ESG Grows Our Business and Impact

Building a 100% Positive Future, Together

May 31, 2023

ECOLAB®



CAUTIONARY STATEMENT

This presentation contains “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995 regarding items such as planet health, long-term potential of our business, including sales, operating income and earnings, and our sustainability, human capital and supplier diversity initiatives, goals, targets and progress. These statements, which represent our expectations or beliefs concerning various future events, are based on current expectations that involve a number of risks and uncertainties that could cause actual results to differ materially from those of such forward-looking statements. In particular, historical, current, and forward-looking sustainability-related statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future and performance against our goals and targets may differ from such forward-looking statements in such event.

Additional risks and uncertainties are set forth under Item 1A of our most recent Form 10-K, and our other public filings with the Securities and Exchange Commission (“SEC”), and include the impact of economic factors such as the worldwide economy, capital flows, interest rates, foreign currency risk, reduced sales and earnings in our international operations resulting from the weakening of local currencies versus the U.S. dollar, demand uncertainty, supply chain challenges and inflation; the vitality of the markets we serve; exposure to global economic, political and legal risks related to our international operations, including geopolitical instability and the impact of sanctions or other actions taken by the U.S. or other countries; difficulty in procuring raw materials or fluctuations in raw material costs; our ability to attract, retain and develop high caliber management talent to lead our business and successfully execute organizational change and changing labor market dynamics; the costs and effects of complying with laws and regulations, including those relating to evolving environmental and climate change standards; 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 presentation may not occur. We caution that undue reliance should not be placed on such 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.

Agenda

TOPICS

- How **ESG is core to our growth**
- Our model: **we grow** as our **impact grows**
- Our progress as a **100% positive company**
  - 100% positive **environmental** impact
  - 100% positive **people** impact
  - 100% positive **governance** impact
- **Q&A**

PRESENTERS



CHRISTOPHE BECK
Chairman & CEO



EMILIO TENUTA
SVP & Chief Sustainability Officer



LAURIE MARSH
EVP, Human Resources



LANESHA MINNIX
EVP, General Counsel & Secretary

ECOLAB®

Protecting What's Vital™



PEOPLE HEALTH	PLANET HEALTH	BUSINESS HEALTH
Help people thrive by **protecting** their **individual health**, the **food** they eat and the spaces where they live, work and heal	Help the planet thrive by **protecting** the earth's **climate** and its **most valuable resource: water**	Help **businesses** thrive by **protecting** their **reputation** and **maximizing** their **operating** and **financial performance**

ECOLAB®

The World's Sustainability Company

47,000	40	170+	1,200+	1,000+
ASSOCIATES	INDUSTRIES	COUNTRIES	SCIENTISTS	DIGITAL EXPERTS



WATER:
1 MILLION
CUSTOMER LOCATIONS



FOOD:
36%
WORLD'S FOOD PRODUCTION



CLIMATE:
22%
WORLD'S POWER



HEALTH:
1.4 BILLION
PEOPLE PROTECTED

ECOLAB®

How We Drive Value: Ensuring The Best Outcomes



BREAKTHROUGH TECHNOLOGY

ON-SITE EXPERTISE



BEST RESULTS AT LOWEST TOTAL COST

(Reduced water, energy, waste impact)



