ECOLAB®

Growing Fast.
Growing our Impact.
Growing our Team.

2025 Growth & Impact Report

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Ecolab's Growth & Impact Report reflects how the company continues to deliver strong business growth while creating positive outcomes for society, the environment and the stakeholders we serve. Our strategy is built on the conviction that growth and impact advance together, enabled by a high-performing team and a portfolio of solutions designed to meet the needs of customers, partners, our operations and investors.

The report is organized to show how this strategy comes to life across the business. Value Delivered demonstrates how Ecolab helps customers grow safely, efficiently and sustainably while delivering measurable economic and environmental outcomes. Purposeful Partnership highlights how collaboration across value chains accelerates progress and shared value creation. Operational Leadership shows how our teams drive performance, resilience and continuous improvement across Ecolab's global operations. Responsible Growth underscores how strong governance, disciplined risk management and long-term investment support sustainable value creation for investors and society.

Together, these sections illustrate how Ecolab is growing fast by meeting critical global challenges, growing our impact through measurable outcomes and growing our team to deliver for the industries and communities we serve.

This report includes data from 1 January – 31 December 2025, unless otherwise stated, and covers Ecolab's global entities over which we have operational control, including our offices, manufacturing plants and research, development and engineering facilities. Additional reporting on matters specific to financial performance of the Company and its subsidiaries and a discussion of forward-looking statements and risk factors can be found in our 2025 Annual Report.

For more information, please see About this report.

Where performance, impact and people grow together

Growth only matters if it delivers real value. At Ecolab, performance, impact and people advance together, guided by a clear strategy, a shared sense of purpose and a science-centered, people-driven approach.

As global demand accelerates and resources grow more constrained, we focus on where we can lead. By putting science to work and empowering our teams, we deliver outcomes that matter for customers, strengthen communities and advance our mission of protecting the resources vital to life.

Grounded in more than a century of solving complex challenges, we invest, innovate and act with intention. This is how we deliver profitability alongside positive impact today, while building resilient, durable growth for what comes next.

Strong growth, greater impact, high-performing teams

The world is entering a period of historic growth, complexity and opportunity. As artificial intelligence reshapes industries and demand for energy, food and water accelerates, how we grow next will matter as much as how fast we grow.

In a rapidly changing world, Ecolab remains constant. We continue to deliver strong performance, deepen our impact and show up as one team for our customers and communities. And we do so in areas that matter most. Every day, our teams work to help protect over one-third of the world's food production, nearly one-quarter of the power generated and the drinking water for 849 million people, while supporting essential industries from food and healthcare to data centers, microelectronics, life sciences and hospitality.

We believe performance and impact are fundamentally linked. In 2025, our team once again delivered strong business results by helping customers operate more efficiently, protect vital resources and reduce risk. Thanks to our 48,000 associates, we delivered record sales, earnings per share, operating income margins and free cash flow by staying focused on what matters most: taking care of our customers and each other. That performance translated into real-world impact as Ecolab helped protect 1.7 billion people from foodborne illnesses and infections and conserve enough water to meet the drinking needs of 849 million people.

Water is the foundation of life and business. Yet by 2030, the world is projected to face a 56% freshwater shortfall, even before accounting for new demand driven by AI, data centers and advanced manufacturing. These technologies promise extraordinary progress, but they cannot scale without reliable access to water. Power generates heat, heat requires cooling and cooling requires water. In this way, water has become the hidden link between performance, resilience and growth.

We cannot create more water. But we can reimagine how we use it.

That is why circular water solutions are central to Ecolab's approach and our impact. By using water the way nature does – embracing circular strategies – we are helping customers save water, reduce energy use, improve performance and unlock long-term value.

Across industries, our teams are redefining what's possible. Our Best-in-Class approach allows us to take our customers' progress at one site and turn it into enterprise-wide improvements, making operational excellence predictable and repeatable.

This focus on execution drives measurable outcomes. By 2030, through our work with customers, we aim to help conserve the drinking water needs of one billion people, protect two billion people from foodborne illnesses and infections and help customers achieve $18 billion in cumulative value from the use of Ecolab solutions and services.

We follow the same principles in our own operations. We continue to invest in our people, our technologies and our culture of safety, while advancing toward 2030 Positive Impact. We are building a stronger, more connected Ecolab, positioned to help customers succeed in a world where efficiency, resilience and protecting vital resources will define competitive advantage.

The challenges ahead are real. But so are the opportunities. Companies that act decisively, apply proven solutions and work in partnership will lead the next era of growth.

Throughout our Growth & Impact Report, you will see why our teams are built for this moment. You will see how performance and impact fuel each other. And you will see how our high-performance teams – across 40 industries and more than 170 countries – are creating a path to a stronger, more resilient future.

I am proud of what we accomplished this past year and energized by what's ahead. Thank you for your trust and belief in Ecolab. The next chapter of our story starts here.

Christophe Beck

Chairman, President and CEO

Benchmarking that drives high-performing operations: How smart resource use powers enterprise value

In a resource-constrained economy, resilient growth is no longer driven by scale alone. It is determined by performance: the ability to run reliably, efficiently and competitively as water, energy, labor and capital become more volatile.

At Ecolab, we help customers succeed in a challenging environment by making their operations smarter, more resilient and more productive – turning resource complexity into enterprise value.

With nearly 3 million customers in more than 170 countries, we see what's happening on the front lines of industry every day. Customers face higher system loads, less margin for error, rising water and energy costs, and increased attention from regulators and local communities. For them, water and energy aren't theoretical concerns. They directly determine uptime, operating costs, expansion opportunities and whether they can operate at all. Our role is to help customers manage these critical inputs with precision, so they can reduce risk, improve performance and grow with confidence.

Performance you can measure

We don't measure progress by intent. We measure it by outcomes. Our 2030 Customer Impact Goals reflect that discipline. Through our business offerings in 2025, we delivered $12.9 billion in cumulative value and helped customers:

- Protect 1.7 billion people from food-borne illnesses and infections
- Save 245 billion gallons of water
- Avoid 4.7 million metric tons of greenhouse gas emissions

These results represent lower operating risk, higher asset performance and improved cost efficiency – the fundamentals that enable durable growth.

Innovating where performance matters most

While our greatest impact is through the work we do with our customers, we continue to lead by example in our own operations and communities. Our credibility is grounded in execution, and we hold ourselves to the same standard we set for our customers: measure, optimize, deliver. In 2025, we once again outperformed our operational water and climate targets, making gains in water use efficiency and greenhouse gas emissions reduction progress.

Additional accomplishments include:

Benchmarking that drives high-performing operations: In partnership with CDP, we launched the Water Use Efficiency Index – a benchmarking tool that enables companies to compare operational water performance across sites and regions on an apples-to-apples basis. This helps organizations identify where performance gaps are limiting growth, target investments with higher confidence and move more locations toward improved operational efficiency and cost performance.

Decision intelligence built for enterprise leaders: We launched Ecolab® Water Navigator IQ™, our next-generation, AI-enhanced platform that delivers real-time visibility into water risk and localized water valuation. It's designed to support faster, more informed decisions – to help organizations prioritize actions that protect operational continuity, improve efficiency and enable profitable growth in water-scarce environments.

Data center innovation for the AI era: As AI drives higher power density and heat loads, we unveiled Direct-to-Chip Liquid Cooling – a breakthrough solution that combines advanced monitoring with AI-enhanced insights to protect servers, optimize cooling performance and reduce resource intensity. This is the kind of innovation required to support the next generation of digital infrastructure with reliability, efficiency and speed.

Growing partnerships at scale: We also advanced circular water approaches and cross-sector collaboration through initiatives like Get Blue, expanded momentum with the Water Resilience Coalition (now more than 40 companies representing approximately $5 trillion in market capitalization) and continued our leadership through the California Water Resilience Initiative. These collaborations are about scaling solutions that strengthen communities and supply chains, reducing constraints that can limit business growth.

Next on the horizon: decoupling growth from resource intensity

Looking ahead, the opportunity is clear: the companies that lead will be those that can separate growth from resource intensity – improving performance while reducing volatility and exposure. At Ecolab, we know how to translate constraints into competitive advantage, to turn data into decisions, technology into measurable outcomes and operational discipline into enterprise value.

We will continue to advance best-in-class solutions that help customers do more with less – strengthening resilience, enabling growth and delivering results with transparency.

Emilio Tenuta
Senior Vice President and
Chief Sustainability Officer

Company overview

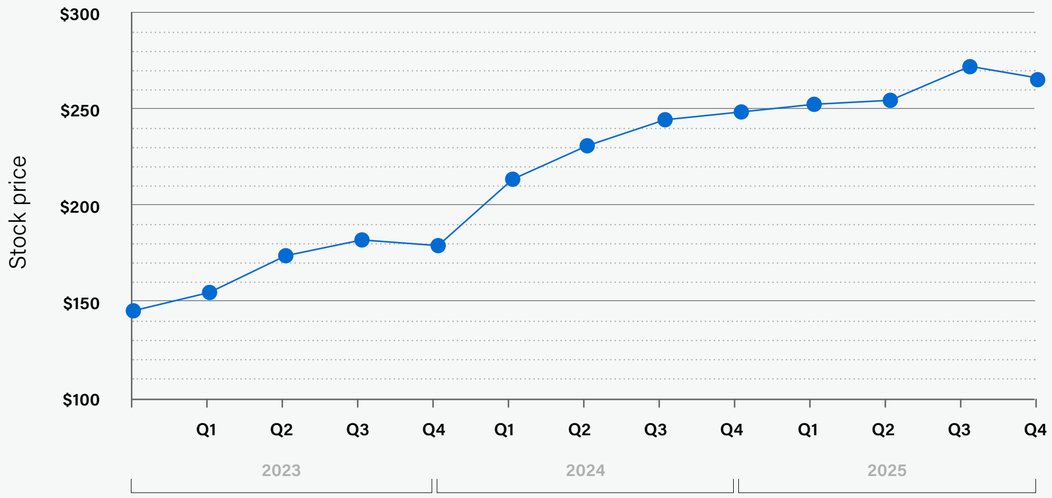
At Ecolab, our purpose is clear: Protecting What's Vital. As a global sustainability leader, we deliver water, hygiene and infection prevention solutions that help customers operate responsibly and efficiently.

With more than a century of innovation and a high-performing team of 48,000 associates, we pair science with digital intelligence to help customers advance food safety, maintain clean and safe environments and optimize water and energy use in the food, healthcare, life sciences, hospitality and industrial markets in more than 170 countries around the world.

From hotels, restaurants and healthcare facilities to food and beverage plants, manufacturing plants and power generation facilities across the globe, Ecolab's more than 25,000-strong sales-and-service team uses innovative solutions, digital technologies and unmatched insights to help solve the most pressing challenges our customers face.

Many of the world's leading companies rely on Ecolab to help ensure product quality and guest satisfaction, maintain brand reputation and achieve their operational and sustainability goals.

Continued strong stock performance



Ecolab continues to be defined by innovation, growth and positive impact. 2025 was another strong year with successfully managed challenges, supported customers and accelerated business growth. Ecolab continues delivering total value to our customers and returns for our stockholders.

Financials

Continuing operations - millions, except per share price

	2025	2024	2023	2022	2021
Net Sales	**16,081.2**	15,741.4	15,320.2	14,187.8	12,733.1
Net Income from Continuing Operations Attributable to Ecolab	**2,075.6**	2,112.4	1,372.3	1,091.7	1,129.9
Net Income from Continuing Operations as a Percent of Sales	**12.9%**	13.4%	9.0%	7.7%	8.9%
Diluted Earnings per Share from Continuing Operations	**7.28**	7.37	4.79	3.81	3.91
Adjusted Diluted Earnings per Share from Continuing Operations (non-GAAP measure)	**7.53**	6.65	5.21	4.49	4.69
Diluted Weighted-Average Common Shares Outstanding	**285.2**	286.6	286.5	286.6	289.1
Cash Dividends Declared per Common Share	**2.68**	2.36	2.16	2.06	1.95
Cash Provided by Operating Activities from Continuing Operations	**2,952.6**	2,813.9	2,411.8	1,788.4	2,061.9
Capital Expenditures	**1,048.3**	994.5	774.8	712.8	643.0
Ecolab Shareholders' Equity	**9,770.8**	8,757.3	8,044.7	7,236.1	7,224.2
Return on Beginning Equity	**23.7%**	26.3%	19.0%	15.1%	18.3%
Total Debt	**8,236.3**	7,564.9	8,181.8	8,580.4	8,758.2
Net Debt to EBITDA (non-GAAP measure)	**2.0**	1.7	2.4	3.2	3.4
Total Assets	**24,696.3**	22,387.8	21,846.6	21,464.3	21,206.4

Adjusted earnings per share amounts exclude the impact of special gains and charges, discrete taxes and the impact of the Purolite and Ovivo Electronics acquisitions.

Ecolab is headquartered in St. Paul, MN, and its common stock is listed under the ticker symbol ECL on the New York Stock Exchange. For more information, visit ecolab.com or call **1.800.2.ECOLAB.**

Follow us on:

Company overview

Global Water

Our Global Water business provides water treatment, process applications and digital solutions that help customers improve operational performance, manage water more efficiently and reduce environmental impact. Through industry-leading technologies and on-site expertise, Global Water serves customers across a wide range of industrial markets, primarily within the manufacturing, food and beverage processing, transportation, chemical, primary metals and mining, power generation, global refining, petrochemical and pulp and paper industries, helping protect critical assets, optimize water and energy use, and support sustainable growth.

Global Institutional & Specialty

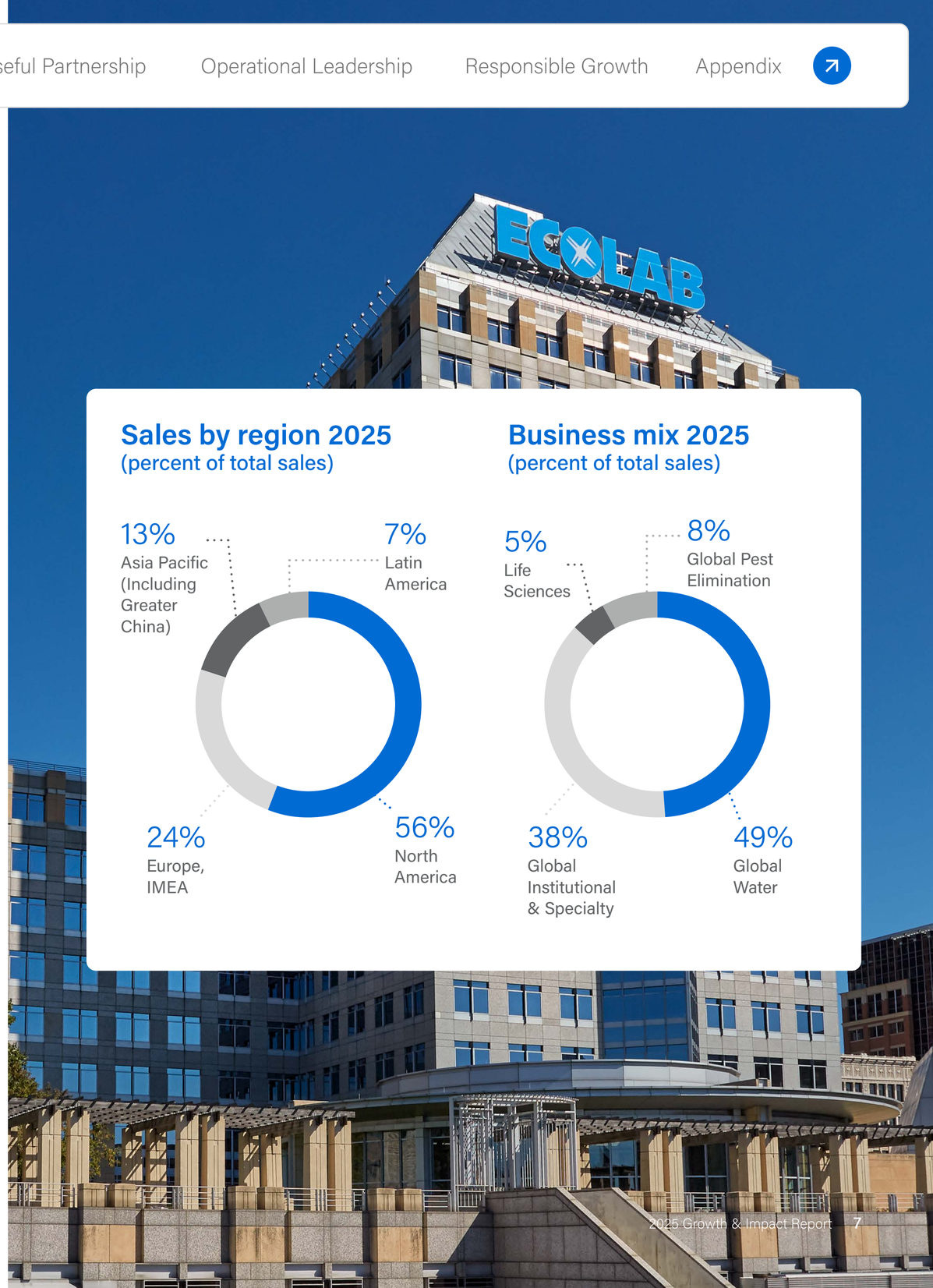
Our Global Institutional & Specialty business provides cleaning, sanitizing and infection prevention solutions to foodservice, hospitality, lodging, government, education and retail customers. Supported by an industry-leading sales-and-service organization, these solutions help customers operate safely, protect brand reputation and improve operational efficiency while delivering consistent, high-quality experiences.

Global Pest Elimination

Our Global Pest Elimination business provides services designed to detect, prevent and eliminate pests, including rodents and insects. Serving full-service and quick-service restaurants, food and beverage processors, hotels, grocery operations and other commercial settings, these proactive solutions help safeguard customer facilities, protect public health and reduce operational risk.

Global Life Sciences

Our Global Life Sciences business provides specialized cleaning, sanitizing and contamination control solutions to pharmaceutical, personal care and biotechnology customers. These solutions support product quality, regulatory compliance and operational efficiency across critical manufacturing and research environments where cleanliness and precision are essential.



Sales by region 2025
(percent of total sales)

Business mix 2025
(percent of total sales)

Our value chain

Upstream

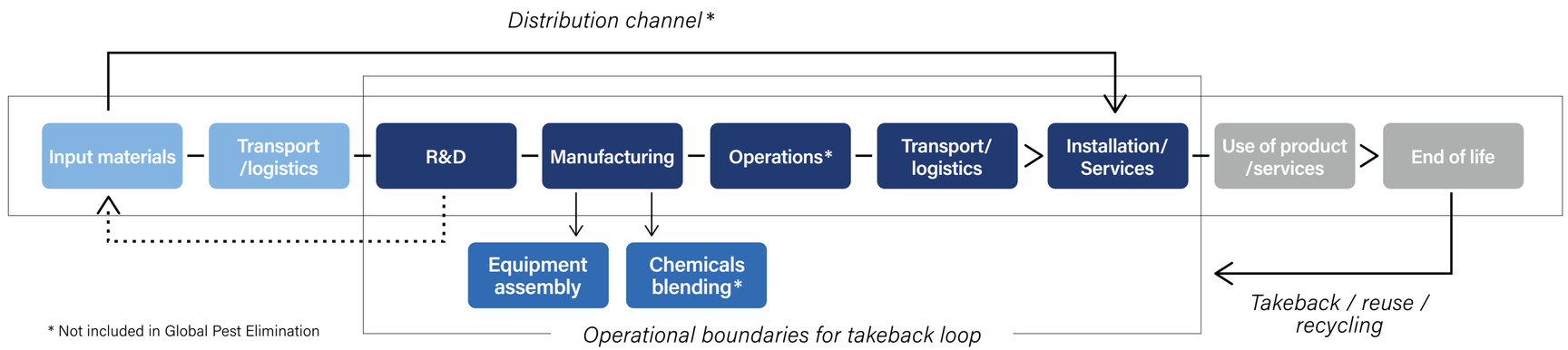
We have over 10,000 indirect supply chain partners totaling over $3.4 billion in spend, procure more than $4 billion of direct raw material, contract manufacturing and equipment from more than 7,300 suppliers worldwide and manage distribution through various channels to our customers.

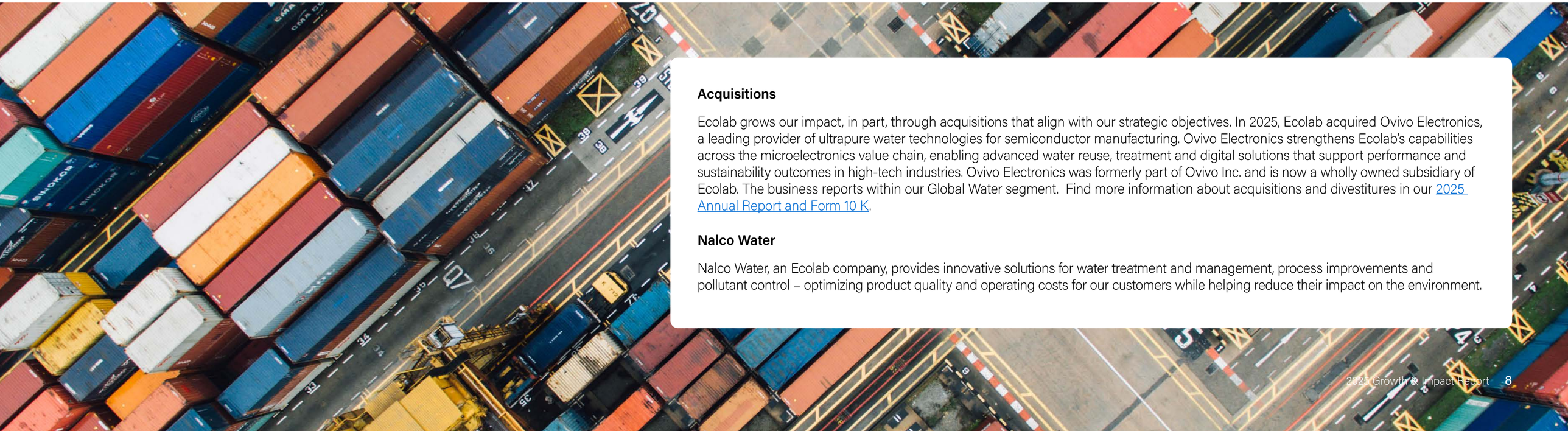
Our operations

Ecolab operates an integrated global supply chain, spanning 300+ manufacturing plants, distribution centers and other owned facilities, along with ~450 offices and research and development across 105 countries.

Downstream

Ecolab's innovative solutions and services improve operational efficiencies and sustainability at millions of customer locations spanning more than 170 countries.





Acquisitions

Ecolab grows our impact, in part, through acquisitions that align with our strategic objectives. In 2025, Ecolab acquired Ovivo Electronics, a leading provider of ultrapure water technologies for semiconductor manufacturing. Ovivo Electronics strengthens Ecolab's capabilities across the microelectronics value chain, enabling advanced water reuse, treatment and digital solutions that support performance and sustainability outcomes in high-tech industries. Ovivo Electronics was formerly part of Ovivo Inc. and is now a wholly owned subsidiary of Ecolab. The business reports within our Global Water segment. Find more information about acquisitions and divestitures in our 2025 Annual Report and Form 10 K.

Nalco Water

Nalco Water, an Ecolab company, provides innovative solutions for water treatment and management, process improvements and pollutant control – optimizing product quality and operating costs for our customers while helping reduce their impact on the environment.

Stakeholder engagement

While Ecolab continues to lead on climate action, water resilience, food safety, public health, inclusion and safety, we recognize that lasting progress requires partnership. By engaging consistently with associates, customers, suppliers, investors, communities, governments and NGOs, we gain critical insight into risks and opportunities, helping us prioritize material sustainability issues and deepen impact through collaboration. The frequency and topic of stakeholder engagement is dependent on the nature of the relationship with Ecolab and interest, willingness and ability to collaborate with and influence the organization.

Associates
Our 48,000 associates drive innovation and growth through science-based solutions, data insights and service excellence. We engage through interviews tied to enterprise risk and materiality assessments and through engagement and sustainability surveys to gather feedback, raise awareness of strategy and policies, and strengthen inclusion and retention. This input informs workplace improvements that enhance engagement, satisfaction and business performance.

Communities
Through the Ecolab Foundation, we engage communities where our employees live and work to understand local priorities, target high-impact investments and assess program effectiveness. Engagement includes impact surveys, direct dialogue and project-specific interactions, supporting initiatives in education, community development, arts and culture and environmental conservation aligned with community needs and Ecolab's mission.

Customers
Ecolab partners with customers across more than 40 industries to improve efficiency, safety, sustainability, product quality and guest satisfaction. Through daily on-site engagement, annual business reviews and industry participation, we understand customer challenges and measure impact, using these insights to drive innovation, strengthen partnerships and deliver long-term shared value.

Governmental bodies
Ecolab engages proactively with policymakers to support regulatory compliance, share scientific expertise and inform policy on priority issues such as water and climate. Engagement through consultations, industry associations and thought leadership helps integrate policy impacts into our business continuity and risk management processes, ensuring alignment with Ecolab's strategy.

Investor community
Ecolab engages proactively with investors to build trust, demonstrate long-term value creation and address governance and sustainability priorities. Through earnings calls, investor events, disclosures and direct dialogue, we align with leading sustainable finance frameworks while delivering transparency, innovation and strong shareholder performance.

Nongovernmental organizations (NGOs)
Ecolab partners with NGOs to deepen insight into global sustainability trends, assess environmental and social risks and scale impact through collaboration. Engagement through coalitions, research, thought leadership and direct dialogue supports progress toward Ecolab's 2030 Positive Impact goals, including partnerships with the Water Resilience Coalition, Alliance for Water Stewardship, The Nature Conservancy, Water.org and many others.

Supply partners
Ecolab partners with suppliers to ensure product quality, operational integrity and responsible sourcing across our value chain. Through ongoing engagement, screening and assessments, we promote compliance with our Code of Conduct, manage risk and strengthen sustainability performance, while strategic sourcing supports innovation, supply resilience and long-term growth.

Sustainability materiality assessment

Our approach

Ecolab conducts a double materiality assessment biennially to reaffirm and refine sustainability topics of greatest significance across our value chain. The assessment identifies priority impacts, risks and opportunities that are most relevant to stakeholders, aligned with business strategy and integrated into reporting and risk management.

Process

A clear methodology grounded in Ecolab's business model, value chain mapping and stakeholder engagement underpins our materiality assessment process, which follows three steps: scoping, evaluation and validation. Input from internal experts, leadership, customers, investors and regulators is gathered throughout all phases to ensure a robust, value-chain-wide perspective.

Aligned with the European Financial Reporting Advisory Group (EFRAG) principles for double materiality, sustainability topics are assessed across the value chain for impact materiality, based on unmitigated severity (scale and scope) and likelihood. Severity of negative impacts also considers potential for remediation. Financial materiality is assessed by evaluating the magnitude and likelihood of potential financial effects, informed by past events, existing programs and preventive measures through Ecolab's enterprise risk management (ERM) processes.

Materiality thresholds are established using enterprise-specific ERM policies and financial criteria. Topics that meet or exceed thresholds for either impact or financial materiality are considered material to the organization. Results are reviewed by the Sustainability Executive Advisory Team, including the CEO, and validated against ERM criteria and the annual assessment of significant business risks to ensure alignment with Ecolab's core values, goals and competencies.

Outcomes

The most recent assessment identified 22 material sustainability topics foundational to Ecolab's business model and strategy. These topics guide progress toward 2030 Positive Impact, inform investment and innovation priorities and are embedded in Ecolab's annual business risk assessment to support long-term value creation.

Material topics

More information on each impact, risk and opportunity is included throughout this Report, Annual Report and 10K and Proxy Statement, among other reporting resources.

Topic		Materiality	Impact applicability	Value chain (years)	Time horizon
Environment					
Climate change	Adaptation	I	–	US EO DS	>1 – >5
	Mitigation	I	–	EO	>1 – >5
		O		DS	>1 – >5
Pollution	Water	I	+	DS	<1 – >5
	Substances of concern	R		EO	>1 – >5
Water		I	+	DS	<1 – >5
		O		DS	<1 – >5
Biodiversity	Impacts on the state of species	O		DS	<1 – >5
Circularity	Resource inflows	I	–	EO	<1 – >5
	Resource outflows	O		DS	<1 – >5
Culture and community					
Workforce	Working conditions	I	–	EO	<1 – >5
		R		EO	<1 – >5
	Equal treatment and opportunities	O		EO	>1 – >5
Workers in the value chain	Other work-related rights	I	–	US	<1 – >5
Communities	Economic, social and cultural rights	I	+	US EO DS	<1 – >5
		O		US EO DS	<1 – <5
	Civil and political rights	I	-	EO	<1 – >5
	Social inclusion	I	+	DS	<1 – >5
Responsibility					
Business conduct	Corporate culture	O		EO	<1 – >5
	Management of supply relationships	O		US EO	>1 – >5
Other	Data stewardship and cybersecurity	R		EO DS	<1 – >5
	Business resilience and continuity	I	+	US EO DS	<1 – >5

I **Impact** R **Risk** O **Opportunity** + **Positive** - **Negative** US **Upstream** EO **Ecolab Operations** DS **Downstream**

Our sustainability strategy

At Ecolab, growth and impact go hand in hand. We partner with customers to deliver measurable performance while protecting the resources vital to life – because long-term success depends on both.

