ECOLAB INC.

CORPORATE GOVERNANCE PRINCIPLES

DIRECTORS

Composition and Qualifications

Members of the Board of Directors should have broad perspectives, backgrounds, experience and knowledge and demonstrate independent judgment. Diversity of business experience, gender and race are highly valued, and a high degree of interest and involvement are key requisites for membership on the Board of Directors.

Independence

The Board will have a majority of independent directors who meet the criteria required for independence by law, the rules and regulations of the SEC and the New York Stock Exchange listing standards. The Board would not expect to have more than one or two employee directors, including the CEO, without reasonable justification.

Limitations on Other Directorships

Directors are expected to manage their commitments to ensure they can fully meet their Ecolab Board of Director obligations. Prior to joining the board of directors of any other for-profit company or entity, a director must advise the Chairman of the Board and the Chair of the Governance Committee and receive their concurrence before accepting that board position. In addition, except as otherwise determined by the Board of Directors, no audit committee member shall simultaneously serve on the audit committee of more than two other public companies.

Selection of Directors

The Governance Committee will screen and submit to the full Board the names and biographical information of those persons considered by the Committee to be viable candidates for election as directors. All directors are encouraged to submit to the Governance Committee, and the Governance Committee shall consider, the name of any person deemed qualified to serve on the Board, together with information on the candidate's qualifications.

Majority Vote

A director who fails to receive the required number of votes for re-election in accordance with the By-Laws will offer to resign. In addition, the director whose

resignation is under consideration will abstain from participating in any decision regarding that resignation. The Governance Committee and the Board may consider any factors they deem relevant in deciding whether to accept a director's resignation. The Board will publicly disclose its decision regarding the resignation within ninety (90) days after the results of the election are certified. If the resignation is not accepted, the director will continue to serve until the next annual meeting and until the director's successor is elected and qualified.

Director Orientation and Continuing Education

An orientation program is presented for each new director to acquaint him/her with the business, financial picture, compliance policies and other policies relevant to directors. In addition, a director information manual, which contains information about the Corporation, director compensation and indemnification, and other relevant matters, will be distributed to directors and periodically updated.

The Governance Committee will arrange continuing education programs, to allow for tailored in-house programs or the attendance at outside accredited programs, as frequently as determined appropriate by the Board.

Change of Principal Occupation

A director who experiences a significant change in professional status following his or her election to the Board shall offer his/her resignation for consideration by the Board. The Governance Committee will review the circumstances and make a recommendation to the Board as to whether the resignation should be accepted.

Service Limitations of Directors

An independent director who attains age 72 shall submit his/her resignation as a director, to take effect at the time of the next annual meeting of stockholders. The Governance Committee will review the resignation in the context of the immediate needs of the Corporation and make a recommendation to the Board as to whether the resignation should be accepted; provided, however, that any continuation of such a director's service on the Board shall not exceed 24 months after the effective date of such resignation.

The appropriateness of a director's continuation on the Board is reviewed annually when the Board designates a slate of directors for re-election by the stockholders. Accordingly, the Board does not have a policy establishing term limits.

A CEO who retires as an employee of the Corporation may continue to serve on the Board until the next annual meeting following retirement or, at the discretion of the Board, for such longer period of time as is deemed appropriate by the Board in each individual instance. A former CEO serving on the Board will not

be considered an independent director for purposes of these Corporate Governance Principles.

Duty of Loyalty and Confidentiality

Directors owe to the Corporation a duty of loyalty and a duty of diligence in carrying out their responsibilities. Directors shall deal in strict confidence with all material, non-public matters involving the Corporation. Such material, non-public information shall not be disclosed to anyone other than Board members without the express agreement or direction of the Board.

Attendance and Information Review

Directors shall make a diligent effort to achieve regular attendance at Board and Committee meetings, and to carefully review the information furnished by Management with respect to matters requiring Board or Committee action or monitoring. Directors also have a responsibility, with the assistance of Management, to maintain a current understanding of developments in the industry and to be familiar with the Corporation's operations and its strengths and weaknesses.

Conflicts of Interest

Directors shall promptly disclose to the Board any situation which could reasonably be considered as a conflict of interest with service as a director, or having the appearance of such. Both the existence of the interest and the nature thereof (e.g., financial, family relationship, professional, charitable or business affiliation) should be disclosed.

Board Interaction with Corporate Constituencies

The Board believes that Management is in the best position to speak for the Corporation on most matters. The Board also recognizes that there are situations where it may be appropriate for the Board to communicate directly with shareholders or other constituencies. In these situations, the Chairman and/or Lead Director will represent the Board, though other directors may be asked by the Chairman and/or Lead Director to communicate, if specifically requested by a shareholder or other constituent.

Compensation of Directors

To attract and retain qualified directors, non-employee director remuneration and benefits should be fully competitive and will be reviewed annually to ensure that it meets this standard. This review should be conducted by the Compensation Committee, which shall issue a report and recommendation to the Board for decision. Corporation stock should constitute a meaningful component of director compensation.

Director Stock Retention and Ownership Guideline

Directors should have a financial stake in the Corporation. Directors are expected to acquire Corporation stock or stock equivalents having a value equal to at least five times the annual retainer for directors. Directors should retain all net shares remaining after any exercise of Corporation stock options until the guideline is attained.