GLOBAL KNOW-HOW

PREDICTIVE INSIGHTS



Protecting the World's Most Recognized Brands































































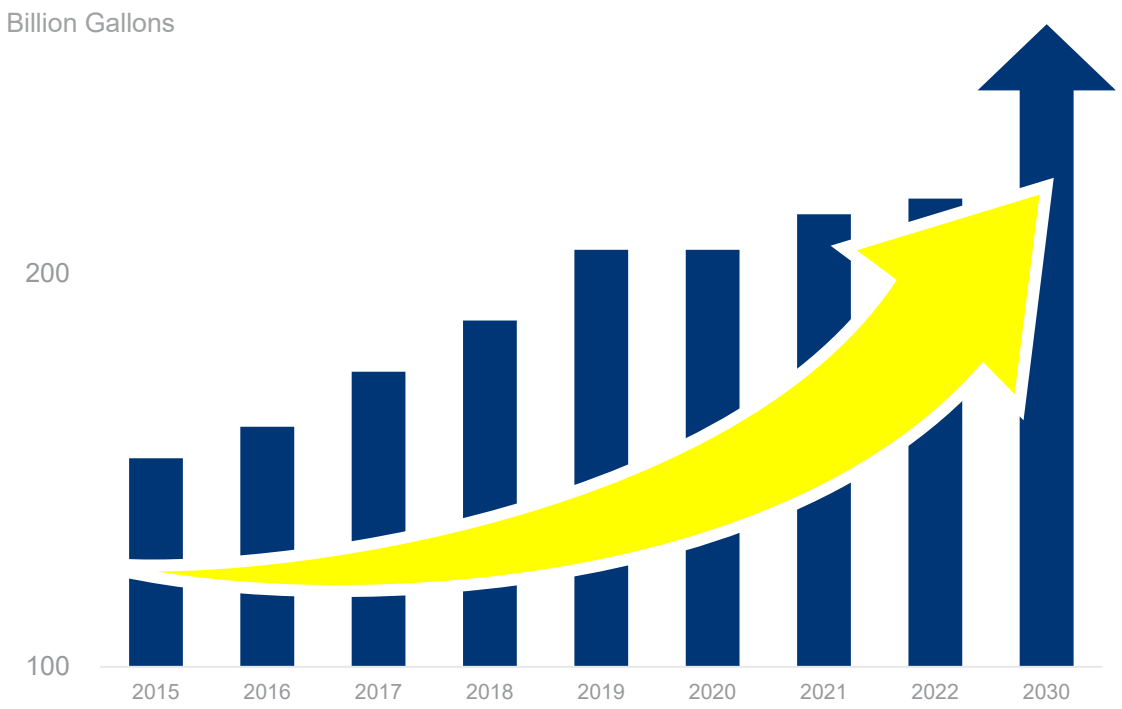





Growing Fast By Growing Our Impact

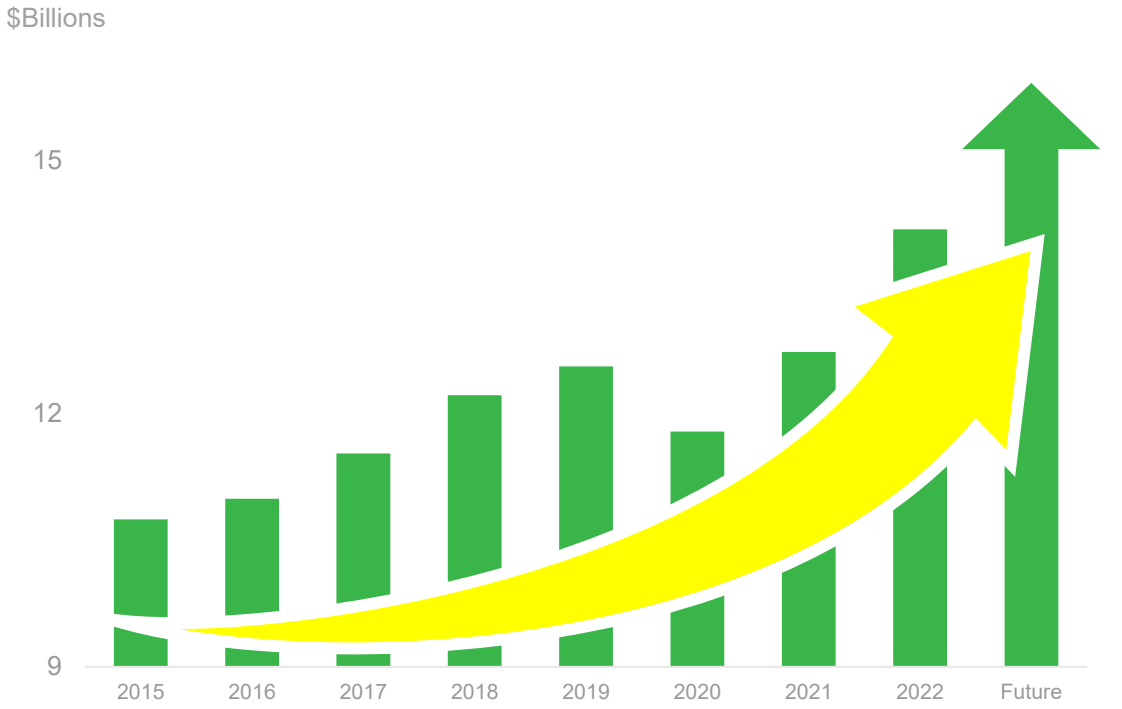
70% of Total Sales Tied to Water

WATER SAVINGS



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

SALES



Excluding ChampionX

Delivering High Returns For Customers

SMALL RELATIVE COST → **MAJOR CUSTOMER BENEFITS**

BUSINESS OUTCOMES	+	OPERATIONAL DRIVERS	+	ENVIRONMENTAL IMPACT	=	$ TOTAL VALUE DELIVERED
Human Health & Safety		Assets		Water		Total Value Delivered
Food Safety		Productivity		Energy		
Brand Protection		Product Quality		Greenhouse Gases		
Profitability		Costs		Waste		

$$\text{eROI}^{SM}\ \text{by Ecolab} = \frac{\text{Total Value Delivered}}{\text{Investment With Ecolab}} = >25\%$$

- **Maximized outcomes**
- **Minimized impact**
  Water, energy, GHGs, waste
- **Optimized total costs**
- **At the highest return**

Building a **100% Positive Future** by 2030

Growing Fast

+6-8%
SALES GROWTH

20%
OI MARGIN

+15%
EPS GROWTH

By Delivering on Our Purpose

PEOPLE HEALTH

Protect **3B people** from infections

PLANET HEALTH

Conserve enough water for **1B people**

BUSINESS HEALTH

Deliver **>25% return** to customers

With a 100% Positive Impact

100%

- Committed to **safety**
- Committed to **equity**
- **Water/carbon** positive
- Powered by **renewables**

