ESG
AT OUR CORE

How Ecolab grows fast by doing what's right



ECOLAB® | JUNE 8, 2021

CAUTIONARY STATEMENT

Forward-Looking Information:

This communication contains forward looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995. These forward-looking statements include, but are not limited to, statements regarding our financial and business performance and prospects, including the impact and duration of the COVID-19 pandemic; the impact of our programs; our ESG goals and initiatives; investments in technologies; macro trends and long-term potential of our business; new business and innovation. These statements are based on the current expectations of management of the Company. There are a number of risks and uncertainties that could cause actual results to differ materially from the forward-looking statements. These risks and uncertainties are set forth in our most recent Form 10-K, Form 10-Q and other public filings with the Securities and Exchange Commission (the "SEC") and include the effects and duration of the COVID-19 pandemic; the vitality of the markets we serve; the impact of economic factors such as the worldwide economy; our ability to execute key business and ESG goals and initiatives; potential information technology infrastructure failures or breaches in data security; our ability to attract, retain and develop high caliber management talent to lead our business; our ability to innovate and to commercialize digital solutions; exposure to global economic, political and legal risks; difficulty in procuring raw materials or fluctuations in raw material costs and other uncertainties or risks reported from time to time in our reports to the SEC. In light of these risks, uncertainties and factors, the forward-looking events discussed in this communication may not occur. We caution that undue reliance should not be placed on forward-looking statements, which speak only as of the date made. Ecolab does not undertake, and expressly disclaims, any duty to update any forward-looking statement except as required by law.

Non-GAAP Financial Information:

This communication includes Company information that does not conform to generally accepted accounting principles (GAAP). Management believes that a presentation of this information is meaningful to investors because it provides insight with respect to ongoing operating results of the Company and allows investors to better evaluate the financial results of the Company. These measures should not be viewed as an alternative to GAAP measures of performance. Furthermore, these measures may not be consistent with similar measures provided by other companies. Reconciliations of non-GAAP measures to GAAP results are available in our most recent Form 10-K, Form 10-Q and other of our SEC filings.

Industry and Market Information:

Industry and market information, including market data, contained in this communication are based on management's current estimates of potential opportunities of Ecolab. These estimates have been made in good faith based on management's knowledge and, in some cases, upon industry surveys and other publicly available information. You are cautioned not to give undue weight to such estimates, and we have not verified the accuracy or completeness of these estimates and information through independent sources.

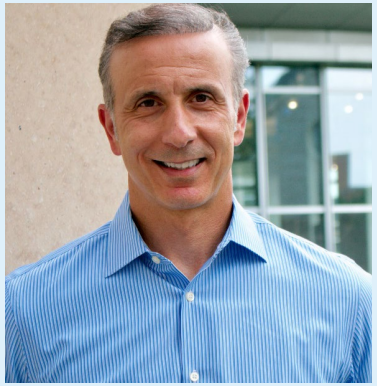
AGENDA

- ESG is core to our growth
- ESG leadership in action
  - Environment
  - Social
  - Governance
- Growing fast by doing what's right
- Q&A



CHRISTOPHE BECK

CHIEF EXECUTIVE OFFICER & PRESIDENT



EMILIO TENUTA

SENIOR VICE PRESIDENT & CHIEF SUSTAINABILITY OFFICER



ANNE GOTTE

SENIOR VICE PRESIDENT, GLOBAL TALENT



MIKE MCCORMICK

EXECUTIVE VICE PRESIDENT, GENERAL COUNSEL AND SECRETARY

OUR ESG JOURNEY

DECEMBER 2020 FOCUS

- ESG in our growth model
- How we partner to help customers grow in a sustainable way
- Environmental leadership
- Social leadership
- Governance leadership
- How we grow by doing what's right

TODAY'S FOCUS

- ESG in our growth model, our operations and initiatives
- Real-life customer partnership stories
- Latest environmental operational and customer impact
- Social leadership in action
- Governance and the Board
- Advanced reporting and transparency

