

ESG AT OUR CORE

How Ecolab grows fast by
doing what's right



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 of the coronavirus outbreak, the impact of our programs, our ESG 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 impact of the coronavirus outbreak; the vitality of the markets we serve, including the impact of worldwide economic factors such as the worldwide economy, credit markets, interest rates and foreign currency risk; our ability to execute key business initiatives, exposure to economic, political and legal risks related to our international operations; the costs and effects of complying with laws and regulations relating to our operations; the occurrence of litigation or claims; 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.

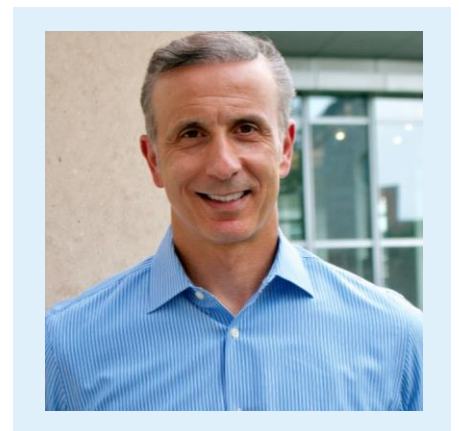
AGENDA

- ESG is integral to our model
- Partnering to help customers grow in a sustainable way
- Leading in 2020 and beyond
 - Environment
 - Social
 - Governance
- Growing fast by doing what's right
- Q&A



CHRISTOPHE BECK

PRESIDENT & CHIEF
OPERATING OFFICER



EMILIO TENUTA

SENIOR VICE PRESIDENT &
CHIEF SUSTAINABILITY
OFFICER



ANNE GOTTE

SENIOR VICE
PRESIDENT, GLOBAL
TALENT



MIKE MCCORMICK

EXECUTIVE VICE PRESIDENT,
GENERAL COUNSEL AND
SECRETARY

ESG IS INTEGRAL TO OUR GROWTH MODEL



OUR WORLD'S CONCERNS

WATER



FOOD



HEALTH



CLIMATE



SOCIETY



STAKEHOLDERS



ECOLAB: PROTECTING PEOPLE AND WHAT'S VITAL

WATER

1.1 TRILLION
GALLONS MANAGED

FOOD

36%
GLOBAL FOOD SUPPLY
PROTECTED

HEALTH

40 BILLION
HANDS CLEANED

CLIMATE

20%
WORLD'S POWER
GENERATED

SOCIETY

SERVING
3 MILLION
CUSTOMER SITES WITH
DIVERSE TEAMS

STAKEHOLDERS

IMPACTING LIVES IN
170+
COUNTRIES



**BREAKTHROUGH
TECHNOLOGY**



ON-SITE EXPERTISE

BEST RESULTS AT LOWEST TOTAL COST

(Reduced water, energy, waste impact)



GLOBAL KNOW-HOW



PREDICTIVE INSIGHTS

GREATER IMPACT AND HIGHER RETURNS



ECOLAB AT A GLANCE

Nearly
3 million
customer locations

In
170+
countries

45,000
associates

25,000
sales-and-service
associates

97
years of growth
and innovation

ACCELERATING MEANINGFUL CHANGE WITH OUR CUSTOMERS EVERY DAY

In 2019, we partnered with customers to:

CONSERVE

206

BILLION GALLONS
OF WATER

=

Annual drinking water
needs of 712M people

SAVE

28

TRILLION BTU
OF ENERGY

=

Annual energy use
of 370k people

REDUCE

113

MILLION POUNDS
OF WASTE

=

Annual waste of
117k people

ELIMINATE

1.5

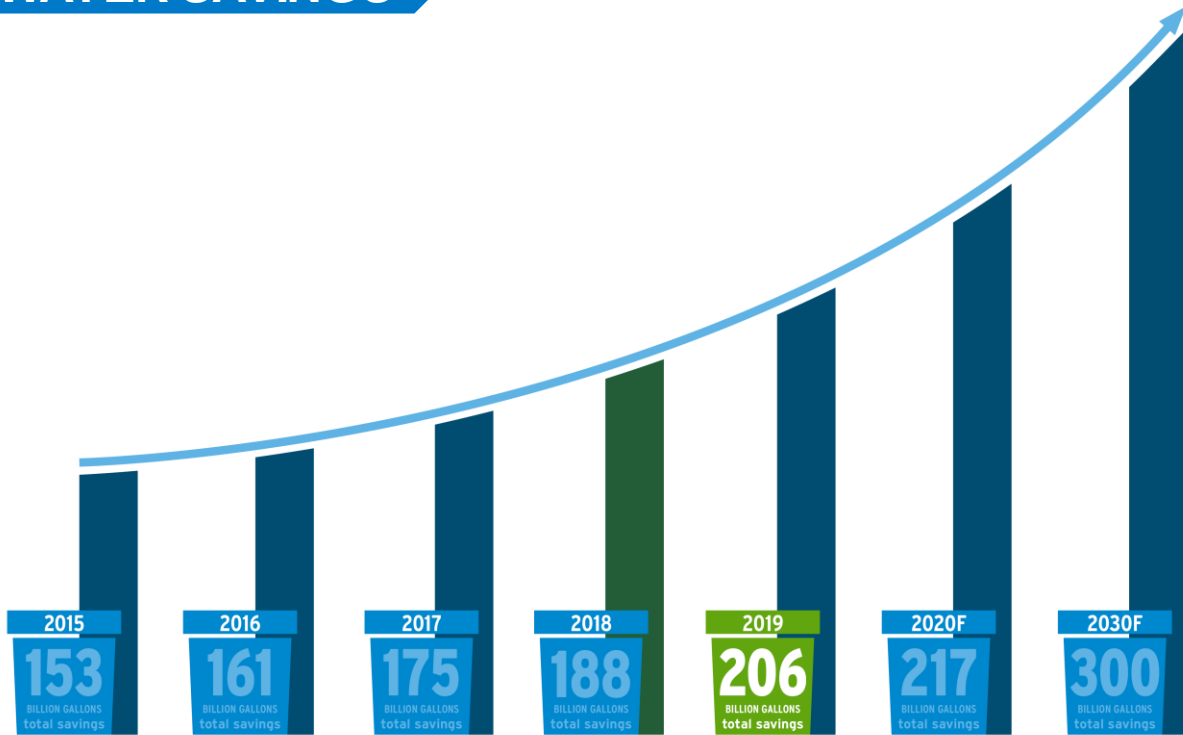
MILLION METRIC
TONNES OF CO₂E

=

CO₂e absorbed annually
by 7M trees

THE FASTER OUR GROWTH, THE HIGHER OUR IMPACT

WATER SAVINGS

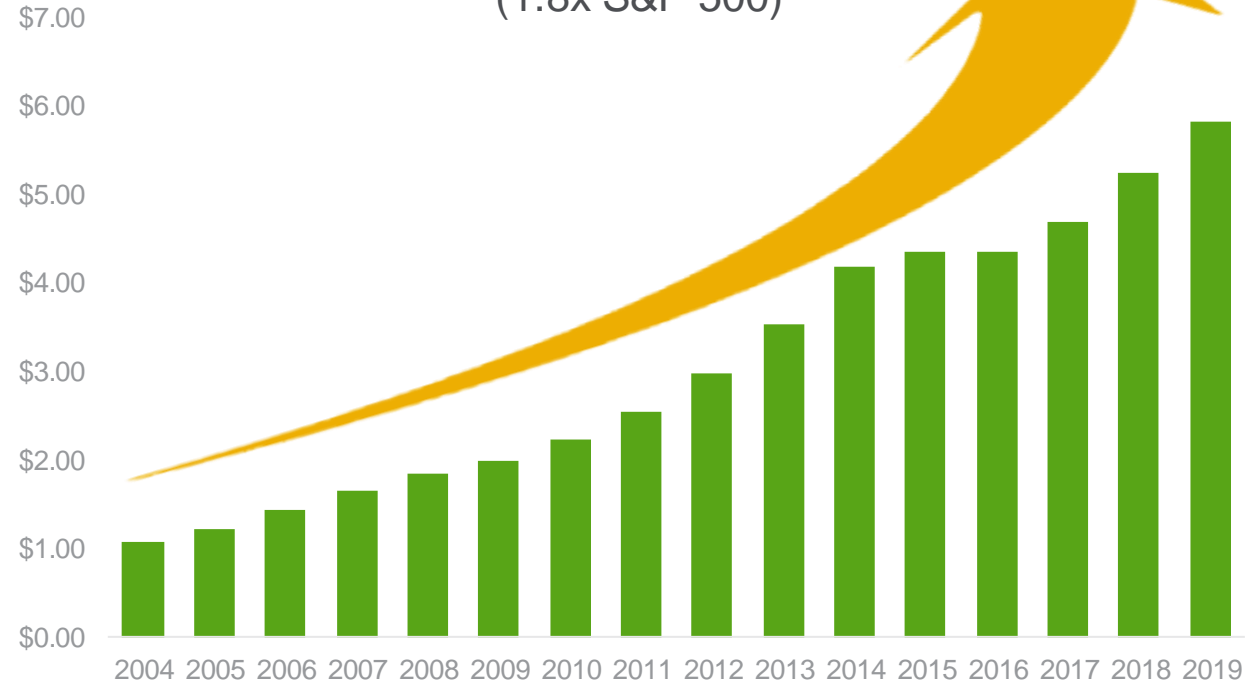


Saving water equaling the annual drinking water needs of **more than 1 billion people**



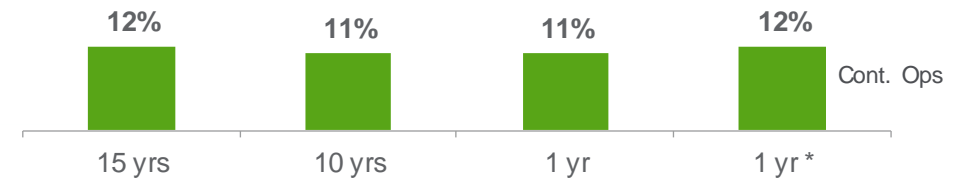
EPS (Adjusted)

+12% EPS CAGR
(1.8x S&P 500)