ECOLAB®

Doing Well By Doing Good



Advancing Collective Action on Water



Progressing Toward DE&I Goals



Leading on Disclosure Readiness



Achieving 100% Renewable Electricity in Europe



Engaging our Employees



Earning Recognition for Outstanding Ethics

ECOLAB®

Positive Environmental Impact

EMILIO TENUTA

Senior Vice President and Chief Sustainability Officer

Water: All We've Got Is Here



4%

0.1%

All water
860 miles

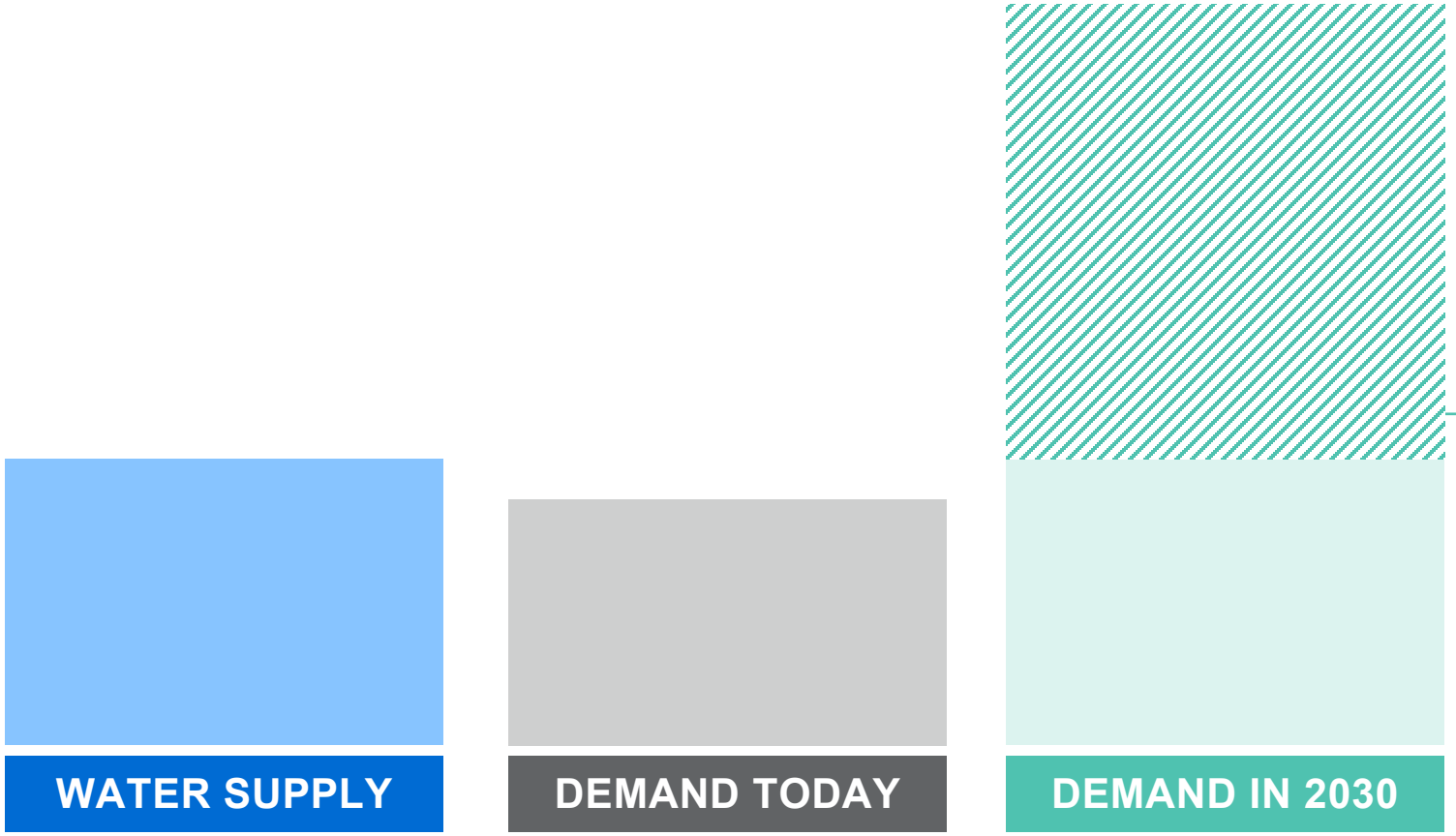
Fresh water
170 miles

Lakes & rivers
35 miles

Source: U.S. Geological Survey, 2019

Water Demand vs Supply Gap

If we continue the current path, the demand for fresh water will outstrip supply by **56%** by **2030**