Powered by high performing teams and a unique combination of science-based solutions, data-driven insights, AI-enabled technology and world-class service, we help customers grow their businesses while accelerating positive impact.

Growing fast

Helping businesses – including our own – thrive by protecting reputations and the bottom line

By delivering deep expertise, comprehensive programs and a best-in-class approach, we help safeguard people, solve complex operational challenges and meet business goals. Grounded in ethical, sustainable practices and world-class service, we create long-term value for customers and shareholders while addressing the global trends shaping the future of business.

Growing our impact

Prioritizing positive impact and our most valuable resource: water

We grow our impact by putting what's best for the planet to work for business. From smart water management to energy efficiency and emissions reduction, we help customers solve their most complex challenges while advancing a more resilient future.

Growing our team

Our high-performing team is driven to tackle meaningful challenges for our customers, and the world

Our team of 48,000+ associates takes on some of the world's most meaningful challenges to help maintain clean and safe environments, optimize water and energy use and improve operational efficiencies to enable growth. Guided by our purpose and united by our values, our 25,000+ sales-and-service associates partner directly with customers to deliver solutions that matter. The way we do our work matters, too. We reach our goals, doing what's right and honest, challenging ourselves, working as a team and valuing diverse perspectives to make a lasting impact.

Our 2030 Positive Impact goals

Our 2030 Positive Impact goals define the change we are working to create for our company, customers, communities and the world. Together with our customers and supply partners, we focus on scaling solutions that deliver measurable performance while protecting the resources vital to life – applying the same rigor, accountability and ambition to our own operations as we do in enabling customer success to create lasting value for all.

A glance at our progress in 2025

We helped customers:

- Conserve the annual drinking water needs of over **849 million people**, equivalent to 245 billion gallons (~930 million cubic meters) of water
- Safeguard **7.7 million people** from pollution-induced illnesses by avoiding emitting 4.7 million metric tons of greenhouse gas emissions
- Protect **1.7 billion people** from foodborne illnesses and infections
- Realize **$12.9 billion** in cumulative value

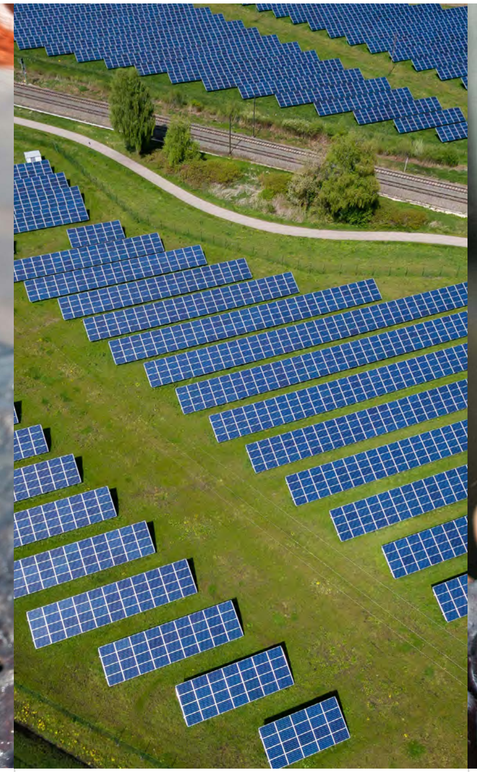
In our operations, we:

- Reduced water use intensity by **36%**[1]
- Cut operational emissions by **44%**[1]
- Powered **92%** of operations with renewable electricity

Water

By 2030, we plan to continue to achieve a **Positive Water Impact** by:

- Helping customers conserve the annual drinking water needs of **1 billion people**, equivalent to 300 billion gallons (~1.1 billion cubic meters)
- Improving water use efficiency by **40%** across our enterprise[1]



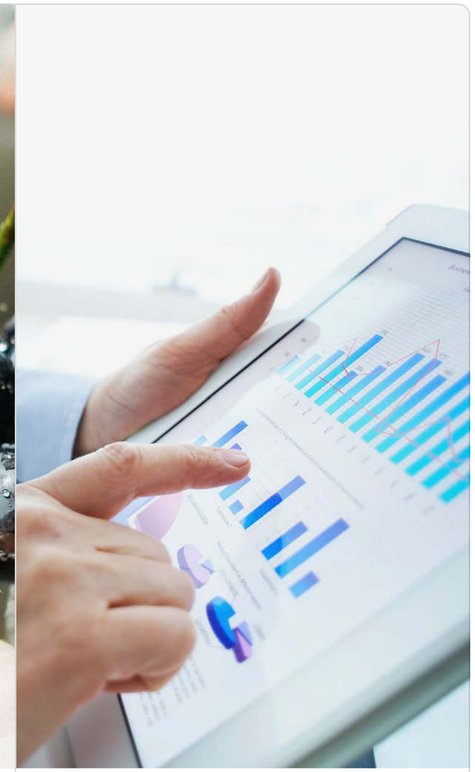
Climate

By 2030, our ambition is to:

- Support customers in helping prevent nearly **10 million pollution-induced illnesses** by reducing greenhouse gas emissions by 6 million metric tons
- Cut operational emissions by **50%**[1]
- Power **100%** of global operations with renewable electricity
- Reduce value chain emissions by **25%**[2]

Food

By 2030, our goal is to help customers protect **2 billion people** from foodborne illnesses and infections.



Value

By 2030, we aim to help customers realize **$18 billion** in cumulative Total Value Delivered from use of Ecolab solutions and services.[3]

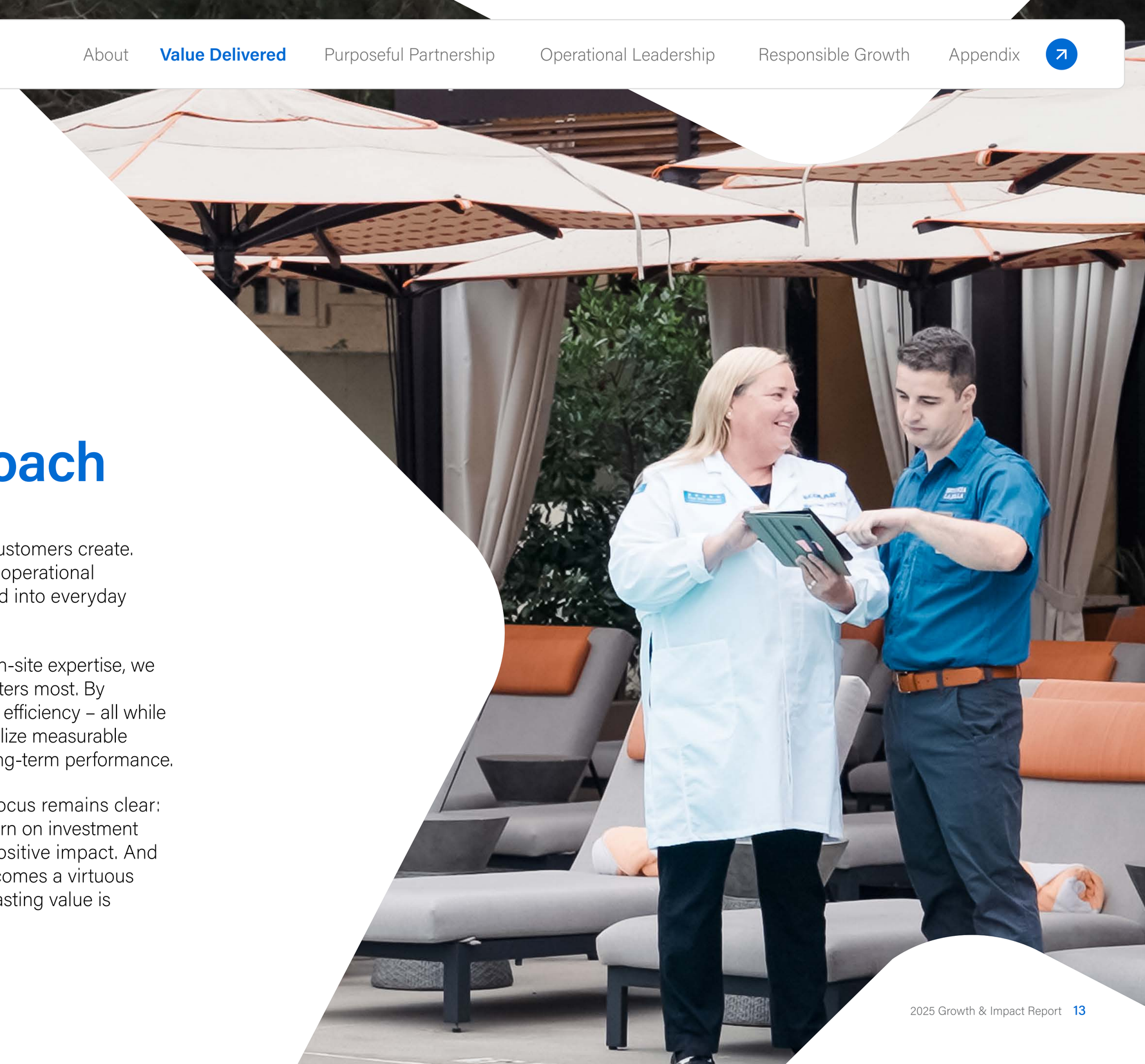
[1] *From a 2018 base year*
[2] *From a 2022 base year inclusive of a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, and downstream leased assets categories*
[3] *Total Value Delivered since 2019*

Growing customer value with a best-in-class approach

At Ecolab, growth is driven by the value we help our customers create. The strongest results come when business outcomes, operational performance, and environmental impact are embedded into everyday operations and scaled consistently across locations.

Through science-based solutions, digital insights and on-site expertise, we help customers achieve high performance where it matters most. By improving productivity, reliability, quality and operational efficiency – all while using critical resources more efficiently – customers realize measurable Total Value Delivered that strengthens resilience and long-term performance.

As complexity, risk and global demand increase, our focus remains clear: deliver meaningful outcomes, generate exponential return on investment and enable customers to perform at their best, with positive impact. And when impact is built into daily operations, progress becomes a virtuous cycle – growth fuels impact, impact fuels growth and lasting value is created for businesses and communities alike.



Delivering high performance outcomes across industries

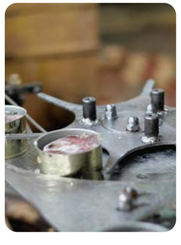
From farm to fork or resource extraction to the moment a light switch is turned on, Ecolab's science-based solutions help customers achieve positive business and sustainability outcomes in over 40 industries. With over 25,000 sales-and-service associates, Ecolab's high-performing team helps solve cleaning, sanitizing, and water and energy management challenges across nearly every stage of interconnected operations and value chains. We work with many of the world's leading brands to help ensure product quality, guest satisfaction, brand protection and progress toward operational and sustainability goals.

Buildings, facilities and data centers

Creating healthy, safe and productive spaces through air filtration, cleaning and sanitizing, food safety, hygiene, warewashing, pool & spa, pest elimination and water quality, safety and treatment solutions and services for commercial facilities such as office buildings, data centers and schools.

Foodservice

Optimizing operations to delight diners and enhance brand protection through surface cleaning, sanitation and disinfection, pest control, food safety, warewashing, water treatment and hygiene expertise and offerings.



Manufacturing

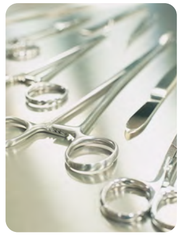
Boosting efficiency and sustainability for diverse manufacturers through air filtration, hygiene, pretreatment, colloidal silica, electronic polishing, paint booth and water and effluent quality, safety and treatment solutions and services.

Pulp & paper industry solutions

Supporting safe, reliable papermaking through pretreatment, process, contamination, scale control and cleaning solutions alongside water and effluent quality, safety and treatment programs.

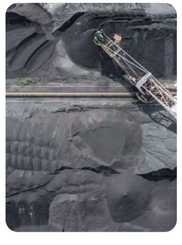
Chemical processing

Improving resource efficiency, emissions control and cost performance through corrosion, fouling and microbiological control and water quality, safety and treatment solutions and services.



Healthcare facilities

Improving infection prevention, efficiency and patient care through environmental hygiene, disinfection and contamination control solutions.

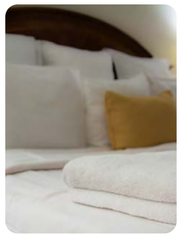


Mining and mineral processing

Improving recovery, quality and sustainability through air quality control, flow enhancing, sealant, scale and corrosion control, thickening and clarification, conditioning, granulation and water and effluent quality and treatment offerings and services.

Refineries and fuel additives[1]

Protecting assets and improving profitability through corrosion and fouling control, desalting and emulsion breaking, stabilizer and water and effluent quality, safety and treatment solutions and services.



Commercial laundries

Optimizing water and energy use while reducing risk and costs through detergent and wash programs, dispensing systems and water quality, safety and treatment programs.

Hospitality

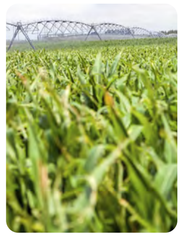
Promoting guest satisfaction, employee safety and brand protection through air filtration, cleaning and sanitizing, food safety, hygiene, warewashing, pool & spa, pest elimination and water quality, safety and treatment solutions and services.

Power generation

Enhancing reliability, productivity and efficiency through pretreatment, scale, microbiological and corrosion control, flow enhancing and water and effluent quality, safety and treatment solutions.

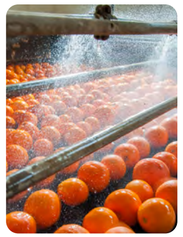
Retail

Enhancing guest experiences for grocers, convenience stores and other retail locations with food safety, quality assurance, cleaning and sanitation, pest elimination, equipment care and hygiene programs.



Animal and plant production

Protecting animal health and crop quality through biosecurity, cleaning, disinfection and water management solutions that prevent disease, improve productivity and support resilient operations.



Food and beverage processing solutions

Helping manufacturers ensure food safety, quality and compliance through sanitation, membrane care, pest elimination, process automation, hygiene and water and effluent quality, safety and treatment offerings.

Life sciences

Supporting product quality, safety and compliance for pharmaceutical, cleanroom and personal care manufacturers through sanitation and disinfection programs alongside water quality, safety and treatment solutions and services.

Primary metals

Improving recovery rates and product quality through safety-focused, environmentally responsible service and technology programs.

Transportation

Improving efficiency and sustainability across aerospace, automotive and rail industries through air filtration, hygiene, pretreatment, paint booth and water and effluent quality, safety and treatment solutions and services.

[1] *Ecolab's primary involvement in the oil and gas industry is through our downstream water business. The downstream water business represents approximately 5% of Ecolab's 2025 total revenue. As a market leader in downstream water management, our purpose is to offer the industry's best service and differentiated technologies to meet the growing global demands of our customers to drive performance, water and energy efficiency, and the transition to renewable energy sources.*

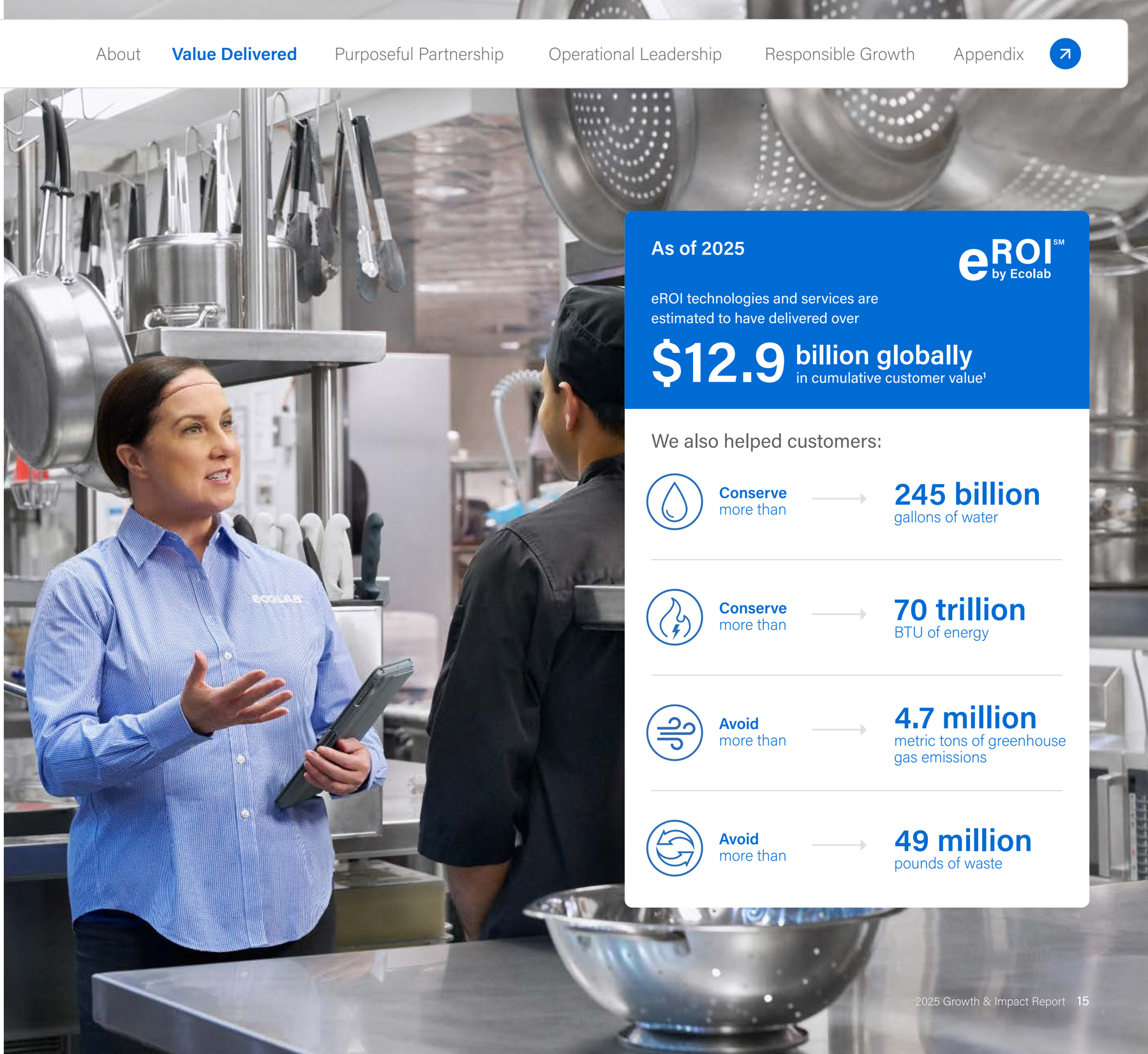
eROI: Creating and measuring Total Value Delivered

Ecolab leads with a forward-looking approach – helping our customers to achieve ambitious business goals through our best-in-class approach, digital intelligence and world-class service. By aligning business outcomes with operational performance and positive environmental impact, we enable customers to grow faster while operating more efficiently and sustainably.

This is how we grow impact while growing performance. We call it **eROI** – the exponential return on investment created when economic and environmental benefits reinforce one another. Through digital enablement, data-driven insights and on-the-ground expertise, we help customers track progress, scale impact and continuously raise performance to best-in-class standards across their operations.

Each year, we quantify total impact through our eROI Customer Impact Counter, which tracks verified customer savings using established methodologies. The result is clear evidence that sustainable growth, resilient performance and positive impact are achieved together.

Our eROI impact is based on historical and forecasted marketing and sales data. The estimation is updated annually to account for changes in market growth and new technologies. Ecolab's eROI methodology has been independently reviewed by third-party consultant group Anthesis LLC which confirmed appropriate systems for collection, aggregation and analysis of quantitative data for determination of the potential savings and benefits of Ecolab products and services for the stated period and boundaries, within a reasonable degree of uncertainty.



As of 2025

eROI℠ by Ecolab

eROI technologies and services are estimated to have delivered over

$12.9 billion globally
in cumulative customer value[1]

We also helped customers:

Conserve more than → **245 billion** gallons of water

Conserve more than → **70 trillion** BTU of energy

Avoid more than → **4.7 million** metric tons of greenhouse gas emissions

Avoid more than → **49 million** pounds of waste

[1] *Cumulative customer value estimated since 2019*

2030 Positive Impact for customers

At Ecolab, we grow our business by growing our impact—partnering with customers to deliver measurable value while protecting the resources vital to life. Powered by high-performing teams and a combination of science-based solutions, data-driven insights, AI technology and world-class service, our solutions deliver exponential return on investment (eROI) by aligning performance with sustainability.

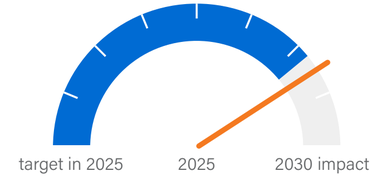
As customers advance operational performance, they accelerate progress across water, climate and food impact – maximizing Total Value Delivered and achieving 2030 Positive Impact, together.

How we evaluate impact

Using our eROI methodology, we estimate water and climate impact by combining global sales and growth data for water- and energy-saving technologies using industry assumptions, with savings informed by lab testing, market trials and customer implementations, and greenhouse gas (GHG) emissions equivalencies based on International Energy Agency regional emissions factors. Food impact is estimated using production and growth data from our Food & Beverage, Pest and Purolite businesses, supplemented by Euromonitor global food retail data, customer meal volumes, US and Europe food consumption and S&P Global research on caloric and water content by segment.

Water

245B
gallons



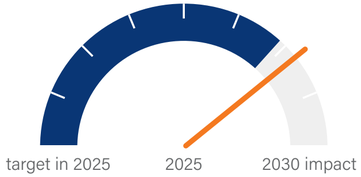
300B
gallons of water saved

By 2030, we aim to help customers conserve the annual drinking water needs of 1 billion people, equivalent to 300 billion gallons (~1.1 billion cubic meters) of water every year.

In 2025, we helped customers conserve the annual drinking water needs of over **849 million people**, equivalent to 245 billion gallons (~930 million cubic meters) of water.

Climate

4.7M
MT CO_2e



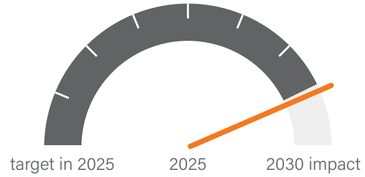
6M
MT CO_2e avoided

By 2030, our ambition is to support customers in helping prevent nearly 10 million pollution-induced illnesses by reducing greenhouse gas emissions by 6 million metric tons.

In 2025, we helped customers safeguard **7.7 million people** from pollution-induced illnesses by avoiding emitting 4.7 million metric tons of greenhouse gas emissions.

Food

1.7B
people



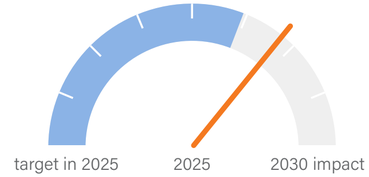
2B
people protected

By 2030, our goal is to help customers protect 2 billion people from foodborne illnesses and infections.

In 2025, we helped customers protect **1.7 billion people** from foodborne illnesses and infections.

Value

$12.9B



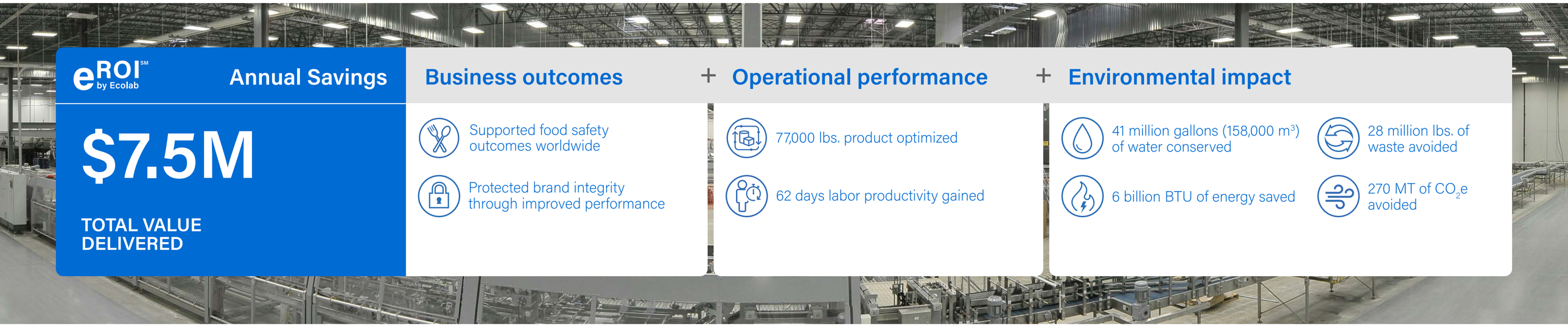
$18B
total value delivered to Ecolab customers

By 2030, our goal is to help customers realize $18 billion in cumulative Total Value Delivered from use of Ecolab solutions and services.[1]

In 2025, we helped customers realize **$12.9 billion** in cumulative value.

[1] *Total Value Delivered since 2019*

Supporting Nestlé as it advances its growth, efficiency and impact goals



eROI℠ by Ecolab — Annual Savings

$7.5M

TOTAL VALUE DELIVERED

Business outcomes	Operational performance	Environmental impact
Supported food safety outcomes worldwide	77,000 lbs. product optimized	41 million gallons (158,000 m^3) of water conserved
Protected brand integrity through improved performance	62 days labor productivity gained	28 million lbs. of waste avoided
		6 billion BTU of energy saved
		270 MT of CO_2e avoided

Insights

Nestlé is one of the world's largest and most diversified food and beverage companies. Founded more than 150 years ago, it provides products for people and pets in 185 countries worldwide.

The company's purpose is to unlock the power of food and beverages to enhance quality of life for people today and for generations to come. Nestlé is also committed to achieving efficiencies that fuel value creation to accelerate profitable growth while supporting ambitious sustainability goals.

Actions

Working with its longtime partner, Ecolab, Nestlé implemented a range of solutions designed to enhance efficiency and productivity, provide cost savings and minimize environmental impact. They include:

Clean-in-Place (CIP) Solutions: These deliver a tailored approach to food and beverage cleaning systems. Ecolab CIP solutions have helped Nestlé optimize cleaning performance, improve turnaround time, reduce costs, boost productivity and lower water and energy use.

One way that Nestlé has achieved these results is through a cold CIP process - which reduces energy usage through lower water temperature - along with Ecolab's proprietary chemistry solutions. This lessens the amount of time, energy and water needed for cleaning and sanitizing.

3D TRASAR™ Technology: Powered by ECOLAB3D™, this automation program optimizes water systems by combining smart technology, Connected Chemistry™ capabilities, extensive expertise and actionable insights. The 3D TRASAR™ program has helped protect equipment to maximize efficiency for water, energy and emissions savings.

Other innovative technologies, such as biological waste treatment solutions, have helped Nestlé reduce wastewater and solid waste, boosting compliance, saving time and lowering costs.

Nestlé and Ecolab are also working closely on Total Plant Assessment (TPA) audits, which provide a holistic, end-to-end review of water and energy use at Nestlé facilities, followed by recommendations for conservation of these vital resources.

Outcomes

Through shared objectives and innovative, best-in-class solutions, the partnership between Nestlé and Ecolab has contributed to increased production and enhanced performance as well as substantial water, energy and cost savings.

It has also helped avoid generation of greenhouse gas emissions, wastewater and solid waste, supporting Nestlé in its efforts to further advance its growth, efficiency and sustainability goals while driving value creation and profitability.

Solutions

- Clean-in-Place (CIP) Solutions
- 3D TRASAR™ Technology
- Boiler Water Treatment Solutions
- Cooling Water Treatment Solutions
- Effluent Management Solutions

The results in this case study are based on data collected from January to December 2025. The results are specific to the individual customer and will vary for other customers based on factors and circumstances in their operations. Total Value Delivered is an estimate based in part on assumptions and limitations reflecting typical industry practices and customer feedback. It's not a guarantee of performance. Actual results will vary.

Placing water at the core of AI-driven growth

As artificial intelligence accelerates demand for digital infrastructure, the need for power, cooling and water is rising in parallel. This convergence of technology and resource demand is creating new constraints for businesses, along with new opportunities for those that can manage water intelligently.

Water is essential across the AI value chain – from chip manufacturing to cooling data centers – yet a projected 56% freshwater shortfall by 2030 means it has become a critical driver of performance, resilience and growth.[1]

Ecolab helps organizations meet this challenge by pairing deep water expertise with digital and AI-enabled solutions. Through monitoring, analytics and operational insight, we help customers use water more efficiently while supporting reliable, high-performance operations in resource-constrained environments.