Consistent, double digit EPS growth

EPS CAGR ECL



Adjusted Earnings * Continuing operations EPS growth, excluding ChampionX

PARTNERING TO HELP CUSTOMERS GROW IN A SUSTAINABLE WAY

EMILIO TENUTA

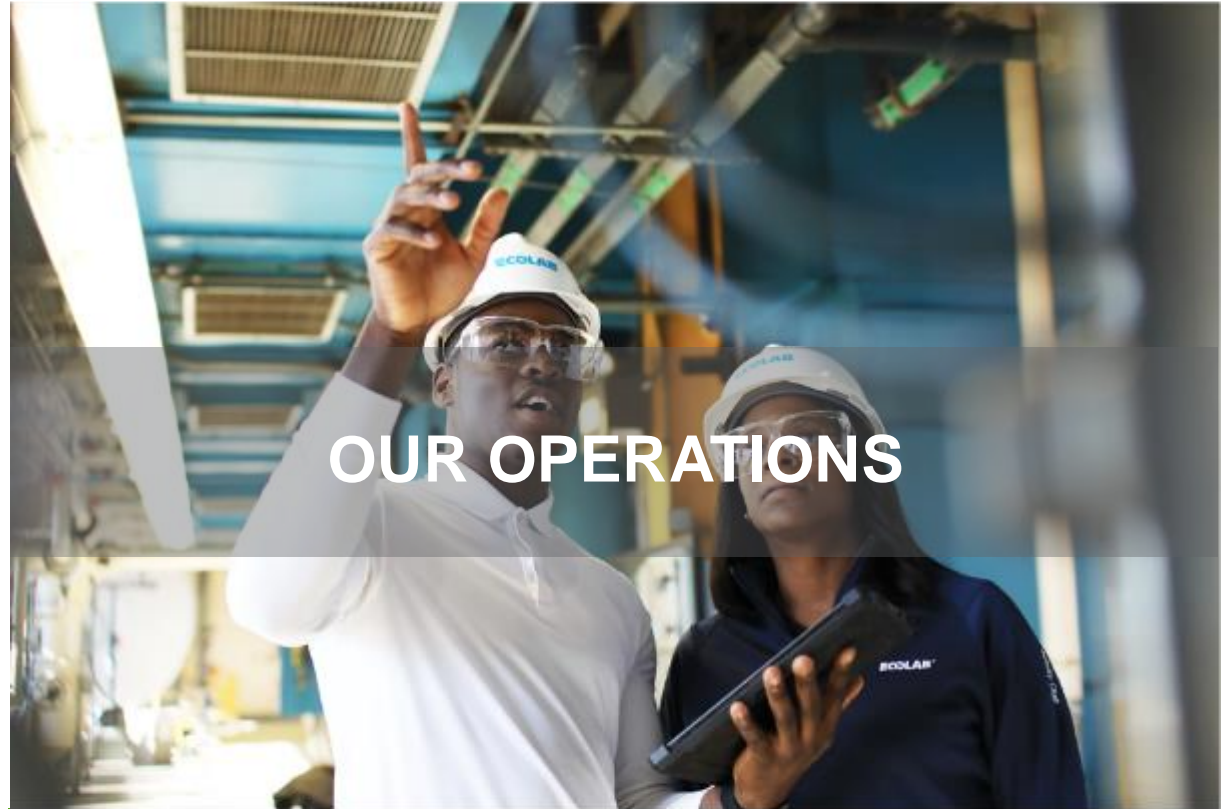


OUR APPROACH



CUSTOMERS

Driving exponential operational and sustainability results with our customers



OUR OPERATIONS

Embodying corporate responsibility and sustainability in our own operations

EXAMPLE: AQUANOMIC ULTRA LOW WATER LAUNDRY



Best-in-class results with every load:

- 40% reduction in water and energy
