



First Quarter 2022 Teleconference Supplemental Data



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 COVID-19 pandemic trends, global economic recovery, delivered product cost inflation, pricing actions, our Russian operations, volume growth, cost savings and productivity improvements, and our financial and business performance and prospects, including sales and earnings. These statements are based on the current expectations of management. There are a number of risks and uncertainties that could cause actual results to differ materially from the forward-looking statements. In particular, with respect to the pandemic, numerous factors will determine the extent of the impact on our business, including the severity of the disease, the duration of the outbreak, the acceptance, distribution and efficacy of vaccines, the likelihood of a resurgence of the outbreak, including as a result of emerging variants, actions that may be taken by governmental authorities intended to minimize the spread of the pandemic, including vaccination mandates, or to stimulate the economy, and other unintended consequences.

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 effects and duration of the COVID-19 pandemic, including the impact of vaccination mandates; difficulty in procuring raw materials or fluctuations in raw material costs; the vitality of the markets we serve; the impact of economic factors such as the worldwide economy, capital flows, interest rates, foreign currency risk, and reduced sales and earnings in our international operations resulting from the weakening of local currencies versus the U.S. dollar; information technology infrastructure failures or breaches in data security; 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 in the wake of the COVID-19 pandemic; exposure to global economic, political and legal risks related to our international operations, including the impact of sanctions or other actions taken by the U.S. or other countries, and retaliatory measures taken by Russia in response, in connection with the conflict in Ukraine; 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 our non-GAAP measures included within this presentation are included in the “Non-GAAP Financial Measures” section of this presentation.



Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.

1Q 2022 Overview

▲ Overview

- Continued strong double-digit sales growth, driven by accelerating pricing and further new business wins, overcame continued substantial delivered product cost inflation and unfavorable currency translation in a rapidly changing global operating environment to deliver the adjusted diluted earnings per share gain.

▲ Sales:

- Sales growth accelerated from the fourth quarter 2021 with reported sales +13% and acquisition adjusted fixed currency sales +12% from the year-ago period.
- Achieved double-digit growth in the Institutional & Specialty, Industrial and Other segments, while acquisition adjusted Healthcare & Life Sciences segment sales declined versus very strong COVID-related demand in the year-ago period.

▲ Earnings:

- Reported diluted EPS \$0.60, -10% versus last year.
- Adjusted diluted EPS excluding special gains and charges and discrete tax items were \$0.82, +1%. Adjusted diluted EPS includes \$0.06 per share of Purolite amortization. Currency was an unfavorable \$0.03 per share.
- The earnings increase reflects accelerating pricing and volume growth, which overcame substantial incremental increases in delivered product costs following the start of the war in Eastern Europe and further headwinds from unfavorable currency translation.

▲ Outlook:

- For the full year 2022, as our current pricing actions roll out through this year, we believe they will result in accelerating earnings growth through the second half and deliver low-teens growth in adjusted diluted earnings per share for the full year 2022, understanding there is uncertainty in the timing of the realization of the surcharge which will become more clear as we exit the second quarter.
- For the second quarter, we expect our combined pricing actions (which include our ongoing structural pricing and the energy surcharge), along with strong volume growth and long-term productivity improvements, to yield second quarter adjusted diluted earnings per share approaching last year's \$1.22.



Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.

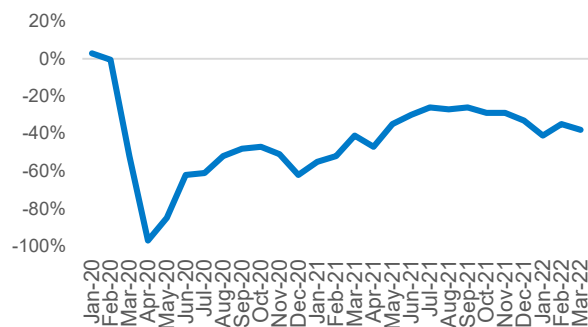
1Q 2022 Environment

▲ **Restaurants and lodging:** The recovery in U.S. and Europe restaurant and hotel traffic slowed early in the quarter as the rapid rise in new COVID infections in January impacted business activity.

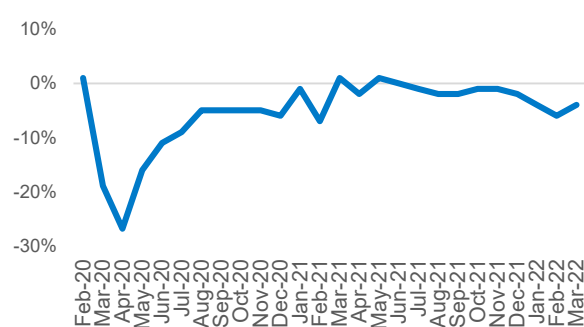
- U.S. full-service in-unit traffic averaged 62% of 2019 levels in 1Q, down from 4Q levels of 70%.
- U.S. quickservice traffic softened versus 4Q levels.
- Europe foodservice trends softened versus 4Q levels.
- Global lodging room demand was generally stable versus 4Q levels.

