

PROVEN LEADERSHIP FOR A COMPLEX WORLD



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CLEAN HARBORS | ANNUAL REPORT

## ABOUT CLEAN HARBORS

Clean Harbors, Inc. is North America's leading provider of environmental and hazardous waste management services. With an unmatched infrastructure of 48 waste management facilities, including nine landfills, five incineration locations and seven wastewater treatment centers, the Company provides essential services to more than 30,000 customers, comprising a majority of the Fortune 500, thousands of smaller private entities and numerous governmental agencies.

Headquartered in Braintree, Massachusetts, Clean Harbors has more than 100 locations strategically positioned throughout North America in 36 U.S. states, six Canadian provinces, Mexico and Puerto Rico.

## LETTER FROM THE PRESIDENT



The year 2003 was an eventful one for Clean Harbors. We completed the integration of Safety Kleen's Chemical Services Division (CSD), an organization more than twice our size. We streamlined and re-focused our combined operations taking costs out of the business and improving the utilization of our expanded asset infrastructure.

We also conducted the largest emergency response project in Clean Harbors' history, cleaning up a significant oil spill in Buzzards Bay near Cape Cod, Massachusetts. This project involved the efforts of hundreds of Clean Harbors employees over a span of three months. Our outstanding performance earned us recognition that reinforced the Clean Harbors brand and underscored our strength as the industry's premier company for emergency response work.

From an operational perspective, we completed several initiatives in an effort to right-size the company. Our initiatives included a significant reduction in the size of our workforce, innovative health care cost controls, and greater internalization of our waste volumes. We also reduced the Company's assumed environmental liabilities. We implemented a new accounting standard, completed purchase accounting, made decisions to utilize additional landfill airspace, and resolved, managed or deferred certain liabilities. These actions resulted in a \$22 million net reduction of our environmental liabilities from \$205 million to \$183 million.

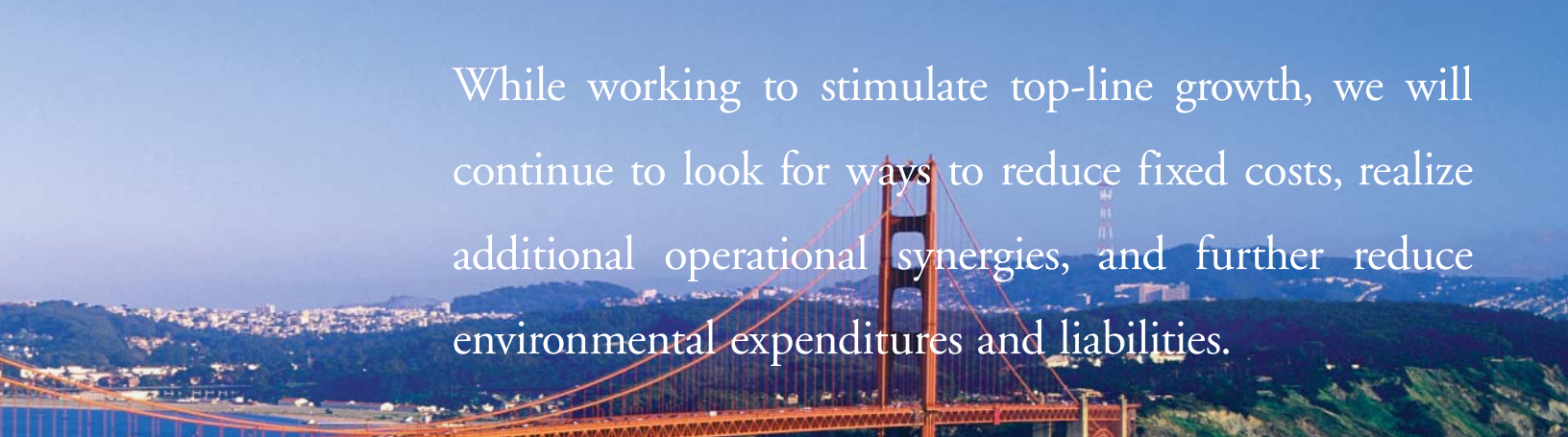
The progress we made in 2003 required hard work and considerable sacrifice on the part of each and every employee. Furthermore, what

we achieved in 2003 was accomplished in a continued weak economic environment. Not only did industries in the United States and Canada generate less waste, they continued to delay their discretionary environmental spending in anticipation of a more favorable business climate. The resulting shortfall impacted Clean Harbors' landfill, wastewater and incinerator volumes, making it difficult to maintain satisfactory utilization rates at these facilities. Our distributor and environmental service providers faced the same pressures.