- 20% reduction in linen replacement
- 6x better softness






Annual Customer Value (70 property hotel chain)			
Metric	Cost Before	Cost After	Value Created
Energy	\$1,380,000	\$1,218,000	\$164,000
Water	\$753,000	\$512,000	\$241,000
Total utilities			\$405,000

EXAMPLE: ADM SAVING 2.3 BILLION GALLONS OF WATER

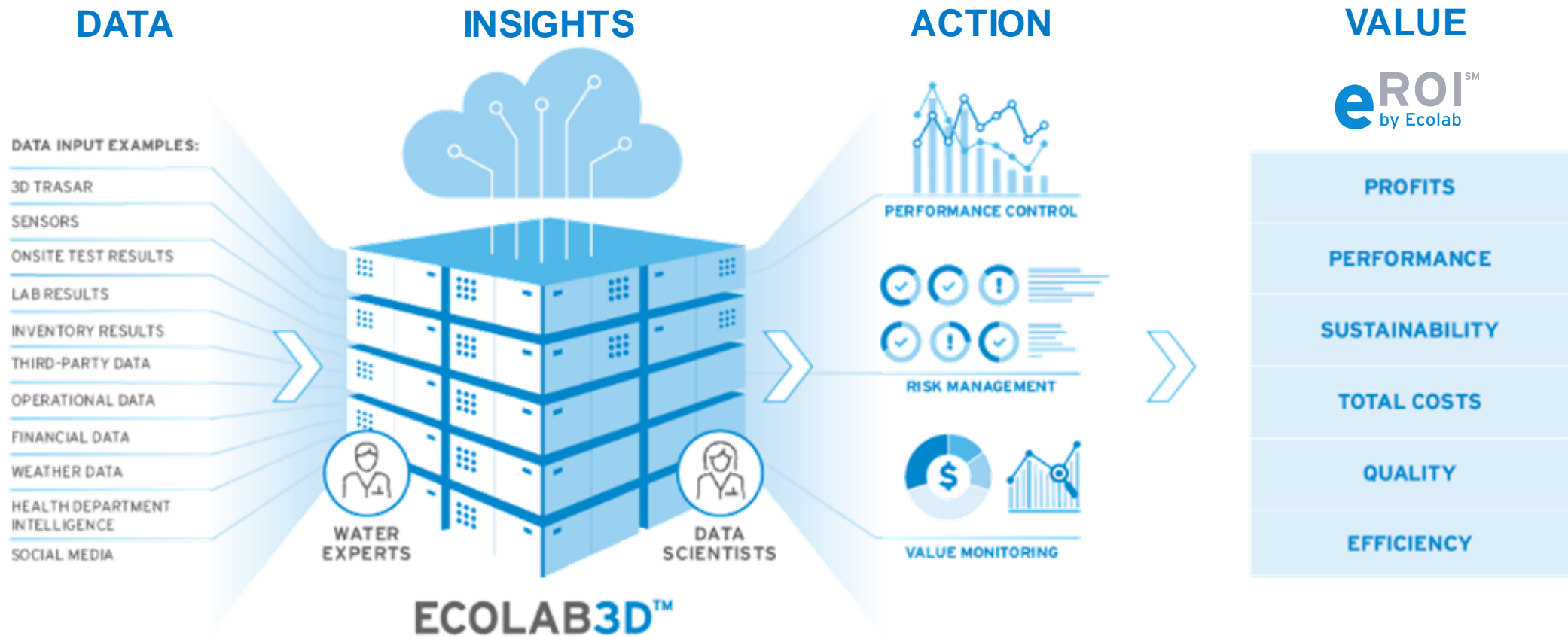
ADM has a key role to play in feeding the world and counts environmental responsibility among its core values. Ecolab partnered with ADM to drive operational and water management improvements across its global operations.