In data centers, where advanced computing generates intense heat, water remains one of the most effective and energy-efficient cooling resources when managed with precision. Ecolab supports a holistic, site-to-chip approach to cooling through integrated water and liquid-cooling solutions—from facility infrastructure to direct-to-chip systems used in high performance computing.

Our 3D TRASAR™ technology platform enables continuous monitoring of water quality and system performance, helping operators reduce water and energy use, improve reliability and extend equipment life. In 2025, Ecolab expanded these capabilities with new innovations for Direct-to-Chip Liquid Cooling and Cooling-as-a-Service, delivering coordinated cooling management from the facility to the server rack.

Ecolab is also expanding its impact in microelectronics through strategic acquisitions and innovation, enabling circular water management and significant reductions in water use for ultrapure manufacturing. New AI-enabled tools like Ecolab Water Navigator IQ™ further help organizations anticipate constraints, prioritize action and align water strategies with business outcomes.

As AI reshapes the global economy, sustainable growth will depend on how well critical resources are managed. By combining water expertise with digital innovation, Ecolab helps customers turn complexity into advantage—driving performance, resilience and positive impact where it matters most.

For more information

- 3D TRASAR™ Technology for Direct-to-Chip Liquid Cooling
- Ecolab® Cooling-as-a-Service
- Ecolab® Water Navigator IQ™

[1] *World Resources Institute*

Powering the future through next-generation lithium extraction

As the global energy transition accelerates, lithium has become a defining resource of the next decade. The sector is entering a critical inflection point where demand is projected to more than double by 2030, driven primarily by grid-scale energy storage.[1] Yet supply growth is increasingly constrained. The challenge is no longer simply scaling production. It is doing so faster than demand growth, in environments where water availability, energy use and environmental performance are already under pressure.

In this next phase of growth, meeting this moment requires more than incremental improvements. It demands innovation that combines advanced chemistry, digital intelligence and operational expertise without increasing water, energy and operational intensity.

Ecolab delivers these integrated water, chemistry and digital solutions across both hard-rock and brine-based extraction. Our expertise helps improve recovery, shorten production timelines and optimize performance in water-constrained environments.

Partnering to enable performance at scale

Direct Lithium Extraction (DLE) is accelerating as a high-performance alternative to conventional methods. Traditional evaporation and hard-rock processes typically recover 40–70% of lithium and can take months to years to convert resources into battery-grade material. In contrast, DLE technologies can achieve 85–95%+ lithium recovery, reduce production time to days or hours and cut freshwater use by 50–90%, depending on site conditions.

DLE technologies can achieve 85–95%+ lithium recovery and cut freshwater use by 50–90%, depending on site conditions

By combining advanced separations, water treatment and real-time digital optimization, Ecolab helps make DLE commercially viable at scale - increasing throughput, reducing water and energy intensity, and shrinking overall operational footprint.

Optimizing established extraction methods

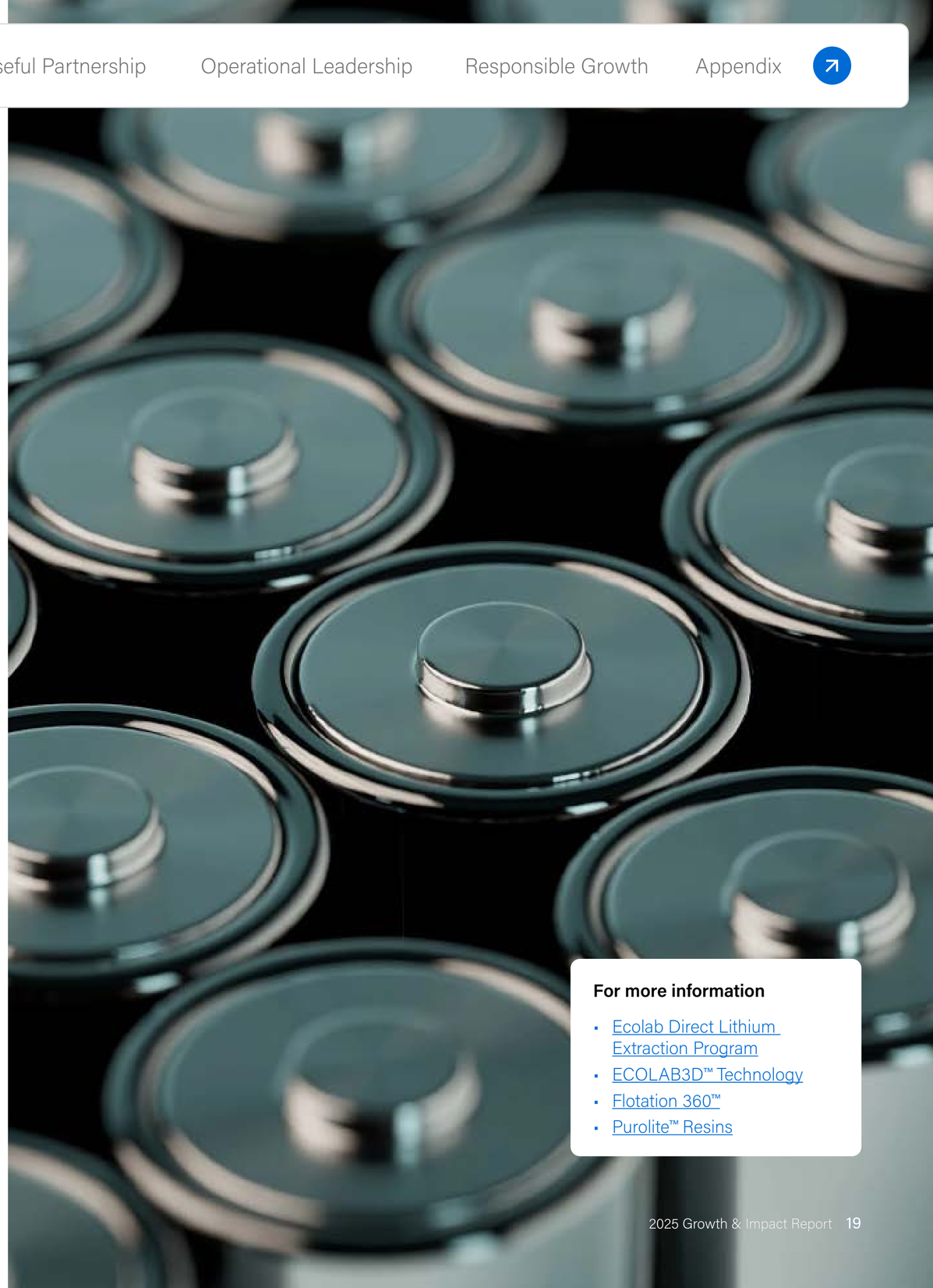
Innovation at Ecolab also extends to enhancing widely used techniques such as flotation, which plays a critical role in separating lithium minerals from ore. Ecolab's lithium flotation reagents are designed to improve selectivity and recovery, while Flotation 360™ combines advanced chemistry, expert service and digital advisories to help customers maintain optimal performance.

Integrated solutions for smarter operations

Ecolab's lithium portfolio includes a range of complementary solutions designed to improve efficiency and reduce risk across extraction processes. These capabilities enable customers to move beyond isolated improvements toward fully optimized, data-driven operations:

- **Brine Conditioning Programs** tailor treatment strategies to manage impurities, optimize brine quality, increase lithium yield and streamline operations.
- **Purolite™ Resins** provide high-performance separation, purification and extraction, combining advanced resin chemistry with deep application expertise.

As global lithium demand continues to rise, success will depend on the ability to scale efficiently, manage resources wisely and operate with greater precision. By connecting advanced technologies with actionable intelligence, Ecolab is not only supporting the evolution of lithium extraction, but also enabling customers to capture measurable value while supporting the long-term sustainability of the resources their operations depend on.



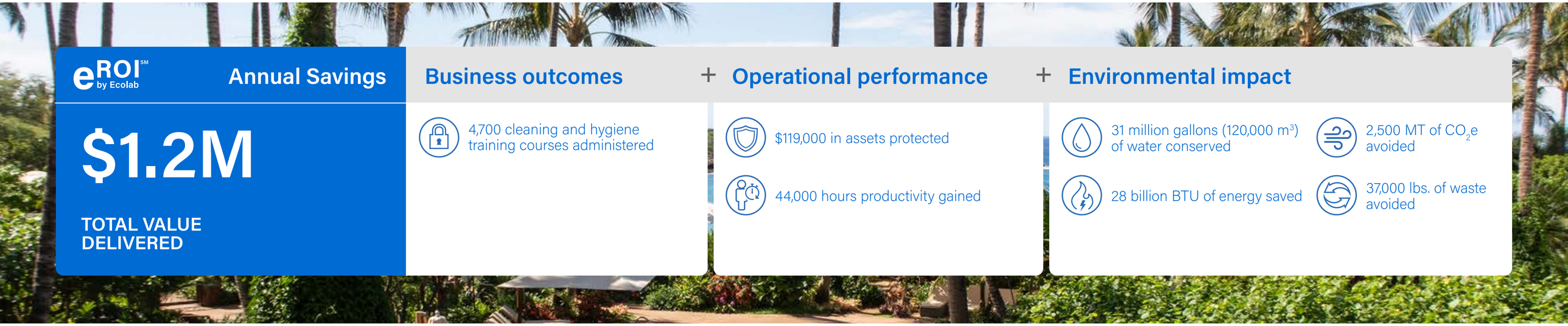
For more information

- Ecolab Direct Lithium Extraction Program
- ECOLAB3D™ Technology
- Flotation 360™
- Purolite™ Resins

[1] *S&P Global*

FOUR SEASONS

A collaboration with purpose: Ecolab innovations support Four Seasons global impact



eROI℠ by Ecolab — **Annual Savings**

$1.2M

TOTAL VALUE DELIVERED

Business outcomes

- 4,700 cleaning and hygiene training courses administered

+ Operational performance

- $119,000 in assets protected
- 44,000 hours productivity gained

+ Environmental impact

- 31 million gallons (120,000 m^3) of water conserved
- 2,500 MT of CO_2e avoided
- 28 billion BTU of energy saved
- 37,000 lbs. of waste avoided

Insights

Four Seasons is a global leader in luxury hospitality and branded residential properties in 47 countries. The company consistently ranks among the world's best hotels, resorts, restaurants and bars, and as one of the most prestigious luxury hospitality brands in reader polls, traveler reviews and industry awards.

In addition to delivering the highest quality guest experience, Four Seasons is focused on increasing operational efficiencies while embracing environmental best practices across its portfolio as part of its "Four Seasons for Good" program.

[1] Due to increasing cycles of concentration, resulting in less blowdown water
[2] When compared to Solid Power™ and Solid Power™ Plus
[3] Ecolab training is administered through EcoSure's Lobster Ink platform

The results in this case study are based on customer-specific data from January to December 2025 and are based on a comparison of our current Ecolab product selection versus typical baseline Ecolab products for this industry. The savings values are estimated by Ecolab based in part on assumptions and limitations intended to reflect typical industry practices. Results may vary for other businesses based on factors and circumstances in their operations.

Actions

To further enhance the luxury experience delivered by Four Seasons, Ecolab delivers a range of innovative technologies aimed at streamlining operations and minimizing Four Seasons environmental footprint.

These include enhancing water quality for equipment such as cooling towers and boilers, implementing water recycling solutions that drive efficiency and safety, and proprietary laundry wash formulas designed to reduce water intensity and minimize environmental impact.

Solutions include:

- **3D TRASAR™ Technology for Cooling Water and Boilers:** Protects equipment and maximizes cooling and boiler water efficiency for water, energy and emissions savings.[1]
- **Solid Power™ XL:** A highly concentrated machine warewashing detergent that allows for 50% more washes per capsule, reducing packaging waste by 33%.[2]
- **SMARTPOWER™:** Delivers exceptional dishware cleanliness while helping to reduce the environmental impact of foodservice operations, in part through decreased wash times and less plastic packaging than traditional five-gallon plastic pails.
- **EcoSure:** A food safety and brand standards assessment program that helps ensure Four Seasons global food and beverage hygiene standards and best practices across its properties in North and South America. EcoSure partners to complete the Four Seasons Food & Beverage Hygiene assessment, driving safety and brand standards across properties.[3]

Outcomes

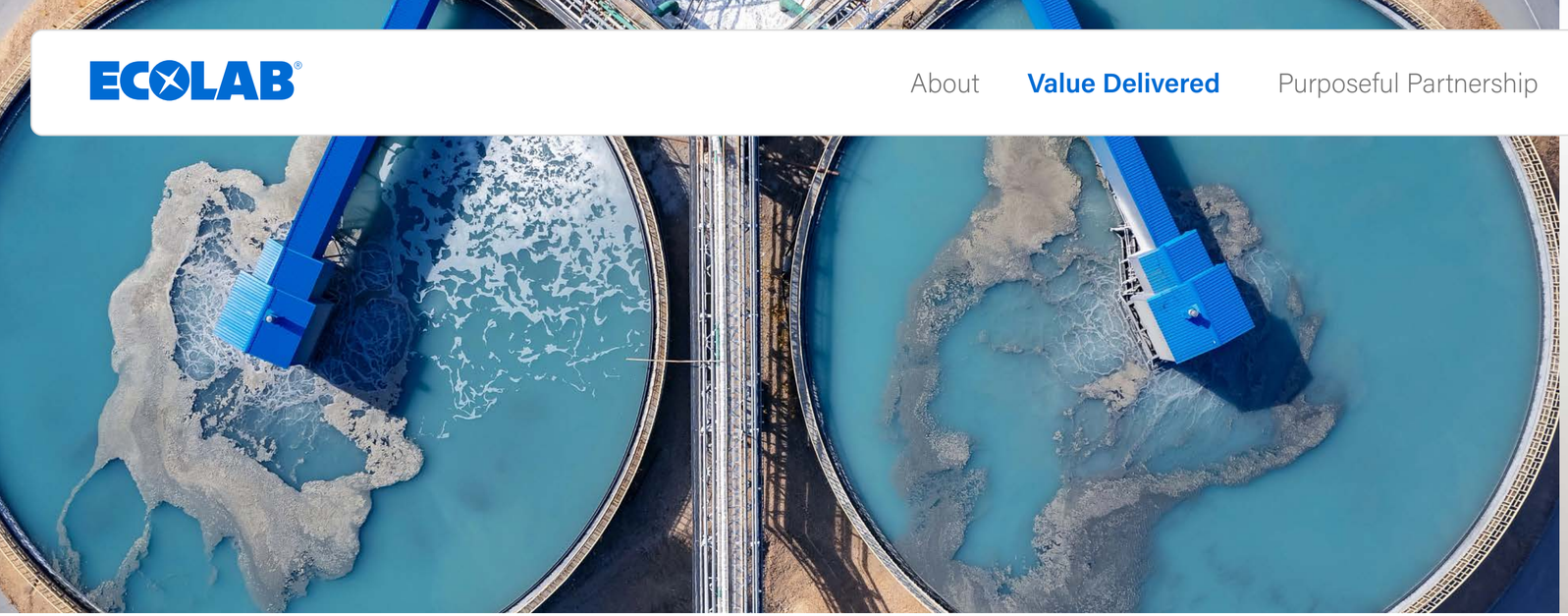
The Ecolab solutions adopted by this prestigious brand have helped Four Seasons reap efficiencies in its operations while protecting vital resources such as water.

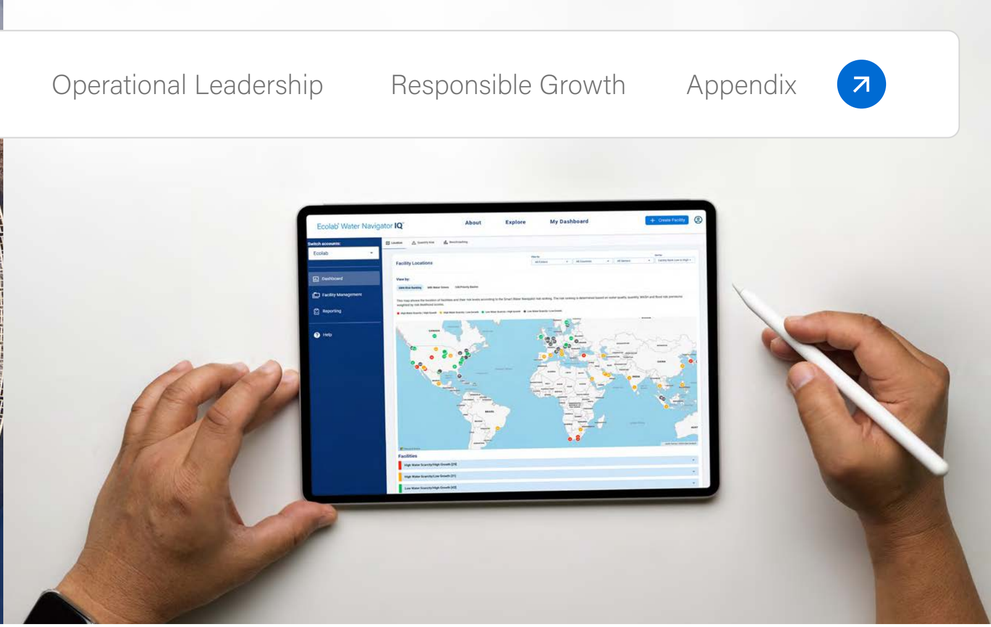
In fact, these innovations have enabled the company to reduce global water intensity in day-to-day operations to conserve enough water to meet the drinking needs of over 100,000 people. In Hawaii, efforts at Four Seasons Resort Lanai have led to 1.1 million gallons of annual water savings alone.

Ecolab has also helped Four Seasons holistically conserve water and energy, reduce emissions and waste, and enhance food safety to help ensure a future that fosters growth, business performance and impact.

Solutions

- 3D TRASAR™ Technology
- Solid Power™ XL
- SMARTPOWER™
- EcoSure Food Safety and Brand Standards Program





Ecolab® Water Navigator IQ™ transforms AI-enabled water intelligence into business growth

Ecolab® Water Navigator IQ™

Water is essential to operations, performance and growth across every sector. Yet while water underpins productivity, profitability and resilience, it is rarely managed with the same rigor as other strategic assets.

Organizations today have access to more water data than ever before. The real challenge is converting complex insights into clear, decision-ready intelligence leaders can act on quickly, and at scale. With the right intelligence, water can be understood, optimized and unlocked as a driver of operational performance and sustainable growth.

Compounding the issue is the explosive rise of digital technologies – especially artificial intelligence (AI) – which are driving enormous increases in water and energy demand. Data centers powering AI advancements are projected to consume 8% of U.S. power and more than 1 trillion gallons of global freshwater annually by 2027.[1,2] As businesses scale AI to drive innovation and productivity, water becomes an increasingly critical operational resource. At the same time, AI can be part of the solution – helping to unlock new ways to ensure water availability does not constrain performance or growth.

[1] *Goldman Sachs*
[2] *UC Riverside*

Ecolab® Water Navigator IQ™ is one such AI-enhanced, end-to-end digital solution that transforms complex data into actionable intelligence, helping organizations understand risk, improve performance and enable smarter growth.

By unifying leading global water risk datasets into one integrated platform, Water Navigator IQ delivers clarity at the intersection of operations, risk and decision-making. It enables leaders to move beyond fragmented data and assumptions to make proactive, data-driven water decisions across facilities and portfolios.

Water is no longer just a risk to manage. It's a strategic asset that can unlock greater resilience, innovation and competitive advantage. Designed for companies of any size, across sectors and geographies, Ecolab Water Navigator IQ enables this – a smarter, more scalable approach to water-enabled growth in a resource-constrained world.

Learn more

www.WaterNavigatorIQ.com

Whether organizations are just beginning a smart water journey or are ready to track and report on performance, Water Navigator IQ guides progress through a clear, four-step process:

1. **Identify Risk:** Quantify the full value of water to operations and receive AI-enabled alerts on emerging physical risks, enabling a strong business case for action before disruptions occur.
2. **Set Targets:** Benchmark water use efficiency across facilities and generate localized, sustainable withdrawal targets that drive best-in-class performance.
3. **Take Action:** Follow an industry-specific water roadmap, prioritize high-value investments and collaborate locally to deliver measurable risk reduction and long-term value.
4. **Track Progress:** Monitor water use trends over time and simplify disclosure with AI-generated CDP Water Security reporting, so teams spend less time reporting and more time delivering results.

moeve

Driving business performance, resilience and circular water practices at Moeve's San Roque Energy Park

eROI℠ by Ecolab **Annual Savings**

$580,000

TOTAL VALUE DELIVERED

Business outcomes

- Improved water safety and hygiene

+ Operational performance

- 1.4 million lbs. reduction in chemistry usage
- Help maintain compliance with environmental permits

+ Environmental impact

- 190 million gallons[2] (730,000 m^3) of water conserved

Insights

Moeve is one of the leading energy companies in Spain. It is committed to leading the energy transition by supporting the advancement of renewable sources such as hydrogen, second-generation biofuels and sustainable mobility projects in Spain and Portugal.

Its San Roque Energy Park is a hub for refining, chemical and biofuel production in southern Spain. The facility is highly water-dependent and optimizing water use through circular solutions is a key goal for Moeve as well as a strategic priority for Spain, due to growing pressure on the country's water resources.

Moeve recognized this imperative in its "Positive Motion" strategy, which ties sustainability directly to business resilience. The company selected Ecolab as its water solutions partner to help turn its ambitions into practical, measurable outcomes.

Actions

Moeve collaborated with Ecolab to complement its capabilities and leverage Ecolab's deep expertise in water technology and digital monitoring solutions.

Together, they implemented a solution at the San Roque Energy Park that enables water reduction through a circular recycling system. The core solution integrates a membrane water system, ultrafiltration and specialized chemistry to deliver a reusable stream back into the facility's operations.

The system reduces freshwater intake and aligns with the needs of the community and ecosystem – going beyond efficiency to embody responsibility, resilience and compliance. And what was previously considered a waste product is now used in critical industrial processes.

In fact, the impact enabled the plant to recycle up to 317 million gallons (1.2 million m^3) of water annually, boosting production and reducing exposure to drought-related risks.

In addition, by utilizing 3D TRASAR™ Technology, Moeve's San Roque Energy Park is able to manage and monitor the reused water to deliver consistent performance across its operations.

Outcomes

These solutions have enabled Moeve to reduce freshwater extraction by 21% across its Spain locations and by 39% at San Roque Energy Park[1] – and to do it reliably with pre-determined outcomes.

The collaboration is a powerful testament to the impact of smart water management to future-proof industrial operations in water-stressed regions, proving that competitiveness and environmental stewardship are compatible.

By combining Moeve's vision with Ecolab's advanced water treatment technologies, monitoring and digital expertise, the partnership is not only mitigating growing water-related risks, but also securing the water Moeve needs to produce cleaner energy solutions for the future.

Solutions

- 3D TRASAR™ Technology for Dissolved Air Flotation (DAF)
- 3D TRASAR™ Technology for Reverse Osmosis
- 3D TRASAR™ Technology for Cooling Water
- Membrane Technology: Ultrafiltration and Reverse Osmosis
- Managed Outcomes

[1] Compared to 2019
[2] System capacity designed for 1.2 million m^3 (317 million gallons). Water savings in future years is expected to be greater than Year 1.

The results in this case study are based on data collected from January to December 2025. The results are specific to the individual customer and will vary for other customers based on factors and circumstances in their operations. Total Value Delivered is an estimate based in part on assumptions and limitations reflecting typical industry practices and customer feedback. It's not a guarantee of performance. Actual results will vary.

Harnessing AI-enabled innovation to drive dishwashing performance, efficiency and impact

Ecolab® DishIQ™

Artificial intelligence and advanced digital technologies are reshaping how businesses operate – unlocking new levels of performance, efficiency and resilience. At Ecolab, these capabilities are embedded directly into customer solutions to help optimize operations, reduce resource use and deliver measurable business value.

A clear example is Ecolab® DishIQ™, an AI-enabled dishmachine program designed to elevate performance across commercial kitchens of all sizes. By combining cutting-edge technology with Ecolab's deep industry expertise, DishIQ transforms dishwashing from a manual, reactive task into a connected operation, helping customers run more efficient, reliable and sustainable kitchens.

All of this comes together through the DishIQ data science technology, which keeps machines running smoothly by quickly identifying and resolving issues. Using innovative machine health sensor intelligence, DishIQ helps troubleshoot potential issues before they escalate, enabling Ecolab technicians to make remote modifications to enhance cleaning performance in real-time, improving outcomes without requiring on-site intervention. Adaptive cycles within the technology automatically learn and adjust, minimizing user error, reducing downtime and ultimately helping to lower operating costs.

Recognizing that no two kitchens operate the same way, DishIQ adapts to each customer's unique needs through intelligent, configurable features, including:

- **Automatic adaptive cycles**[1] that deliver the right wash program at the right time – shortening cycles during busy periods and reducing water and energy use when demand is low.
- **Remote monitoring and control**, supported by the Ecolab Global Intelligence Center, which provides 24/7 oversight to help ensure machines are performing at optimal levels.
- **Prompt notifications** that help prevent chemistry outages, reduce compliance risk and maintain consistent wash quality.
- **Proprietary AI and data science models** that anticipate critical equipment issues and trigger proactive service to improve reliability and reduce unplanned disruptions.

DishIQ delivers measurable value by using AI-enabled automation to reduce water and energy use, lower total cost of ownership and extend equipment life, while freeing teams to focus on food quality and guest experience. The result is stronger performance and scalable growth that advances health, hygiene and sustainability across foodservice operations.

For more information

Ecolab® DishIQ™ Program

[1] *E-XHLT dishmachines only*

Innovating to enable customers' decarbonization goals

Climate change is one of the defining challenges of our time – and the transition to net-zero emissions presents a significant growth opportunity. Ecolab helps organizations improve energy efficiency and reduce their carbon footprint, while strengthening operational performance.

