

**Commonwealth of Kentucky**  
**Michael G. Adams, Secretary of State**

LARP

**1077201**  
**Michael G. Adams**  
**KY Secretary of State**  
Received and Filed  
**6/29/2022 8:55:50 AM**  
**Fee receipt: \$15.00**

Michael G. Adams  
Secretary of State  
P. O. Box 1150  
Frankfort, KY 40602-1150  
(502) 564-3490  
<http://www.sos.ky.gov>

**Annual Report  
Online Filing**

**ARP**

**Company:** NALCO COMPANY LLC  
**Company ID:** 1077201  
**State of origin:** Delaware  
**Formation date:** 11/8/2019 12:00:00 AM  
**Date filed:** 6/29/2022 8:55:50 AM  
**Fee:** \$15.00

**Principal Office**

1601 WEST DIEHL ROAD  
NAPERVILLE, FL 60563

**Registered Agent Name/Address**

C T CORPORATION SYSTEM  
306 W. MAIN STREET, SUITE 512  
FRANKFORT, KY 40601

**Members/Managers**

|         |                      |                                    |
|---------|----------------------|------------------------------------|
| Manager | Michael C. McCormick | 1 Ecolab Place, St. Paul, MN 55102 |
| Manager | David F. Duvick      | 1 Ecolab Place, St. Paul, MN 55102 |
| Manager | Timothy A. Beastrom  | 1 Ecolab Place, St. Paul, MN 55102 |

**Signatures**

|                  |                     |
|------------------|---------------------|
| <b>Signature</b> | DAVE DUVICK         |
| <b>Title</b>     | Assistant Secretary |