ANNUAL SAVINGS			
 WATER	 ENERGY	 GREENHOUSE GAS	TOTAL VALUE DELIVERED
<p>2.3 BILLION gallons</p>	<p>159,000 MILLION BTUs</p>	<p>31.5 THOUSAND metric tonnes CO₂</p>	<p>\$28.3 MILLION</p>

ECOLAB3D: SPREADING GLOBAL BEST PRACTICES

ECOLAB3D is a secure, cloud-based, digital platform for customers to deliver superior business performance and sustainability outcomes



ENVIRONMENTAL LEADERSHIP



2030 IMPACT GOALS

We are dedicated to helping our customers thrive and make a positive impact in their operations, their communities and the world

By 2030, we will help customers achieve:



WATER

300 billion gallons of water saved
= the drinking water needs of
1 billion people



CLIMATE

4.5 million metric tonnes reduced GHGs
Preventing **7.3 million** pollution-related illnesses



FOOD

High-quality and safe food provided to
1.8 billion people
Preventing **11 million** foodborne illnesses



HEALTH

50 billion hands cleaned
Safe medical care provided for **116 million** people
1.7 million infections reduced

GREATER IMPACT TOGETHER

150  1/3

companies

industrial
water



CEO
WATER
MANDATE

WATER
RESILIENCE
COALITION



CEOs learning and innovating together, helping manage watersheds and enabling access for all

Collective ambitious goals that drive public sector momentum

WATER RESILIENCE COALITION MEMBERS:

ECOLAB®



HEINEKEN

LEVI STRAUSS & CO.



DIAGEO



ABInBev



The Coca-Cola Company



Microsoft



Gap Inc.

KURITA

EXAMPLE: MICROSOFT WATER POSITIVE GOAL

Water positive by 2030 – Microsoft's fourth sustainability goal



Our partnership focuses on:

- Operational water use
 - Reducing water use intensity
 - Replenishing water in water-stressed areas
- Digitizing water data
- Climate innovation fund
- Empowering customers
- Water Resilience Coalition

“Ecolab is a great example of a company that’s...taught us more than we’ll ever be able to share with them back.”
– Brad Smith

BROADENING BEYOND THE “E”

By driving progress in our own operations, we are a responsible partner and sustainable part of customers’ supply chain

Our 2030 operational goals will focus on:

WATER	CLIMATE	DIVERSITY, EQUITY & INCLUSION	SAFETY
NET POSITIVE	ROAD TO NET ZERO CARBON	IN OUR WORKFORCE, WORKPLACES AND COMMUNITIES	GOAL ZERO

SOCIAL LEADERSHIP

ANNE GOTTE



DIVERSITY, EQUITY AND INCLUSION AT ECOLAB

A core value and long-standing area of focus

WORKFORCE



- **40% increase** in female and BIPOC executives over last 5 years
- **Double-digit increase** in employee resource group membership
- Broad diversity recruitment

WORKPLACE



- Externally recognized and **award-winning employer**
- **Inclusive benefits**
- **Equitable and competitive pay**
- **D&I embedded** in all manager training

MARKETPLACE



- **Aggressive supplier diversity goals**
- **Invest in** capability-building with **women- and minority-owned organizations**

EXTERNAL REACH + IMPACT



- Majority of corporate giving focused on DEI advancement
- Key partnerships in the U.S. and beyond to advance opportunity for all (e.g., Water.org, Twin Cities Rise)

We're proud of our progress.