Explore the technologies to see how world-class solutions and personalized service deliver energy and carbon savings, estimated through comparisons with baseline technologies using global sales data, business growth, and industry specific assumptions.[1]

3D TRASAR™ Technology for CIP

Monitoring and optimization program for clean-in-place systems

3D TRASAR™ Technology for Reverse Osmosis

Total care reverse osmosis offering for membrane applications

3D TRASAR™ Technology for Cooling Water

Holistic solution for cooling water management, providing operational visibility and actionable insights

Advantis™ FC Program

Low-temperature foam, spray and soak cleaning solution for food and beverage processing equipment

APEX™

Machine warewashing program for the food-service industry

Aquanomic™

Low-temperature laundry program for on-premise laundries

Cal Hypo

Pool & spa program designed to help maintain a stable, well-balanced pool chemistry

COMPTRENE™

Treatment program that helps reduce fouling in ethylene compressors and reduce unplanned outages

Ecolab Dishmachine Program

Commercial dishwashers that reduce labor, energy and water usage

Ecolab Liquid Laundry Program

4-product laundry program designed to power efficient and safe laundry operations systems

Ecolab Solid Laundry Program

3-product on-premise laundry program designed for efficient cleaning and to promote safe and simple operation for staff

Exelerate™

Specially formulated program for clean-in-place and clean-out-of place applications, tough burnt-on soils and more

Nalco Water Boiler Treatment Technology

Comprehensive boiler water treatment solution designed to mitigate scale and corrosion of the boiler system

OxyGuard™ 40

Low-temperature laundry program for commercial laundries

PARETO™ Mixing Technology

Program designed to optimize delivery of process chemicals for paper manufacturing

Home-Style Laundry Program

Laundry program for home-style machines designed to provide reliable and consistent cleaning performance

Pure Comfort™

Mineral pool and spa program designed to maintain safe and balanced pools

Sanitizing Wash 'n Walk™

Cleaner and sanitizer that provides total management of floors and drains in institutional settings

SMARTPOWER™

Foodservice warewashing program that combines innovative chemistry with expert service

Solid Power™ XL

Solid dishwasher detergent for soft water conditions

THERMOGAIN™

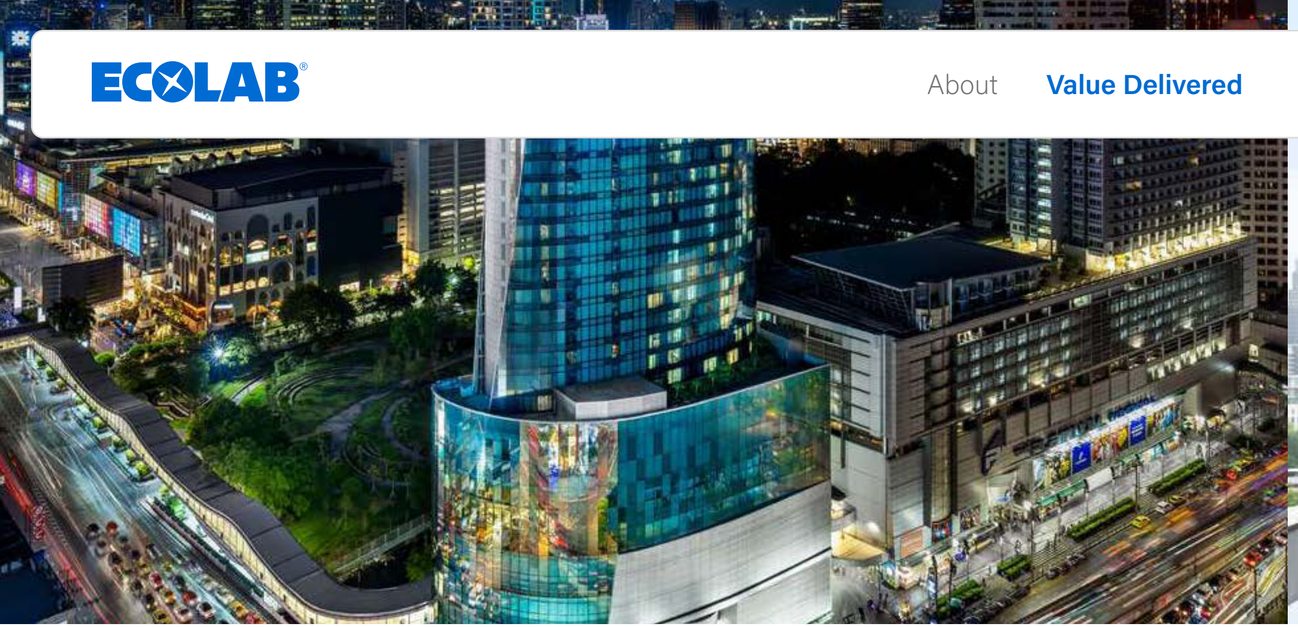
Program designed to solve problems associated with crude unit exchanger and furnace fouling

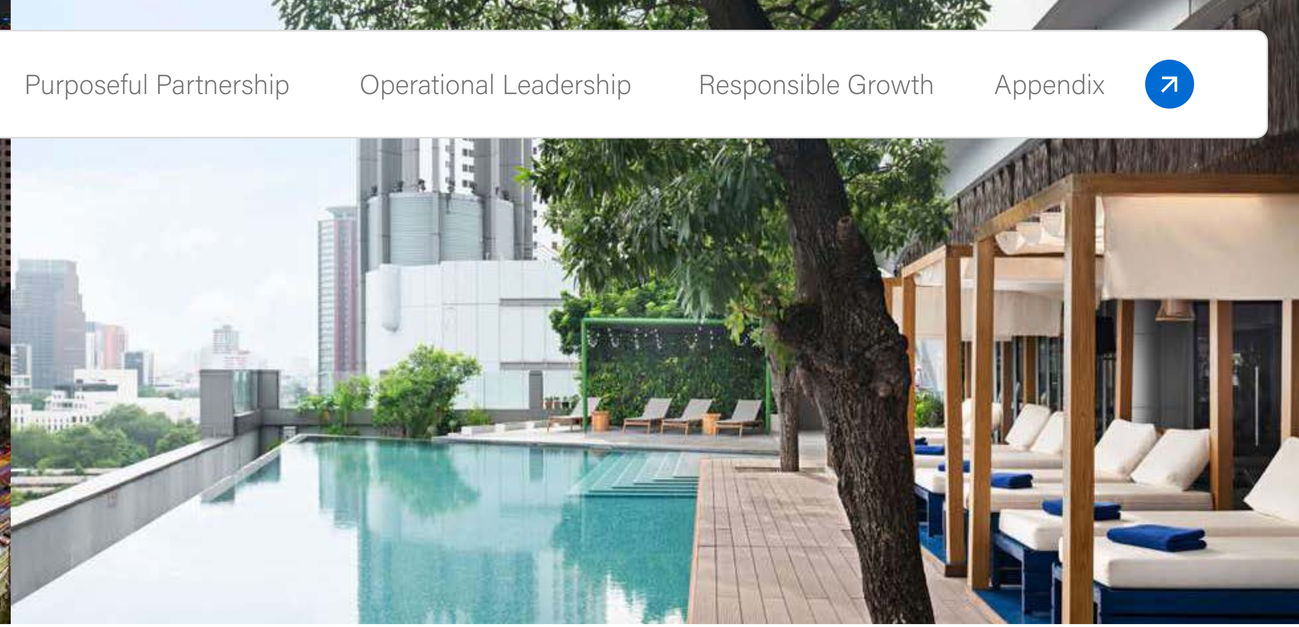
TRUPOWER™ Liquid Warewashing Program

Warewashing solution that delivers clean dishes and efficient operations in diverse water conditions

Click to learn about more energy-saving technologies →

[1] *Greenhouse gas (GHG) emissions equivalency is determined using regional emissions factors from the International Energy Agency.*





Working with Accor to enhance guest satisfaction, optimize operations and deliver a positive impact

Accor is a leading hospitality group with over 5,800 properties worldwide. The company is committed to delivering an exceptional guest experience through the highest standards of cleanliness, customer service and employee safety.

It is also committed to minimizing food waste, reducing water consumption and achieving 75% eco-certification for its properties.

To ensure these goals are met, Accor relies on Ecolab to deliver consistent service and best-in-class results from the laundry to the kitchen and virtually everywhere in between.

The Novotel Bangkok Platinum Pratunam is a prime example. Ecolab provides digital intelligence and industry expertise to enable the hotel to enhance hygiene, optimize operations, and support its long-term sustainability goals.

"Beyond products, we expect our partners to understand our business needs and work with us," said Cindy Delhomel, the hotel's general manager. "Hygiene and cleanliness have a direct and critical impact on our brand reputation and repeat stays at the hotel, so it is crucial to work with the right partners, and for us, it means Ecolab."

A key solution for the Novotel Bangkok Platinum Pratunam is OxyGuard™ 40, a low temperature laundry program that helps this premium hotel protect linen quality, improve efficiency and reduce water and energy use.

Above all, it has led to substantial benefits for the Novotel Bangkok Platinum Pratunam including water savings of 11%, energy savings of 16% and total savings of 8%.

By enhancing operational efficiencies through a smart solution that delivers a positive impact, Ecolab has helped Accor advance its efforts to ensure long-term value for its business, community and brand.

> *"Hygiene and cleanliness have a direct and critical impact on our brand reputation and repeat stays at the hotel, so it is crucial to work with the right partners, and for us, it means Ecolab."*
>
> **Cindy Delhomel**, General Manager, Novotel Bangkok Platinum Pratunam

Through the use of OxyGuard™ 40, the Novotel Bangkok Platinum Pratunam has

Achieved
8% in total savings

Reduced water use
by 11%

Reduced energy use
by 16%

Product safety and sustainability

Our approach

Ecolab advances product safety and sustainability through a holistic engineering approach that considers chemistry, formulation, packaging, dispensing and digital control systems. Our policies – including our Product Safety and Stewardship Position and Product Sustainability Position – and programs are designed to reduce potential human and environmental exposure across the product life cycle while supporting customers in achieving their goals.

Product sustainability principles embedded throughout Ecolab's product life cycle include:

Ideation

Pursuing innovation that maximizes business outcomes at a high rate of return for our customers while making a clear and significant environmental or social benefit.

Portfolio management

Going beyond regulatory compliance through implementation of our Chemical Product Ingredient Sustainability Policy, which sets our global ingredient standard.

Product design

Developing products that incorporate circular economy principles and minimize product environmental footprint. Considering human health factors during design through closed loop dispensing and minimizing use of personal protective equipment, where feasible. Minimizing virgin plastic demand through the reduction, reuse and recycling of packaging materials. For more information: Impacts that Matter

Material sourcing

Striving to ethically source raw materials and prioritize use of ingredients with lower environmental impacts. We are expanding naturally derived raw material sourcing to further integrate circularity principles into our procurement strategy; currently 17% of Ecolab's raw materials are from renewable sources.[1] For more information: Ethical Sourcing Standards | Conflict Minerals Policy

Manufacturing

Optimizing manufacturing processes to minimize water and energy consumption, waste generation and exposure to harmful substances while utilizing renewable energy sources to reduce our carbon footprint.

Logistics & transportation

Designing products for transport optimization via concentration and palletization patterns. Our logistics network across multiple locations minimizes transport distances and utilizes pool points to ensure full truck loads.

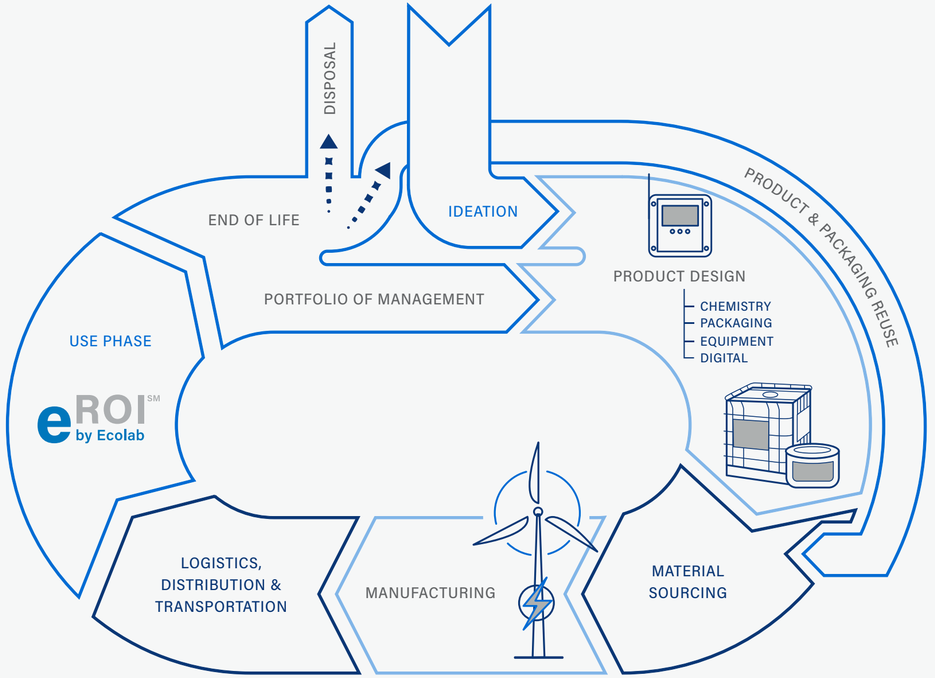
Use phase

Delivering exponential outcomes for customers and communities through eROI to improve performance, increase operational efficiency and enhance sustainability impacts.

End of life

Prioritizing circular economy principles when developing strategies for the proper disposal or reuse of products and packaging at the end of their life cycle

Ecolab's product life cycle



Supporting product sustainability pillars

Transparency and disclosure

Providing clear, transparent product information to customers and stakeholders, including product carbon footprints (PCFs) and Impacts that Matter.

Supply chain engagement

Collaborating throughout our supply chain to help ensure responsible and sustainable practices are followed by suppliers and partners.

Continuous improvement

Engaging with governmental and industry initiatives and actively using benchmarking tools to strengthen our product sustainability best practices.

[1] *Estimated by weight of chemical raw materials sourced by Ecolab, globally.*

Product safety and sustainability

Risk assessment

Ecolab applies both hazard- and risk-based assessments throughout product development and uses a precautionary approach to protect people and the environment, even where scientific certainty or regulatory requirements are evolving.

100% of raw materials and products are evaluated for regulatory compliance and assessed for human and environmental hazards using Globally Harmonized System of Classification and Labeling of Chemicals (GHS) and Organization of Economic Cooperation and Development (OECD) standards. Assessments draw on authoritative sources including the United States Environmental Protection Agency (EPA), United States Agency for Toxic Substance and Disease Registry (ATSDR), World Health Organization (WHO) and European Chemicals Agency (ECHA), and are supported by supplier Safety Data Sheets (SDS) and technical documentation.

Additional testing and cross-functional reviews inform substitution decisions and risk mitigation measures, including engineering controls and personal protective equipment (PPE) where required. Customer feedback and participation in The International Chemical Secretariat (ChemSec) assessments further strengthen product safety analysis and SDS development.

Portfolio management

Ecolab products and operations comply with global chemical regulations, including the European Union Substances of Very High Concern (SVHC) requirements. Our Position on European Union Substances of Very High Concern integrates the SVHC Authorization List into our Chemical Product Ingredient Sustainability Policy.

By 2030, Ecolab plans to transition away from EU SVHC Authorization listed substances in our global chemical portfolio.[1] In 2025, products containing these substances represented just 0.2% of annual revenue. Progress during the year included prohibiting new SVHC-containing products, obsoleting low-value formulas, advancing ingredient substitution and establishing partnerships where technology gaps remain.

Product design

Ecolab designs products to enhance customer safety and productivity while minimizing environmental impact. Using a lifecycle analysis (LCA)-based total impact approach, we apply our Impacts that Matter framework – aligned to eight science-based criteria – to help customers compare outcomes for people, operations and the environment. The framework extends Ecolab's Exponential Return on Investment (eROI) platform and is supported by our enterprise chemical management database, aligned with European Commission safe and sustainable-by-design principles.

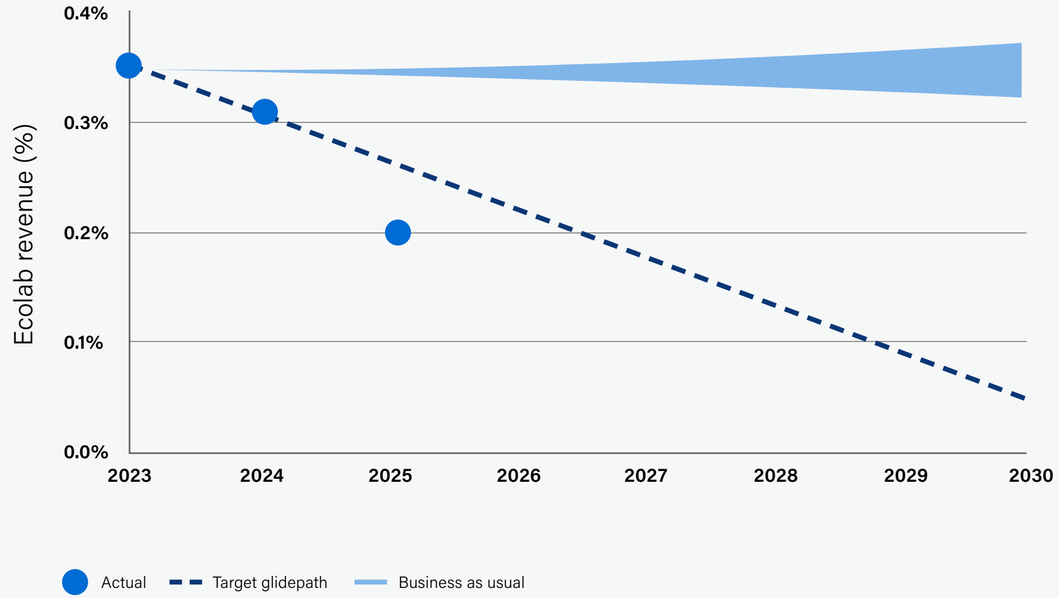
Enhanced digital tools, including a substance finder and selector, provide visibility into European Substances of Concern and prevent future inclusion during product development. Aligned with the EU Green Deal's Chemical Strategy for Sustainability, the tool screens against Ecolab's internal Chemical Product Ingredient Sustainability Policy, the ChemSec SIN List, select regional regulatory lists and physical, human health and environmental toxicity criteria.

Industry partnerships

We leverage industry initiatives and benchmarking to guide product sustainability best practices, including:

- Globally Harmonized System of Classification and Labeling of Chemicals (GHS)
- European Safe and Sustainable by Design framework in alignment with the Chemical Strategy for Sustainability
- The International Chemical Secretariat (ChemSec)
- The American Cleaning Institute
- A.I.S.E. Charter for Sustainable Cleaning
- RecyClass

Alignment and achievement against our ambition to transition away from EU SVHC Authorization listed substances



[1] *EU SVHC Authorization listed CAS substances (01/2024 revision) intentionally added to Ecolab products above REACH's reportable concentration of 0.1%. Transition away is defined as Ecolab impacted chemical product sales equal to <0.05% of Ecolab's total annual revenue.*

Product safety and sustainability

Packaging design

We continue to advance a circular approach to packaging that prioritizes material reduction, reuse and recyclability. By 2030, our ambition is to transition non-regulated and non-hazardous products to reusable or recyclable-by-design packaging. Our greatest impact comes from reducing packaging at the source through product innovation, including concentrated formulations. In 2025, these designs helped avoid 49 million pounds of packaging waste. We also continued increasing the use of post-consumer recycled (PCR) content, which accounted for 8.2% of total plastic packaging material used in 2025. Together, these actions reduce waste, lower reliance on virgin plastic and advance circularity globally.[1]

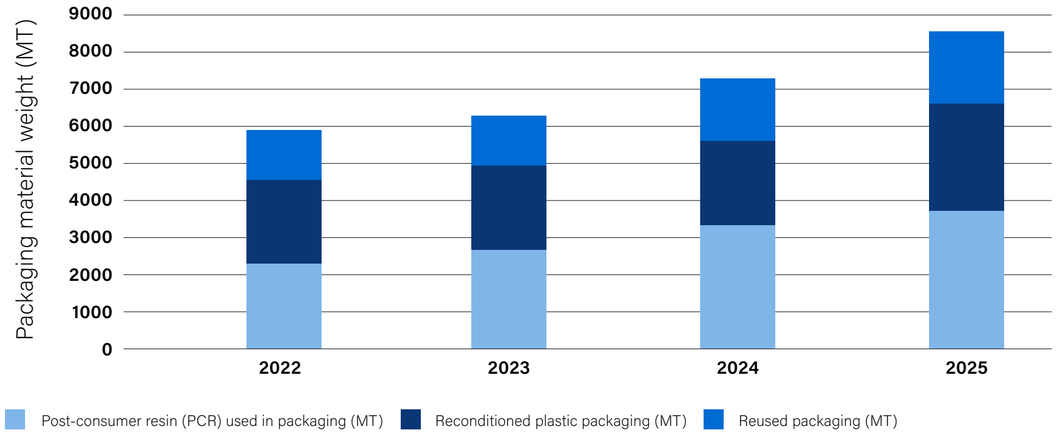
Classification and labeling

All chemical products (100%) are reviewed for ingredient disclosure and safe-use instructions. Ecolab applies GHS globally, with 99% of products meeting the standard and nearly 200,000 Safety Data Sheets issued annually across 74 country-specific formats and 49 languages.

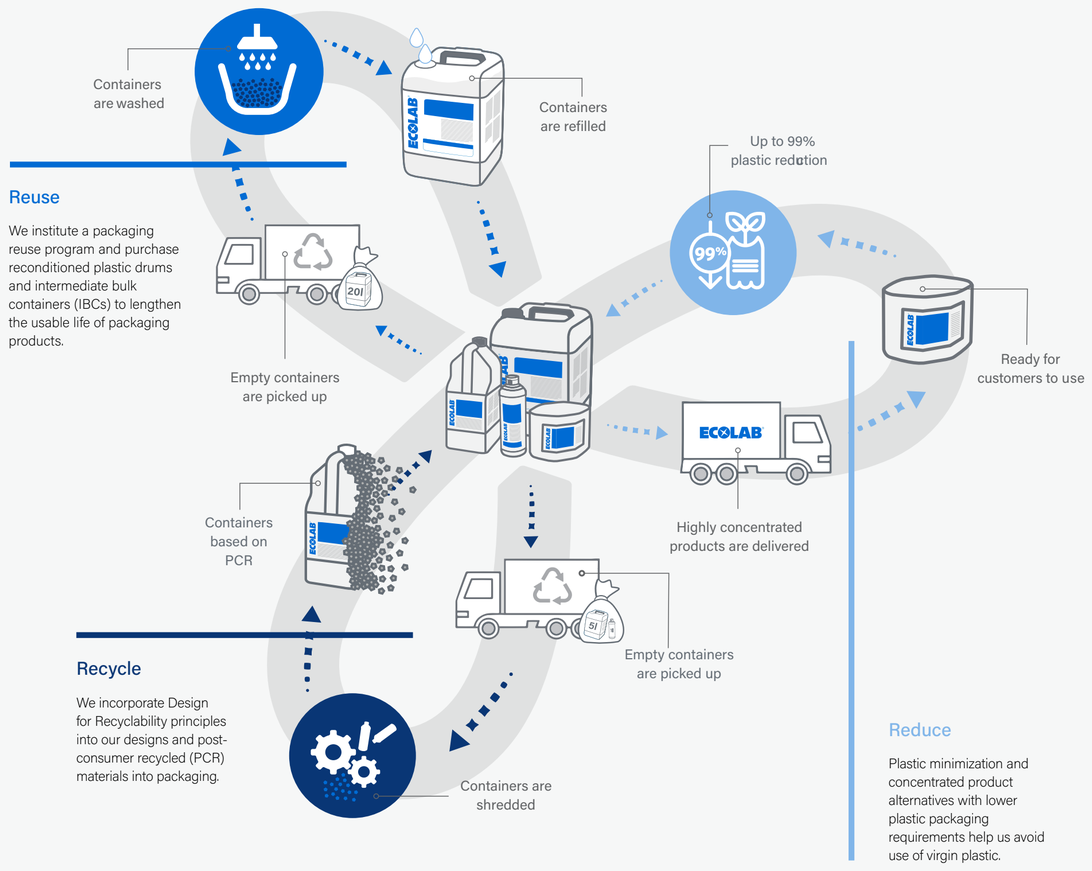
Eco-certifications

In addition to our Impacts that Matter criteria, Ecolab provides subject matter expertise to both government and non-governmental organizations in the development of product-level eco-certification standards. Those standards are applicable to many of our products. Where it meets our customers' needs, we may obtain eco-certifications for select products. Currently, more than 200 Ecolab products are recognized by eco-certification bodies including: Green Seal, Nordic Swan, Korean Ecolabel, EU Ecolabel, Blue Angel, USDA Biobased and EPA Safer Choice and Design for the Environment.

Avoiding virgin plastic resin through circular solutions



Packaging circularity processes



[1] *Metrics reflect Ecolab's activity in North America, Europe and Greater China*

Designing smarter packaging to power safe, sustainable customer growth

Innovation is central to how Ecolab helps customers operate more efficiently, reduce environmental impact and unlock long-term value. Packaging design plays a critical role in this approach, enabling customers to conserve water and energy, reduce waste, improve safety and streamline operations without compromising performance.

In 2025, Ecolab introduced new packaging solutions that reflect this integrated strategy, combining smart product design with operational efficiency to deliver measurable business, safety and sustainability outcomes for customers.

Turning concentration into performance and productivity

The Ecolab® ReadyDose™ Program delivers measurable business and environmental impact through innovative, tablet-based design. By replacing liquid cleaners with highly concentrated solid tablets, ReadyDose reduces plastic packaging waste by 98.8%, lowers water and energy use in select applications and simplifies daily cleaning.[1]

The compact format improves safety by eliminating more than 1,500 pounds of lifting and cuts storage needs by 84%, while supporting consistent performance and easier training at scale.[2,3] Recognized for its combined sustainability, operational and business value, ReadyDose received the inaugural American Cleaning Institute Sustainability Spotlight Award in 2025.

Streamlining refill solutions to enhance safety and circularity

Ecolab also expanded its packaging innovation portfolio with the **Fill & Clean™ Series**, designed to reduce waste while improving ease of use. The "just add water" bottle design precisely blends concentrated product with water, allowing a single bottle to replace up to 16 ready-to-use 32-ounce bottles.

This approach reduces packaging waste, lowers transportation -related emissions and simplifies inventory management, freeing up space and reducing complexity for cleaning teams. Made with 50% post-consumer recycled resin and recyclable, the bottle aligns with circular packaging principles while its easy-to-use format supports safer handling and reduced chemical misuse.[4]

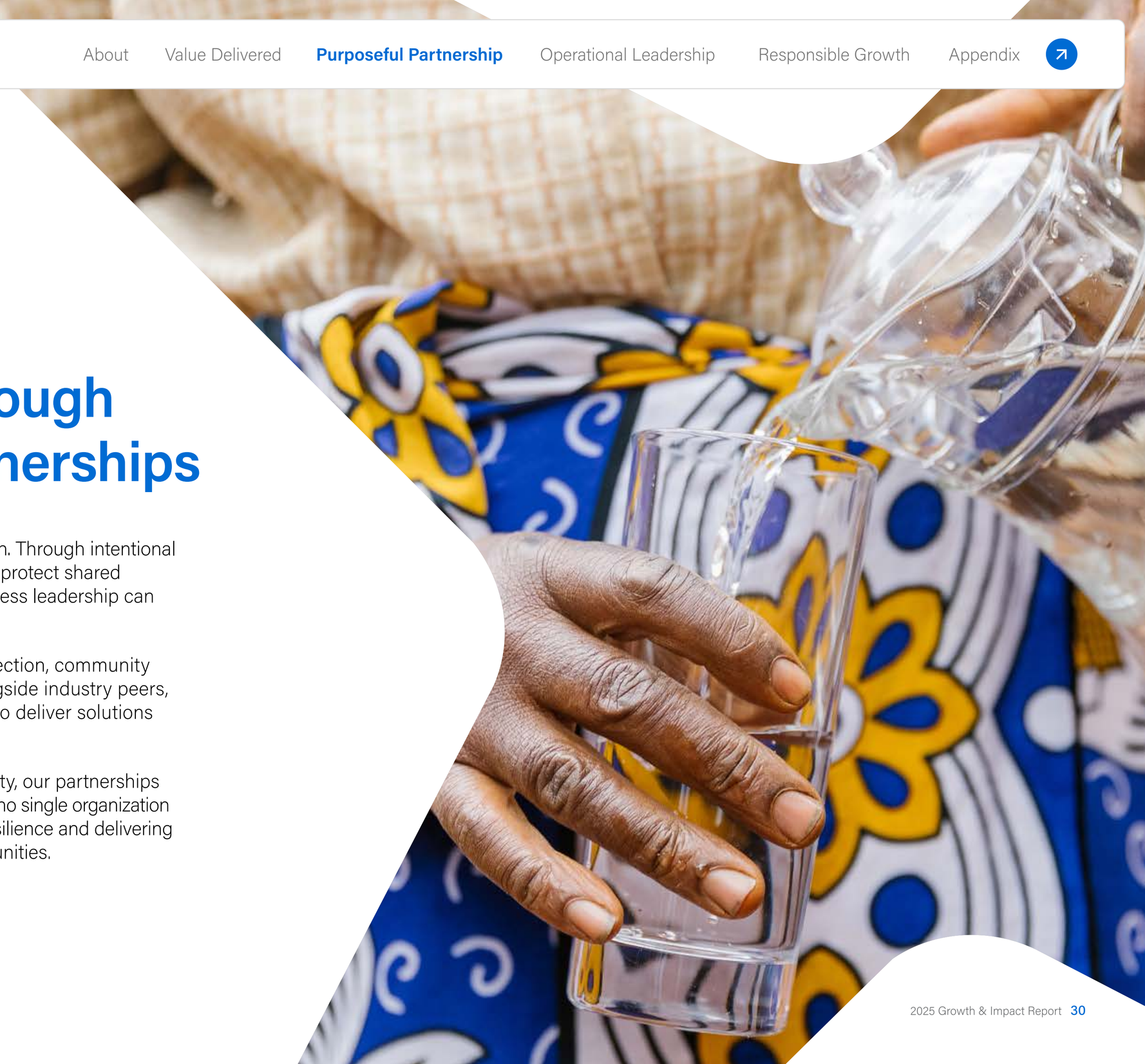
Delivering the outcomes needed to grow responsibly

Through solutions like ReadyDose and Fill & Clean, Ecolab demonstrates how thoughtful packaging innovation can go beyond sustainability to drive real business results by lowering operational complexity and total resource intensity, these solutions enable our customers to scale responsibly, protect their workforce and meet sustainability commitments while maintaining the performance standards their businesses depend on.

For more information

- Ecolab ReadyDose™ Program
- Ecolab® Facilipro™ Fill & Clean™ Series

[1] *Reduction in plastic waste is an approximation based on customer use of all six Ecolab ReadyDose™ products, assuming use of one case of each product per month over 12 months, compared with the equivalent use of Ecolab liquid products, which is enabled by the smaller, lighter package size for solid tablets.*
[2] *Based on customer use of all six Ecolab ReadyDose™ products, assuming one case of each product per month over 12 months, compared to equivalent Ecolab liquid products.*
[3] *84% less space is an approximate average of package size differences across all six Ecolab ReadyDose™ products versus the package sizes of the equivalent use of Ecolab liquid cleaning products.*
[4] *Bottle, not including sprayer, is #2 HDPE and contains 50% post-consumer recycled (PCR) plastic. Remove sprayer before recycling. Bottle may not be recyclable in all areas. Please check locally.*



Scaling impact through purpose-built partnerships

Today's defining challenges cannot be solved in isolation. Through intentional partnerships, Ecolab convenes diverse stakeholders to protect shared resources, unlock resilient growth and prove that business leadership can drive both performance and positive impact.

