



DOUG BAKER

MAJOR CAREER ROLES

Chair/CEO, Ecolab Inc.

Lead Independent Director, Target Corp.

Independent Director, Merck & Co. Inc.

Board of Trustees, Mayo Clinic

Co-Founder, E2SG Partners

OTHER CAREER HIGHLIGHTS

Independent Director, US Bancorp

Various roles, Procter & Gamble Co.

Doug Baker has a wealth of professional experience as Chair and CEO within the food and beverage, industrial and life-sciences sectors.

Doug is Lead Independent Director at Target Corp and Chair of its Governance and Sustainability Committee. He is also an Independent Director at Merck & Co. Inc. and on the Mayo Clinic Board of Trustees. He is Co-Founder of E2SG Partners, a private-equity partnership for renewableenergy investment.

While at Ecolab, Doug held a number of marketing and general management roles in the US and Europe before becoming President/CEO in 2004. In 2006, he was appointed Chair. Under his leadership, Ecolab became the global leader in water, hygiene and infection-prevention solutions.

Doug has been recognised for his leadership and commitment to responsible business. He was named Responsible CEO of the Year by CR Magazine in 2014, was awarded the University of Notre Dame Hesburgh Award for Ethical and Socially Responsible Business Practices in 2016 and received the 2018 Deming Cup for Operational Excellence from Columbia University. In 2019, he ranked 38th on Harvard Business Review's list of the world's best-performing CEOs.