PRESS RELEASES

Dec 11, 2003

Ecolab Raises Dividend 10 Percent

ST. PAUL, Minn.--(BUSINESS WIRE)--Dec. 11, 2003--The Board of Directors of Ecolab Inc. today increased the company's quarterly cash dividend by 10% to $0.08 per common share, to be paid January 15, 2004 to shareholders of record at the close of business on December 23, 2003. This results in a new indicated annual cash dividend of $0.32 per share. It is Ecolab's twelfth consecutive annual dividend rate increase. (All per share amounts are adjusted to reflect the company's two-for-one stock split paid June 6, 2003.)

Ecolab has paid cash dividends on its common stock for 67 consecutive years. Ecolab last increased its dividend in December 2002.

With 2002 sales of $3.4 billion, Ecolab is the leading global developer and marketer of premium cleaning, sanitizing, pest elimination, maintenance and repair products for the hospitality, foodservice, institutional and industrial markets. Ecolab shares are traded on the New York Stock Exchange under the symbol ECL.

Ecolab news releases and other investor information are available on the Internet at www.ecolab.com.

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SOURCE: Ecolab Inc.

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