BOARD ORGANIZATION

Board Leadership

The office of Chairman and CEO may or may not be held by one person. The Board believes it is best not to have a fixed policy on this issue and that it should be free to make this determination based on what it believes is best in the circumstances.

Lead Director

If the offices of the Chairman and CEO are held by the same individual or if the Chairman is not "independent," then an independent Lead Director shall be elected annually by a majority of the independent directors after recommendation of the Governance Committee and shall serve until a new Lead Director is elected. As a guideline, the Lead Director role should rotate every four to six years. Responsibilities of the Lead Director will include presiding at all meetings of the board at which the Chairman is not present, including at executive sessions of the independent directors; acting as a liaison between the CEO and the independent directors; review and approval of information sent to the board; review and approval of meeting agendas for the board, including meeting participants; and review and approval of meeting schedules to assure that there is sufficient time for discussion of all agenda items. The independent Chairman or Lead Director, as applicable, may call meetings of the independent directors. For the avoidance of doubt, if the Chairman is "independent" and, as a result, no director acts as the Lead Director, all powers, rights and duties of the Lead Director described in these Principles shall be held by the independent Chairman. If the Chairman is not independent, the Chairman and Lead Director shall cooperate to carry out their duties as described in these Principles.

Executive Sessions of Independent Directors

The independent directors shall meet privately without the non-independent directors at every meeting of the Board and at each Committee of the Board. The independent directors will meet in executive session at other times during regular or special board meetings at the request of any independent director.

Size

The size of the Board may vary from time to time, but shall preferably be not less than 11 or more than 15 members. This size should accommodate the objectives of effective discussion and decision-making, adequate staffing of Board Committees, and desired mix of Management and non-employee directors.

Board Committees

The Board believes its current Committee structure, comprised of an Audit, Compensation, Finance, Governance and Safety, Health & Environment Committee, is appropriate. However, the Governance Committee will annually review and recommend to the Board the Committee structure as well as the composition and leadership of each Committee and the Board will make modifications as appropriate. Committee assignments may be rotated periodically, and the guideline for rotating committee chair assignments is four to six years. The Board may consider the value of membership continuity, the benefits of refreshing membership and other factors in making rotation decisions.

The Audit, Compensation and Governance Committees will be composed entirely of directors who meet the criteria required for independence by law, the rules and regulations of the SEC and the New York Stock Exchange listing standards. Directors who are not independent may attend (but may not vote at) meetings of the Audit, Compensation and Governance Committees.

BOARD OPERATIONS

Board Meetings

The CEO, together with the Chairman and Lead Director, shall establish the agendas for Board meetings, taking into consideration the "core" agenda items and regular meeting dates that the Board establishes in advance. The Board shall be free to suggest agenda topics, and the CEO, the Chairman and Lead Director, will seek Board input on agenda items. Board meetings will, in general, focus on strategic issues rather than on operational issues.

Appropriate Information and Access

Directors are entitled to an adequate information flow from Management. They should be provided with an agenda and (to the extent practicable) appropriate supporting materials in advance of Board and Committee meetings. Directors are also entitled to direct access to the Corporation's independent auditors, the Internal Audit Department and to Management. The CEO should be kept advised of substantive contacts in this regard.

Ability to Retain Advisors

The Board and its Committees may, as it deems necessary or appropriate and at the Corporation's expense, obtain advice and assistance from internal or external legal or other advisors.

Meeting Attendance by Non-Directors

The CEO, in consultation with the Chairman and Lead Director, selects senior executives to attend meetings and to make presentations to the Board which provides the Board with the opportunity to evaluate senior executives.

Committee Meetings

Meeting frequency and agenda items for Committee meetings shall be fixed by the Committee Chair in consultation with the CEO, the Chairman, and Lead Director, taking into account the regular Committee meeting schedule and core agendas annually fixed by the Board. The Committee Chair will report to the full Board at each regular meeting on Committee actions and recommendations.

Assessing the Board's Performance

The Board shall ensure that a process is in place, utilizing the Governance Committee, to annually review and assess the performance of the Board and each Committee with a goal of improving the effectiveness of the Board as a whole.

CEO Evaluation

The Board will ensure that a process is in place, utilizing the Governance Committee, to annually evaluate CEO performance and to provide a summary of the Board's review to the CEO. The process shall include a self-evaluation from the CEO and ensure that each director (other than the CEO) has the opportunity to provide written or oral input prior to the evaluation being provided to the CEO.

Corporate Purpose and Identification of Material Risks

Annually, and more often if required, the Board shall review and update, if appropriate, the Corporation’s purpose, expressing the means by which Ecolab creates long-term value for stockholders and supports sustainable solutions to economic, environmental and social issues.

Annually, the Board will direct an assessment to identify risks that are material to the Corporation, how the Corporation will manage or mitigate material risks and how stakeholders will be engaged with respect to the material risks that are identified.

Succession Planning and Management Development

Annually, and more often if required, the CEO and other appropriate members of Management, as selected by the CEO, shall report to the Board on succession planning and on the Company's program for Management development, including diversity. Upon the death, incapacity or temporary absence of the CEO, the Chairman and/or Lead Director shall convene a special Board meeting to select an interim CEO, consistent with the Corporation's then current succession plan. If a quorum cannot be reached promptly, the Chairman and/or Lead Director may designate an interim CEO consistent with the then current succession plan until further action by the Board.

Effective as of February 2022