ESG IS INTEGRAL TO OUR GROWTH MODEL



SUPPORTING GLOBAL NEEDS

WATER

1.1 TRILLION
GALLONS MANAGED

FOOD



36%
GLOBAL FOOD SUPPLY PROTECTED

HEALTH

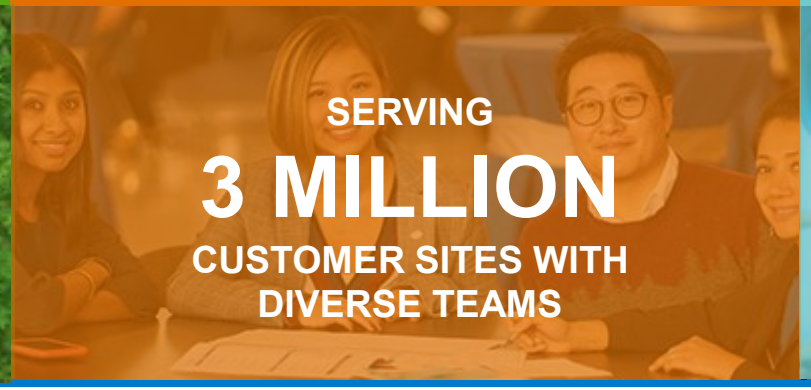


66 BILLION
HANDS CLEANED

CLIMATE

20%
WORLD'S POWER GENERATED

SOCIETY



SERVING
3 MILLION
CUSTOMER SITES WITH DIVERSE TEAMS

STAKEHOLDERS



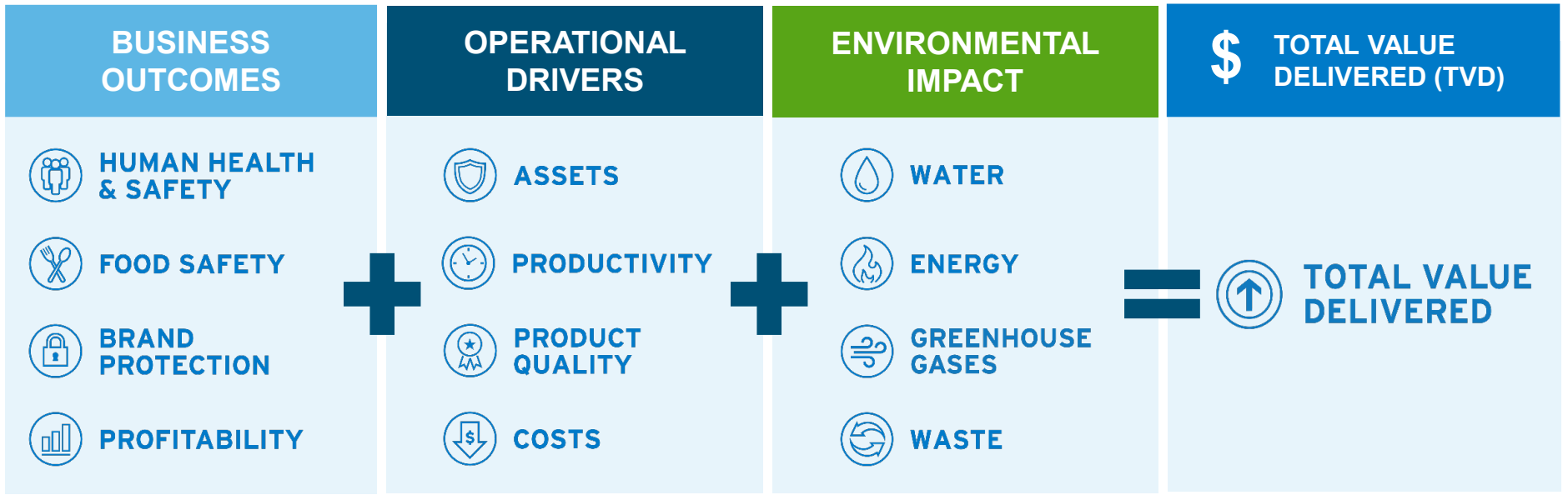
IMPACTING LIVES IN
170+
COUNTRIES

GUIDED BY EXPERTISE AND INNOVATION



DELIVERING MEANINGFUL, MEASURABLE IMPACT

Our **solutions, insights and expertise** help customers achieve **business and environmental goals**, demonstrating **Total Value Delivered** and an **Exponential Return on their Investment**