However, despite the soft economy in 2003, we utilized our resources to position the company for future growth. Our cost reduction efforts and growth initiatives that we undertook created momentum as 2004 began. The network of service locations, facilities and sizeable customer base we acquired in late September 2002 created a broad North American footprint for Clean Harbors. These new assets position us to expand all of our services.

The geographic regions we now serve present us with excellent opportunities to expand our Site Services business. In addition, we have successfully attracted customers for both Site Services and Technical Services in key vertical markets. The centerpiece of this effort is an ongoing initiative to improve the Company's ability to work cross-functionally in sales, marketing and operations within these regions and the industries we serve.





While working to stimulate top-line growth, we will continue to look for ways to reduce fixed costs, realize additional operational synergies, and further reduce environmental expenditures and liabilities.

There are several areas where we expect waste volumes to rise in tandem with demand for environmental services as the economy improves. The industry's response to the stricter federal Maximum Achievable Control Technology (MACT) standards has changed the landscape in ways that should be favorable for Clean Harbors. We anticipate that, as the September 2004 deadline for MACT compliance approaches, large waste producers that operate their own incinerators will find outsourcing a more viable option than meeting the new regulatory standards themselves. Clean Harbors will be positioned to capture this outsourcing business because of its commitment to achieve MACT compliance at every Clean Harbors incineration facility, investing more than \$20 million in our Deer Park, Texas plant alone.

Another growth opportunity is the pursuit of large site remediation projects. We expect activity in this market to increase in 2004 as site work that was put on budgetary hold for the past two years begins to receive funding.

While working to stimulate top-line growth, we will continue to look for ways to reduce fixed costs, realize additional operational synergies, and further reduce environmental expenditures and liabilities. We will continue working to internalize our waste streams and transportation operations, and investigating opportunities to reduce our capital costs.

After years of industry consolidation and change in the North American hazardous waste and environmental services industry,

today only five major companies remain in business. This number is in sharp contrast to the 1990's when there were 23 significant competitors. Our proven leadership in a complex world has resulted in Clean Harbors becoming the largest hazardous waste disposal company in North America.

Clean Harbors begins 2004 in an excellent position to improve its operational and financial performance. As the stronger economy drives growth in demand for hazardous waste industry services, Clean Harbors, with its unmatched capabilities, will answer the call. Clean Harbors intends to capitalize on the unlimited opportunities that exist throughout North America. This is an exciting time for the Company and I'm confident in our ability to take on the challenges for a successful 2004.

On behalf of the entire Clean Harbors team, I would like to thank you for your continued support.

Sincerely,  
Alan S. McKim

Chairman, President and Chief Executive Officer  
Clean Harbors, Inc.  
March 31, 2004