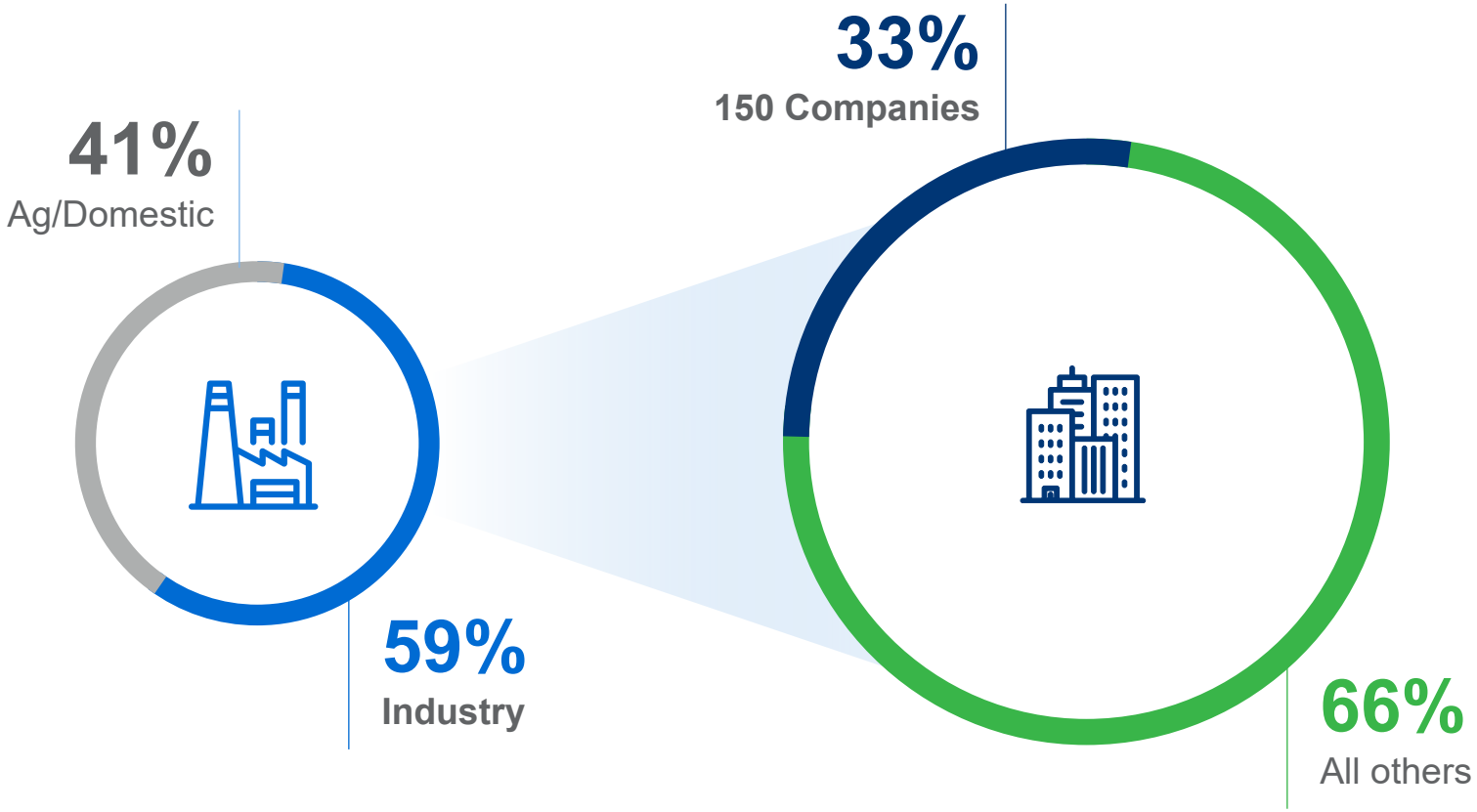


Source: World Resources Institute, 2020

Challenge & Opportunity for Industry

Water Usage





Industry
is driving water usage in high income countries

150 companies
impact 1/3 of industry water usage

Source: Carbon Disclosure Project

At the Forefront of a Global Call to Action

Ecolab influenced world leaders at First-In-A-Generation United Nations Water Conference













Ecolab is Building a **100% Positive Future**

Our 2030 Impact Goals focus on the impact we can make:

IN OUR WORLD

IN OUR OPERATIONS

WATER

300 BILLION
GALLONS CONSERVED

FOOD



2 BILLION
PEOPLE SAFELY FED WITH HIGH-QUALITY FOOD

CLIMATE

6 MILLION
METRIC TONS OF CO_2e AVOIDED

HEALTH



90 BILLION
HANDS CLEANED

Positive Impact with Our Customers

Planet health

WATER

2030 GOAL:

300 BILLION

gallons of water saved

CLIMATE

2030 GOAL:

6 MILLION

metric tons of CO_2e avoided

People health

FOOD

2030 GOAL:

2 BILLION

people provided high-quality and safe food

HEALTH

2030 GOAL:

90 BILLION

hands cleaned

Making progress toward our 2030 goals in 2022









2022 Targets

Positive Impact within Our Operations

Planet health

WATER

2030 GOAL:

40%

reduction in overall water impact



CLIMATE

2030 GOAL:

50%

reduction in CO_2e



People health

DIVERSITY, EQUITY AND INCLUSION

2030 GOAL:

35% and 25%

management level gender and ethnic/racial diversity, respectively

Women



POC



SAFETY

GOAL ZERO



in Total Recordable Injury Rate (TRIR) since 2013, globally



in Lost Time Injury Rate (LTIR) since 2016 in North America

Making progress toward our 2030 goals in 2022

2022 Targets

Championing Water Stewardship

Alliance for Water Stewardship (AWS)
Certified Ecolab facilities in China, Mexico, Brazil and the U.S.