eROI℠ by Ecolab = (WATER + ENERGY + WASTE + COSTS) / Investment in Ecolab > 25%

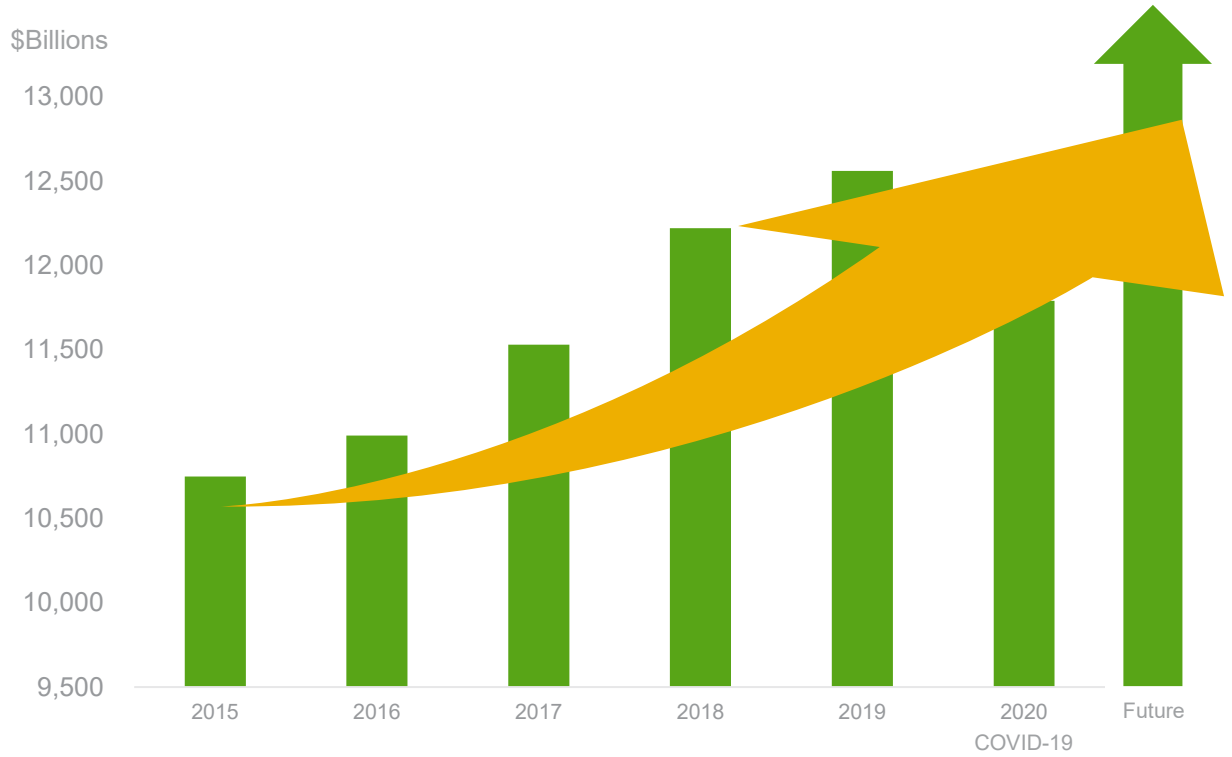
ACHIEVING EXPONENTIAL OUTCOMES

WATER SAVINGS



Saving water equaling the annual drinking water needs of **more than 1 billion people**

SALES (Adjusted)*



*Continuing operations sales growth, excluding ChampionX

PARTNERING WITH GLOBAL TRUSTED BRANDS



OUR ESG LEADERSHIP IN ACTION



WEF Stakeholder Capitalism Metrics

ECOLAB® SMART WATER NAVIGATOR

Water Risk Tool Launch



Workforce Demographics Data



Water Resilience Coalition



Day of Understanding Event



Supplier Diversity Goals



COVID-19 Response

ENVIRONMENTAL LEADERSHIP



SUSTAINABLE, ECONOMIC OUTCOMES

CUSTOMERS



Driving exponential operational and sustainability results with our customers

+

OUR OWN OPERATIONS



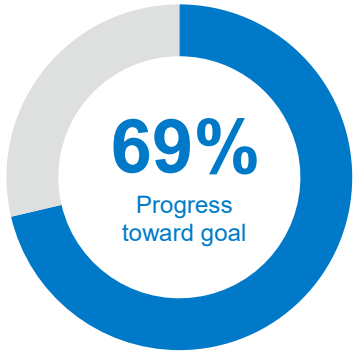
Embodying corporate responsibility and sustainability in our own operations

OUTCOMES WITH OUR CUSTOMERS

2030 goals:

WATER	CLIMATE	FOOD	HEALTH
2030 GOAL **300 BILLION** gallons water conserved	2030 GOAL **6 MILLION** metric tonnes CO_2e avoided	2030 GOAL **2 BILLION** people provided high-quality and safe food	2030 GOAL **90 BILLION** hands cleaned

In 2020, we helped customers:

conserve	avoid	provide	clean
206 BILLION gallons of water	**3.5 MILLION** metric tonnes of CO_2e	**1.3 BILLION** people with high-quality and safe food	**66 BILLION** hands
			

PROGRESS IN OUR OPERATIONS

2030 goals:

WATER

2030 GOAL

50%

reduction in at-risk watersheds

CLIMATE

2030 GOAL

50%

reduction in CO_2e

DIVERSITY, EQUITY, AND INCLUSION

2030 GOAL

35% and 25%

management level gender and ethnic/racial diversity, respectively

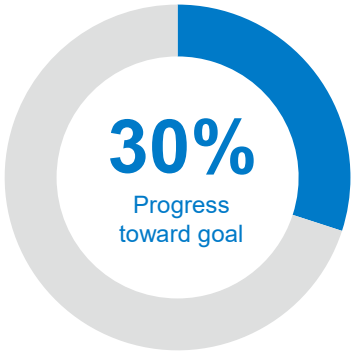
SAFETY

GOAL ZERO

As of 2020, we:

reduced overall water impact by

12%*



reduced CO_2e by

31%



grew management level gender and ethnic/racial diversity, respectively, to

24.3% and 17.3%



Women

+1.2 ppts

POC

+0.6 ppt

28%
Reduction

in Total Recordable Injury Rate (TRIR) from 2019 to 2020

48%
Reduction

in Lost Time Injury Rate (LTIR) from 2019 to 2020

*Refers to enterprise-wide target of 40% water reduction intensity across all sites