CHEMICAL

UTILITIES

ENVIRONMENTAL SERVICES PROVIDERS

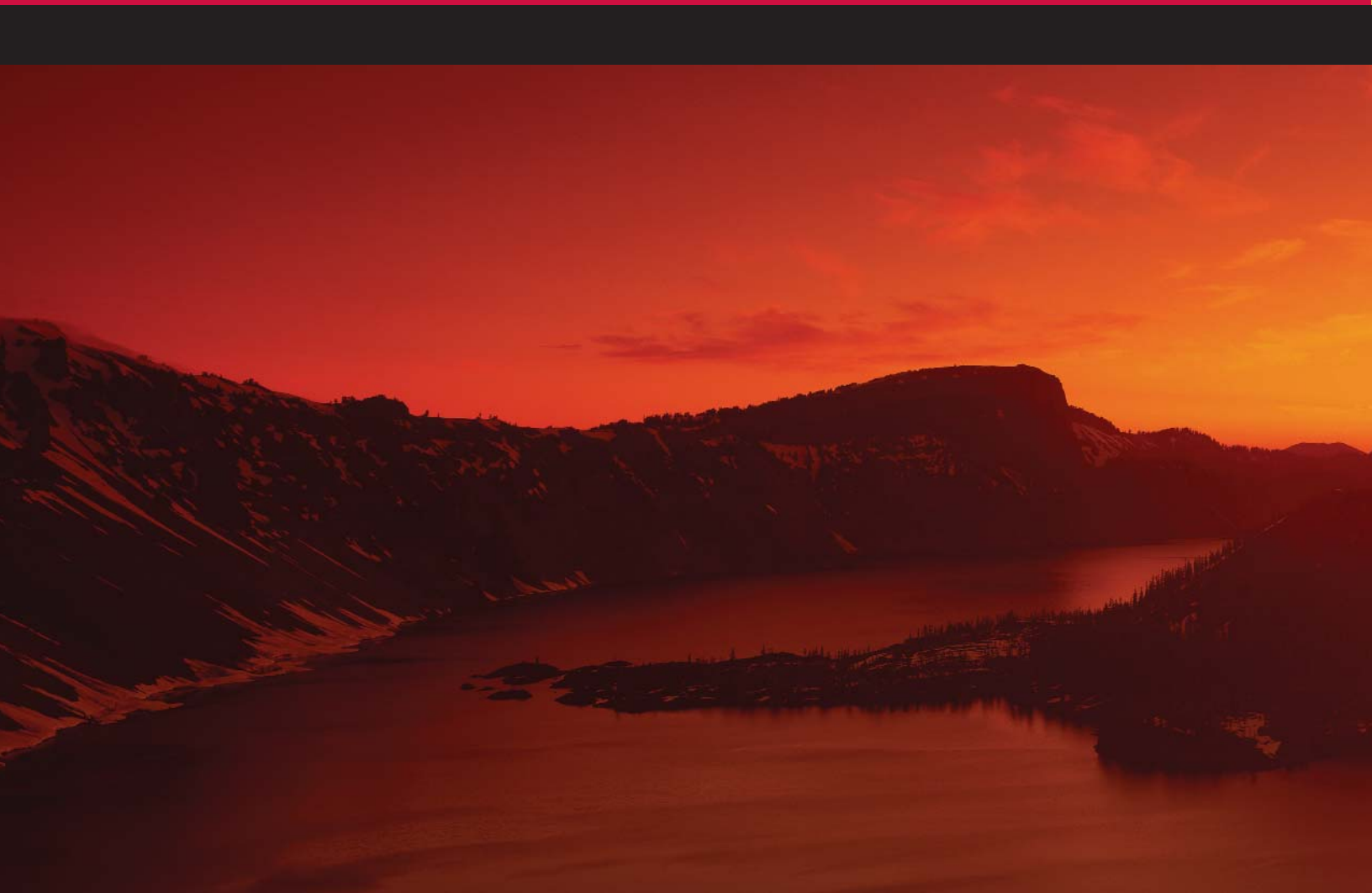
PETROLEUM REFINING

# MAKING A DIFFERENCE IN YOUR WORLD.

PHARMACEUTICAL

ELECTRICAL EQUIPMENT

STATE, PROVINCIAL GOVERNMENTS



SHIPBUILDING

AEROSPACE

CHEMICAL



UTILITIES

ENVIRONMENTAL SERVICES PROVIDERS

PETROLEUM REFINING

PHARMACEUTICAL

So, how important is environmental management to you? While most people might consider recycling or the safe handling of hazardous and non-hazardous waste as valuable services, they may not realize the full effect an environmental services company can have on their day-to-day lives.

Especially when it's a company with the experience, expertise, resources and vision of Clean Harbors.

The business of environmental management is evolving... and Clean Harbors is leading the way with a unique commitment that extends to customers in all industries. **Chemical. Pharmaceutical. Utilities. Refineries. Government. Education.** Just to name a few.



...Clean Harbors is leading the way with a unique commitment that extends to customers in all industries. Chemical. Pharmaceutical. Utilities. Refineries. Government. Education. Just to name a few.