8 Total AWS-certified sites

Nature-Based Solutions
Contributed to the Water Fund of São Paulo to support water & climate adaptation in the PCJ river basin in Brazil to provide fresh, clean water for millions of people

UN GLOBAL COMPACT | WATER RESILIENCE COALITION

36 MEMBERS, $3.7T MARKET CAP

GOALS (BY 2050):
1. Net Positive Water Impact
2. 100 basins impacting 3B people
3. Water access for 300M people

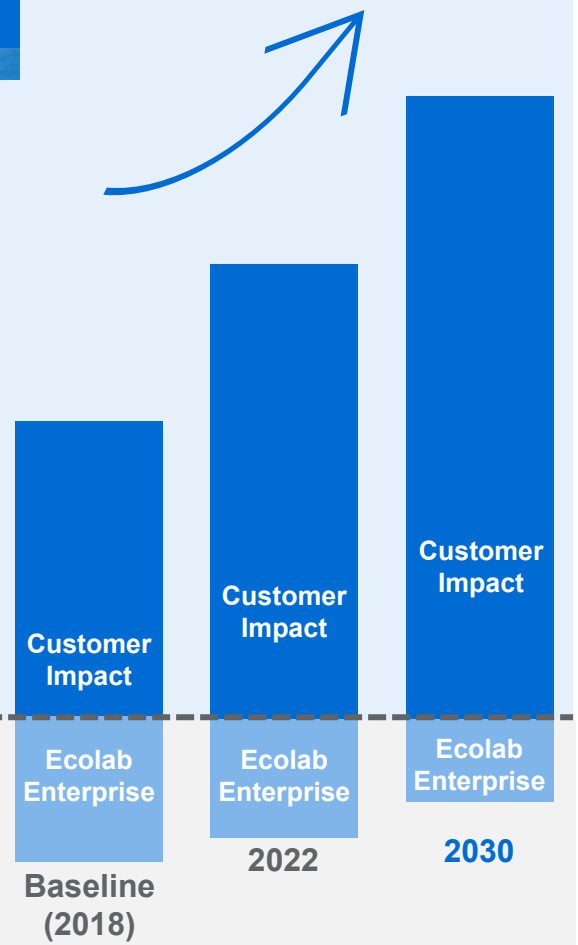
PILLARS:
1. The Pledge
2. Conservation
3. Access
4. Advocacy

Positive Contribution Today, Even More by 2030

WATER

Water saved through use of Ecolab solutions

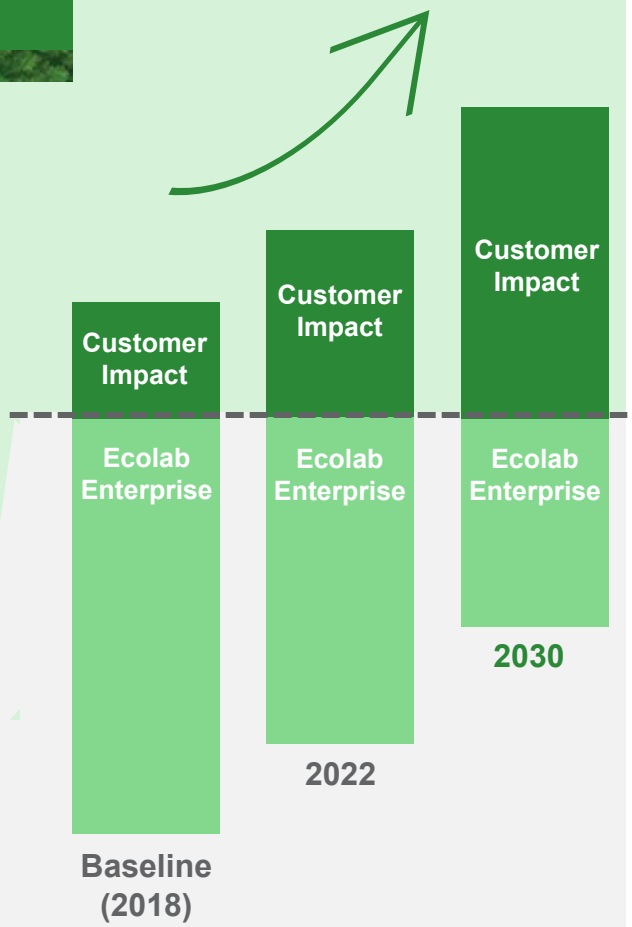
Ecolab's operational and Tier 1 supplier water use



CLIMATE

Greenhouse gas emissions avoided through use of Ecolab solutions

Ecolab's value chain greenhouse gas emissions



Helping Sinopec Achieve Peak Performance While Reducing its Environmental Impact

CASE STUDY

SINOPEC

Partnership Benefits:
Sinopec's partnership with Ecolab improved water reuse and recycling, conserved energy, reduced emissions, increased productivity, and saved costs.

eROI℠ by Ecolab **>25%**

ANNUAL SAVINGS

WATER	GREENHOUSE GASES	ENERGY	COSTS	TOTAL VALUE DELIVERED
630 Million gallons	**750** metric tons CO_2e	**29 Billion** BTU	**$890,000** in preventative maintenance costs	**$1.7 Million**

The results in this case study are specific to this individual customer and may vary for other customers based on factors and circumstances in their operations.

