001.
Sugar Land Pilot Plant in the U.S. has not had a lost-time accident since it began operations more than 28 years ago.
Suzano Plant in Brazil has not had a lost-time accident since November 2001.
Suzhou Plant in China achieved 11 years without a recordable injury.
Texarkana Plant in the U.S. achieved 6 years without a recordable injury.
Vancouver Plant in the U.S. achieved 6 years without a lost-time accident.
Weavergate Plant in the U.K. has been accident-free since 2005.
Yangsan Plant in Korea has been accident-free since 2001.



As part of an annual safety day, employees at the Singapore Plant sign a pledge: "Safety . . . Do It For Life."

2007 Awards

Burlington Plant in Canada was accepted into the Ontario Environment Leader's Program.
Cisterna Plant in Italy achieved ISO 14001 certification.
Clearing Plant in the U.S. won an Illinois Governor's Pollution Prevention Award for the fourth time in five years.
Ellwood City Plant in the U.S. won a Pennsylvania Governor's Award for Environmental Excellence.
Evansville Plant in the U.S. achieved RC14001 certification.
Fawley Plant in the U.K. achieved ISO 14001 certification and received a Gold Award from the Royal Society for the Prevention of Accidents for the seventh consecutive year.
Freeport Plant in the U.S. achieved RC14001 certification.
Hopewell Plant in the U.S. achieved ISO 14001 certification.
Montgomery Plant in the U.S. achieved ISO 14001 certification.
Nalco Australia won the Best Contractor Safety Excellence Award from OneSteel Limited for service to the Whyalla Steelworks.
Nalco Brazil receive an award from Braskem S.A. for achieving 5 years without any work-related injuries or illnesses at its plant in northeastern Brazil.
Nalco Canada won a Safe Handling Award from Canadian National Railway.
Nalco Indonesia received an Excellent Safety Performance certificate from ConocoPhillips Indonesia.
Nalco Limited won a Chairman's Award for Contractor Partner Performance from BG Group plc for Safer Chemical Supply.
Pilar Plant in Argentina achieved ISO 14001 certification.
Quilicura Plant in Chile achieved ISO 14001 certification.
Soledad Plant in Colombia achieved ISO 14001 certification.
Sugar Land Plant in the U.S. achieved RC14001 certification.
Texarkana Plant in the U.S. achieved ISO 14001 certification.

Delivering on our Community Commitment

Nalco people have long been dedicated to earning the trust and confidence of our neighbors through our efforts at work and in the community.

For the third year in a row, Nalco employees participated in the BP MS 150 Bike Tour in Texas, an event organized by the National Multiple Sclerosis Society. Thirty-two Nalco employees, customers, friends and family made the two-day, 180-mile trek from Houston to Austin to raise money through pledges and donations to support Multiple Sclerosis research and services for people living with the disease.

Employees from our Energy Services division headquarters in Sugar Land, Texas developed a cookbook called *Sweet in the Heart of Texas* that gathered favorite recipes together. Book sales raised \$10,000 used to fund the Sugar Land Adopt-A-Family program helping senior citizens and families in need.

Blood drives helped spread the gift of life while food and clothing collections helped those in need meet important basic needs. Year-end holidays were made happier through donations of food, toys and other gifts at many Nalco facilities.

The Nalco Foundation continued our support for Water For People, an international development agency that focuses on safe drinking water and preventing water- or sanitation-related illnesses.

The Foundation provided a \$50,000 grant to Water For People, an international agency that focuses on increasing access to safe drinking water and on preventing water- or sanitation-related illnesses. Since 2004, The Foundation has provided funding to Water For People projects in Malawi, Honduras, Guatemala, Bolivia and India.

We believe in the vision of helping people in developing countries improve their quality of life through access to safe drinking water and improved sanitation. Water is a basic building block for all development and one of the first big steps in helping people break out of the cycle of poverty. By supporting Water For People, we help to create a dual benefit — improved health and time to pursue economic opportunity — for people who need it most.

The Foundation's grant will support nine local schools in West Bengal, India, that teach 9,000 students. The program combines safe, convenient drinking water and hand-washing facilities in the schools with a health and hygiene education module. This successful model enables the students to become agents of change, demonstrating to their parents and communities the benefits of good hygiene, while at the same time increasing school attendance and enrollment.

Our 2007 United Way campaign was a great success. Nalco employees contributed more than \$100,000 which the Nalco Foundation matched for a total donation in excess of \$200,000. United Way provides the leadership and resources it takes to help people overcome challenges and become independent. They work to understand the needs in each local community, and then they fund the most effective programs that meet those needs. If there are no programs in place that address the need, they mobilize the community and launch a new initiative that will.

In schools Nalco volunteers support our own Science Is Fun (SIF) outreach program and other opportunities such as Junior Achievement (JA). SIF encourages third grade students to pursue math and science education and future careers. Thousands of students last year witnessed the in-classroom demonstrations of a series of simple experiments to show how exciting science can be. Others learned about workforce readiness, entrepreneurship and financial literacy through experiential, hands-on JA programs led by our employees.



Nalco's MS 150 Team raised money to fight Multiple Sclerosis.

Safety, Health and Environmental Web links:

American Chemistry Council's Responsible Care®
www.responsiblecare-us.com

Canadian Centre of Occupational Health & Safety (CCOHS)
www.ccohs.ca

Canadian Chemical Producers Association Responsible Care®
www.ccpa.ca/responsiblecare

Environment Congress for Asia and the Pacific
www.ecoasia.org

Environmental Management Secretariat for Latin America and the Caribbean
www.ems-sema.org

European Chemical Industry Council
www.cefic.org

European Chemical Bureau
ecb.jrc.it

European Environment Agency
eea.eu.int

Global Chemical Industry's Responsible Care®
www.responsiblecare.org

National Institute for Occupational Safety and Health (NIOSH)
www.cdc.gov/niosh

United States Centers for Disease Control and Prevention
www.cdc.gov

United States Environmental Protection Agency
www.epa.gov

United States Occupational Safety and Health Administration
www.osha.gov

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