EXAMPLE IN POWER: EXELON

Exelon Generation is committed to generating safe, reliable energy, and is a leading operator of carbon-free nuclear power plants in the U.S. **Ecolab helped Exelon reduce water use and minimize waste, reducing its overall impact on the environment while continuing to deliver reliable and efficient energy.**

eROI℠ by Ecolab

Exelon Generation.

ANNUAL SAVINGS

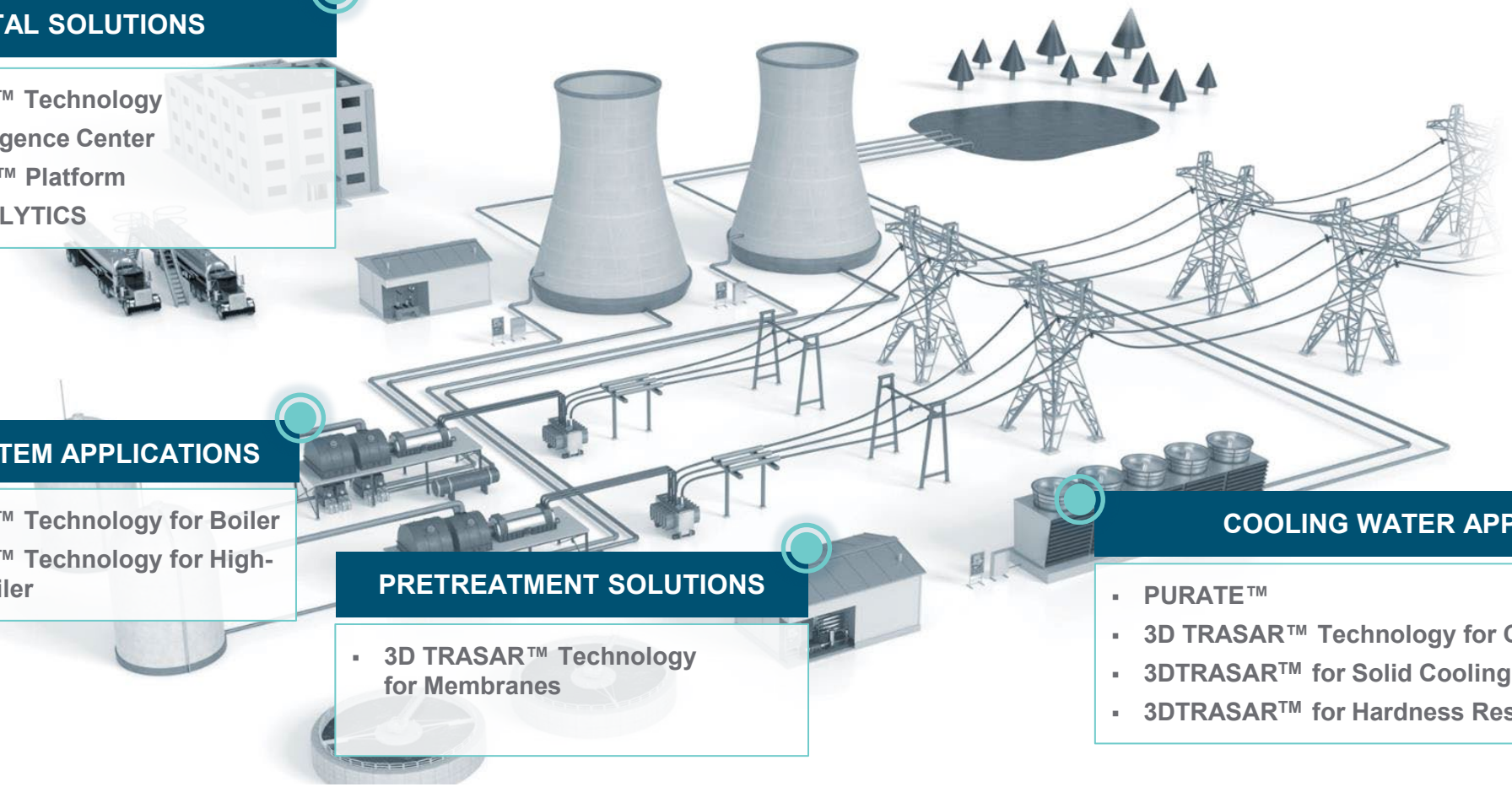
WATER	ENERGY	PRODUCTIVITY	TOTAL VALUE DELIVERED
1.5 BILLION gallons	11 MILLION kWh	$2.1 MILLION from improved efficiency	$5 MILLION