Sustainable Solutions Take Loews Hotels to New Heights

CASE STUDY

LOEWS HOTELS & CO EST 1960

Partnership Benefits:

The hospitality company partnered with Ecolab for solutions that helped reduce water use, emissions, waste and wash time while continuing to provide a stellar guest experience.

eROI℠ by Ecolab **>25%**

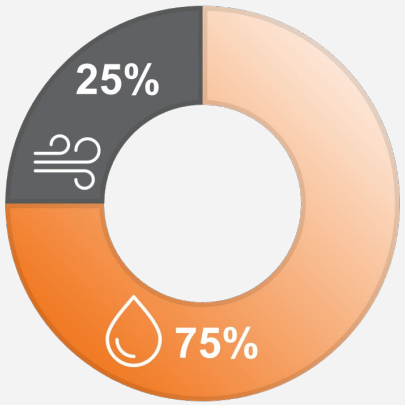
ANNUAL SAVINGS

WATER	GREENHOUSE GASES	PRODUCTIVITY	WASTE	TOTAL VALUE DELIVERED
57 Million gallons	**1,400** metric tons CO_2e	**92,000 hours** of labor gained	**75,000** lbs	**$1.7 Million**

The results in this case study are specific to this individual customer and may vary for other customers based on factors and circumstances in their operations.

The Water-Energy Nexus Opportunity

Up to **75%**
of energy in manufacturing is driven by water





Ecolab Water for Climate: Bringing the Best of Ecolab Together

ECOLAB WATER FOR CLIMATE
Advancing Sustainable Growth

Field Execution



Total Plant Assessment





ECOLAB3D



3D TRASAR



Ecolab Global Intelligence Center

Positive People Impact

LAURIE MARSH

Executive Vice President, Human Resources

Building a More Inclusive Future

Progress Towards 2030 DEI Goals:

	2020	2022	2023 Goal	2030 Goal
Women	24.1%	26.5%	28.0%	35%
POC U.S.	17.2%	19.5%	20.4%	25%
Black / AA	2.7%	3.7%	4.1%	6%