Industry data

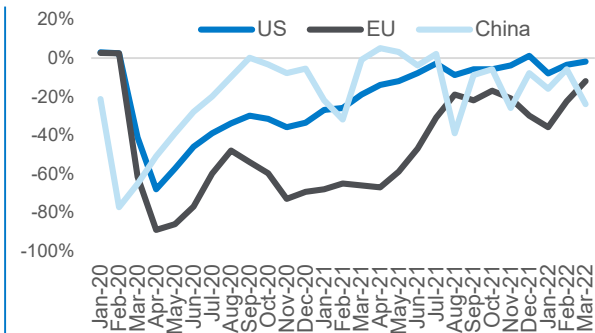
US Full Service Restaurant
In-unit Foot Traffic vs 2019



US Quickservice Restaurant
Traffic vs 2019



Lodging Rooms Sold vs 2019



Sources: NPD/Crest, Smith Travel. QSR foot traffic includes take-out.

Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.

2022 Outlook

- ▲ We assume continued, if uneven, global economic growth in 2022 as global COVID impacts generally move behind us. In this rapidly changing environment, we remain focused on continuing to drive strong new business gains, pricing, and margin improvement. While we expect the impact of substantial raw material and cost inflation to increase further in the second quarter and remain high for the balance of the year, we are also very pleased with our progress on structural pricing, and now expect it to be in the 6% to 7% range for the balance of the year. In addition, to offset the rapid rise in energy costs following the start of the war in Eastern Europe thus impacting the full second quarter, we have begun to roll out a global temporary energy surcharge of up to 12%, which is expected to develop progressively through the year.
 - **2Q 2022:** Despite the substantial cost headwinds, we expect our combined pricing actions (which include our ongoing structural pricing and the energy surcharge), along with strong volume growth and long-term productivity improvements, to yield second quarter adjusted diluted earnings per share approaching last year's \$1.22.
 - **Full year 2022:** Further, as our current pricing actions roll out through this year, we believe they will result in accelerating earnings growth through the second half and deliver low-teens growth in adjusted diluted earnings per share for the full year 2022, understanding there is uncertainty in the timing of the realization of the surcharge which will become more clear as we exit the second quarter.



Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.

1Q 2022 Results

First Quarter Ended March 31						
(unaudited) (millions, except per share)	Reported			Adjusted *		
	Public Currency Rates		% Change	Public Currency Rates		% Change
	2022	2021		2022	2021	
Net sales	\$3,266.7	\$2,885.0	13 %	\$3,266.7	\$2,885.0	13 %
Operating income	254.5	297.3	-14 %	331.5	329.7	1 %
Net income attributable to Ecolab	171.9	193.6	-11 %	236.5	233.9	1 %
Diluted earnings per share						
Net income attributable to Ecolab	\$0.60	\$0.67	-10 %	\$0.82	\$0.81	1 %
	Fixed Currency Rates *			Adjusted *		
	Fixed Currency Rates *		% Change	Fixed Currency Rates		% Change
	2022	2021		2022	2021	
Net sales	\$3,255.4	\$2,808.3	16 %	\$3,255.4	\$2,808.3	16 %
Operating income	251.7	284.1	-11 %	328.7	316.5	4 %



*See "Non-GAAP Financial Measures" section of this presentation for corresponding reconciliations. Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.

1Q 2022 Sales Growth Detail

	Fixed Rate % Change	Acq./Div. Adj. % Change		% Change
<u>Global Industrial</u>			<u>Consolidated</u>	
Water	12%	11%	Volume & mix	7%
Food & Beverage	10%	10%	Pricing	5%
Downstream	16%	16%	Subtotal	12%
Paper	16%	16%	Acq./Div.	4%
Total Global Industrial	12%	12%	Fixed currency growth	16%
			Currency impact	-2%
<u>Global Institutional & Specialty</u>			Total	13%
Institutional	26%	26%		
Specialty	5%	5%		
Total Global Institutional & Specialty	19%	19%		
<u>Global Healthcare & Life Sciences</u>				
Healthcare	-6%	-9%		
Life Sciences	155%	2%		
Total Global Healthcare & Life Sciences	29%	-7%		
<u>Other</u>				
Pest Elimination	11%	11%		
Textile Care	15%	15%		
Colloidal Technologies	3%	3%		
Total Other	12%	12%		
Total	16%	12%		

Amounts in the tables above may reflect rounding. Acq./Div. Adj. excludes sales to ChampionX post-separation and Venezuela results.

Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.



1Q 2022 Income Statement / Margins

(\$ millions, unaudited)*	2022	% sales	2021	% sales	% change	Comments**
Gross Profit	\$1,193.3	36.5%	\$1,173.0	40.7%	2 %	Adjusted gross margins of 38.1% in 2022 and 41.3% in 2021 primarily reflected accelerating structural pricing that was more than offset by a 25% increase in delivered product costs.
SG&A	914.7	28.0%	862.9	29.9%	6 %	SG&A ratio improved 190 basis points as volume leverage and cost savings more than offset investments in the business.
<u>Op. Income at fixed FX</u>						
Global Industrial	189.2	12.2%	209.8	15.1%	-10 %	Margins declined as accelerating structural pricing and increased volume were more than offset by significantly higher delivered product costs and unfavorable mix.
Global Institutional & Specialty	110.8	11.0%	61.9	7.3%	79 %	Margins increased as strong volume growth and accelerating structural pricing overcame higher delivered product costs and sales force investments.
Global Healthcare & Life Sciences	44.1	12.2%	42.6	15.2%	4 %	The margin decrease primarily reflected the comparison to the very strong sales volume gain last year (when operating income grew 90%) and higher delivered product costs; these were partially offset by accelerating structural pricing.
Other	37.2	12.6%	32.3	12.2%	15 %	Margins increased as accelerating structural pricing overcame higher delivered product costs.
Subtotal at fixed FX	381.3	11.8%	346.6	12.3%	10 %	
FX	2.8		13.2			
Corporate						
Corp. Expense	(52.6)		(30.1)			Nalco and Purolite intangible amortization.
Special Gains/(Ch.)	(77.0)		(32.4)			2022: Primarily reflected Purolite acquisition costs, COVID-related charges, and charges related to our operations in Russia.
Total Corporate Exp.	(129.6)		(62.5)			
Consolidated Op. Inc.	\$254.5	7.8%	\$297.3	10.3%	-14 %	2022 acquisition adjusted fixed currency operating margins were 10.6% vs. 11.4%. The decrease reflects the accelerating structural pricing and robust volume growth, which were more than offset by substantially higher delivered product costs and unfavorable mix.

* Public rates of exchange, except where noted.

**See "Non-GAAP Financial Measures" section of this presentation for corresponding reconciliations.



Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.

1Q 2022 Balance Sheet / Cash Flow

Summary Balance Sheet

	March 31			March 31	
(millions, unaudited)	2022	2021	(millions, unaudited)	2022	2021
Cash and cash eq.	\$99.4	\$1,189.5	Short-term debt	\$493.1	\$24.3
Accounts receivable, net	2,508.2	2,272.0	Accounts payable	1,423.9	1,128.2
Inventories	1,589.9	1,347.0	Other current liabilities	1,714.3	1,699.7
Other current assets	407.0	341.5	Long-term debt	8,267.2	6,685.8
PP&E, net	3,285.7	3,078.7	Pension/Postretirement	874.5	1,207.8
Goodwill and intangibles	12,219.3	9,086.3	Other liabilities	1,189.1	1,142.2
Other assets	957.7	893.1	Total equity	7,105.1	6,320.1
Total assets	\$21,067.2	\$18,208.1	Total liab. and equity	\$21,067.2	\$18,208.1

Selected Cash Flow items

	Three Months Ended March 31	
(millions, unaudited)	2022	2021
Cash from op. activities	\$170.1	\$295.3
Depreciation	155.2	150.7
Amortization	79.5	64.5
Capital expenditures	148.7	102.1

Selected Balance Sheet measures

	March 31	
(unaudited)	2022	2021
Total Debt/Total Capital	55.2%	51.5%
Net Debt/Total Capital	54.9%	46.6%
Net Debt/EBITDA(*)	3.5	2.5
Net Debt/Adjusted EBITDA(*)	3.2	2.3

* EBITDA and Adjusted EBITDA are non-GAAP measures. EBITDA is defined as the sum of earnings before interest, taxes, depreciation and amortization. Adjusted EBITDA is defined as the sum of EBITDA and the impacts of Purolite transaction and special (gains) and charges impacting EBITDA. The inputs to EBITDA reflect the trailing twelve months of activity for the period presented. See "Non-GAAP Financial Measures" section of this presentation corresponding reconciliations.

Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.



