



Sharon Ruppel
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Dear Mr. Westmoreland,

On behalf of Ecolab, I appreciate our strong partnership with the City of Greensboro and yourself.

Ecolab delayed Project Apex to better support timing requirements of our customers and the business resulting in a one year delayed start-up (Q1 '18 vs. Q1 '17). Additionally, the launch was extended from a one year to a three year timeframe resulting in headcount additions phasing in over three years. This was not an easy business decision.

The capital investment for Project Apex is complete at \$26mm and Ecolab is committed to adding the volume and 35 jobs for the Greensboro community long-term. We have confidence that we will meet our original incentive commitments for hiring by 2020 at a higher wage rate at \$40,000 annually.

Best regards,

A handwritten signature in blue ink that reads "Sharon Ruppel". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Sharon Ruppel
Vice President, Supply Chain-Global Specialty

Cc: Kathi Dubel