By developing customer-centric solutions—supported by one of the largest, most trusted service organizations in North America—Clean Harbors not only addresses specific environmental concerns, but works with customers to improve their overall operation. We’ve been counted on to help reduce liability costs, increase employee productivity and streamline operating expenses.

For more than two decades, Clean Harbors has prided itself on quick response, strict health and safety compliance, and successful results. A renowned reputation for bringing together the best people and technology has enabled Clean Harbors to expand, both internally and through strategic acquisitions.

Today, Clean Harbors is widely recognized as **the premier provider of environmental services and solutions**. We’re able to respond to a customer need at a moment’s notice, while satisfying all regulatory requirements.

Our focus on delivering comprehensive Technical and Site Services to a full range of fast-growing industries—using the latest technologies and best-practice methods—allows us to meet our customers’ needs, and, in many cases, *their* customers’ needs as well.

The result is a positive, far-reaching impact that can be felt just about everywhere ... as you’ll see on the following pages.



CHEMICAL

UTILITIES

ENVIRONMENTAL SERVICES PROVIDERS

PETROLEUM REFINING

THROUGHOUT THE HOUSEHOLD, YOU'LL FIND US...

PHARMACEUTICAL

ELECTRICAL EQUIPMENT

STATE, PROVINCIAL GOVERNMENTS

FEDERAL GOVERNMENTS

ENGINEERING AND CONSULTING

AIRCRAFT MFG, ENGINES AND PARTS

EDUCATIONAL SERVICES

HEAVY CONSTRUCTION/EXCAVATION

TRANSPORTATION

MUNICIPALITIES

MACHINERY

FABRICATED METAL PRODUCTS

INSTRUMENT-RELATED PRODUCTS

STEEL AND PRIMARY METAL PRODUCTS

AUTOMOTIVE

PAPER, LUMBER AND WOOD

HEALTH SERVICES

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PHARMACEUTICAL

Working hand-in-hand with your plant's environmental Clean Harbors Apo customized waste management ensuring complete cost-effective handling



Clean Harbors has established a strong relationship with chemical companies and manufacturers all over North America. This robust industry encompasses makers of everything from soaps and detergents to paints, polishes and pesticides. It also includes companies that provide the chemical ingredients that go into making products typically found in the home.

The chemical industry trusts Clean Harbors to provide a wide range of environmental services. In addition to the many routine services we perform, such as tank and vessel cleaning, laboratory chemical packing or industrial steam cleaning, we can also be counted on for fast emergency response. For example, if a plant encounters a leaking gas cylinder on the production line, a Clean Harbors Reactive

Materials Team can be dispatched to stabilize the situation and help get operations up and running again, quickly and safely.

Knowing they can depend on a company like Clean Harbors—anytime, anywhere—is vital to chemical manufacturers. This is especially true when it comes to our **Transportation and Disposal Services**. Through its vast network of service centers and facilities located across North America, Clean Harbors can collect and transport virtually all hazardous and non-hazardous waste generated by a chemical company.

Our incineration, landfill, wastewater treatment and specialty waste management capabilities are unequalled with the largest capacity in

nd with a chemical  
manager, an on-site  
llo team provides a  
anagement program  
mpliance and the most  
g of waste for disposal.



the industry. And since Clean Harbors provides a true end-to-end solution where there are no third parties involved, we keep costs and liability down.

Because of our single-source capabilities, many chemical companies turn to us to manage their entire environmental program. Our consultants work in tandem with the customer to not only provide proper transportation and disposal, but also identify ways to improve waste management and further reduce costs.

*What does this mean to you?* It helps ensure that the household products you rely on were manufactured to the highest quality standards.



CHEMICAL

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# IN THE PURSUIT OF A CURE, YOU'LL FIND US...

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PHARMACEUTICAL

A pharmaceutical co  
of developing a bre  
—moves into a new  
than expected thank  
fast and safe han  
between the two sites





Today's pharmaceutical companies are conducting some of the most important research and development in the fight against disease. Critical to their success is maintaining a clean, safe and efficient operation—within the laboratory and beyond.