Across water stewardship, climate action, nature protection, community engagement and responsible sourcing, we work alongside industry peers, non-profit organizations, suppliers and policymakers to deliver solutions that are locally relevant and broadly applicable.

By combining expertise, reach and shared accountability, our partnerships expand what's possible. We scale solutions together that no single organization can solve alone – strengthening businesses, building resilience and delivering lasting positive impact across value chains and communities.

Driving growth and enterprise resilience through collective water action

As artificial intelligence accelerates a new era of economic growth, demand for water is rising alongside it. Reliable water access underpins roughly 60% of global GDP, yet the world faces a projected 56% freshwater shortfall by 2030.[1,2] Water scarcity is no longer a distant environmental issue. It is a material business risk, already disrupting operations, supply chains and growth across water-reliant industries.

These challenges are increasingly shaped at the basin level, where businesses, communities and ecosystems depend on the same finite resource. Leading companies recognize that long-term resilience requires more than efficiency. It requires strengthening the freshwater systems that enable performance and growth at scale.

Ecolab is helping companies move from individual action to collective impact. Through global partnerships, basin-level collaboration, innovative finance models and market-driven campaigns, we are enabling collective water action that pools resources and shares expertise across sectors to tackle large-scale water challenges with measurable impact for all.

Advancing global leadership

At Ecolab, we've been setting the industry standard in water stewardship for years. In 2020, Ecolab cofounded the Water Resilience Coalition (WRC) alongside Microsoft, Gap Inc. and others. Today, the CEO-led initiative includes more than 40 public- and private-sector members, working to reduce water stress in 100 priority basins, supporting water access for 3 billion people and advancing water-resilient value chains.

Fostering basin collaboratives

Water risks vary significantly by location, making the global water crisis one that must be addressed locally through context-based solutions. As the world's fourth-largest economy, California's private sector plays a critical role in advancing a water-resilient future. As a co-founder and Basin Champion within the Water Resilience Coalition, Ecolab helped launch the California Water Resilience Initiative (CWRI) to close the state's projected 10% water supply gap by 2040. CWRI aims to reduce, reuse and restore 1 million acre-feet of water annually by 2030. By late 2025, the initiative scaled to 70 projects, a 30% year-over-year increase, with 94 companies participating and corporate investment in California doubling since 2022.

Mobilizing capital for water access

Ecolab is mobilizing capital through innovative finance. In 2025, we served as an anchor investor in WaterEquity's Everspring Fund, an evergreen investment vehicle designed to unlock long term capital for water and sanitation solutions at scale. By supporting new financing models, Ecolab is helping accelerate high-impact water solutions while reinforcing the link between water resilience and business performance.

Fueling market-driven water solutions

At the 2026 World Economic Forum, Ecolab joined Gap Inc., Amazon, Starbucks and Water.org as a founding partner of Get Blue™, a new Water.org initiative accelerating access to safe water and sanitation. Get Blue mobilizes brand activations, enterprise partnerships and consumer engagement to scale Water.org's market driven solutions, which have already reached 85 million people and aim to reach 200 million by 2030. By linking progress toward our 2030 Positive Impact water conservation goals with philanthropic investment, Ecolab is elevating water as a business priority while delivering measurable community impact.

Ecolab partners with leading organizations to propel collective water action:

UN Global Compact CEO Water Mandate

UN Global Compact Water Resilience Coalition

water.org

Pacific Institute

Alliance for Water Stewardship

WaterEquity

World Resources Institute

California Water Action Collaborative

Texan by Nature

[1] WWF
[2] World Resources Institute

From shared ambition to scaled impact: advancing water resilience together

Growth today is increasingly shaped by water availability, reliability, and performance. In many regions, water is already influencing where companies can operate, how efficiently they can grow, and how resilient their value chains remain. While individual companies are making meaningful progress on efficiency and conservation, the reality is that water challenges are shared - and no one organization can solve them alone.

That's why Ecolab works through partnerships designed to deliver results beyond individual sites, collaborating with leading companies, governments, and global platforms including the World Economic Forum. These partnerships help align action across basins, accelerate proven solutions, and direct investment to the places where water constraints most directly affect business performance and growth.

By working together at scale, Ecolab and its partners are helping businesses strengthen resilience, protect growth, and deliver measurable impact in the world's most water-stressed regions.

Global collaboration translated into local action, with new basin initiatives launched in the Rhône–Mediterranean Basin in France and the Guadalquivir Basin in Spain.

In both regions, businesses, governments, and local stakeholders aligned around shared data, shared risk, and coordinated investment proving the basin collaborative model delivers results where water stress and economic exposure are most acute.

The coalition is now positioned to scale fast. Membership is set to double to 80 companies, with collective action expanding across more than 50 basins. By pairing advanced technologies with deeper cross-sector leadership, the WRC is building water resilience at the pace global business demands. Ecolab remains fully engaged helping convert ambition into action and advancing water resilience as a driver of growth, stability, and long-term value.

For more information

Water Resilience Coalition

WRC focus area	Where we are today 2025	Where we're headed 2030	What it means
Member growth	42 member companies with $5 trillion in market capitalization	150+ member companies	Growing a leadership coalition built to scale
Local basins, global reach	Active in 24 critical basins	100 critical basins mobilized	Expanding where water stress and impact are greatest
Lives changed	63M people benefiting from improved water access	300M people reached	A clear, credible path to 5X impact

Turning water stewardship into shared value for Californian communities and business

At Ecolab, shared water resilience is not separate from business performance. It is a driver of it. The California Water Resilience Initiative (CWRI) demonstrates the power of partnership to address shared and complex water challenges at scale. Through collaboration among state agencies, local utilities, technology leaders and businesses, CWRI delivers integrated solutions that strengthen water security and resilience across California's most stressed watersheds.

Co-founded by Ecolab and delivered with the California Natural Resources Agency, the Los Angeles Neighborhood Land Trust and the Pacific Institute, the Esperanza Elementary Green Schoolyard Project exemplifies how aligning business capabilities with community needs creates shared value. The project transformed more than 33,000 square feet of asphalt at a Central Los Angeles school into green infrastructure designed to capture more than 52,000 gallons of stormwater annually, reducing flood risk and improving local water management in a water-stressed community.

Beginning in 2026, the site is expected to deliver nearly 53,000 gallons of annual stormwater benefits over a ten-year period, supported by bioswales, native plants and tree habitats that reduce runoff, improve water quality and mitigate urban heat. Beyond water outcomes, the project provides shaded outdoor learning spaces, environmental education opportunities and expanded access to green space for the surrounding Westlake neighborhood, home to nearly 40,000 residents. Additionally, the initiative delivers numerous co-benefits, including reduction of the urban heat island effect and creation of urban habitats for birds and pollinators.

The Esperanza Green Schoolyard illustrates how CWRI translates water stewardship into tangible business, environmental and community value. By aligning scientific expertise, policy and community priorities, CWRI offers a scalable model for building resilience while strengthening the social and economic systems that businesses and communities depend on.

For more information

California Water Resilience Initiative

Ecolab and CDP partner to set a new standard for operational water performance

As water scarcity intensifies, operational water performance has become a key lever for cost control, resilience and competitiveness. Because water use is inherently energy -intensive, reducing water consumption lowers energy use and operating costs, improving reliability and margin protection.

Despite this, many companies lack clear, comparable insight into what best-in-class water performance looks like - and how to deliver it consistently.

A new benchmark for Best-in-Class water performance

To help close this gap, Ecolab partnered with CDP, the world's leading environmental disclosure platform, to launch the **Water Use Efficiency Index**. The Index provides a clear, sector-specific benchmark that allows companies to measure, compare and improve operational water performance. By defining optimized and best-in-class ranges, it gives organizations a practical reference point to assess where they stand relative to peers and identify opportunities for improvement.

From insight to impact

The Index draws on CDP's database of more than 10,000 annual corporate water disclosures, combined with Ecolab insights from millions of customer locations across 40 industries and 170 countries. This robust dataset highlights industry-leading efficiency and elevates water use efficiency as one of the most immediate and controllable levers for reducing risk, lowering costs and stabilizing production, particularly in water-stressed regions.

Operationalizing water circularity for cost, reliability and growth

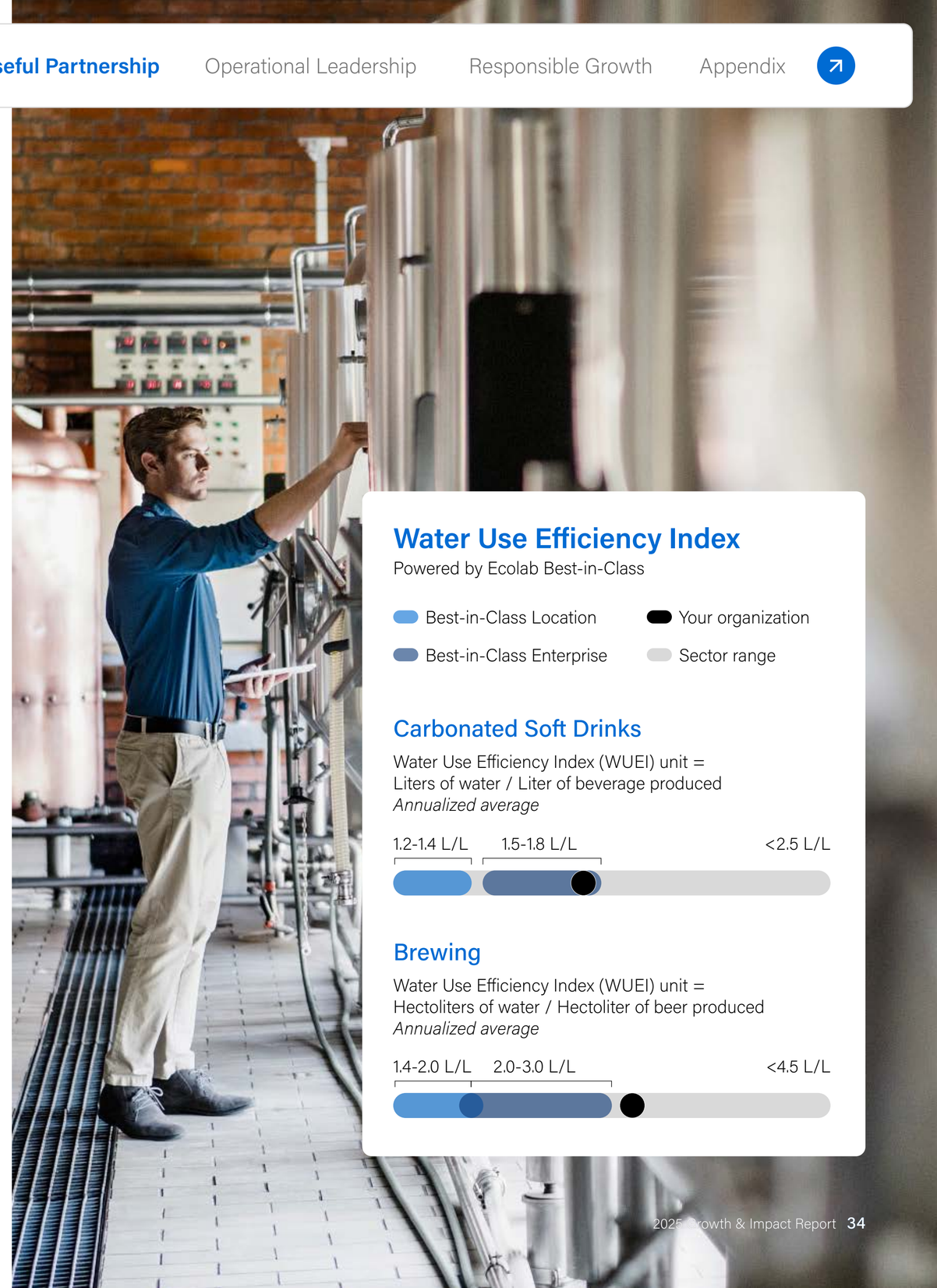
Improving water efficiency is also a gateway to water circularity – the ability to reduce, reuse and recycle water across operations. As industries scale production and digital infrastructure, circular water management is becoming essential to sustaining growth while protecting watershed health.

Better water performance delivers measurable business value. In manufacturing environments, up to 75% of energy use is tied to moving, heating and treating water. By optimizing water use, companies can lower energy consumption, reduce emissions, improve product quality and increase process reliability.

By establishing a clear, industry-grounded definition of best-in-class water efficiency, the Water Use Efficiency Index helps shift water stewardship from aspiration to action. The Index provides companies with a shared, practical reference point to guide smarter decisions, strengthen resilience and accelerate progress toward a more water-secure future.

For more information

- Operational Water Performance Benchmarks, Powered by Ecolab
- *Driving Business Value through Water Disclosure and Innovation Insights on the Food, Beverage and Agriculture sector from CDP and Ecolab*



Localized water impact using best-in-class global standards

Water challenges are shared, making collective action essential – especially in high-risk basins. As a founding partner of the Alliance for Water Stewardship (AWS), Ecolab advances sustainable water use within our operations and across the watersheds where we operate. Since 2010, we have helped shape and implement the AWS International Water Stewardship Standard, a globally consistent, locally adaptable framework for responsible freshwater management.

AWS certification combines strong site-level stewardship with collaboration among local stakeholders to address shared water risks. In 2025, Ecolab expanded to 16 AWS-certified sites, adding facilities in Garland, Texas, USA, Guangzhou, China and Istanbul, Turkey, reinforcing our commitment to basin-level collaboration, resilience and shared local impact.

Making progress toward our goal to achieve AWS certifications in high-risk watersheds

2030 Impact
Achieve AWS certification for Ecolab manufacturing sites located in high-risk watersheds.

2025 Performance
We have achieved AWS certification at 16 of our facilities, 12 located within high-risk watersheds.

Click on the locations below to explore how each site is activating their water management and stewardship plans

Nature-based partnerships strengthening ecosystem health and value-chain resilience

Our value chain depends on reliable production, logistics and local water security, making ecosystem restoration and protection essential management strategies, not philanthropic add-ons. By strengthening natural and built infrastructure, partnerships address the root causes of water risk while creating shared value for business, communities and the environments they depend on.

Ecolab takes a global yet deeply localized approach, working basin by basin with partners such as The Nature Conservancy, the Bonneville Environmental Foundation and the Pacific Institute to improve basin health, stabilize operating conditions and reinforce long-term supply chain resilience for value chains and communities alike.

Enhancing flood protection, community benefits and habitats in Mississippi

In the Lower Mississippi Alluvial Valley, poor water quality threatens critical wetland habitats. In partnership with The Nature Conservancy, Ecolab is restoring these landscapes in the Loch Leven floodplain to deliver community benefits – including drinking water supply, agricultural irrigation support and recreational services – while protecting essential habitat for 200+ migratory bird species and other wildlife.

164 million gallons
(~620,000 m^3) annual volumetric water benefit

12.1 billion gallons
(~46 million m^3) of flood storage capacity

10,000+ acres
restored and enhanced

Preserving water through AI-enabled irrigation in Chile

Water scarcity in the Maipo Basin threatens the balance between urban demand, agriculture and ecosystem health in one of Chile's most populous and water-stressed regions. Ecolab partners with the Bonneville Environmental Foundation to reduce water use by deploying smart irrigation systems that combine AI and site-specific data to precisely match crop needs, helping preserve limited water resources for drinking water and sanitation across the basin.

33.9 million gallons
(~128,000 m^3) annual volumetric water benefit

7 million people
positively impacted through increased water security and agricultural productivity

Cleaning drinking water at the source in Minnesota

The Mississippi River headwaters are a critical natural asset, providing clean drinking water for millions, supporting biodiversity and delivering significant recreational and economic value. Ecolab partners with The Nature Conservancy to protect the health of the headwaters, strengthening drinking water quality as a downstream water user and enabling a healthier aquatic habitat for fish and wildlife.

16.3 million gallons
(~61,700 m^3) annual volumetric water benefit

100,000+ acres
protected

1.4 million people
positively impacted

Increasing water access and flood protection in Mexico

The town of San Bartolomé Actopan faces chronic water challenges driven by water quality pressures, heightened flood risk and an overexploited aquifer, leaving 18% of households without access to clean water and 20% without access to sewage systems. Ecolab partners with Pronatura to enhance groundwater recharge through reforestation, reduce flood vulnerability and strengthen ecosystem conditions across the Basin of Mexico, improving quality of life for the community while supporting long-term basin health.

122.8 million gallons
(~465,000 m^3) annual volumetric water benefit

100 acres
restored

Rebuilding meadows to strengthen Californian water resilience

Historic water diversions and the removal of natural flow-slowing features like beaver dams in the Owens River headwaters reduced groundwater storage, disconnected floodplains and increased erosion and flood surges during storm events. Ecolab partners with Trout Unlimited to restore meadow hydrology in the area, stabilizing flows to improve watershed resilience upstream of the Los Angeles water system.

18 million gallons
(~68,000 m^3) annual volumetric water benefit

4 acres
restored

Nature-based partnerships strengthening ecosystem health and value-chain resilience

Building resiliency in the water-stressed Colorado River basin

Declining water levels in Lake Mead pose a growing risk to water security across the Colorado River Basin. Ecolab supports a collaborative conservation effort with the Colorado River Indian Tribes and the state of Arizona, facilitated by Business for Water Stewardship, to conserve water through system-level actions while advancing long-term irrigation modernization.

19.2 million gallons
(~73,000 m^3) annual volumetric water benefit

~49 billion gallons
(~185 million m^3) of water conserved in total

400,000+ people
supported annually

Reducing water loss in affordable housing across the Western United States

Water waste from undetected toilet leaks is a persistent challenge in multifamily housing, driving unnecessary water loss and maintenance burdens. Ecolab supports a collaborative effort in California and Arizona led by the Pacific Institute to deploy an innovative toilet leak detection system that identifies and addresses leaks early, improving water efficiency, lowering water and wastewater costs, and strengthening maintenance practices in affordable housing.

700,000 gallons
(~2,600 m^3) annual volumetric water benefit

15% reduction
in total building water use

Safeguarding local water supplies in India's Krishna basin

Declining lake health and groundwater stress threaten water security for communities in the Krishna Basin near Pune, India. Ecolab partners with SayTrees Environmental Trust and CLEAN International to rejuvenate local lakes, strengthening surface water quality, increasing water storage and supporting groundwater recharge as part of a broader regional water security effort.

142.9 million gallons
(~541,000 m^3) annual volumetric water benefit

Restoring Brazilian forests to protect water security

Water quality and watershed health challenges threaten the reliability of water resources for communities in the São Paulo region. Ecolab supports The Nature Conservancy's Water Fund of São Paulo to advance watershed protection and reforestation, strengthening source water quality and long-term water security while conserving native biodiversity and maintaining or improving carbon sequestration to support climate adaptation and mitigation through nature-based solutions.

29.4 million gallons
(~111,000 m^3) annual volumetric water benefit

540+ acres
of protected forest

4 million people
benefited

Minimizing runoff in the Dallas-Fort Worth, Texas area

Growing water demand and reduced water flow across the Upper Trinity River Basin in Texas threaten surface water availability and freshwater ecosystems. Ecolab partners with The Nature Conservancy to support Environmental Water Transactions (EWTs) by implementing agricultural best management practices that reduce runoff and improve surface water conditions while balancing water needs for people and nature.

13.1 million gallons
(~49,600 m^3) annual volumetric water benefit

300 acres
utilizing agricultural best management practices

Navigating value chain decarbonization headwinds with suppliers while enabling growth

Our approach

Ecolab recognizes that achieving meaningful climate progress requires collaboration across the value chain. As part of our commitment to deliver 2030 Positive Impact, we are working with suppliers and partners to reduce absolute Scope 3 greenhouse gas (GHG) emissions by 25% from a 2022 base year, across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution and downstream leased assets. This target is approved by the Science Based Targets initiative (SBTi) and aligns with a 1.5°C pathway.

Our Supplier Code of Conduct, incorporated into all supplier contracts and purchase orders, establishes expectations for environmental stewardship, resource efficiency and continuous improvement. Suppliers are required to prevent and mitigate pollution, minimize hazardous materials, support reuse and recycling, avoid adverse impacts on human health or the environment, and conserve natural resources such as energy, water and feedstocks, with the expectation that these standards are applied across their own supply chains.

Governance

Oversight of sustainable procurement and supplier engagement is provided by the Safety, Health and Environment (SHE) Committee of the Board of Directors, reinforcing accountability as we progress toward net-zero emissions by 2050.

Performance

Ecolab prioritizes engagement with suppliers that have the greatest impact on Scope 3 emissions. We partner with CDP to collect supplier climate data and use these insights to inform procurement decisions and prioritize lower carbon alternatives. In 2025, more than 60% of high-impact suppliers disclosed climate information through CDP, contributing to Ecolab's inclusion on CDP's Supplier Engagement Assessment Leaderboard.

Direct supplier engagement complements disclosure efforts through collaboration on decarbonization solutions such as renewable electricity adoption, electrification of energy intensive processes and use of biobased or recycled materials. Where appropriate, supplier-provided primary data, including product carbon footprint information, is incorporated into Ecolab's Scope 3 inventory.

Even so, we – like many organizations – face structural and market challenges that limit the pace of progress. These challenges include shifts in global supply chains, gaps in data that do not yet reflect low carbon changes and differences across the value chain in technical capability, reporting practices and incentives.

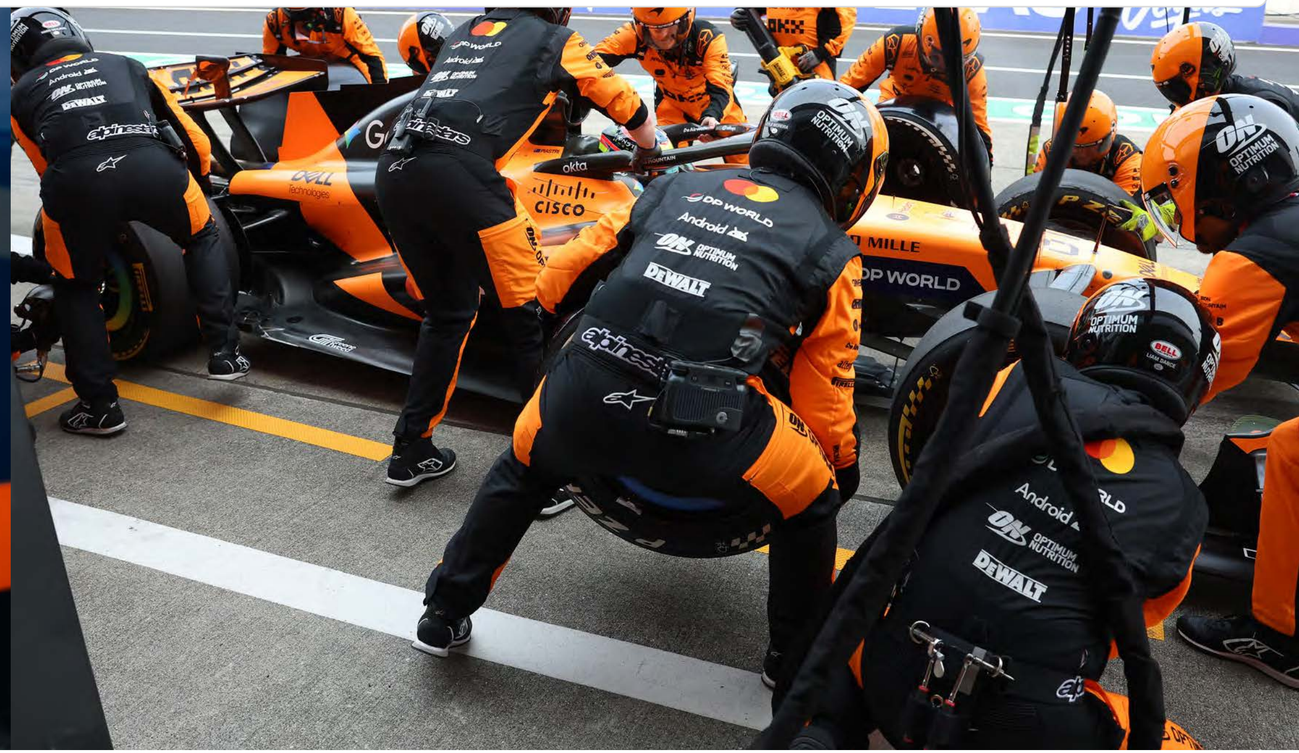
Despite these constraints, we are taking focused actions where we can, to continue improving performance, including:

- Prioritizing suppliers that use renewable energy or lower energy production processes for raw materials
- Increasing the use of renewable and recyclable feedstocks, such as greater adoption of enzymatic cleaning solutions
- Improving product carbon footprint data quality and coverage to better capture and credit verified emissions reductions

Making incremental progress amid a challenging environment

2030 Impact
Reduce absolute Scope 3 emissions by 25% from a 2022 base year across a portion of purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution and downstream leased assets.

2025 Performance
We reduced absolute Scope 3 GHG emissions by 7% from a 2022 base year.



McLaren: Winning at the Highest Level with the Lowest Impact

In 2025, McLaren proved that elite performance and lower impact are not tradeoffs. As Formula One World Champions, McLaren delivered peak racing performance while advancing a science-based commitment to cut total enterprise emissions 50% by 2030.[1] The result is a high-performance organization that optimizes systems on and off the track to compete faster, cleaner and smarter.

On the road to 2030, McLaren is delivering best-in-class emissions reductions in the areas that matter most to performance and operations:

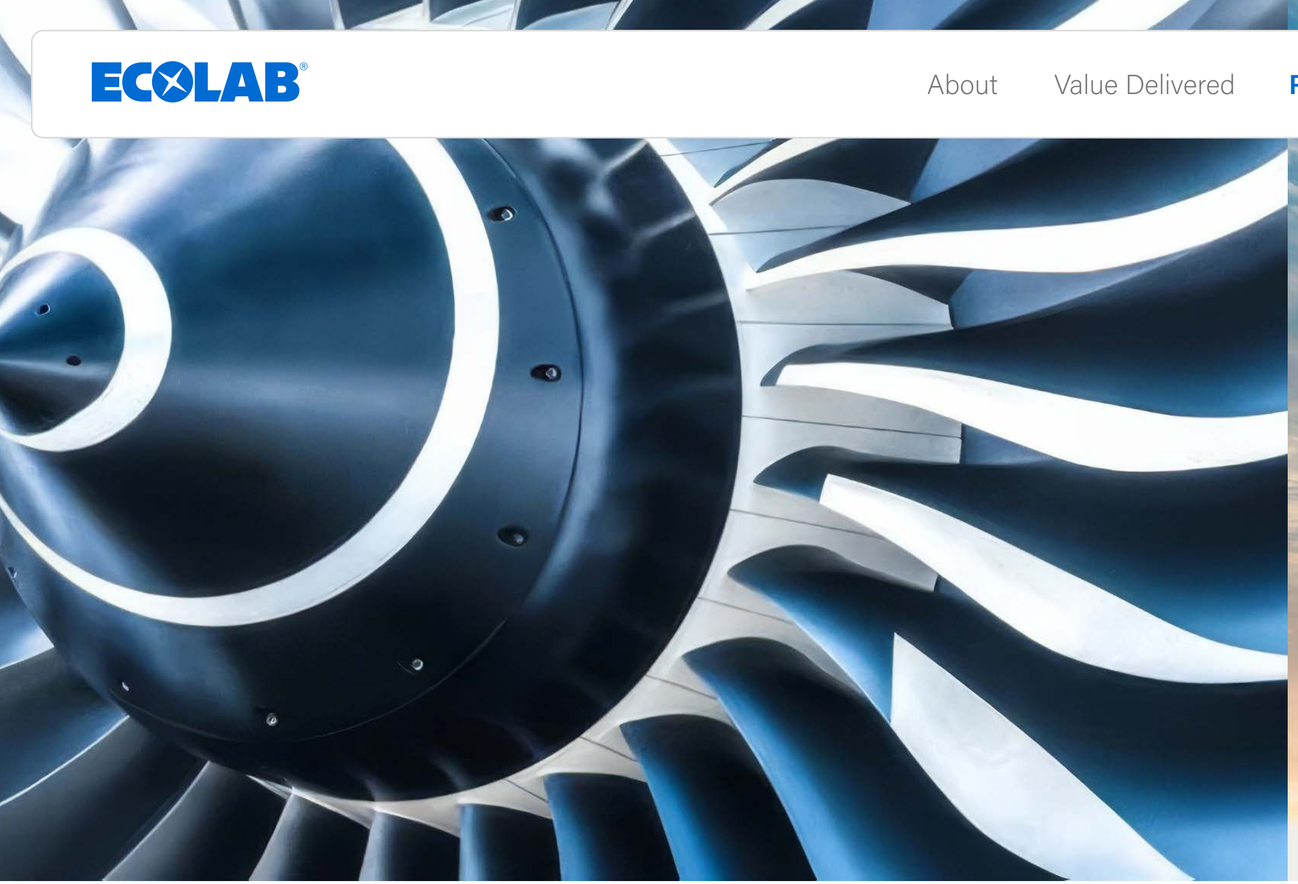
- Race car performance: Starting in 2026, the hybrid power unit in McLaren's F1 car, paired with Advanced Sustainable Fuel, delivers up to 65% lower race car emissions on a life-cycle basis.[2]
- Operations: Strategic investments in Sustainable Aviation Fuel (SAF) are positioning McLaren to exceed its 2030 operational emissions-reduction targets.[3]
- Aviation and travel: Through SAF investments with Ecolab, 100% of McLaren's business travel aviation emissions are addressed from 2025–2028, tackling one of the hardest-to-abate areas of elite global sport.