EXELON: CONNECTED POWER PLANT

Powered by ECOLAB3D™

DIGITAL SOLUTIONS

- 3D TRASAR™ Technology
- Global Intelligence Center
- ECOLAB 3D™ Platform
- OMNI™ ANALYTICS



STEAM SYSTEM APPLICATIONS

- 3D TRASAR™ Technology for Boiler
- 3D TRASAR™ Technology for High-Pressure Boiler

PRETREATMENT SOLUTIONS

- 3D TRASAR™ Technology for Membranes

COOLING WATER APPLICATIONS

- PURATE™
- 3D TRASAR™ Technology for Cooling Water
- 3DTRASAR™ for Solid Cooling Water
- 3DTRASAR™ for Hardness Response Program

COMING NEXT: WATER FLOW INTELLIGENCE

Powered by ECOLAB3D™

Water Flow Intelligence is a digital service that helps uncover water savings opportunities via real-time visibility of usage facility and enterprise wide.

Facility & Enterprise-Wide Water Use Dashboard





EXAMPLE IN HOSPITALITY: WYNDHAM

Wyndham Hotels & Resorts was looking for solutions to help reduce their environmental footprint while keeping spaces clean and safe during the COVID-19 pandemic.

eROI℠ by Ecolab

WYNDHAM HOTELS & RESORTS

ANNUAL SAVINGS

WATER	ENERGY	GREENHOUSE GAS	TOTAL VALUE DELIVERED
160 MILLION gallons	28 MILLION kWh	2,800 metric tonnes CO_2	$10 MILLION

HOSPITALITY: WATER AND ENERGY IMPACT

WATER + ENERGY

$20,000
annual water savings

$30,000
annual energy savings



3D TRASAR: Cooling & Chiller Efficiency
Up to 1,000,000 gals & **150,000** kWh per year

SMARTPOWER
& Low Temp Machines
Up to 300,000 gals & **50,000 kWh** per year

AQUANOMIC Laundry
Up to **600,000** gals & **200,000** kWh per year

Pool & Spa: Reduce Dump and Fills
Up to 150,000 gals & **17,000** kWh per year

*Approximations based on typical 300 room hotel

SOCIAL LEADERSHIP



ANNE GOTTE

OUR DE&I COMMITMENTS

BY 2030, WE WILL:

WORKFORCE

50%

increase in woman and people of color at management level and above to become

100%

Representative of labor market

WORKPLACE

Ensure

100%

pay equity
(audited by third party)