ECOLAB®

Bridging the Gap to Equity



2018, 2020, 2022
Equal Pay for Equal Work

Perfect Equal Pay & Pay Parity score

Bloomberg Gender-Equality Index

Government-Initiated workforce + pay audits closed with no material findings

Creating a Workplace Where Everyone Can Thrive

April 2023 Employee Engagement Survey Results

humu

89%
Response Rate

5%

1%
Engagement

2%
Retention

4%
Inclusion



Empowering Growth Opportunities from within Ecolab



ECOLAB WIN FROM WITHIN

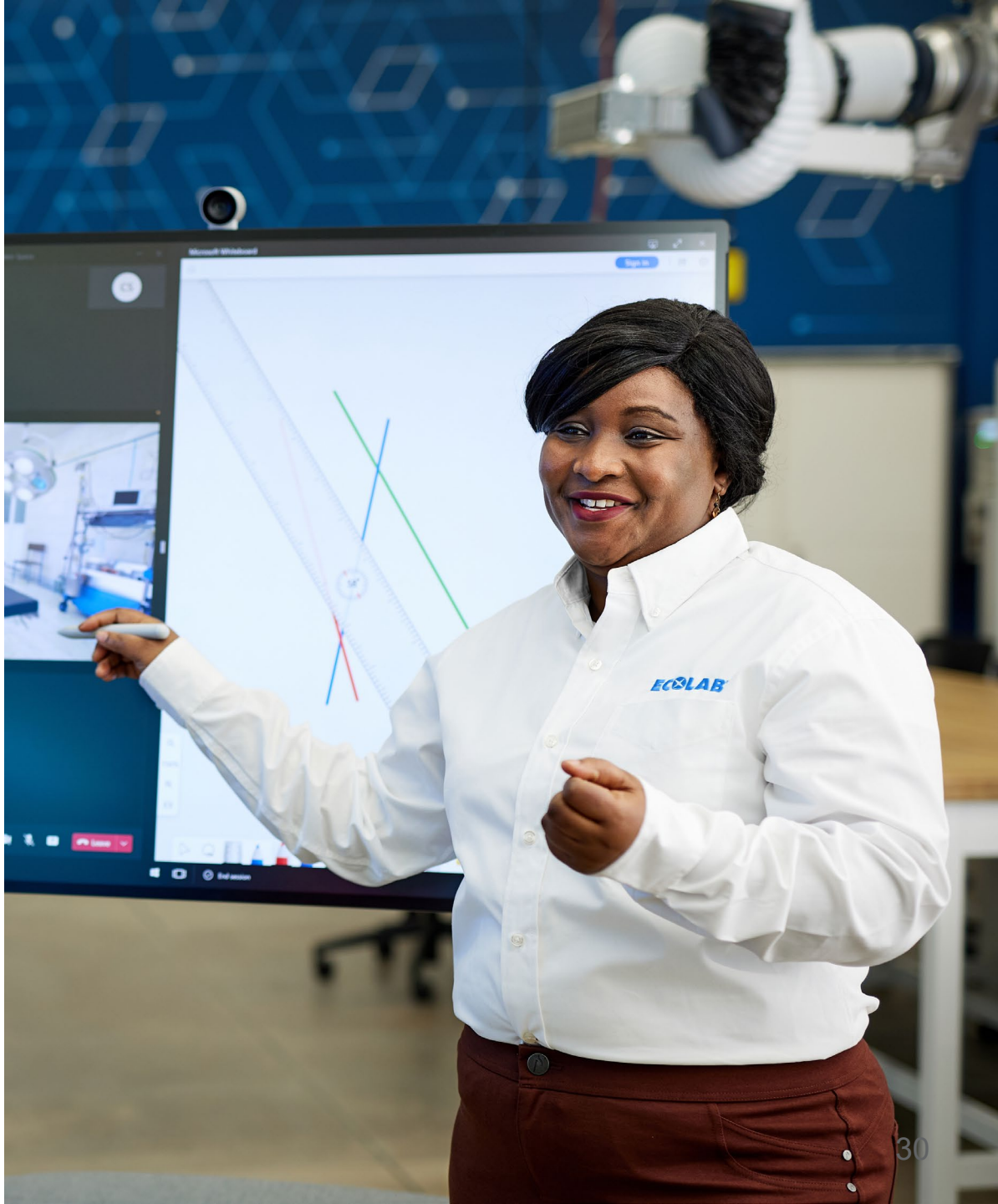
LinkedIn Learning

Introducing the U.S. Commercial Diverse Talent Academy

ECOLAB WOMEN IN SALES CONFERENCE 2023

ECOLAB eROI VALUE TRAINING

ECOLAB



Strengthening Our Supplier Diversity

2030 Goal

DOUBLE
our US spend with diverse suppliers by 2022

5X
2020 spend by 2030

2022 Achievement

Exceeded
stretch goal to double spend by 2022

$262M
vs. goal of $250M

↑ 154%
in diversity

↑ 166%
in Black and Hispanic-owned business spend

Recognized as an Employer of Choice



3rd year - Best Employers for Diversity



2023
Ranked on Index for 4th year



1st year America's Greatest Places to Work for Diversity



4th year - Top Companies for Diversity list



1st year - Best Employers for New Grads



1st year on top Companies for employees in the Military and their families



Ranked on Index for 2nd year, 1st year with a perfect score



10th year with 100% Corporate Equality Index

ECOLAB

Positive Governance Impact

LANESHA MINNIX

Executive Vice President, General Counsel and Secretary

Upholding our Values

A **100-year legacy** of growth by working together with diverse perspectives and ***doing what's right***