That's why many of these same companies turn to Clean Harbors for their environmental management needs. Our experience and multitude of services have made Clean Harbors the preferred choice for the pharmaceutical industry.

On a day-to-day basis, we provide reliable pick-up and removal of waste at manufacturing sites, including DEA-controlled substance disposal. Because of the heightened risk associated with these materials, they go straight to one of our facilities with an elevated security system that

exceeds federal Homeland Security requirements. This assures pharmaceutical companies that their sensitive waste is indeed in good hands.

In addition to reducing their liability, we also work with these labs to minimize their waste volume—and their costs—through recycling and re-use options.

Drawing from our Field Services, pharmaceutical companies also value Clean Harbors when there's a change at the production level. Whether it's transferring product from one tank to another, or power washing and decontaminating process equipment to prepare for manufacturing a different product, we provide the technology and know-how to keep downtime to a minimum.

Company—on the brink  
breakthrough medicine  
lab four weeks earlier  
to Clean Harbors'  
handling of chemicals



For a pharmaceutical company's R&D efforts, Clean Harbors plays a most significant role. It's in these labs that a wide range of chemicals must be properly handled for disposal or, in some cases, transported to other laboratories. Time and safety are of the essence and our **CleanPack**® Service delivers.

Our highly trained chemists—well-versed in chemical recognition and compatibility—go right to the lab site where they collect, identify, label and package chemical waste into approved containers. A Clean Harbors vehicle then transports the containers to one of our nearby disposal facilities. Labs can continue their critical work as needed during this service.

Through our CleanPack Service, we move entire chemical inventories in laboratories to new buildings, with minimal disruption to their overall research.

**What does this mean to you?** With an assist from Clean Harbors, pharmaceutical companies can devote more time to developing the medicines that keep people healthy.

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WHERE THE LIGHTS SHINE BRIGHT, YOU'LL FIND US...

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A utility company—  
hurricane—is able to  
in a city due, in part,  
field crew that ensure



We simply can't imagine a world without electricity, water, or natural gas. And yet, without utility companies, people, processes and technology working in unison, thousands, sometimes millions of customers wouldn't have the accessibility of these resources. Clean Harbors plays a significant role in this "synergy" for utilities all over the country.

Power companies, in particular, turn to Clean Harbors to ensure that their many switching stations and substations are properly maintained for continuous, uninterrupted service. For example, our transformer oil reclamation services clean the fluid and internal components of electrical transformers to keep them running safely. We also leverage our extensive transportation and disposal network to provide utilities with the most cost-effective options for the removal, recycling or

disposal of waste waters, PCB-contaminated materials, manhole sludge from cleanouts, and other waste materials.

Utility companies have peace of mind knowing that the removal and disposal of transformers and other waste is performed with strict adherence to environmental regulations.

The Industrial Services we provide include tank and vessel cleaning to eliminate fouling, oxidation or corrosion, and chemical cleaning, which covers everything from a specific boiler to an entire plant floor that's preparing for the installation of new systems.

Many energy companies have taken our all-encompassing approach to environmental management a step further and enlisted Clean Harbors to handle a variety of projects through our **Field Services**.

dealing with a major  
quickly restore power  
to a Clean Harbors  
and safe manhole access.



Regardless of location, we can dispatch crews and equipment on a planned or emergency basis to perform services such as confined space entry, site decontamination, large remediation projects, selective demolition, spill clean up, manhole cleanouts and vacuum services. This is particularly valuable when unforeseen weather-related catastrophes arise. When electric and phone service can hang in the balance for millions of people, it's reassuring for utilities to know that Clean Harbors is available at a moment's notice to assist their own crews in restoring power anywhere, under any conditions.

***What does it mean to you?*** By relying on Clean Harbors to provide environmental services, utilities can better focus on the services they provide to the masses.



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By using Clean Har processing during maintenance, a refin the volume of waste, overall efficiency and



Clean Harbors got its start back in 1980 by providing vacuum services, tank cleaning services and emergency response for petrochemical companies throughout New England. Since then, we've expanded our capabilities—and service area—to meet the ever-changing environmental demands of this important industry.