0%

Difference in turnover across genders and ethnicity/race

MARKETPLACE

DOUBLE

our US spend with diverse suppliers by 2022

5X

2020 Spend by 2030

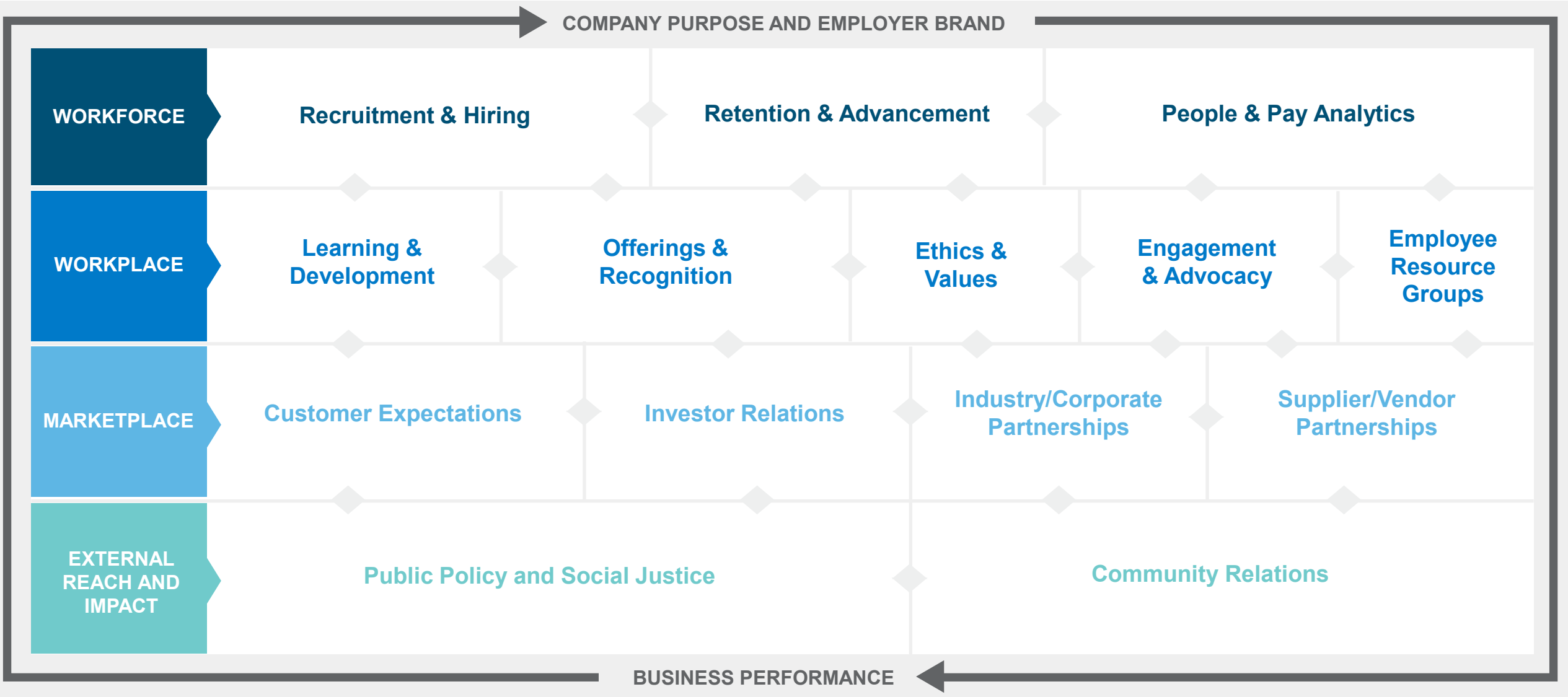
EXTERNAL REACH + IMPACT

At least

80%

of our community giving aligned to our ESG goals, with key focus on at-risk and vulnerable communities

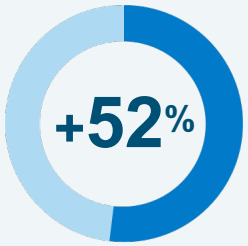
DE&I INTEGRATED ACROSS OUR OPERATING MODEL



PROGRESS TOWARD OUR COMMITMENTS

BUILDING A MORE DIVERSE WORKFORCE

Executive Women (Global)

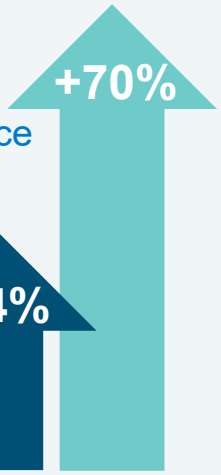


Executive POC (U.S.)

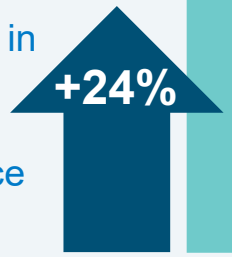


(2016 - current)

% of women in executive level hires **+70%** since 2019.



% of POC in executive level hires +24% since 2019.





100% of senior leaders globally have focused diversity goals.

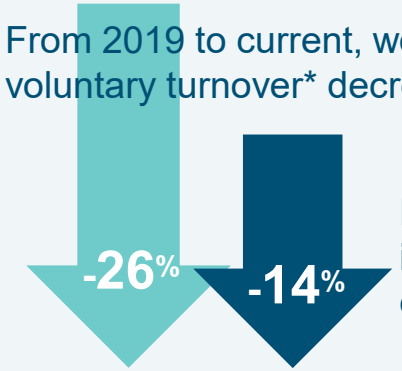
TAKING CARE OF EACH OTHER

Protected jobs + supported **all impacted frontline associates** with pay protection.



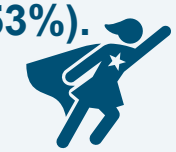
RETAINING AND ADVANCING OUR TALENT

From 2019 to current, women's voluntary turnover* decreased 26%



POC voluntary turnover* in management+ decreased 14%

2019 vs. 2020 manager+ promotions have increased for women **(+19%)** and POC **(+53%).**



POSITIVELY IMPACTING OUR COMMUNITIES

In 2020, **75%** of Ecolab Foundation's giving supported environmental + social efforts.



We partner with more than **80** corporate and community leaders in support of social and racial equity.

So far in 2021, we've transacted with **22** new suppliers who meet our diversity criteria.



*rolling 12-month average (excludes retirement)

LISTENING: DAY OF UNDERSTANDING SERIES

Providing **more frequent opportunities for real conversations about race** and building a more inclusive culture across all our non-majority groups.

- **August 2020:** focused on racism against Black and African Americans, building allyship and inclusion
- **January 2021:** focused on women at work, gender equality, allyship and inclusion

13,000+

associates worldwide participated in town hall events

5,300+

breakout participants



EMPOWHER PROGRAM

A gender equality program in Europe is **improving gender diversity and accelerating the advancement of women**, with special focus on leadership and frontline roles.



