

What We Do, Whom We Serve

Nalco is the leading global provider of integrated water treatment and process improvement services, chemicals and equipment programs for a variety of industrial and institutional customers. Our products and services are used in water treatment applications to prevent corrosion, contamination and the buildup of harmful deposits, or in production processes to enhance process efficiency and improve our customers' end products.

Nalco has 11,000 employees in 130 countries worldwide. Our sales, service, research and marketing team of more than 7,000 technically trained professionals serve more than 70,000 customer locations. In 2006, Nalco achieved sales of more than \$3.6 billion.



We focus on providing our customers with technologically advanced, engineered solutions and services. These solutions and services enable customers to improve their

business by increasing production yields, lowering manufacturing costs, extending asset life and maintaining environmental standards. We offer the broadest product portfolio in our industry.







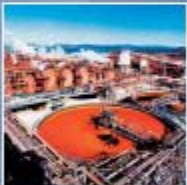



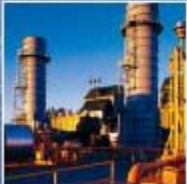

Nalco's core business is organized into three areas:

Industrial & Institutional Services

Our Industrial and Institutional Services (I&IS) division is the world's largest water treatment chemicals and service provider to industrial and institutional global end markets. I&IS also provides process chemicals and services to numerous diverse industries.

Products and services include cooling water treatment and automation, boiler water treatment and automation, indoor air treatment, raw and wastewater treatment, water reuse and recycle and many water-based process applications.

Industries Served

 AEROSPACE	 BUILDINGS	 CHEMICALS	 FOOD AND BEVERAGE
 MANUFACTURING	 MARINE	 MINING AND MINERAL PROCESSING	 OIL AND GAS PRODUCTION
 OIL REFINING	 PHARMACEUTICALS	 POWER GENERATION	 PULP AND PAPERMAKING



Each day our solutions make a positive contribution to our customers' business around the world. That's our focus and our reason to exist.

Energy Services

Our Energy Services division is the leading provider of on-site, technology-driven process chemical and water treatment solutions to the global petroleum and petrochemical industries. In addition to Nalco's full range of water treatment offerings above, this division also offers customers products and services that impact the process side of their businesses.

Products and services include corrosion inhibitors, scale control additives, hydrate control, oil spill dispersants, asphaltene and paraffin control, foamers and anti-foams, flow assurance, oil/water separation, heavy crude desalting, monomer inhibitors, anti-oxidants, and fuel and lubricant additives.

Paper Services

In addition to serving the water treatment needs of the paper and pulp industry, this division is the second largest provider of paper process specialty chemicals and services. Called SMART Solutions®, the program addresses the unique needs of this industry by integrating the entire paper-

making process to improve finished product performance and optimize operational efficiency.

Products and services include flocculants, coagulants, microparticles, dewatering aids, enzymes, digester yield enhancers, functional additives, biocontrol, data management and analysis, modeling, and mechanical and operational adjustments to paper machines.

Analytical, Consulting and Technical Field Services

Our business is focused on providing integrated solutions to complex issues for our customers. These solutions are often adapted on-site by our technical sales professionals. Our sales teams are supported by analytical services, consulting services and technical field services.