For example, many oil refineries now rely on Clean Harbors for a full range of transportation and disposal services. Our extensive in-house waste treatment and disposal capabilities, combined with on-site processing services, result in the most comprehensive, turnkey waste management solution available.

Equally valuable is our container management service, which pulls together the physical movement of waste containers combined with a

tracking system that captures their every move. Whether it's roll-offs, bins, frac tanks, ISO containers or intermodal containers, we cover every aspect—from the initial deployment of containers through the maintenance and inspection of containers when emptied at our facilities. Our system helps customers stay in compliance and maintain proper container inventories for daily operations and turnaround work.

Petrochemical companies continue to turn to Clean Harbors for routine vacuum services, focusing on the sump pumps, drums, vats and phase separators within the refinery. This critical service removes the burden on the refinery's staff, enabling the customer to concentrate more on oil and fuel production.

Clean Harbors' on-site material processing and large-scale tank cleaning services are able to reduce downtime, greatly improving its production.



More and more refineries are also heavily relying on Clean Harbors' **Industrial Services** to provide, among other things, hydroblasting and on-site material processing.

Our hydroblasting experts combine optimum pressure and flow rates with specialty tooling to clean any size diameter piping and effectively remove harmful deposits that can impede or clog the system. Again, this kind of outsourced maintenance means the refinery can continue to focus on production.

The same goes for our on-site cleaning of large tanks and surface impoundments. For example, when hazardous sludge needs to be removed from storm water tanks, we deliver a complete solution. Our team will test, remove and dispose of the waste, as well as thoroughly

clean and decontaminate the tank and its surrounding area. Advanced equipment like a mobile thermal desorption unit as well as specialized dredging and dewatering machines will help process the sludge and reduce the overall volume. This saves the refinery a substantial amount on transportation and disposal costs.

When a refinery is pumping out nearly one million barrels of crude oil a day, such a service is essential to streamlining expenses and maximizing production.

**What does this mean to you?** It means that refineries can maintain optimum production levels to ensure the flow of heating oil to heat your home, or gasoline to drive your car.

# Selected Financial Data

For the Year Ended December 31 (in thousands except per share amounts)

<i>Income Statement Data</i>	2003	2002	2001	2000	1999
Revenues .....	\$ 610,969	\$ 350,133	\$ 251,601	\$ 233,466	\$ 202,965
Cost of revenues.....	453,206	252,213	178,085	166,303	149,637
Selling, general and administrative expenses .....	108,145	61,518	43,727	41,610	36,661
Accretion of environmental liabilities .....	11,114	1,199	—	—	—
Depreciation and amortization .....	26,482	15,508	11,113	10,656	9,501
Restructuring .....	(124)	750	—	—	—
Other acquisition costs .....	—	5,406	—	—	—
Income from operations .....	12,146	13,539	18,676	14,897	7,166
Other income (expense) .....	(379)	129	—	—	—
Loss on early extinguishment of debt .....	—	(24,658)	—	—	—
Interest (expense), net.....	(23,724)	(13,414)	(10,724)	(9,795)	(9,128)
Income (loss) before provision for income taxes and cumulative effect of change in accounting principle .....	(11,957)	(24,404)	7,952	5,102	(1,962)
Provision for (benefit from) income taxes .....	5,322	3,787	2,412	(2,016)	282
Income (loss) before cumulative effect of change in accounting principle .....	(17,279)	(28,191)	5,540	7,118	(2,244)
Cumulative effect of change in accounting principle.....	66	—	—	—	—
Net income (loss).....	(17,345)	(28,191)	5,540	7,118	(2,244)
Dividends and accretion on preferred stock.....	3,287	1,291	448	448	448
Net income (loss) attributable to common shareholders .....	\$ (20,632)	\$ (29,482)	\$ 5,092	\$ 6,670	\$ (2,692)
Basic earnings (loss) per share:					
Income (loss) before cumulative effect of change in accounting principle .....	\$ (152)	\$ (242)	\$ 045	\$ 060	\$ (025)
Cumulative effect of change in accounting principle, net of income taxes .....	—	—	—	—	—
Net income (loss) attributable to common shareholders .....	\$ (152)	\$ (242)	\$ 045	\$ 060	\$ (025)
Diluted earnings (loss) per share:					
Income (loss) before cumulative effect of change in accounting principle .....	\$ (152)	\$ (242)	\$ 040	\$ 059	\$ (025)
Cumulative effect of change in accounting principle, net of income taxes .....	—	—	—	—	—
Net income (loss) attributable to common shareholders .....	\$ (152)	\$ (242)	\$ 040	\$ 059	\$ (025)
Weighted average number of common shares outstanding.....	13,553	12,189	11,404	11,085	10,649
Weighted average common shares outstanding plus potentially dilutive common shares .....	13,553	12,189	12,676	11,305	10,649
<b>Financial Data:</b>					
Working capital .....	\$ (17,958)	\$ 24,899	\$ 10,529	\$ 16,421	\$ 14,565
Goodwill .....	\$ 19,032	\$ 19,032	\$ 19,032	\$ 19,799	\$ 20,566
Total assets .....	\$ 540,159	\$ 599,690	\$ 156,958	\$ 149,568	\$ 145,247
Long-term obligations, less current portion.....	\$ 150,621	\$ 156,245	\$ 49,410	\$ 65,322	\$ 73,497
Redeemable preferred stock .....	\$ 15,631	\$ 13,543	\$ —	\$ —	\$ —
Stockholders' equity .....	\$ 9,313	\$ 21,782	\$ 49,569	\$ 41,635	\$ 34,171