300+
frontline managers trained in unconscious bias

100+
participants in mentoring and sponsorship roles

BLACK LEADERS' FORUM MENTORING PROGRAM

Pairs sales executives across divisions with high potential **Black and African American associates** who aspire to grow into sales leadership (GM) positions.



- Differentiated development opportunity **helps create equity**
- Strengthens sales **leadership pipeline**
- **50%** of cohort participants promoted
- **95%** Net Promoter Score
- White executives **increased their empathy and understanding**

GOVERNANCE LEADERSHIP



MIKE MCCORMICK

COMMITTED TO STRONG GOVERNANCE

BOARD

- **Independent,** well-qualified and engaged
- **Diverse**
  - 38% women
  - 15% BIPOC
- Board-level **Safety, Health and Environment Committee**

EXECUTIVE COMPENSATION

- **Aligned with stockholder interests**
- **Pay for performance** philosophy

SHAREHOLDER RIGHTS

- **Strong stockholder rights**
  - Annual election of directors
  - Majority vote
  - Proxy access
- **Extensive shareholder engagement**

DISCLOSURE

- **Transparent disclosure** of corporate governance practices

ENGAGING OUR BOARD

Board committee charters addressing ESG topics

BOARD	AUDIT	GOVERNANCE	COMPENSATION	SH&E
• Setting corporate purpose • Identification of material risks (strategic, operational and legal)	• Code of Conduct protected reporting mechanisms • Controls to assure financial integrity • Tax reporting (also reviewed by Finance Committee) • Digital / cyber risks • Anti-corruption	• Charitable giving* • Child labor / forced labor • Workplace diversity and inclusion • Board independence, composition and renewal • Shareholder rights • Political contributions • Organization / talent / succession	▪ Pay equity / wage level ▪ Employment law risks* ▪ Executive compensation	• Waste management* • Climate-related risks • TCFD implementation oversight • Land use and ecological sensitivity • Food safety impact* • Human health impact* • Product safety / liability* • Water management and impact • GHG emissions • Environmental remediation • Worker safety • Product registration

* Indicates item in addition to WEF core metrics

Note: List does not reflect all ESG topics

WE GROW BY DOING WHAT'S RIGHT



CHRISTOPHE BECK

CLEAR PURPOSE

WATER	FOOD	HEALTH	CLIMATE
CHALLENGE			
56% freshwater deficit by 2030	**35%** more food by 2050	**30%** more people by 2050	**25%** more energy by 2050
OUR RESPONSE			
300 BILLION GALLONS = **1 BILLION** PEOPLE	SAFE FOOD FOR **2 BILLION** PEOPLE + **11 MILLION** FOODBORNE ILLNESSES PREVENTED	**90 BILLION** CLEAN HANDS + **1.7 MILLION** INFECTIONS PREVENTED	**6 MILLION** METRIC TONNES GHG REDUCED + **10 MILLION** POLLUTION-RELATED ILLNESSES PREVENTED

HIGH BUSINESS PERFORMANCE + GREATER IMPACT

CLEAR RECOGNITION

ENVIRONMENT

TOP 100
BARRON'S
Most Sustainable Companies 2021

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA

CDP DISCLOSURE INSIGHT ACTION A LIST 2020 CLIMATE

CDP DISCLOSURE INSIGHT ACTION A LIST 2020 WATER

CDP SUPPLIER ENGAGEMENT LEADER 2020

SOCIAL

WORKING MOTHER 100 BEST COMPANIES 2020

DiversityInc 2020 TOP 50 COMPANIES FOR DIVERSITY

FORTUNE WORLD'S MOST ADMIRED COMPANIES 2020

RESPONSIBILITY

3BL MEDIA 100 BEST CORPORATE CITIZENS 2021

2021 WORLD'S MOST ETHICAL COMPANIES™
WWW.ETHISPHERE.COM

AMERICA'S MOST RESPONSIBLE COMPANIES 2020
Newsweek
POWERED BY statista

CLEAR REPORTING

2020 REPORTING



Corporate Responsibility GRI Report



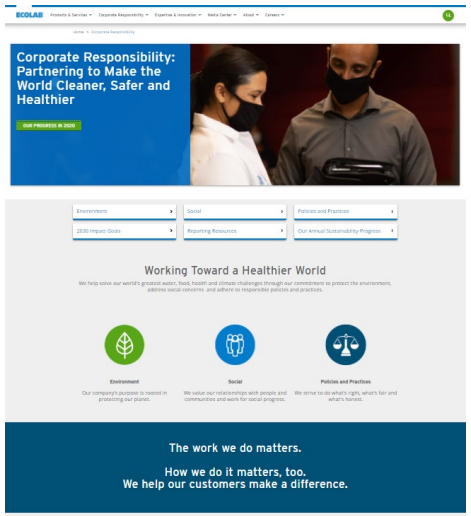
Sustainability Overview and Digital Report



ESG Overview



Annual Report and Form 10-k



Enhanced Corporate Responsibility content on Ecolab.com

RECENT ADDITIONS

- > Expanded workforce demographics
- > New featured eROI customer success stories
- > New supplier diversity data
- > Climate and TCFD disclosure
- > Bringing E,S, and G content into central hub

CLEAR VALUES

We reach our goals.
Delivering results for our customers, shareholders and each other.