Non-GAAP Financial Measures

(millions, except percent and per share)	First Quarter Ended March 31	
	2022	2021
Net sales		
Reported GAAP net sales	\$3,266.7	\$2,885.0
Effect of foreign currency translation	(11.3)	(76.7)
Non-GAAP fixed currency sales	3,255.4	2,808.3
Effect of acquisitions and divestitures	(142.5)	(32.8)
Non-GAAP acquisition adjusted fixed currency sales	\$3,112.9	\$2,775.5
Cost of sales		
Reported GAAP cost of sales	\$2,073.4	\$1,712.0
Special (gains) and charges	52.9	19.6
Non-GAAP adjusted cost of sales	\$2,020.5	\$1,692.4
Gross margin		
Reported GAAP gross margin	36.5 %	40.7 %
Non-GAAP adjusted gross margin	38.1 %	41.3 %
Operating income		
Reported GAAP operating income	\$254.5	\$297.3
Effect of foreign currency translation	(2.8)	(13.2)
Non-GAAP fixed currency operating income	251.7	284.1
Special (gains) and charges	77.0	32.4
Non-GAAP adjusted fixed currency operating income	328.7	316.5
Effect of acquisitions and divestitures	2.5	0.0
Non-GAAP acquisition adjusted fixed currency operating income	\$331.2	\$316.5
Operating income margin		
Reported GAAP operating income margin	7.8 %	10.3 %
Non-GAAP adjusted fixed currency operating income margin	10.1 %	11.3 %
Non-GAAP acquisition adjusted fixed currency operating income margin	10.6 %	11.4 %



Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.

Non-GAAP Financial Measures

(unaudited)	First Quarter Ended	
(millions, except percent and per share)	March 31	
	2022	2021
Net Income attributable to Ecolab		
Reported GAAP net income attributable to Ecolab	\$171.9	\$193.6
Special (gains) and charges, after tax	63.6	24.2
Discrete tax net expense (benefit)	1.0	16.1
Non-GAAP adjusted net income attributable to Ecolab	\$236.5	\$233.9
Diluted EPS attributable to Ecolab		
Reported GAAP diluted EPS	\$0.60	\$0.67
Special (gains) and charges, after tax	0.22	0.08
Discrete tax net expense (benefit)	-	0.06
Non-GAAP adjusted diluted EPS	\$0.82	\$0.81
Provision for Income Taxes		
Reported GAAP tax rate	20.7 %	25.2 %
Special gains and charges	(0.9)	-
Discrete tax items	(0.3)	(5.5)
Non-GAAP adjusted tax rate	19.5 %	19.7 %
EBITDA (trailing twelve months ended)		
Net income including non-controlling interest	\$1,122.2	\$885.0
Provision for income taxes	249.7	195.7
Interest expense, net	219.6	293.6
Depreciation	608.9	598.6
Amortization	253.7	230.6
EBITDA	\$2,454.1	\$2,203.5
Special (gains) and charges impacting EBITDA	278.3	235.6
Adjusted EBITDA	\$2,732.4	\$2,439.1



Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.

Non-GAAP Financial Measures

(unaudited) (millions)	First Quarter Ended March 31					
	2022			2021		
	Fixed Currency	Impact of Acquisitions and Divestitures	Acquisition Adjusted	Fixed Currency	Impact of Acquisitions and Divestitures	Acquisition Adjusted
Net Sales						
Global Industrial	\$1,557.0	(\$5.9)	\$1,551.1	\$1,384.9	-	\$1,384.9
Global Institutional & Specialty	1,005.1	-	1,005.1	844.1	-	844.1
Global Healthcare & Life Sciences	362.6	(101.9)	260.7	281.1	-	281.1
Other	296.0	-	296.0	265.4	-	265.4
Corporate	34.7	(34.7)	-	32.8	(32.8)	-
Subtotal at fixed currency rates	3,255.4	(142.5)	3,112.9	2,808.3	(32.8)	2,775.5
Currency impact	11.3			76.7		
Consolidated reported GAAP net sales	\$3,266.7			\$2,885.0		
Operating Income (loss)						
Global Industrial	\$189.2	(\$0.8)	\$188.4	\$209.8	-	\$209.8
Global Institutional & Specialty	110.8	-	110.8	61.9	-	61.9
Global Healthcare & Life Sciences	44.1	(19.6)	24.5	42.6	-	42.6
Other	37.2	-	37.2	32.3	-	32.3
Corporate	(52.6)	22.9	(29.7)	(30.1)	-	(30.1)
Subtotal at fixed currency rates	328.7	2.5	331.2	316.5	-	316.5
Special (gains) and charges	77.0			32.4		
Reported OI at fixed currency rates	251.7			284.1		
Currency impact	2.8			13.2		
Consolidated reported GAAP operating income	\$254.5			\$297.3		



Please see Ecolab's news release dated April 26, 2022 for additional information, including discussion on the use of certain non-GAAP financial measures.