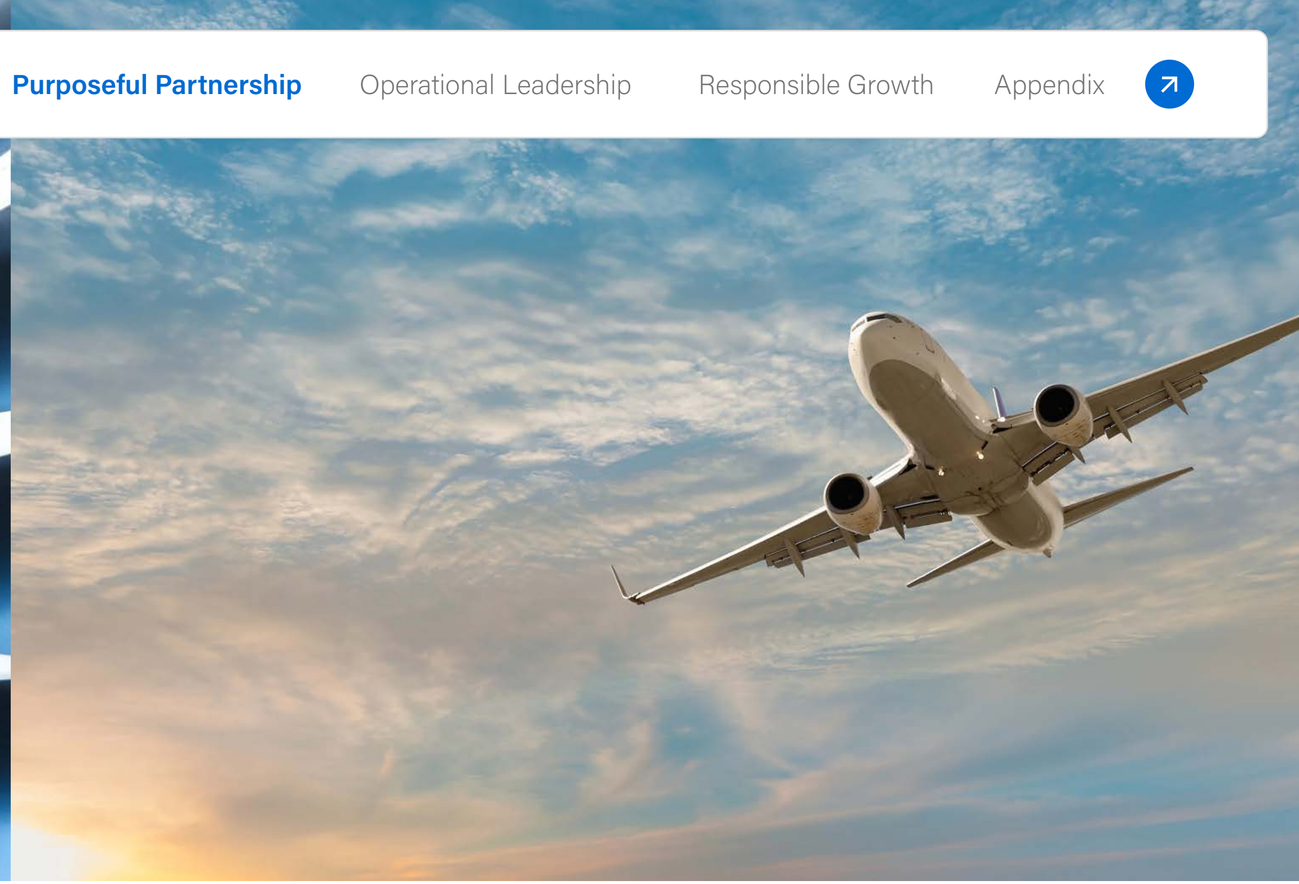
Together with Ecolab, McLaren is demonstrating what it means to be one of the highest-performing racing teams with the lowest impact today.[4] This is not an abstract net-zero claim. It is measurable progress, aligned to science, delivered while winning championships.

For more information

- Ecolab and McLaren Racing Partnership
- Ecolab Sustainable Aviation Fuel Offerings

[1] *McLaren has committed to around a 50% absolute reduction in total enterprise emissions by 2030, driven by an 80% cut in direct operational (S1) emissions vs. 2019 and a 50% reduction across the value chain (S3) vs. 2022, and to purchase 100% renewable electricity (S2), aligned with science-based targets.*
[2] *Compared to fossil-derived fuel*
[3] *Operational emissions include: Scope 1, Scope 2 (market based) and Scope 3 emissions from business travel, logistics, commuting, merchandise, hospitality & events, and waste.*
[4] *In 2025, McLaren achieved its lowest operational emissions impact to date vs. its baseline after investments in Sustainable Aviation Fuel certificates (SAFc).*





Building a scalable operating model for low carbon flight at MSP

Aviation is a hard-to-abate sector that represents roughly 2.5% of global energy-related carbon dioxide emissions, and the main issue for the industry to begin decarbonizing is execution.[1] Aircraft electrification is not viable at scale in the near-term or for long distance travel, making Sustainable Aviation Fuel (SAF) the most tangible solution available today that delivers material emissions reduction up to 80% without disrupting fleets or infrastructure.[2] The barrier isn't technology. It's scale, cost discipline and operational performance.

Minnesota is tackling those constraints head-on. Led by the GREATER MSP Partnership, the Minnesota SAF Hub founded by Ecolab, Delta, Xcel Energy and Bank of America is building an integrated, end-to-end SAF value chain anchored at the Minneapolis-Saint Paul (MSP) International Airport, Delta's second largest hub. The coalition is advancing hard assets to accelerate the availability of SAF at MSP, including a SAF blending facility capable of up to 30 million gallons, leveraging existing pipeline infrastructure and targeted to come online in 2026.

Ecolab's role is anchored in performance and value creation. As a founding member and participant in the Hub's demand consortium, Ecolab provides a stabilizing market signal that supports long-term scalability. Separately, Ecolab brings decades of experience from the biofuels and renewable fuels processing industry applying proven process optimization, water treatment and operational solutions that help producers scale reliably, protect critical assets, control operating costs and consistently meet stringent fuel quality specifications.

This isn't about first flights, it's about building the foundation that enables SAF to scale, perform and compete commercially.

For more information

- GREATER MSP Partnership SAF Hub
- Ecolab Sustainable Aviation Fuel Offerings

[1] *International Energy Agency*
[2] *International Air Transport Association*

Community impact

Our approach

Since 1986, the Ecolab Foundation has supported communities where employees live and work by investing over $174 million in local nonprofit organizations to address critical social and environmental needs. Our community impact approach focuses on three priority areas:

1. Protecting vital resources
2. Investing in future generations
3. Building abundant communities, including housing, food access, health, safety and the arts

Community giving is strengthened through employee engagement, local decision-making and long-standing partnerships with trusted nonprofit organizations. Through a combination of Foundation grants, corporate contributions, employee donations, volunteerism and in-kind support, Ecolab directs resources where they can deliver meaningful, lasting impact. We measure progress through post-volunteer event and nonprofit grantee surveys to understand community outcomes and inform future investment strategies.

Protecting vital resources

$1.2 million
directed to conservation and nature-based initiatives

20%
of volunteer events are environmentally focused

Investing in future generations

$3.2 million
committed to youth education and development organizations

Building abundant communities

$5.8 million
in donated cleaning and sanitizing products

11
countries served

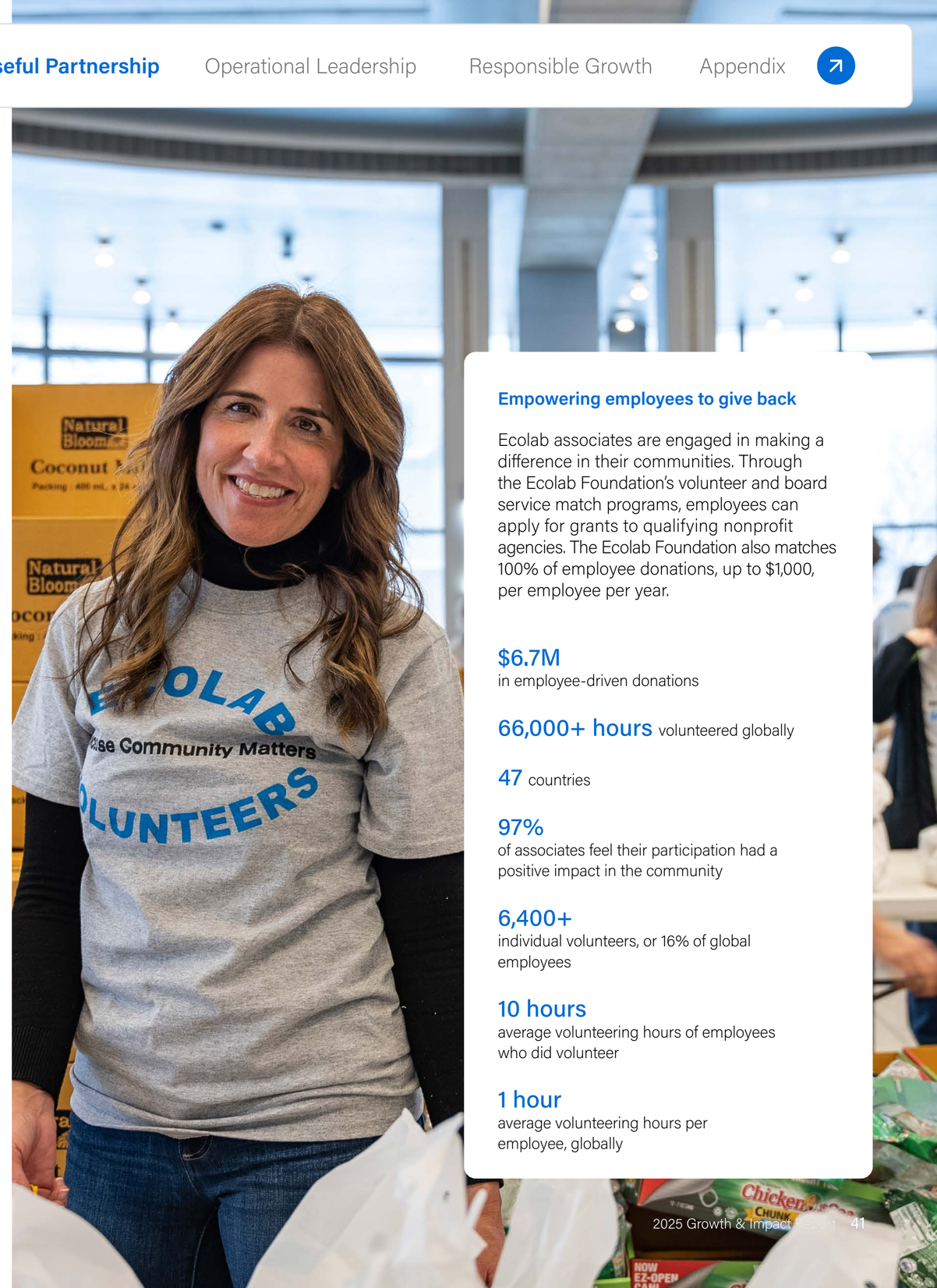
2025 community impact highlights

$24.2M
given

500 nonprofits
funded

99%
of grantees achieved their grant goals

95%
of grantees reported Ecolab funding made a meaningful difference



Empowering employees to give back

Ecolab associates are engaged in making a difference in their communities. Through the Ecolab Foundation's volunteer and board service match programs, employees can apply for grants to qualifying nonprofit agencies. The Ecolab Foundation also matches 100% of employee donations, up to $1,000, per employee per year.

$6.7M
in employee-driven donations

66,000+ hours volunteered globally

47 countries

97%
of associates feel their participation had a positive impact in the community

6,400+
individual volunteers, or 16% of global employees

10 hours
average volunteering hours of employees who did volunteer

1 hour
average volunteering hours per employee, globally

Growing local action into lasting environmental stewardship

At Ecolab, employee activism is not incidental – it is intentionally enabled as part of how the company lives its purpose and drives performance. Across the globe, associates are empowered to lead locally, partnering with communities and organizations to translate Ecolab's sustainability commitments into meaningful, on-the-ground impact. These efforts strengthen ecosystems, build community trust and reinforce a culture where purpose-driven leadership and high-performing teams contribute directly to business results.

Turning employee engagement into waterway protection in Minnesota

In St. Paul, Minnesota, Ecolab associates partnered with Friends of the Mississippi River to protect the Mississippi River through a storm-drain stenciling initiative that turned everyday infrastructure into educational tools. The effort raised awareness of how local runoff flows directly into the river, encouraging pollution prevention while demonstrating the power of employee engagement and long-standing nonprofit partnerships to deliver visible, community-level impact.

Purpose in action: restoring green cover in Karhati Village, India

Ecolab associates in Pune partnered with SayTrees and residents of Karhati Village to plant 570 trees through a community-led initiative supporting long-term environmental resilience. The effort brought together nearly 100 volunteers, demonstrating the power of local partnerships to expand green cover, support biodiversity and advance climate adaptation.

"It was an extremely meaningful and rewarding experience to be a part of advancing our efforts on water conservation, promoting sustainability and tackling climate change. It was surreal and uplifting to witness the vision of the Karhati community – immense enthusiasm from school kids and elderly folks alike – in building a sustainable environment for their current and future generations."

Anu Desai
Marketing Manager

Inspiring the next generation through education in Mexico

Near Ecolab's Lerma manufacturing site, associates volunteered at Cuauhtémoc Elementary School to lead an environmental education rally focused on water conservation and sustainability. Through hands-on activities – ranging from recycling and hygiene activities to water-use challenges – and a collaborative mural, students learned how everyday choices can help protect vital resources while reinforcing shared responsibility for the environment.

"Upon arriving at Cuauhtémoc Elementary School, we were greeted with warm smiles and enthusiasm. A highlight of the day was the creation of a collaborative mural, where students and volunteers came together to paint messages and images about caring for our planet. It was a creative and unifying moment that captured the spirit of the day."

Juliana Serrano
Communications Manager

For more information

- SayTrees
- Friends of the Mississippi River

These initiatives reflect how Ecolab intentionally channels employee passion into purpose-driven leadership that benefits communities and the business alike. By empowering associates to lead local action, Ecolab strengthens engagement, builds leadership capability and reinforces a culture rooted in stewardship and accountability.

The result is a virtuous cycle: engaged employees drive meaningful environmental impact, trusted community relationships and stronger business performance - helping Ecolab deliver on its purpose while creating lasting value for customers, communities and associates.

Strengthening housing stability and community resilience through purpose-driven leadership

Strong communities are essential to strong businesses. At Ecolab, associates are empowered to play an active role in strengthening the places where they live and work, turning community engagement into a source of cultural strength and organizational resilience.

By channeling employee passion into purpose-driven leadership on issues like housing stability, we create shared value – supporting community well-being while reinforcing the behaviors and mindset that enable sustainable growth through high-performance teams: accountability, collaboration and service.

These initiatives illustrate how Ecolab intentionally promotes purpose-driven leadership and employee engagement as a driver of culture and performance. By supporting associate activism through funding, partnerships and leadership endorsement, Ecolab reinforces a workplace where purpose fuels engagement, engagement builds capability and capability drives results.

The impact is mutually reinforcing: communities gain stronger support systems, associates develop as leaders and the business benefits from a values-driven culture that attracts talent, builds trust and strengthens long-term resilience.

And, through our high-performing teams, Ecolab continues to create positive change - helping communities grow stronger while reinforcing the cultural foundations that enable sustainable business success.

Investing locally to strengthen community and business resilience

Ecolab's commitment to housing stability begins at home. As an early funder of Our Home State, a five-year, $23 million philanthropic initiative led by the Saint Paul & Minnesota Foundation in partnership with the F. R. Bigelow Foundation and Mardag Foundation, Ecolab is helping expand access to safe, stable and affordable housing across Minnesota.

Ecolab's $3 million commitment supports emergency shelter capacity, eviction prevention, workforce development and housing innovation, with a focus on Ramsey County – the location of Ecolab's Global Headquarters. Beyond financial investment, the initiative reflects Ecolab's belief that strong communities underpin strong businesses, and that companies play a critical role in convening partners and accelerating solutions.

> *"Homelessness is a shared challenge and addressing it is a shared opportunity. Businesses have always had both a responsibility and personal stake in caring for their communities. Together, let's make St. Paul the first city where every resident has a safe place to sleep and the resources to build a stable, prosperous future."*

Christophe Beck
Ecolab Chairman and CEO

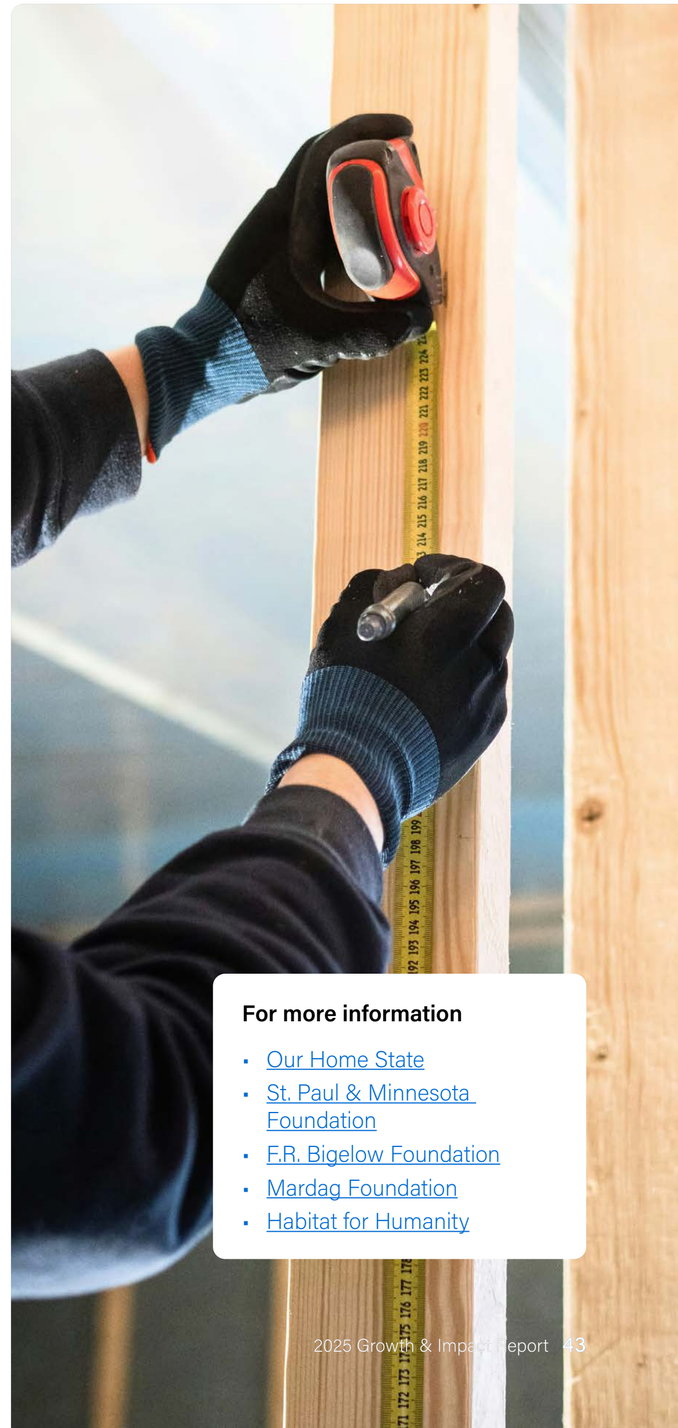
Activating employee leadership through hands-on action

Purpose comes to life when associates are empowered to lead. In Toms River, New Jersey, Ecolab associates partnered with Northern Ocean Habitat for Humanity to restore a local home by replacing aging windows. Volunteers worked to measure, install and seal new windows – improving safety, comfort and energy efficiency for the homeowner.

The project demonstrated how associate-led volunteerism translates Ecolab's values into tangible outcomes. By investing time and expertise, associates strengthened neighborhoods while building leadership skills, teamwork and pride in their work.

> *"Ecolab's ongoing partnership with Northern Ocean Habitat for Humanity continues to demonstrate their dedication to building stronger, healthier neighborhoods. Their generosity and hands-on involvement make a direct and meaningful impact on the lives of local families."*

Lisa Peck-LaMarca
Northern Ocean Habitat for Humanity Community Development Manager



For more information

- Our Home State
- St. Paul & Minnesota Foundation
- F.R. Bigelow Foundation
- Mardag Foundation
- Habitat for Humanity

Supplier relations

Our approach

To meet our customers' world-class expectations, Ecolab sets clear policies and standards to ensure product quality, operational integrity and responsible sourcing across our supply base. Suppliers are expected to deliver value across cost, quality, delivery, innovation, compliance and continuous improvement, and are governed through contracts and purchase order terms aligned with Ecolab policies.

Policies

All suppliers must comply with Ecolab's Supplier Code of Conduct, which defines expectations around integrity, ethical and legal standards, compliance, confidentiality, gifts, gratuities and business meals, labor rights and employment law, health and safety, environment, anti-bribery and corruption, fair competition and responsible sourcing. The Code is embedded in supplier contracts and suppliers are expected to apply these requirements throughout their own supply chains.

Supplier expectations are grounded in international standards, including the United Nations (UN) Declaration of Human Rights, the UN Convention on the Rights of the Child and the Conventions of the International Labor Organization (ILO) Fundamental Principles and Rights at Work. Suppliers must also comply with applicable labor, employment and environmental laws and meet Ecolab's Ethical Sourcing Standards, supported by our Anti-Human Trafficking and Conflict Minerals policies.

Screening and assessment

All suppliers undergo legal, financial, operational, quality and reputational screening prior to approval, with 100% of new suppliers assessed against the Supplier Code of Conduct and Ethical Sourcing Standards. Enhanced reviews and on-site assessments may be conducted for high-risk or critical suppliers.

Supplier performance is monitored continuously, with risk and performance determining audit requirements. Audits are conducted according to International Organization for Standardization (ISO) 13485 standards and assess quality management systems, process controls and safety. All critical and major findings require corrective action, with critical findings triggering follow-up audits. In 2025, Ecolab's supplier quality team conducted 371 remote desktop or on-site audits, with results reported to corporate quality and procurement leadership.

Additional responsible sourcing screening applies to suppliers of palm derivatives, paper-based packaging and applied labels, aligned with No Deforestation, No Peat, No Exploitation (NDPE) principles and good forestry practices as required by certifying bodies such as the Forest Stewardship Council, Programme for the Endorsement of Forest Certification or Sustainable Forestry Initiative. In 2025, suppliers representing over 95% of applicable materials confirmed compliance, with corrective actions underway for the remainder.

Risk monitoring

All direct suppliers (100%) are assessed for risk, with additional human rights and environmental risk analysis conducted through Sedex. Country-, commodity-, product- and sector-specific risk scores are combined with supplier spend and internal quality data to identify suppliers requiring further action, including completion of a Self-Assessment Questionnaire (SAQ) and/or a third party SMETA audit through Sedex.

Higher risk suppliers – including those in chemicals, packaging, equipment and contract manufacturing – complete additional assessments, with contract manufacturers audited on-site at least every three years. Ecolab also monitors forced and child labor risks using data from the U.S. Department of Labor, International Labor Organization (ILO), Walk Free Foundation and U.S. Customs & Border Protection. Materials identified as higher risk within our supply chain include palm oil, silica-based products, abaca pulp and electronics. Of the 20 countries with the highest estimated prevalence of modern slavery, Ecolab operates in five, representing approximately 6% of procurement spend and 798 suppliers. No evidence of modern slavery has been identified within Ecolab's operations or supply chain.

Training

Relevant employees receive annual training to help identify ethical, labor and environmental risks when working with suppliers, strengthening Ecolab's ability to detect and address forced labor risks. In 2025, we continued to promote supplier sustainability and diversity programs internally and externally, while suppliers that are Sedex members had access to additional training resources.

Reporting

Ecolab's Code of Conduct hotline enables reporting of potential violations by internal and external stakeholders. All concerns are investigated and addressed through mitigation actions such as training, monitoring or capacity-building. Suppliers that cannot remediate significant risks are removed from Ecolab's approved supplier list.

Supplier relations

Supplier diversity

Ecolab is committed to building a resilient, innovative, and efficient supply chain through procurement practices that encourage participation from a wide variety of suppliers. Our approach promotes long-term partnerships supported by supplier development, mentorship, subcontracting opportunities and investments in education, training and networking. Ecolab's competitive sourcing has yielded partnerships with a wide range of suppliers, including underrepresented suppliers.

At Ecolab, an underrepresented supplier is a U.S.-based company that is at least 51% owned and operated by a person, or group of persons, who is a citizen or lawful permanent resident of the U.S. and has received certification from a third-party agency. Certified suppliers may include companies owned by disabled individuals, veterans, service-disabled veteran, and women, among others, as well as certified small businesses, HUBZone, 8(a) and disadvantaged business enterprises.

To strengthen supplier engagement in 2025, Ecolab:

- Trained procurement teams on new data-driven tools and capabilities
- Expanded partnerships and investments to increase access for underserved suppliers
- Partnered with 10 councils supporting certified supplier development[3]

Enabling small business growth through sustainable supplier financing models

To further support small businesses, Ecolab launched the Sustainable Supply Chain Finance Program in partnership with CitiBank, improving access to working capital by accelerating payments and increasing invoice transparency.

Program benefits for suppliers include:

- Faster access to cash and reduced Days Sales Outstanding
- Improved cash-flow visibility and forecasting
- Lower financing and collection costs
- Greater capacity to fund growth, inventory and large orders

Through broad sourcing and financial enablement, Ecolab supports supplier resilience, strengthens local economies and builds a more sustainable supply chain.

Local supply strategy

Ecolab prioritizes sourcing from suppliers within the markets where we operate that meet our ethical, social and sustainability standards. Purchasing decisions are based on safety, quality, service and price, with a preference for local sourcing to reduce emissions, strengthen supply chain resilience and support local economies. As a result, more than 90% of purchases are made with local suppliers across our operating regions, including Asia Pacific, Europe, Greater China, India, the Middle East and Africa, Latin America and North America.

2025 supplier diversity highlights

$533M
spent with certified suppliers[1,2]

700+ certified suppliers
directly engaged

$754.8M
in supplier revenues generated[2]

2,700+ jobs
supported[2]

$224M
in wages, salaries and benefits supported[2]

[1] *Tier 1 and Tier 2 certified supplier spend*
[2] *Economic Impact analysis was conducted through a third party. Impact numbers are derived using the IMPLAN input-output model, which is used to examine inter-industry relationships in local, regional and national economies. Figures include direct, indirect and induced impacts.*
[3] *Councils representing third-party certifying agencies and other community-facing organizations aimed at promoting inclusive supply chains*

Public Policy

Our approach

Ecolab engages with policymakers, regulators, industry coalitions, trade associations and non-governmental organizations to help shape environmental policy relevant to our business and the sectors we serve. Our engagement spans a broad network focused on water stewardship, climate resilience and the transition to a low-carbon economy. In 2025, this included active participation in forums addressing energy infrastructure, water-stress mitigation, industrial decarbonization and climate adaptation. Through these efforts, we support science-based policies aligned with the UN Sustainable Development Goals and promote sustainable growth across global supply chains.

We maintain a formal governance framework to manage all direct and indirect policy engagement and ensure alignment with our business strategy and risk management processes. Policy activities are evaluated through Ecolab's annual business continuity and risk assessment, with any potential misalignment promptly escalated to the Government Relations team for action.

Political contributions

Ecolab's Political Contribution Policy governs corporate political contributions, requiring approval by a committee of executives and annual review by the Governance Committee of the Board of Directors. In 2025, Ecolab contributed $50,000 to the Democratic Governors Association, $50,000 to the Republican Governors Association and $15,000 to the California Legislative Leadership Fund to support the goals of the California Water Resilience Initiative.