No cash dividends have been declared on our common stock.



# Shareholder Information

## Form 10-K

Copies of the Company's annual report on Form 10-K for the year ended December 31, 2003, filed with the Securities and Exchange Commission on March 15, 2004, may be obtained without charge online at [www.cleanharbors.com](http://www.cleanharbors.com), or by writing to the Company at 1501 Washington Street P.O. Box 859048 Braintree, MA 02185-9048 Attention: Investor Relations 781.849.1800, ext. 4191

## Annual Meeting

9:00 a.m., May 13, 2004  
Fleet Conference and Training Center, Seventh Floor  
The Berkeley Room  
One Federal Street  
Boston, MA 02110

## Auditors

PricewaterhouseCoopers L.L.P.  
One International Place  
Boston, MA 02110

## Clerk of the Corporation

C. Michael Malm, Esq.  
Davis, Malm & D'Agostine P.C.

## Corporate Counsel

Davis, Malm & D'Agostine P.C.  
One Boston Place  
Boston, MA 02108

## Transfer Agent

American Stock Transfer & Trust Company  
40 Wall Street  
New York, NY 10005  
800.937.5449

## Corporate Headquarters

Clean Harbors Environmental Services, Inc.  
1501 Washington Street  
P.O. Box 859048  
Braintree, MA 02185-9048  
781.849.1800  
[www.cleanharbors.com](http://www.cleanharbors.com)

*Clean Harbors is an Affirmative Action/Equal Opportunity Employer.*

## Stock Listing

The Company's common stock began trading publicly in the over-the-counter market on November 24, 1987, and was added to the NASDAQ National Market System effective December 15, 1987. The Company's common stock trades on the NASDAQ Stock Market under the symbol: CLHB. The following table sets forth the high and low sales prices of the Company's common stock for the indicated periods as reported by NASDAQ.

On March 4, 2004, there were 589 holders of record of the Company's common stock, excluding stockholders whose shares were held in nominee name. The Company estimates that approximately 4,200 additional shareholders held shares in streetname on that date.

The Company has never declared nor paid any cash dividends on its common stock and the Company is prohibited under its loan agreements from paying dividends on its common stock.

2003	High	Low	2002	High	Low
First Quarter	\$1652	\$894	First Quarter	\$11.80	\$3.02
Second Quarter	1509	895	Second Quarter	15.64	6.96
Third Quarter	988	4.25	Third Quarter	12.35	6.60
Fourth Quarter	935	3.25	Fourth Quarter	1782	759

## Safe Harbor Statement

Any statements contained herein that are not historical facts are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, and involve risks and uncertainties. These forward-looking statements are generally identifiable by use of the words "believes," "expects," "intends," "anticipates," "plans to," "estimates," "projects," or similar expressions. These forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from those reflected in these forward-looking statements. Readers are cautioned not to place undue reliance on these forward-looking statements, which reflect management's opinions only as of the date hereof. The Company undertakes no obligation to revise or publicly release the results of any revision to these forward-looking statements.