But we know there's more we can do.

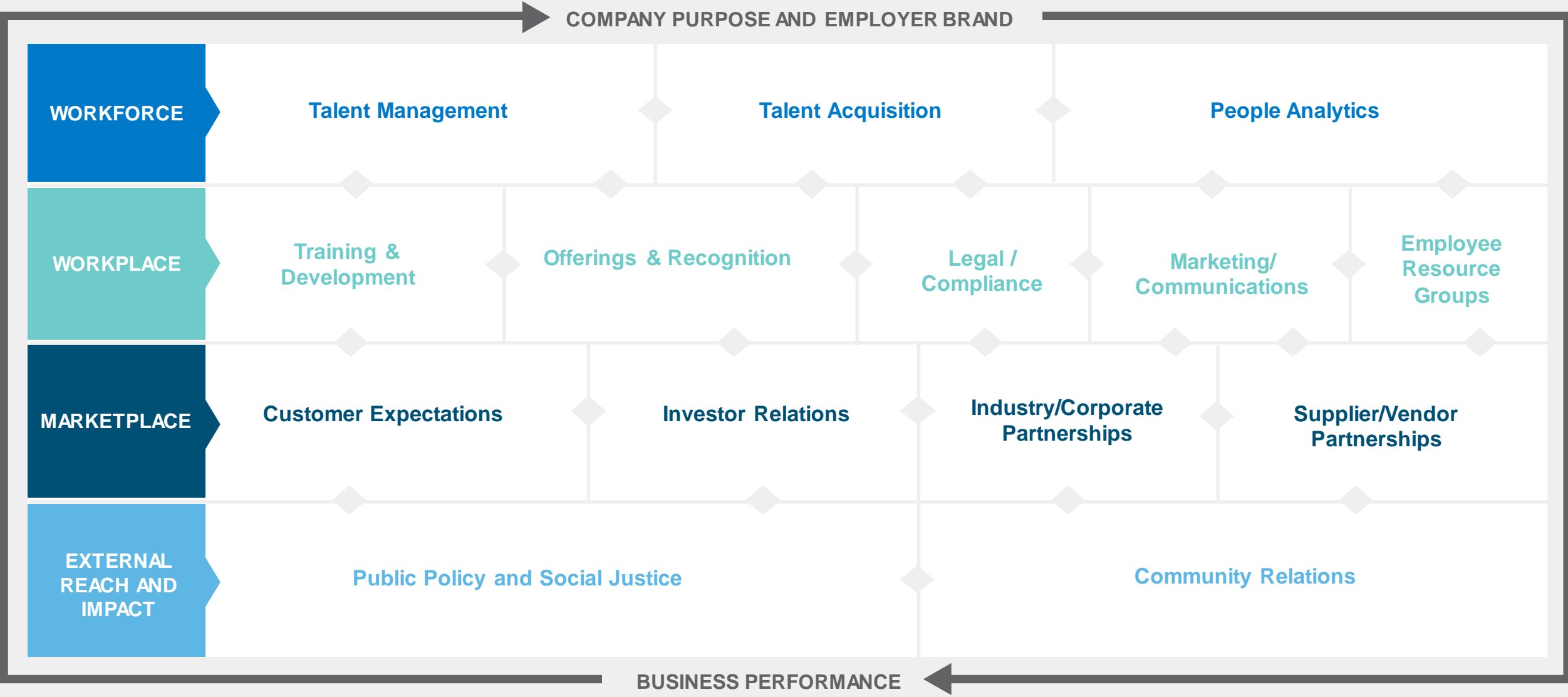
OUR DE&I COMMITMENTS

By 2030, we will:

WORKFORCE	WORKPLACE	MARKETPLACE	EXTERNAL REACH + IMPACT
<p>50% increase in woman and people of color at management level and above to become</p> <p>100% Representative of labor market</p>	<p>Ensure</p> <p>100% pay equity (audited by third party)</p> <p>0% Difference in turnover across genders and ethnicity/race</p>	<p>DOUBLE our U.S. spend with diverse suppliers every year for next 3 years for</p> <p>8X 2019 spend by 2023</p>	<p>At least</p> <p>80% of our community giving aligned to our ESG goals, with key focus on at-risk and vulnerable communities</p>

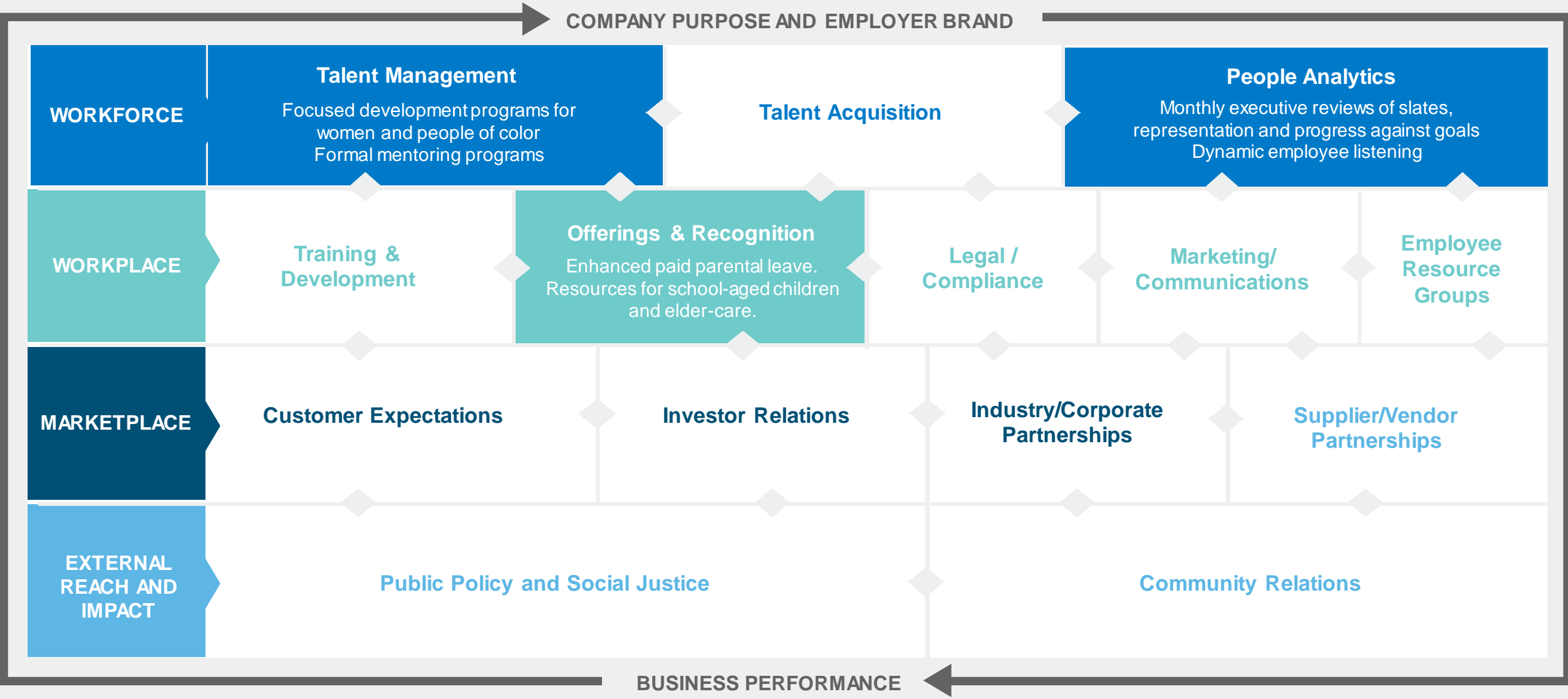
DE&I IS ESSENTIAL TO OUR SUCCESS

Integrated across our operating model



HOW WE WILL GET THERE

Examples of our work today



GOVERNANCE LEADERSHIP

MIKE MCCORMICK



COMMITTED TO STRONG GOVERNANCE

BOARD	EXECUTIVE COMPENSATION	SHAREHOLDER RIGHTS	DISCLOSURE
<ul style="list-style-type: none">• Independent, well-qualified and engaged• Diverse<ul style="list-style-type: none">• 38% women• 15% BIPOC• Board-level Safety, Health and Environment Committee	<ul style="list-style-type: none">• Aligned with stockholder interests• Pay for performance philosophy	<ul style="list-style-type: none">• Strong stockholder rights<ul style="list-style-type: none">• Annual election of directors• Majority vote• Proxy access• Extensive shareholder engagement	<ul style="list-style-type: none">• Transparent disclosure of corporate governance practices

WE GROW BY DOING WHAT'S RIGHT

CHRISTOPHE BECK



GLOBAL TRENDS DRIVING GROWTH

Water

Food

Health

Climate

ISSUES

56%