Associates may also voluntarily participate in ECOPAC, Ecolab's nonpartisan political action committee, which supports U.S. congressional candidates aligned with our values. Contribution decisions are guided by defined criteria, and a complete list of corporate and ECOPAC contributions is disclosed semi-annually.

Trade association involvement

Ecolab participates in trade associations to share expertise, stay informed on evolving policy and regulatory issues, advocate on matters important to our business and customers, and support associate education and professional development.

Trade associations represent diverse memberships and perspectives, and their positions may not always align with Ecolab's views. When appropriate, Ecolab raises concerns on issues important to our business and stakeholders and may adopt positions that differ from those of the associations or their members.

Some associations engage in lobbying and may use a portion of Ecolab's membership dues for those activities. Ecolab also conducts limited lobbying in compliance with our Code of Conduct and applicable laws, including the U.S. Lobbying Disclosure Act and the EU Transparency Register. Ecolab does not engage in grassroots lobbying or support organizations that draft or endorse model legislation. In 2025, this included engagement with organizations such as Ceres in support of clean energy and grid modernization policies.

Significant trade association memberships are reviewed at least semi-annually by a senior management committee - consisting of the Senior Vice President of Government Relations, the Assistant Secretary or Secretary, the Chief Operating Officer, the Senior Vice President of Regulatory Affairs and the Executive Vice President for Global Markets – with escalation to the CEO if potential misalignment with Ecolab's values or strategy is identified. The Governance Committee of the Board of Directors reviews significant memberships, along with related policies and practices, on an annual basis.

For more information

Trade Association Memberships

High-performing teams driving consistent results

Sustained performance starts with disciplined operations and empowered people. We apply the same consistent, best-in-class approach to managing our own operations as we do to supporting our customers – treating our business with the same care, rigor and relentless focus on outcomes.

Our 48,000+ associates, including more than 25,000 sales-and-service professionals working alongside customers every day, translate strategy into execution. By fostering inclusive workplaces and maintaining an unwavering commitment to health, the environment and safety, our teams bring expertise, ingenuity and accountability to every interaction. In doing so, they create the conditions for operational leadership that strengthens best -in-class outcomes, creates value and fuels resilient growth with positive impact.

Our approach to best-in-class operational water use efficiency

Delivering a water-resilient future requires tangible action. Ecolab recognizes water as both a fundamental human right and a critical business resource, aligning our efforts with UN Sustainable Development Goal 6 to "Ensure availability and sustainable management of water and sanitation for all."

Our Water Stewardship Position formalizes our commitment to responsible water use that creates value for business, communities and the environment. And while our direct operations are not water-intensive, reliable access to high-quality freshwater is essential to our products and services, including cleaning, sanitation, heating and cooling.

We are advancing positive water impact by reducing, reusing, recycling and replenishing water across our operations, applying the same best-in-class approach, expertise and technologies we deliver to customers globally. As Ecolab continues to grow, water conserved annually at customer locations through our technologies far exceeds our own operational and Tier 1 supplier water use, reinforcing an exponential positive water impact.

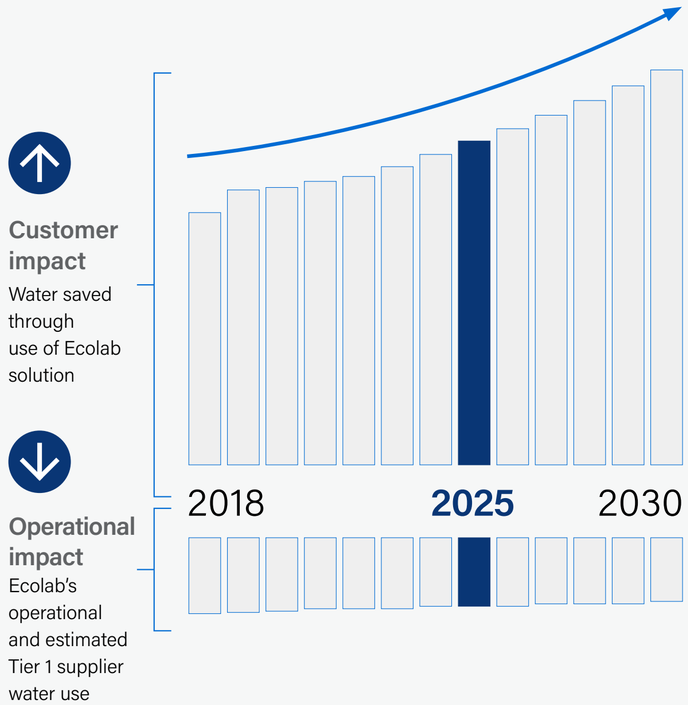
By 2030, Ecolab aims to improve water use efficiency by 40% from a 2018 base year. Progress is driven by deploying Ecolab solutions and digital technologies at our highest water using sites, which represent the majority of our operational footprint. Internal water experts identify site specific efficiency and reuse opportunities, supported by smart manufacturing practices such as leak detection, steam and condensate recovery, preventive maintenance and engineered reuse strategies.

Where appropriate, sites deploy 3D TRASAR™ Technologies for Cooling Water, boilers and clean-in-place systems, along with Ecolab Water Track IQ™, enabling real-time, data-driven decision-making. Strong governance, environmental management systems and performance tracking ensure sustained improvement, with best practices shared across the global network to accelerate impact.

This enterprise-wide approach advances water stewardship while strengthening operational resilience to position Ecolab for success in an increasingly resource-constrained future.

Continuing to achieve a positive water impact

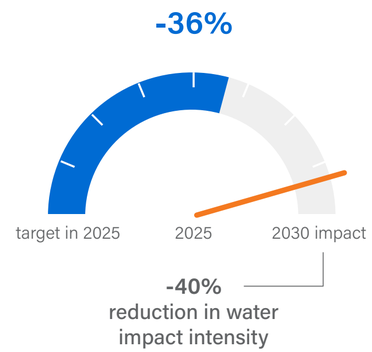
Ecolab helps customers reduce freshwater use in critical processes, conserving far more water each year than our operational and Tier 1 supplier use, enabling an exponentially positive water impact by 2030.



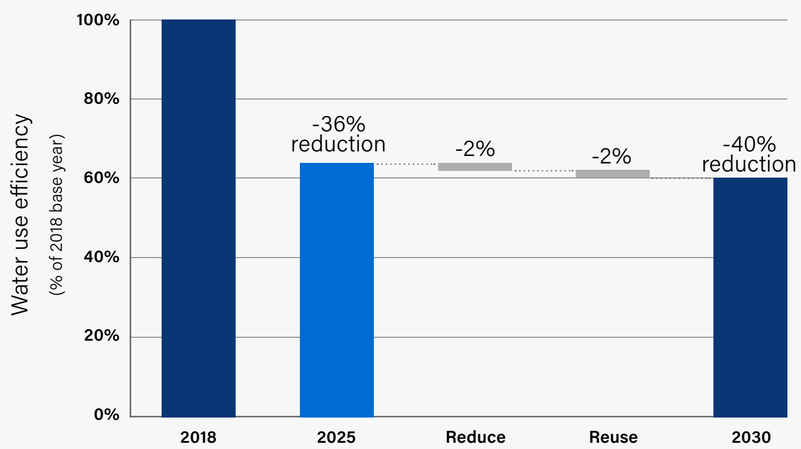
Enabling growth alongside continuous water efficiency improvements

2030 Impact
Improve water use efficiency by 40% across our enterprise from a 2018 base year.

2025 Performance
An unwavering focus on improving water use efficiency at high-impact manufacturing sites resulted in an overall reduction of 36% water use per unit production from a 2018 base year.



2030 Operational water impact glidepath



Doing more with less while enabling future growth at Ecolab's Philadelphia manufacturing site

eROI℠ by Ecolab — Annual Savings	Business outcomes	+ Operational performance	+ Environmental impact
$660,000 TOTAL VALUE DELIVERED	Enhanced brand protection	76 days of productivity gained	26 million gallons (~98,000 m^3) of water conserved 75 MT of CO_2e avoided 1.6 billion BTU of energy saved

Insights

At Ecolab, growth and sustainability are mutually reinforcing. By intentionally reducing reliance on constrained resources, we strengthen operational resilience, unlock efficiencies and deliver measurable business value. Our Philadelphia, U.S. manufacturing site illustrates how high-performance teams translate this approach into real-world results.

The Philadelphia facility manufactures high-performance Purolite™ ion exchange resins – critical materials used in microelectronics and nuclear power. These highly specialized products demand exceptional quality standards and rely on water-intensive processes, making resource efficiency both a business imperative and an opportunity.

Recognizing this, the site team aligned its efforts with Ecolab's 2030 Impact Goals, committing to significantly reduce water use intensity and energy consumption while protecting product integrity and production reliability.

Actions

To identify opportunities, the site conducted a Total Plant Assessment (TPA) in collaboration with Ecolab water experts. This assessment provided a data-driven view of water, energy and process performance, highlighting where smarter resource use could drive both efficiency and resilience.

As a result, the team implemented Ecolab® Water Track IQ™ to analyze and continuously monitor water flows across operations. This enabled greater visibility into water use patterns and uncovered targeted opportunities for reuse and process optimization. Complementary solutions – including the Boiler Hardness Response Program and 3D TRASAR™ Technology for boilers and cooling towers – were deployed to reduce water demand, improve system performance and optimize operating costs.

Beyond water, the team identified opportunities to reduce energy consumption through air compression system enhancements and the installation of variable frequency drives. These improvements lowered electricity use while supporting emissions avoidance.

The site also enhanced its waste strategy, partnering with a local vendor to shift from landfill disposal to a waste-to-energy process, turning waste into a resource and further strengthening the site's circular approach.

Outcomes

The results demonstrate how intentional efficiency fuels resilience and growth:

- More than a 20% reduction in water use efficiency, delivering an absolute reduction of more than 26 million gallons (~98,000 m^3) of water year over year
- A 9% reduction in electricity consumption

These outcomes go beyond environmental performance. By reducing resource constraints and improving system efficiency, our Philadelphia site unlocked additional production capacity, enabling faster cycle times and increased throughput in the cation resins department. The result: greater operational flexibility, improved productivity and tangible value back to the business.

By intentionally aligning efficiency with performance, Ecolab continues to build solutions that protect critical resources and power growth where it matters most.

For more information

- Ecolab Water Track IQ™
- 3D TRASAR™ Technology for Boilers
- 3D TRASAR™ Technology for Cooling Water
- Boiler Hardness Response Program | Ecolab

Based on data collected in 2025. The results are specific to this specific manufacturing facility and will vary for others based on factors and circumstances in their operations. Total Value Delivered is an estimate based in part on assumptions and limitations reflecting typical industry practices. It's not a guarantee of performance. Actual results will vary.

Prioritizing action through basin-level water risk assessment

Ecolab conducts an annual water risk assessment covering 100% of direct operations to identify facilities operating in regions facing near- and long-term water-related risks. The assessment informs proactive decision-making and helps prioritize action to protect operations, support resilience and strengthen stewardship in water-stressed basins.

Our basin-level analysis integrates operational data on water withdrawals, effluent discharges and production metrics with recognized external tools, including the World Resources Institute's (WRI) Aqueduct Water Risk Atlas and the World Wildlife Fund's Water Risk Filter, alongside financial valuations from Ecolab® Water Navigator IQ™. This multi-faceted approach evaluates physical quantity and quality risks, regulatory and reputational considerations, and future climate scenarios. In alignment with GRI standards, water stress is defined as areas classified as high or extremely high baseline water stress by WRI.

In 2025, 47% of Ecolab's total water withdrawals came from areas with high or extremely high baseline water stress. Applying additional criteria including basin-level risk indicators, material water use and business exposures, 28 sites representing 74% of production volume and 57% of water withdrawals were identified as operating in basins where water risk could affect production.[1,2] Despite these exposures, Ecolab has experienced no water-related business disruptions in the past five years.

To mitigate risk and drive positive water impact, Ecolab invests in watershed restoration and community water projects near at-risk facilities. For example, in 2025, this included continued investment in a Colorado River conservation partnership delivering 19.2 million gallons (~73,000 m^3) of annual water benefit, deployment of AI-enabled irrigation systems that match water use to crop need to save 33.9 million gallons (~128,000 m^3) of water in Chile each year and support for wetland restoration near the Mississippi River conserving 164 million gallons (~620,000 m^3), annually. For more examples, explore additional nature-based partnerships strengthening value-chain resilience.

Together, this data-driven, basin-level assessment and targeted investment approach enables us to mitigate water risk proactively while advancing operational resilience, community water security and long-term growth.

[1] *Additional basin-level risk indicators include current or 2030 future water stress, drought risk, estimated flood occurrence, Surface Water Quality Index score and risk related to access to water or sanitation*

[2] *Business exposure risk is defined as sites where either potential revenue at risk over a ten year period exceeds 10%, as calculated using Ecolab Water Navigator IQ, or production intensity exceeds 1%*

Advancing operational climate resilience while enabling downstream benefits

Limiting global warming to 1.5°C requires urgent, collective action to reduce greenhouse gas emissions (GHG). Aligned with UN Sustainable Development Goal 13 to "Take urgent action to combat climate change and its impacts," Ecolab is committed to taking meaningful climate action while strengthening the resilience of our business and the systems our customers depend on.

Guided by our Climate Change Position, Ecolab has set Science Based Targets initiative (SBTi) approved near-term and net-zero targets and supports the Task Force on Climate-Related Financial Disclosures (TCFD). Ecolab does not currently rely on carbon offsets to achieve operational emissions reductions.

By 2030, Ecolab aims to reduce operational greenhouse gas emissions by 50% from a 2018 base year and source 100% renewable electricity. Operational progress is driven through energy efficiency, expanded renewable electricity sourcing and electrification of our service vehicle fleet.

92% Renewable energy across Ecolab operations, globally

In 2025, our first onsite geothermal system began supplying approximately 56% of energy demand at our Eagan, Minnesota Innovation Center. Also in 2025, we modernized our Leiden, Netherlands campus to improve energy efficiency with enhanced infrastructure, smart lighting and on-site solar panels.

Renewable electricity now supplies approximately 92% of global operations, supported by on-site solar installations, virtual wind power purchase agreements in the United States, Canada and European Union and procurement of international renewable energy credits.

Fleet electrification further reduces emissions while supporting safe and efficient service delivery. Electric vehicles (EVs) are standard fleet options across much of Europe and China, and in North America we completed a full transition of California sales-and-service vehicles to EVs in 2025.

While customer emissions reductions are excluded from our inventory under GHG Protocol standards, Ecolab's greatest climate impact is enabled through partnership. By helping customers reduce water and energy use in critical processes, we deliver climate benefits that extend far beyond our own footprint. This science-based, data-driven approach positions Ecolab as both a dependable operator and a solutions partner – reducing operational emissions, supporting value-chain decarbonization and accelerating progress toward a resilient, net zero future.

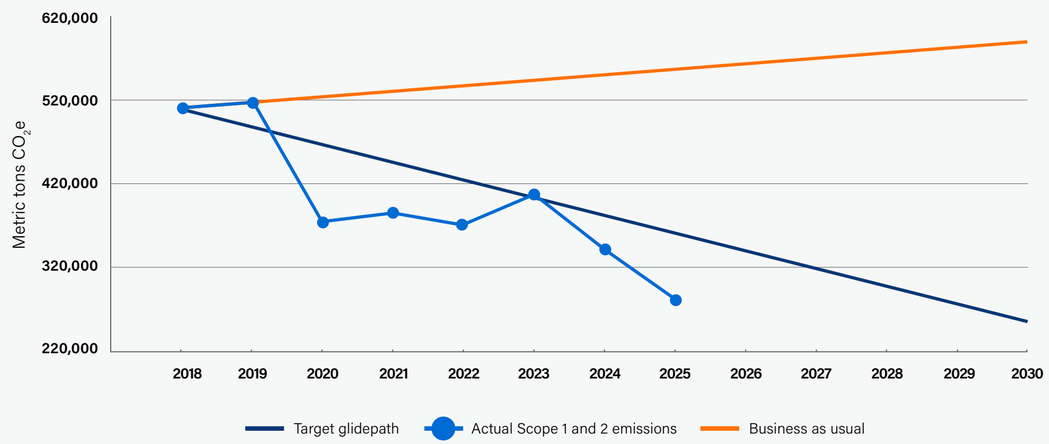
Continuing to deliver on our promise

2030 Impact
Reduce absolute, operational Scope 1 and 2 GHG emissions by 50% from a 2018 base year.

2025 Performance
We reduced absolute Scope 1 and 2 GHG emissions by 44% from a 2018 base year.

Reducing operational emissions against a 1.5° C pathway

Continued investment in efficiency and renewable energy programs keeps us ahead of pace to cut operational emissions by 50% in 2030 as we advance toward net-zero by 2050.



From constraint to capacity: driving growth through water circularity and energy efficiency

eROI℠ by Ecolab — Annual Savings	Business outcomes	+ Operational performance	+ Environmental impact
$25.4M TOTAL VALUE DELIVERED	Enhanced brand protection	70% increase in production output	46% improvement in water use efficiency 36% improvement in energy use efficiency 50% reduction in waste

Insights

As demand for Ecolab's bioprocessing purification resins continued to grow, Ecolab's Llantrisant, Wales manufacturing site faced a familiar challenge: how to scale production without increasing pressure on water, energy and waste systems. Water availability and resource intensity had the potential to become constraints to growth.

The opportunity was to decouple production expansion from resource use by embedding water circularity and efficiency directly into site operations.

Actions

The Llantrisant team applied Ecolab's digital expertise and operational know-how to redesign water and energy use at the asset level. The site implemented Ecolab® Water Track IQ™ and focused on asset-level water circularity processes to reduce water withdrawal.

Ecolab sources 100% of electricity for the site from renewable electricity. In parallel, the team reduced energy demand through onsite solar panels, electric forklifts and an electric delivery vehicle.

Waste streams were also optimized by recycling ethanol waste into high-purity industrial alcohol and using high-efficiency disposal methods. Together, these actions embedded sustainability into day-to-day operations while supporting production growth.

Outcomes

Over recent years, production at the Llantrisant site has increased by over 70%. Through employing Ecolab digital technologies and world-class expertise, the facility was able to grow responsibly, implementing operational efficiencies to achieve significant resource savings.

Solutions

Ecolab Water Track IQ™

Based on data collected in 2025. The results are specific to this specific manufacturing facility and will vary for others based on factors and circumstances in their operations. Total Value Delivered is an estimate based in part on assumptions and limitations reflecting typical industry practices and customer feedback. It's not a guarantee of performance. Actual results will vary.

Strengthening our climate ready business model

Our approach

Ecolab recognizes climate change as both a source of risk and opportunity across our operations, value chain and customer base. To strengthen business resilience and support informed decision-making, we refine our climate risk assessment every five years in alignment with Task Force on Climate related Financial Disclosures (TCFD) recommendations. Climate considerations are embedded across enterprise risk management, strategy, investment planning and operations, enabling adaptation to physical risks and progress toward a low-carbon transition.

Process

Climate-related risks and opportunities are monitored through a multidisciplinary, company-wide process led by Ecolab's Chief Sustainability Officer (CSO) and governed by the Sustainability Executive Advisory Team, which includes members of the executive leadership team and the CEO. Oversight is provided by the Safety, Health and Environment (SHE) Committee of the Board, which receives quarterly updates and reports annually to the full Board. Climate risk identification and assessment are embedded within Ecolab's enterprise risk management (ERM) framework and annual assessment of significant business risks.

In 2026, Ecolab completed an updated climate risk screening that assessed physical and transition risks and opportunities across short-, medium- and long-term horizons using recognized scenarios from the Intergovernmental Panel on Climate Change (IPCC CMIP6) and the International Energy Agency (IEA). Physical risks were screened at the operational level, while transition risks and opportunities were assessed across the full value chain.

Materiality thresholds align with ERM criteria and financial risk considerations, ensuring climate risks are evaluated consistently with other enterprise risks. Results are reviewed by the SEAT and validated against ERM processes before being integrated into strategic planning, capital allocation, business continuity planning and sustainability target setting.

Outcomes

Ecolab's mitigation and adaptation actions – such as investments in operational efficiency, renewable electricity, supply chain engagement, water stewardship in high-risk basins, scenario-based business continuity planning and ongoing innovation – support resilience across assessed climate scenarios. Climate risks have not been identified as materially affecting Ecolab's access to or cost of capital, and findings continue to inform strategy, target setting and performance tracking.

At the same time, the assessment reinforced significant transition opportunities aligned with Ecolab's core business model, including growing demand for water- and energy-efficient operations, low-water and low-energy product portfolios, and advanced water and process management solutions. These opportunities expand Ecolab's addressable market while strengthening customer relationships through measurable environmental and financial performance.

We have identified water stress and acute extreme weather events such as tropical cyclones as priority physical risks to operations over the medium- to long-term, with potential impacts on production continuity, cost pressure and service delivery. Transition risks were identified across policy and legal, market and supply chain domains, including tightening regulations, increasing raw material costs and evolving customer expectations.

Various laws and regulations pertaining to climate change have been implemented, or are being considered for implementation, at the international, national, regional and state levels, particularly as they relate to the production of greenhouse gas (GHG) emissions. We support a balanced approach to reducing and reporting GHG emissions while sustaining economic growth and complying with applicable laws and regulations.

For more information

- CDP report
- TCFD Index

Our approach to water-centric biodiversity protection and nature regeneration

Our approach

Ecolab's approach to biodiversity is grounded in water stewardship, climate action and investments in nature-based solutions. Because water is central to our business, we recognize a shared responsibility to address key drivers of nature loss at the intersection of water and biodiversity, where we can deliver the greatest positive impact. While inherent sector-based biodiversity risk exists, our overall risk is assessed as low due to our long-standing, enterprise-wide water stewardship practices. We are committed to ongoing monitoring and assessment to better understand site-specific ecosystem impacts.

Our Biodiversity Position aligns with the Kunming-Montreal Global Biodiversity Framework and confirms our commitment to protecting biodiversity across operations and value chains. We support the Taskforce on Nature-related Financial Disclosures (TNFD) and align actions with its recommendations, while setting expectations for suppliers through our Supplier Code of Conduct to minimize environmental impacts and conserve natural resources.

Governance

Oversight of biodiversity and nature-related matters is provided by the Safety, Health and Environment (SHE) Committee of the Board, informed by the Sustainability Executive Advisory Team led by the Chief Sustainability Officer. Progress and performance are annually reported to the Board.

Nature risk screening

Ecolab applies the TNFD Locate, Evaluate, Assess, Prepare (LEAP) framework to screen nature related risks across operations. This includes spatial analysis using the World Wildlife Fund (WWF) Biodiversity Risk Filter, the Integrated Biodiversity Assessment Tool (IBAT) and sector-level dependency analysis through the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool. Screening focuses on proximity to Key Biodiversity Areas (KBAs), site-level water and energy use, and production intensity.

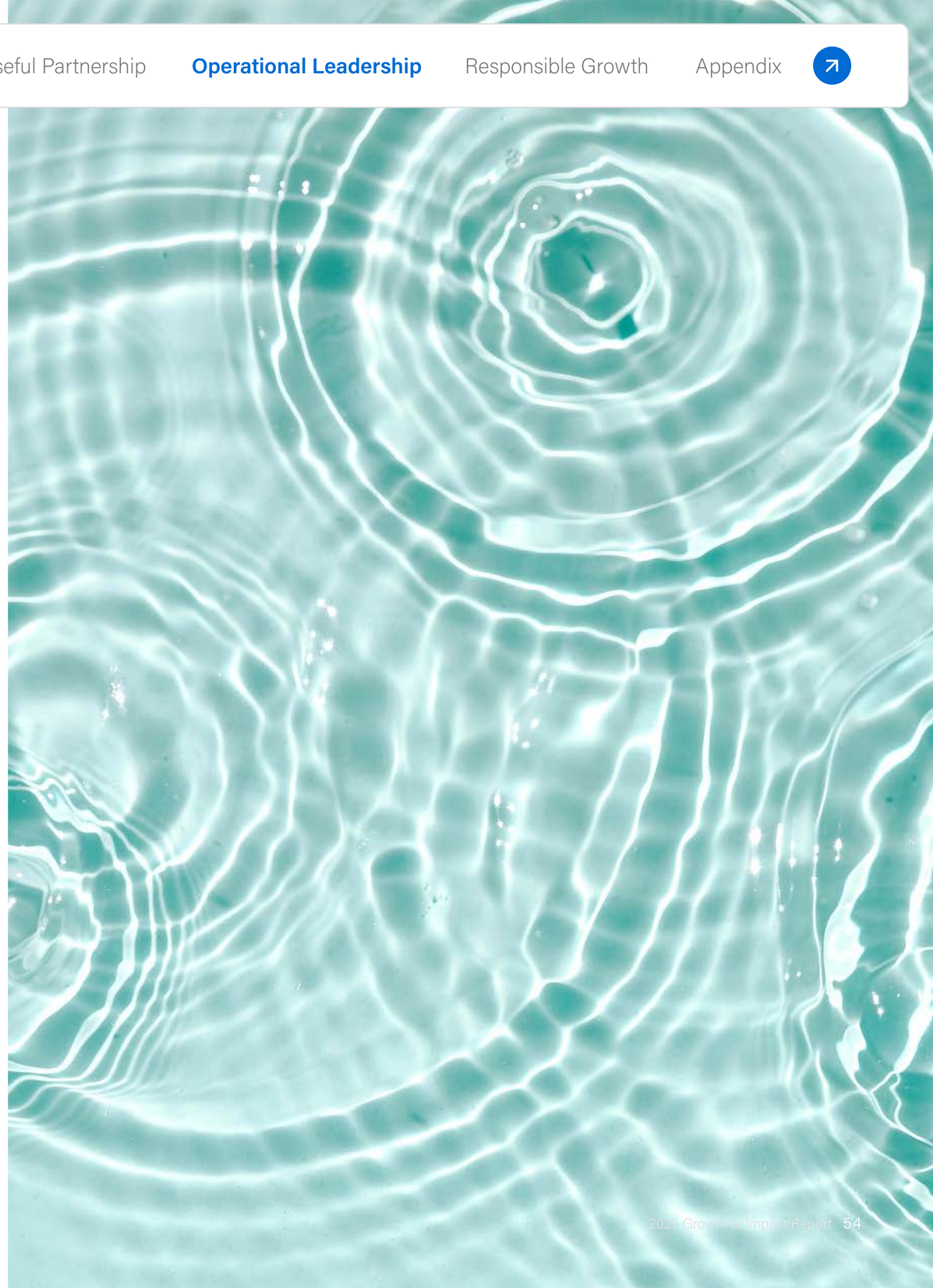
To date, we have assessed approximately 100 major operating assets. One site in Lerma, Mexico overlaps with a KBA, and three additional sites were identified in close proximity. We are not aware of any Ecolab operations impacting IUCN red-list or nationally listed species, and our activities do not significantly affect natural habitats.

Focused evaluation of Alliance for Water Stewardship (AWS)-certified sites, which represent roughly one-third of global production and are often located in water-stressed areas, is helping identify nature-related dependencies, risks and mitigation opportunities. Initial results confirm dependencies on water availability and climate regulation, with AWS certification serving as a key risk mitigation mechanism.

Actions and outcomes

Ecolab seeks to avoid and minimize biodiversity impacts through site-level environmental management, AWS certification and partnerships with communities and non-governmental organizations (NGOs). Across the value chain, we engage suppliers to better understand and address water, climate and biodiversity impacts. We survey a subset of suppliers on water and carbon practices and continue advancing sustainable procurement and our SBTi-validated Scope 3 emissions target to address climate change as a key driver of biodiversity loss.

Together, these efforts link water, climate and nature action to strengthen resilience, protect ecosystems and support long-term business performance.



Protecting nature to protect business: Ecolab's blueprint for a resilient future in Lerma, Mexico

As climate change, ecosystem degradation and water scarcity converge, Ecolab recognizes that protecting nature is essential to long-term business performance. More than half of global GDP depends on nature, and ecosystem loss increasingly poses material risks to operations, supply chains and growth.[1] Because water and nature are deeply interconnected, Ecolab integrates biodiversity into our water stewardship strategy to reduce risk and create lasting value for both business and ecosystems.

Leveraging water programs to deliver nature benefits

Ecolab's approach to biodiversity is grounded in our core expertise: water. As a founding member of the Alliance for Water Stewardship (AWS) standard, Ecolab has achieved AWS certification at 16 sites across Brazil, Chile, China, Mexico, Turkey and the United States. Evaluations show that water efficiency, rainwater harvesting, wastewater treatment and riparian restoration and reforestation efforts at these sites also deliver measurable biodiversity benefits, underscoring the value of integrated water and nature action.

Guided by the Taskforce on Nature-related Financial Disclosures (TNFD) and its LEAP (Locate, Evaluate, Assess, Prepare) framework, Ecolab is advancing more targeted conservation assessments. In 2025, in partnership with Tandem Global, Ecolab piloted a biodiversity assessment at its Lerma, Mexico facility, located near the Ciénegas del Lerma wetland, a globally significant ecosystem.