A variety of factors beyond the control of the Company affects the Company's performance, including, but not limited to:

- The effects of general economic conditions in the United States, Canada and other territories and countries where the Company does business;
- The effect of economic forces and competition in specific marketplaces where the Company competes;
- The possible impact of new regulations or laws pertaining to all activities of the Company's operations;
- The outcome of litigation or threatened litigation or regulatory actions;
- The effect of commodity pricing on overall revenues and profitability;
- The effects of the embedded derivative of the Company's preferred stock on earnings per share;
- Possible fluctuations in quarterly or annual results or adverse impacts on the Company's results caused by the adoption or implementation of new accounting standards or interpretations or regulatory rules and regulations;
- The effect of weather conditions or other aspects of the forces of nature on field or facility operations;
- The effects of industry trends in the environmental services and waste handling marketplace;
- The effects of conditions in the financial services industry on the availability of capital and financing;
- The Company's ability to successfully complete the integration of the CSD acquisition which became effective in September 2002 and to manage the significant environmental liabilities which it assumed in connection with that acquisition; and
- The availability and costs of liability insurance and financial assurances required by governmental entities relating to our facilities.

Any of the above factors and numerous others not listed nor foreseen may adversely impact the Company's financial performance. Additional information on the potential factors that could affect the Company's actual results of operations is included in its filings with the Securities and Exchange Commission, including but not limited to its Form 10-Q for the quarter ended September 30, 2003 and its Annual Report on Form 10-K, in its entirety and specifically Item 7, for the fiscal year ended December 31, 2003 filed with the SEC on March 15, 2004.

# PROVEN LEADERSHIP FOR A COMPLEX WORLD

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## Directors

### Alan S. McKim

President, Chief Executive Officer and Chairman of the Board, Clean Harbors, Inc.

### John D. Barr

President and Chief Executive Officer, Automotive Performance Industries

### John P. DeVillars

Director of Business Development, BlueWave Strategies, LLC

### Daniel J. McCarthy

Professor of Strategic Management, Northeastern University

### John R. Preston

President and Chief Executive Officer, Atomic Ordered Materials

### John F. Kaslow

Consultant to the Energy Industry

### Thomas J. Shields

President and Managing Director, Shields & Co.

### Lorne R. Waxlax

Former Executive Vice President, The Gillette Company

## Officers

### Alan S. McKim

Chairman, President and Chief Executive Officer\*

### Eugene A. Cookson

President—Site Services\*\*

### Mark S. Burgess

Executive Vice President and Chief Financial Officer\*

### Stephen H. Moynihan

Senior Vice President—Strategy and Development\*

### William J. Geary, Esq.

Executive Vice President and General Counsel\*\*

### David M. Parry

Senior Vice President—Technical Services\*\*

### George L. Curtis

Senior Vice President—Pricing and Proposals\*\*

### Eric W. Gerstenberg

Senior Vice President—Disposal Services\*\*

### Carl D. Paschetag, Jr.

Vice President, Treasurer and Controller\*

### William F. O'Connor

Senior Vice President—Risk Management\*\*

### Michael J. Twohig

Senior Vice President and Chief Information Officer\*\*

### Guy R. Adam

Vice President—Canadian Operations

### Jerry E. Correll

Senior Vice President—Sales and Marketing\*\*

### Anthony Pucillo

Executive Vice President—Marketing, Sales and Central Services\*\*

### Brain P. Weber

Senior Vice President—Central Services\*\*

## Corporate Headquarters

Clean Harbors  
Environmental Services, Inc.  
1501 Washington Street  
PO Box 859048  
Braintree, MA 02185-9048  
781.849.1800  
www.cleanharbors.com



\*Clean Harbors, Inc.

\*\*Clean Harbors Environmental Services, Inc.