2023 WORLD'S MOST ETHICAL COMPANIES® ETHISPHERE™

One of six companies awarded for 17 consecutive years

Modernized Code of Conduct in 2023

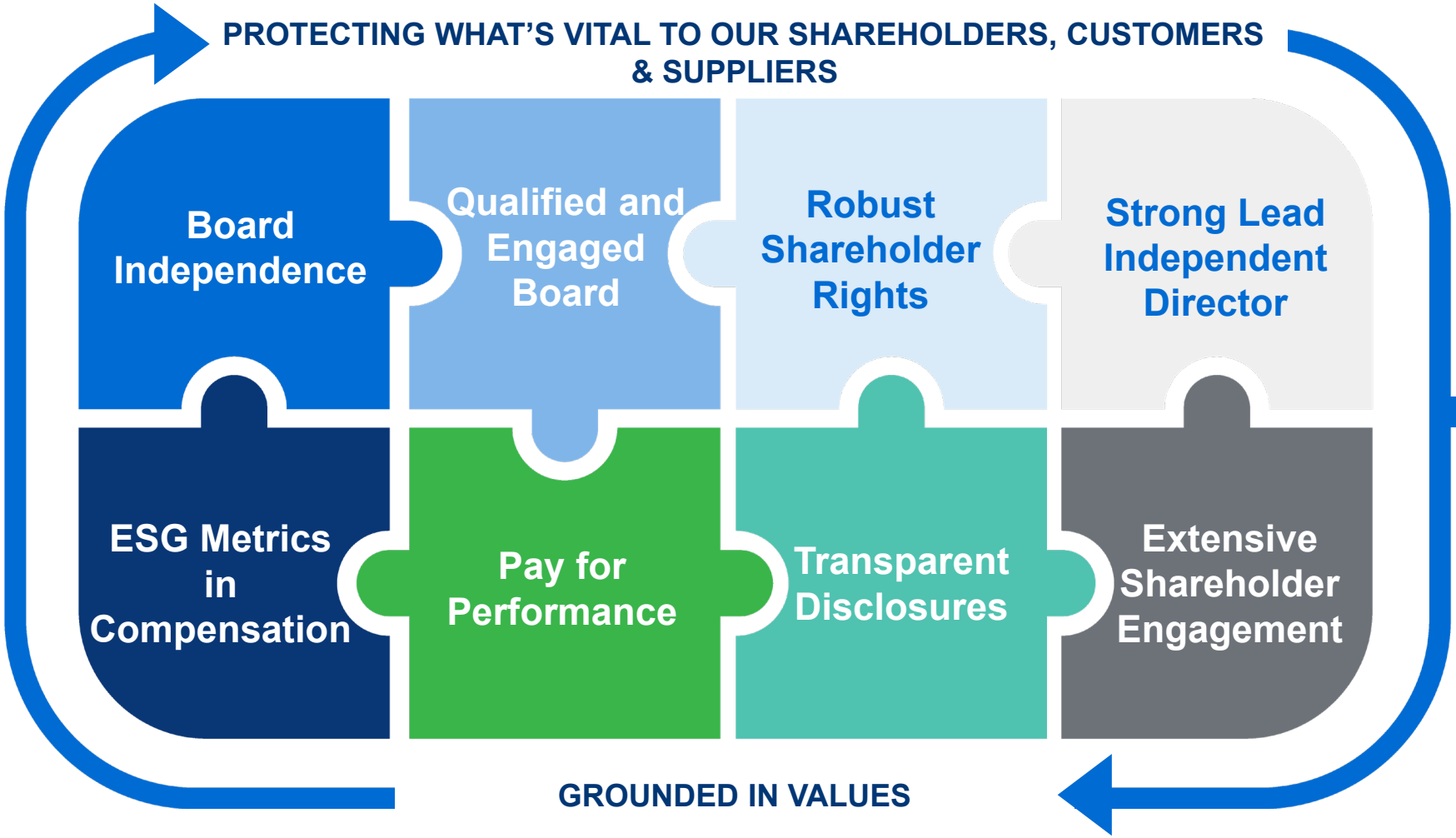


Achieving Positive Impacts

100% Code of Annual Conduct Training Completion	**100%** Regional Compliance Professional Coverage	**100%** Committed to Ethical Business Practices

*99.6% of associates globally completed Code of Conduct training in 2023

Demonstrating Purpose-Driven Governance Practices



DELIVERING ON COMMITMENT to strong governance

ENABLING GROWTH for Ecolab

Strengthening Board Independence

Updated Corporate Governance Principles

- ✓ Robust Lead Independent Director responsibilities
- ✓ Added Limits to Outside Boards for Directors

Board Leadership Rotations

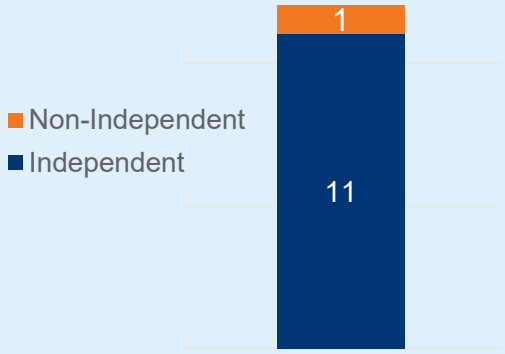


Rotated 80% of Committee Chairs since 2021

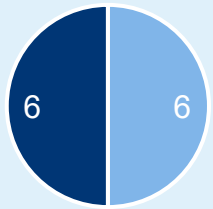
3 of 5 committee chairs are **diverse**

Board Composition

Independence

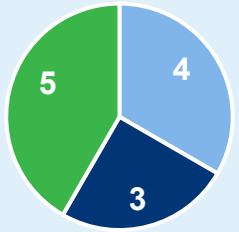


Diversity



Diverse based on gender, race and/or LGBTQ+ status
Non-Diverse

Balanced Director Tenure



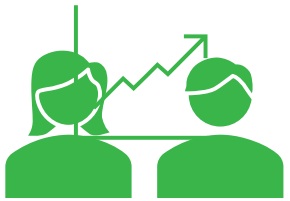
0-5 years
5-10 years
10+ years

Average Director Tenure: 8.6 years

Elevating ESG Governance



SUSTAINABILITY EXECUTIVE ADVISORY TEAM



AUDIT



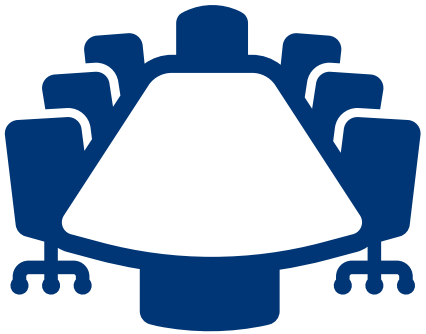
GOVERNANCE



COMPENSATION & HUMAN CAPITAL MANAGEMENT



SAFETY, HEALTH & ENVIRONMENT COMMITTEE



BOARD OF DIRECTORS

*Leading Board Safety, Health & Environment Committee Since 2011

Leading in Transparent Reporting

Global Reporting Initiative

Reporting **since 2005**

CDP Climate Change A List

Reporting **since 2010**

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

Ranked on World and North American Indices

Recognized **since 2014**

Sustainability Accounting Standards Board

Reporting **since 2016**

Task Force on Climate-Related Disclosures

Reporting **since 2018**

APEX

Greenhouse Gas (GHG) Verification and Assurance

Since 2015

ESG Grows Our Impact and Our Business

Building a **100% Positive Future** by 2030

Growing Fast

+6-8%
SALES GROWTH

20%
OI MARGIN

+15%
EPS GROWTH

By Delivering on Our Purpose

PEOPLE HEALTH

Protect **3B people** from infections

PLANET HEALTH

Conserve enough water for **1B people**

BUSINESS HEALTH

Deliver **>25% return** to customers

With a 100% Positive Impact

100%

- Committed to **safety**
- Committed to **equity**
- **Water/carbon** positive
- Powered by **renewables**

ECOLAB®



Doing Well By Doing Good

- **6% to 8% sales** and **15% EPS growth ambition**
- Protected enough water for more than **750 million people in 2022**
- On track to deliver **positive water and climate contributions** together with our customers by 2030
- Living our purpose to be the **world's sustainability company**

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PROTECTING WHAT'S VITAL™