freshwater deficit
by 2030

35%
more food
by 2050

22%
population aged 60+
by 2050

25%
more energy
by 2050

RESPONSE

300 BILLION
GALLONS
=
1 BILLION
PEOPLE

SAFE FOOD FOR
1.8 BILLION
PEOPLE
+
11 MILLION
FOODBORNE ILLNESSES
PREVENTED

50 BILLION
CLEAN HANDS
+
1.7 MILLION
INFECTIONS
PREVENTED

4.5 MILLION
METRIC TONNES GHG
REDUCED
+
7.3 MILLION
POLLUTION-RELATED
ILLNESSES PREVENTED

HIGH BUSINESS PERFORMANCE + GREATER IMPACT

CLEAR COMMITMENTS

Our 2030 operational goals will focus on:

WATER	CLIMATE	DIVERSITY, EQUITY & INCLUSION	SAFETY
NET POSITIVE	ROAD TO NET ZERO CARBON	IN OUR WORKFORCE, WORKPLACES AND COMMUNITIES	GOAL ZERO

CLEAR RECOGNITION

Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

*Listed in DJSI World
Received November 2020*



*#1 in the chemical industry
Received October 2020*



CLEAR REPORTING

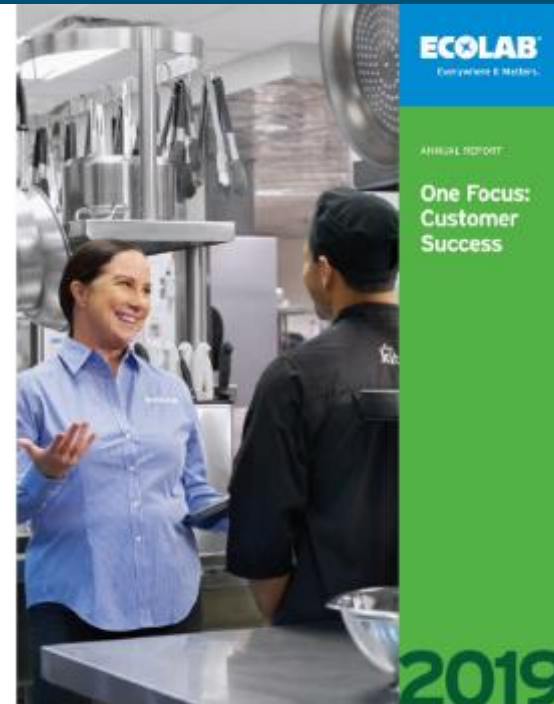
2019 REPORTING



Corporate
Responsibility
GRI Report



Corporate
Sustainability
Report



Annual Report
and Form 10-k



ESG Overview

GROWING FAST BY DOING GOOD

Guided by our enduring values



We reach our goals.

Delivering results for our customers, shareholders and each other.



We work together with diverse perspectives

Working together for the good of the team and total company.



We do what's right.

Being honest, reliable and genuine in our actions. Acting with integrity.



We make a difference.

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



We challenge ourselves.

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

And we do all this with care, putting safety first