We do what's right.
Being honest, reliable and genuine in our actions. Acting with integrity.

We challenge ourselves.
Going beyond the status quo, learning, growing, innovating and improving to deliver better outcomes.

We work together with diverse perspectives
Working together for the good of the team and total company.

We make a difference.
Leaving a positive impact on people and inspiring others to remember that our work matters.

And we do all this with care, putting safety first

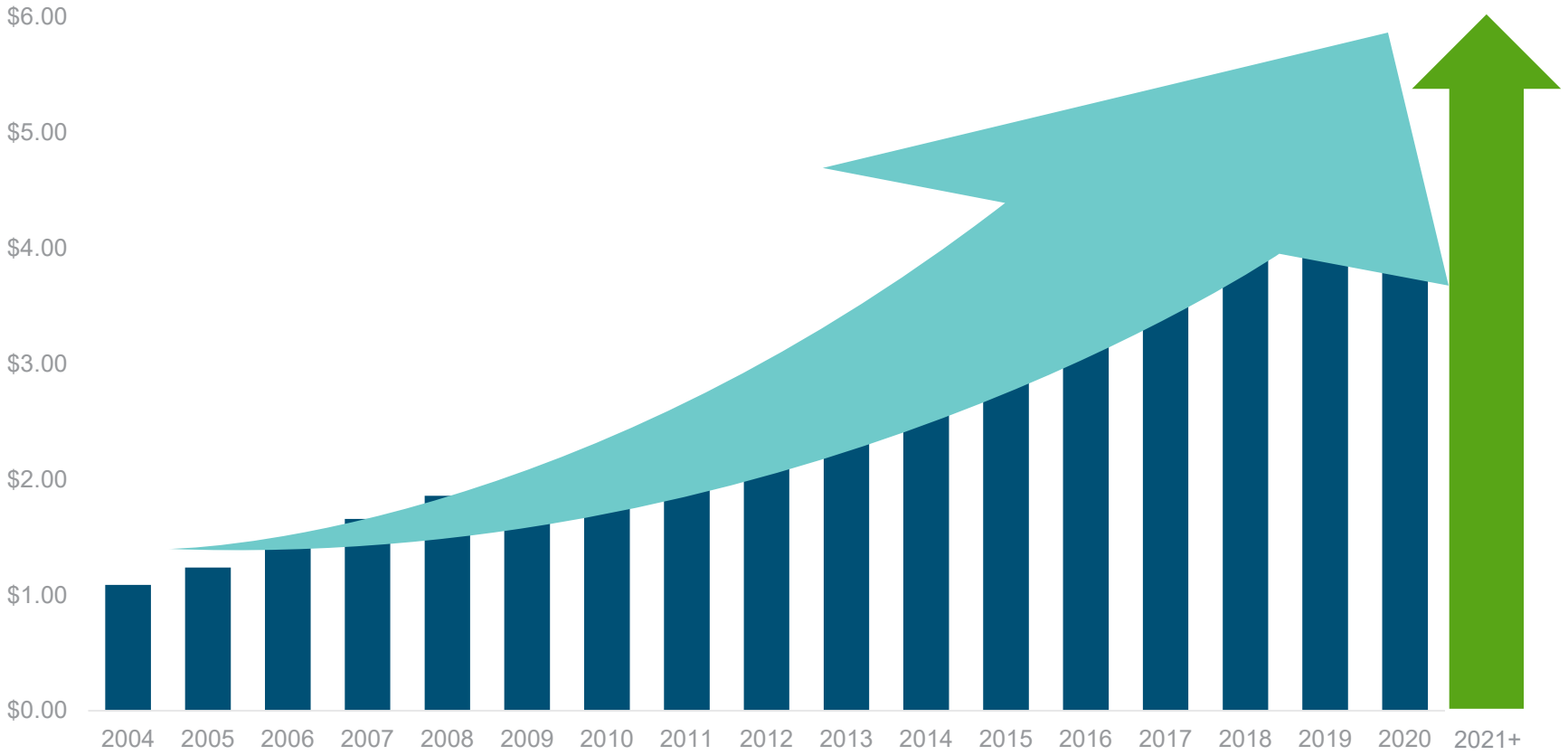
CLEAR PERFORMANCE

EPS Growth

15%

Sales Growth

6-8%

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