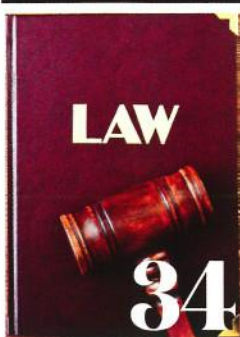
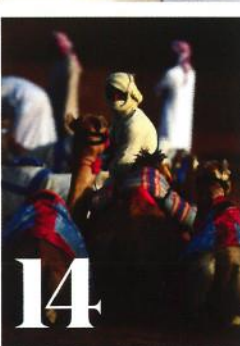


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FIVE MINUTE INTERVIEW

ARJAN BOOGAARDS, SENIOR VICE PRESIDENT AND PRESIDENT, MIDDLE EAST AND AFRICA OF ECOLAB

HOW DO YOU DESCRIBE YOURSELF?

I am energetic, curious about new cultures and passionate about talent development. I am approachable, an active listener and enjoy mentoring and coaching teams.

WHAT DO YOU ENJOY MOST ABOUT WORKING AT YOUR COMPANY?

I enjoy it when people approach me to join Ecolab, having heard of our compelling purpose to make the world cleaner, safer and healthier. Every day, we work to provide clean water, safe food, healthy environments and abundant energy at customer locations throughout the region and the world.

WHAT IS THE SINGLE LARGEST PROBLEM FACING YOUR INDUSTRY TODAY?

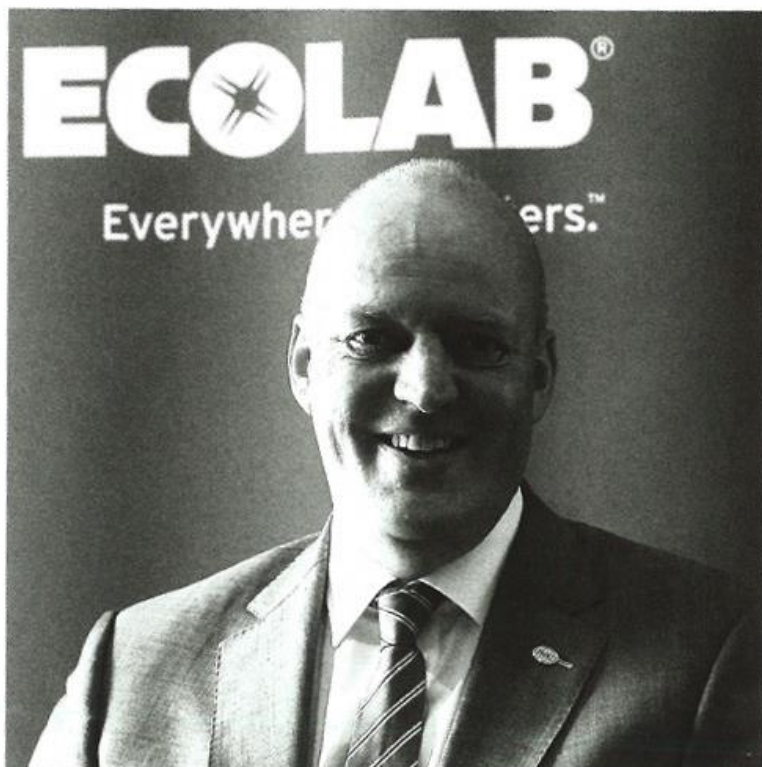
With an increasing population, pressure on natural resources such as water and our energy resources will dramatically increase. Industries will need to produce more, using fewer resources. The challenge is to help them achieve their business goals while protecting our vital resources.

WHAT DO YOU CONSIDER YOUR GREATEST ACHIEVEMENT?

My family, first and foremost. My wife and I have worked as one team to support our two daughters through the challenges of moving abroad and seeing them become independent, socially intelligent and confident young women. On a professional level, one noteworthy achievement for me was to work with a team of policymakers and business leaders in Europe to get water recognised as a key part of the circular economy, underlined by the fact that water is no longer considered a commodity. After continuous efforts that lasted for two years, I believe the pending water scarcity challenges the world will face now resonates with business leaders and policymakers alike. Our efforts have resulted in policies being rewritten and increased awareness of the value of water for various businesses and societies.

THE WORST DAY OF YOUR CAREER:

In the early days of my career, I've sadly lost some colleagues due to safety-related accidents. At Ecolab we invest significant time and money in our strong safety culture.



We want to make sure our people are safe at work and return home to their families every day. We never compromise on safety.

DESCRIBE YOUR DECISION-MAKING PROCESS.

I take a fact-based but empathetic approach to decision making. I like to engage colleagues in discussion, listen to different points of views and question opinions where needed to help get a holistic picture. I also believe having clarity on accountability helps lead to sound decisions.

WHAT'S YOUR PRODUCTIVITY SECRET?

I'm an early bird and usually get to the office before my colleagues. This gives me the headspace to plan my day, catch up on the news, but more importantly, bond and connect with my colleagues over a cup of coffee. I like to walk around the office and have informal chats with my colleagues to listen to their thoughts, ideas and feedback – and see if there are any bottlenecks that I can help fix.

WHAT DO YOU COUNT AS ATTRIBUTES OF SUCCESSFUL PEOPLE?

Humility, courage and simplicity.

A QUOTE YOU LIVE BY:

"Authenticity is the alignment of head, mouth, heart and feet – thinking, saying, feeling and doing the same thing – consistently. This builds trust, and followers love leaders they can trust." – Lance Secretan. CEO