Translating strategy into local action in Lerma, Mexico

Located in the Valley of Toluca near the globally significant Ciénegas del Lerma wetland, Ecolab's Lerma, Mexico facility operates within multiple areas of high biodiversity importance that face mounting pressures from pollution, habitat fragmentation and unsustainable resource use. Lerma was selected as a pilot site due to its proximity to a Key Biodiversity Area, its status as an AWS–certified model plant and its strong productivity, sustainability and financial performance.

In partnership with Tandem Global, we combined research and stakeholder engagement to understand local ecological conditions and identify practical, site-level actions. The assessment revealed opportunities to support local biodiversity such as native and water-efficient landscaping, pollinator habitats, reforestation and nature-based stormwater solutions.

The Lerma pilot demonstrates how manufacturing operations can become biodiversity assets, delivering business value and ecosystem restoration without compromising operational excellence.

Nature as a driver of long-term value

Ecolab's biodiversity and nature efforts are rooted in a clear business case. Protecting nature helps protect water. Protecting water helps protect business. By proactively integrating nature into our strategy, we are working to reduce exposure to risk and position the business for long-term success. This approach supports Ecolab's mission to protect the resources vital to life, and reinforces that when nature is valued as essential infrastructure, businesses and communities are better equipped to thrive.

For more information

Tandem Global

[1] *World Economic Forum*

Our approach to responsible waste management

Ecolab is committed to advancing circular economy principles by using resources efficiently, reducing hazardous and non-hazardous waste across operations, products and packaging, and increasing reuse and recycling. This commitment is operationalized through our Waste Management Policy, which establishes minimum requirements to ensure responsible, compliant waste management and disposal practices.

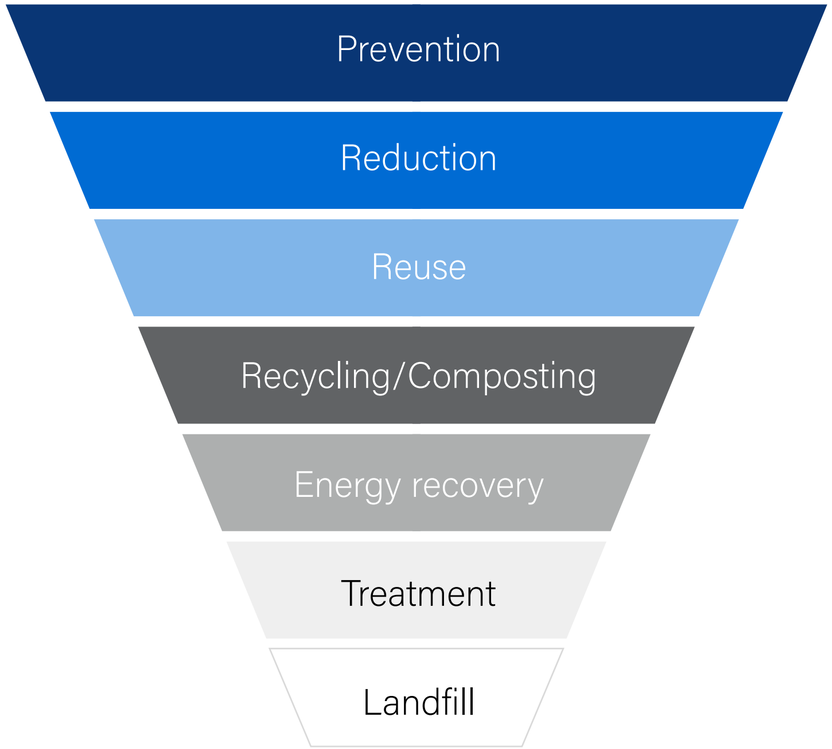
Ecolab applies a waste hierarchy focused on minimization, proper storage, internal audits and reduced landfill disposal. Facilities are required to limit waste generation and manage off-site disposal in accordance with the Waste Management Policy, our internal Global Supply Chain Waste Policy and local regulations. Aligned with our Total Productive Maintenance approach, tools for waste loss analysis and site-level risk assessments support continuous improvement.

The majority of waste is generated through manufacturing, including packaging materials, expired or off-specification products and raw materials. Procedures are in place to minimize waste by evaluating opportunities for reformulation, rework, return and resale where compliant. All global supply chain facilities verify that waste is sent to government-licensed disposal facilities. Ecolab also maintains service agreements with qualified waste vendors, supported by a robust internal approval process led by the Safety, Health and Environment function.

Facilities operating without local discharge requirements must meet defined water quality criteria aligned with U.S. EPA Multi-Sector General Permit industrial stormwater discharges, including pH between 6.0 – 9.0 s.u. and no color, foam, oil sheen or floating solids.

Minimizing waste through management methods

Our waste disposal hierarchy focuses on minimization first, through efficient procurement practices, production optimization and circularity principles. If waste must be generated, recycling and composting are preferred disposal streams, followed by energy recovery through incineration, fuel blending, or biological or chemical treatment. At the bottom of the hierarchy is sending waste to landfill, which we aim to avoid by considering the above options first.



Mobilizing high-performance teams for community and climate impact

ECOLAB GLOBAL SUSTAINABILITY NETWORK

At Ecolab, our mission to protect the resources vital to life goes hand-in-hand with delivering strong business performance. The Global Sustainability Network (GSN) demonstrates how high-performing, highly-engaged teams bring this mission to life, combining community activism with a clear focus on business impact to drive growth, resilience and shared value.

Established in 2022, the GSN is an Ecolab employee resource group with more than 2,700 associates worldwide united by a shared commitment to environmental sustainability. Through education, communication and collaboration, GSN members help embed sustainability into how Ecolab operates to strengthen teams, support customers and advance solutions that matter for both business and communities.

Throughout the year, the GSN activates this commitment through global initiatives that build capability and connection, including training sessions, podcasts, virtual learning courses and hands-on community engagement. These efforts reinforce a core Ecolab belief: high-performance teams deliver when business success and positive impact are aligned.

Community engagement is a powerful example of how the GSN translates purpose into measurable impact. Through environmental cleanup events and local partnerships, associates come together to protect shared natural resources while strengthening relationships within the communities where Ecolab operates.

In 2025, the GSN participated in more than 115 environmental events, with more than half held in conjunction with the GSN's World Cleanup Day campaign. Together, associates cleaned up approximately 15,000 pounds (~6,800 kg) of trash, helping safeguard local environments and waterways across the globe.

By uniting business focus with community action, the Global Sustainability Network shows how engaged associates can accelerate growth while advancing Ecolab's mission. These teams play a critical role in developing solutions, strengthening partnerships and protecting the resources vital to life proving that when purpose and performance work together, impact is greater for customers, communities and the world.

Highlights from the GSN's 2025 efforts include:

- **Removing over 100 pounds (~45 kg) of trash and more than 7,000 microplastic fragments at Hunananiho in Waimānalo, Hawai'i,** protecting the island's northeastern shoreline from plastic pollution.
- **Restoring the natural beauty of the Białucha River in Kraków, Poland,** an urban greenspace and wildlife habitat.
- **Supporting Pune Ploggers in India,** a nonprofit that combines fitness and environmental action through "plogging," or jogging while collecting litter.
- **Collecting trash along the beaches of Muizenberg and Milnerton in Cape Town, South Africa,** raising environmental awareness and demonstrating the power of collective action.
- **Partnering with Minnesota United FC and the Mississippi Park Connection** to restore Crosby Farm Regional Park in St. Paul, Minnesota.

Talent management

Our approach

We believe engaged, empowered teams move faster, make better decisions and deliver greater value for customers. By bringing together diverse perspectives and holding ourselves to high standards, we create an environment where associates are supported to be themselves, perform at their best and do the right thing—every day.

We develop talent through experience, enabling associates to grow within their roles, build critical skills and take on new challenges across the organization. By encouraging internal mobility and continuous learning, we strengthen leadership capability, accelerate execution and build high-performing teams equipped to drive sustainable growth.

Hiring practices

In 2025, Ecolab hired 6,772 new employees globally, representing a 14.3% new-hire rate, with a 23% internal fill rate. Additional details are available in the Performance Data Appendix.

Talent management

Talent health, strong talent pipelines and accountability for associate development are key priorities for our leadership. CEO-led talent reviews and talent council meetings across businesses, markets and functions support ongoing development and succession planning. Annual reviews with senior executives establish succession plans for leadership and other critical roles, complementing our performance and development process to attract and retain top talent.

Senior management in our markets

We prioritize local leadership to strengthen market understanding and community impact. Outside the United States, senior management is defined as roles reporting to the market lead, with local hiring measured across major operating regions.

Proportion of senior management hired locally in 2025

Asia Pacific:	100%
Greater China:	100%
India, Middle East and Africa:	100%
Latin America:	100%
Europe	N/A

Global turnover

In 2025, Ecolab's global turnover rate was 14.7%, including 9.4% voluntary and 5.3% involuntary turnover. Additional details are provided in the Performance Data Appendix

Our workforce

We are committed to helping everyone at Ecolab unleash their potential to innovate, create and drive growth. Ecolab is also committed to fair and equal treatment of associates and applicants. We recruit, hire, promote, transfer and provide opportunities for advancement on the basis of individual qualifications and job performance. Employment decisions are based on qualifications and performance. Ecolab is committed to a workplace free from discrimination, harassment, and retaliation, in accordance with applicable labor and employment laws. Ecolab publicly shares our Employer Information Report (EEO-1) – a compliance survey mandated by U.S. federal statute and submitted to the Equal Employment Opportunity Commission. The EEO-1 Report serves as a snapshot of our U.S. workforce demographics based on standardized race/ethnicity, gender and job categories. Visit the latest EEO-1 Report.

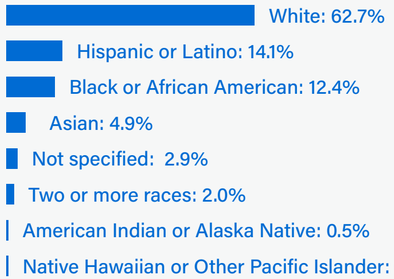
Total global employees: 48,305

Male: 73.6% | Female: 25.6% | Not specified: 0.8%

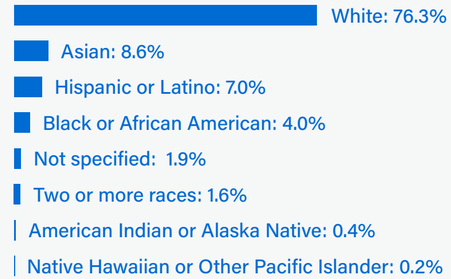
Global management employees: 10,251

Male: 70.2% | Female: 29.3% | Not specified: 0.5%

Total U.S. employees: 19,734



U.S. management employees: 4,703



Talent management

Benefits

Ecolab offers market-competitive benefits aligned to local needs and regulatory requirements, designed to attract talent and support long-term associate well-being and retention. While benefits vary by country, all U.S. employees scheduled to work 20 hours or more per week are eligible for a comprehensive benefits package. Temporary workers, representing less than 1% of the workforce, are excluded.

Flexible work

Ecolab establishes standard workweeks, schedules, rest periods and attendance expectations in accordance with applicable state and local laws. Associates have access to formal alternative work arrangements, including flextime, part-time schedules, job sharing and altered workweeks, as well as informal flexibility to address occasional personal or family needs. Eligible associates may work remotely up to 40% of the time and up to two additional weeks fully remote each year.

Vacation and sick leave are provided in accordance with local regulations worldwide. In the United States, full-time employees receive a minimum of 12 paid vacation days, six company holidays, five or six floating holidays, and at least six paid sick days annually.

Wellbeing

Ecolab promotes physical and mental well-being through wellness challenges, biometric screenings and select seasonal vaccinations. Associates enrolled in Ecolab medical plans have access to discounts on fitness programs and equipment, virtual exercise options and health and nutrition coaching. Larger locations also offer onsite fitness centers and walking paths. Ecolab's employee assistance program provides counseling, digital tools, seminars and webcasts, supported by manager training and mental health first aid training for HR and leaders. To support life outside of work, Ecolab offers childcare and tutoring discounts, caregiver search tools and concierge support with access to more than six million providers and a broad discount program.

Parental leave

Under Ecolab's U.S. Paid Parental Leave Policy, employees receive six weeks of paid parental leave, with birth mothers eligible for an additional six to eight weeks. In 2025, 653 employees utilized the program, with return-to-work rates of 98% for men and 96% for women. After 12 months, 83% of men and 77% of women remained employed.

Globally, parental leave and time away are provided in accordance with local laws, with additional programs available in some regions to support employees before, during and after leave. Ecolab offers lactation rooms at all physical locations worldwide and, in the United States, provides services to support nursing associates while traveling.

Retirement planning

Ecolab provides retirement benefits exceeding 9% of total compensation. The U.S. 401(k) plan includes immediate vesting, pre-tax and Roth options, personalized financial planning and a company match of up to 6% of compensation when employees contribute 8%. For contributions, employees may contribute from 1% to 50% of pay up to the U.S. Internal Revenue Service (IRS) limits with pre-tax and/or Roth after-tax contributions. In 2025, 74% of employees participated.

U.S. retiree health benefits provide employees aged 55 and above with at least ten years of service, or aged 62 and above, with access to retiree health benefits, including medical, prescription, dental and vision coverage following retirement.

Benefit programs available to U.S.-based associates

Health & well-being

- Medical, prescription drug, dental and vision coverage
- Mental health counseling, including five complimentary sessions, digital support and work-life services
- Gender-affirming care coverage
- Reimbursement for medical travel and lodging when care is unavailable within 100 miles
- 24/7 virtual care for urgent, primary, mental health and dermatology services
- Paid time off, including vacation, company holidays, parental and bereavement leave
- Caregiving support for aging, disability and complex needs, including 1:1 and on-demand solutions
- Onsite wellness coaches, wellness center pilots and personalized digital programs addressing physical and mental health
- **New in 2026:** Virtual women's health clinic

Financial security

- 401(k) savings plan and employee stock purchase plan, both with company match
- Cash balance pension plan
- Life, accidental death and dismemberment, and business travel accident insurance
- Health Savings Account employer contributions with tiered premiums based on compensation
- Short- and long-term disability coverage, including maternity leave
- Education reimbursement, dependent scholarships and associate financial crisis assistance
- Discounted childcare options, including emergency and back-up care
- Holistic financial well-being support with access to certified financial planners

Family support

- Six weeks of paid parental leave for new parents
- Adoption assistance reimbursement and resources
- Fertility treatment, including insemination, fertilization and preservation
- Resources and treatment support for children with special needs

Workplace experience

- Hybrid work arrangements
- Dress-for-your-day policy
- Recognition and service awards programs

Talent management

Labor relations

Ecolab respects the freedom of association and the right to collective bargaining in accordance with applicable national laws, the International Labor Organization's 1998 Declaration on Fundamental Principles and Rights at Work and the U.S. National Labor Relations Act. Our Position on Freedom of Association affirms employees' rights to form or join a labor union, or to refrain from doing so, without fear of reprisal, intimidation or harassment.

Where employees are represented by a legally recognized labor union, Ecolab fulfills its bargaining obligations as required by law. For employees not covered by collective bargaining agreements, terms and conditions of employment are determined independently of such agreements.

In 2025, 13.5% of Ecolab's global workforce was covered by collective bargaining agreements, including 6.4% in the United States. Ecolab maintains three U.S.-based collective bargaining agreements, covering 2.2% of the U.S. workforce. These agreements include defined notice periods and provisions for consultation and negotiation, including a minimum 60-day notice period prior to proposing contract changes.

We have not identified any U.S.-based operations at which freedom of association and collective bargaining have been violated or at risk. Information on supplier-level risks or violations related to these rights is not currently available.

Pay philosophy

Ecolab maintains a market-competitive pay philosophy designed to reward and recognize employees for their contributions to our success. This includes a global merit increase program and short- and long-term variable pay programs aligned with business performance. For senior leaders, annual cash incentives include a Growth & Impact modifier, reinforcing our commitment to growing fast by growing our impact and our team.

Pay equity

We believe in compensating our employees fairly and equitably. Our governance and processes are applied consistently across significant operating locations and are designed to prevent undue pay disparities. These include annual and ongoing pay reviews and audits, annual salary and bonus planning, talent reviews and pay decisions related to hiring, promotions and transfers. Pay decisions are made by managers and reviewed in aggregate to confirm equity and alignment with performance and career progression.

Ecolab has conducted third-party pay equity reviews across the U.S. enterprise every two years since 2018, with results confirming equal pay for associates performing the same work at the same level with comparable experience and performance. In 2024, we expanded third-party pay equity reviews to France, the United Kingdom and Ireland and remain compliant with all local pay equity reporting requirements, including public disclosures in the UK, France and Australia.

Fair pay

Ecolab relies on a range of high-demand vocational and technical skills, particularly in entry-level roles. As a result, entry-level wages at our significant operating locations average two to three times local minimum wage. We regularly benchmark pay against reputable third-party compensation surveys to ensure competitiveness across roles and geographies. Our biennial U.S. pay equity studies further validate that compensation remains competitive across states.

Pay transparency

We provide transparency into our pay philosophy, structures, career paths and program design for associates globally. Compensation governance is embedded in manager and leadership training, with annual guidance to support consistent, performance-based decisions. In the U.S., pay ranges are included on all internal and external job postings. Associates may raise compensation-related concerns through global Code of Conduct reporting channels or, in the U.S., through Ecolab Associate Resolution resources.

In 2025, the annual total compensation for Ecolab's CEO was $17,404,935, and the annual total compensation for the global median employee was $53,462, resulting in a CEO-to-median-employee pay ratio of 326:1, as disclosed in our annual Proxy Statement.

Outplacement services

Ecolab supports associates during workforce transitions through a global outplacement program, offering services such as career coaching, resume and interview preparation and access to job postings and talent exchanges. In the United States, involuntary separations may include severance based on tenure, with continued access to medical and dental benefits, group life insurance and the employee assistance program during the severance period.

Human capital development

Our approach

Ecolab's ability to attract, develop and retain top talent is critical to operational excellence, innovation and delivering value to customers. We invest in solution-oriented teams and provide associates with opportunities to learn, grow and build meaningful careers. Through structured development programs, engagement surveys and career planning, we equip associates with the skills needed to excel today while building the next generation of leaders for Ecolab and our industry.

Learning and development

Ecolab's learning and development approach is grounded in a 70-20-10 model, combining 70% on-the-job learning, 20% coaching and mentoring, and 10% formal training. Employee Resource Groups (ERGs) – which are open to all employees – further support development, with 12 ERGs engaging more than 10,000 associates across 120+ chapters globally.

Each year, Ecolab hosts a dedicated Development Season – a global learning period during which all associates are encouraged to engage in development activities alongside their day-to-day work. Development Season 2025 marked a step change in enterprise learning through the launch of Ecolab Utopia, an immersive, game-based experience linking personal growth to purpose and customer impact. The season engaged nearly 20% of our associates worldwide and drove strong participation across safety actions, enterprise learning events and group programs, while expanding ERG membership by over 10%. Together, these efforts demonstrate how innovative learning design and purposeful action strengthen leadership, connection and enterprise impact.

In the United States, Ecolab further supports development through an educational assistance program reimbursing eligible associates up to $5,000 annually for approved coursework.

Leadership development programs

Ecolab's global leadership development programs build leadership capability at every level and complement technical and functional training. Core programs include Manager Essentials, Leader Coach and Growth Leader, with annual goals to enroll all first-line managers, onboard new leaders of managers and develop 100–130 high-potential leaders, respectively.

Manager Essentials establishes a consistent global standard for people leadership and delivers strong results, with more than 80% of participants reporting improved communication of priorities, team collaboration, change management support and timely feedback. In 2025, 915 managers from our global workforce completed the program. Leader Coach strengthens coaching capabilities for managers of managers, with 224 associates participating in 2025. Growth Leader develops early executive-level talent, with 116 high-potential leaders from around the globe completing the program in 2025.

Performance planning and development

Ecolab's global performance planning and development process equips associates and managers with tools to support continuous improvement and goal achievement. In addition to ongoing feedback and coaching, the annual performance review process evaluates past-year results, how results were achieved and development objectives for the year ahead. For the 2025 review cycle, 100% of eligible employees completed annual performance reviews.

2025 learning and development outcomes

719,000 hours
of collective learning and development completed across the enterprise

45 hours
of development per employee, on average, including 15 hours of formal training and 30 hours of coaching, mentoring or job shadowing

$245
average training investment per full-time employee

Diversity, equity and inclusion

Our approach

We believe high performance is fueled by valuing and fostering a culture of belonging, in business and in all facets of life, and are working to embed inclusion throughout our company so that it shows up in how we:

- Attract, develop and retain the best talent
- Build an inclusive workplace where different perspectives enhance performance
- Engage customers and partners through values-based relationships
- Partner with communities to expand access to opportunity

Purposeful investment in inclusion and belonging supports stronger engagement, leadership capability and long-term growth.

Strengthening talent pipelines

To foster a recruiting practice that helps ensure we reach the most talented applicants, we use a multifaceted approach. Roles are promoted through major recruiting platforms and focused job boards, and supported by partnerships with professional organizations and institutions, including Historically Black Colleges & Universities (HBCUs),Disability:IN, The Society of Hispanic Professional Engineers (SHPE), The Society of Women Engineers (SWE), The National Society of Black Engineers (NSBE), Competitive Advantage, Out for Undergrad, National Black MBA Association, Hispanic Servicing Institutions (HSIs), Right Track Interns, Genesys Works and BrandLab.

Campus recruiting further strengthens early career pipelines by engaging student organizations broadly, including those that support women and underrepresented groups.

Fostering inclusion and belonging

Associates are provided with a robust selection of elective learning programs designed to cultivate an inclusive culture, empower associates and enhance leadership and engagement. All new hires are offered the chance to learn about Ecolab's commitment to workplace inclusion, the positive impact of diverse perspectives and inclusive behaviors on our people and business, and actions that they can take to foster a workplace where all team members are heard, respected and valued. Our Inclusive Leadership program empowers leaders to foster empathetic listening, value sharing and collaboration, especially across remote and hybrid teams to strengthen cohesion, drive innovation and improve performance, supporting Ecolab's business growth. And our Inclusive Salesperson program enables Sales teams to apply inclusive behaviors to better understand and address each customer's unique needs, building strong, long-term relationships based on trust and mutual respect.

In 2025, more than 5,000 associates enrolled in elective inclusion learning experiences focused on allyship, bias interruption, trust building and inclusive leadership.

Employee resource groups (ERGs) — which are open to all employees — help associates feel a sense of belonging, driving key talent outcomes, such as engagement and retention. Supporting and growing our vibrant community of ERGs helps associates connect with colleagues, take part in career and leadership development experiences, and provide important insights to the business. As of 2025, Ecolab's ERGs expanded globally to 12 networks and grew to nearly 11,000 members – a 20% increase since 2024 – spanning more than 70 countries.

Sustaining leadership support

Quarterly, talent councils develop individualized learning paths for a broad range of talent, review talent metrics, assess progress and opportunities, and guide action plans to accelerate advancement of our efforts to build an engaged and high-performing global team.

Powered by people: Award-winning employee resource groups drive high-performing teams

At Ecolab, strong performance starts with engaged associates who feel valued and connected to purpose. Employee Resource Groups (ERGs) play a central role in building that culture by strengthening leadership, collaboration and execution.

What began more than 20 years ago as grassroots networks has evolved into a global system that supports engagement, talent development and operational effectiveness. As of 2025, Ecolab's 12 ERGs included nearly 11,000 members across 70+ countries, creating spaces for collaboration, insight-sharing and deeper understanding of customers and markets.

> *"Our ERGs show what happens when inclusion meets intention: associates build community, unlock innovation and power the high-performance teams that drive Ecolab's growth and impact."*
>
> **Dexter Davis**
> Senior Vice President, Human Resources, Global Diversity, Equity and Inclusion

Engagement that translates to performance

ERG participation is linked to higher engagement and inclusion scores, outcomes closely tied to retention, productivity and resilience.

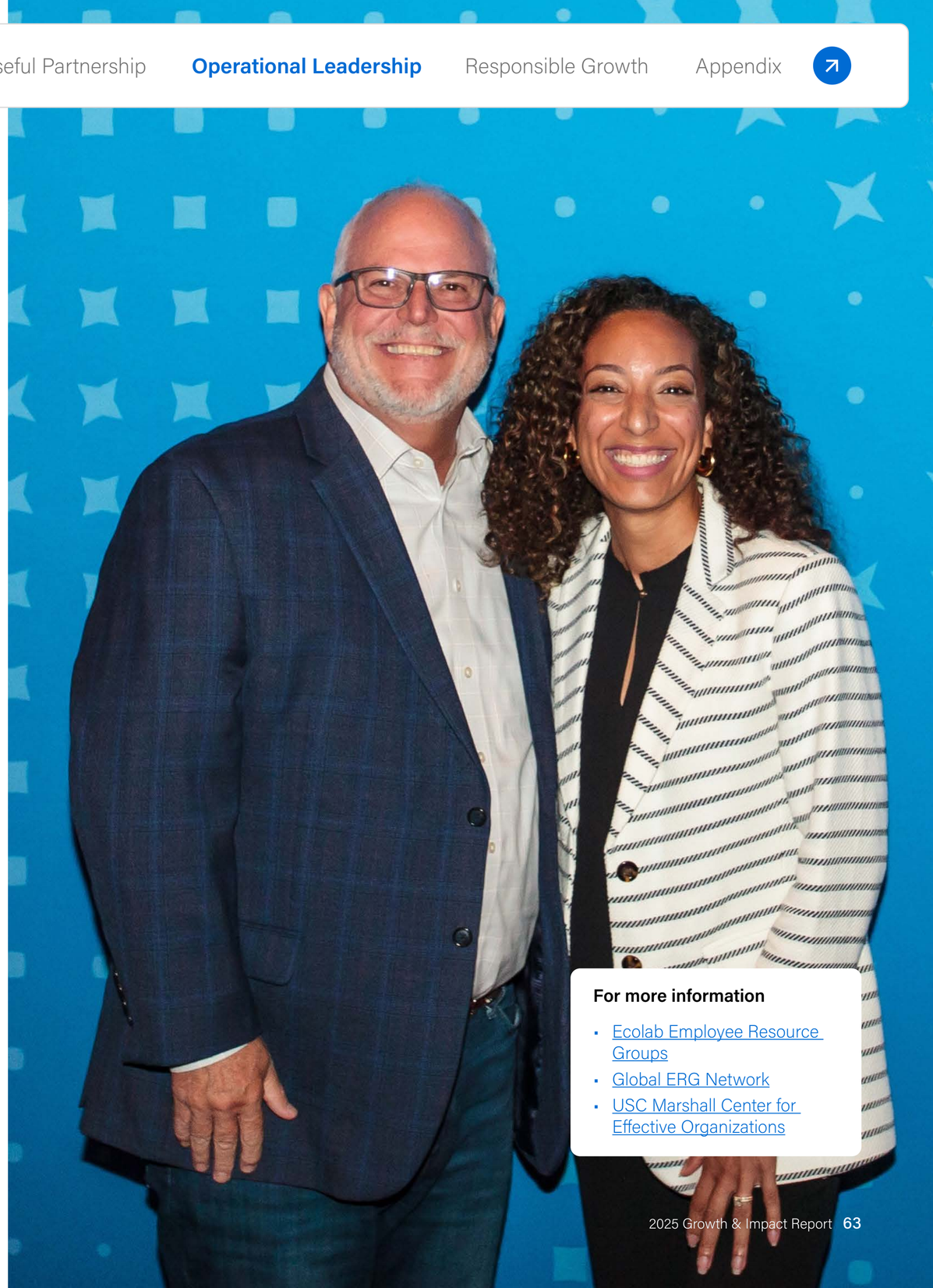
By fostering connection and shared ownership, ERGs help create high-performing teams that are more agile and better aligned – key attributes of sustained business performance.

In 2025, this focus was reinforced through the Strategic ERG Leadership Summit hosted by Ecolab in partnership with the USC Marshall Center for Effective Organizations. The summit aligned ERG priorities with business outcomes, strengthened leadership capabilities and reinforced ERGs' role as strategic partners in supporting growth, talent development and operational excellence. The event reflected how Ecolab intentionally invests in our associates while connecting associate engagement directly to business outcomes.

A lasting advantage built on culture

More than 20 years after the launch of Ecolab's first ERG, the program continues to evolve alongside the business. By combining global reach with local insight, ERGs help develop talent, strengthen collaboration and support teams across markets and functions.

As Ecolab continues to grow, leaders view ERGs as a durable competitive advantage. Investing in associates – ensuring they feel seen, heard and empowered – is not only foundational to culture, but essential to building high-performance teams that drive results and expand Ecolab's impact around the world.



For more information

- Ecolab Employee Resource Groups
- Global ERG Network
- USC Marshall Center for Effective Organizations

Employee engagement

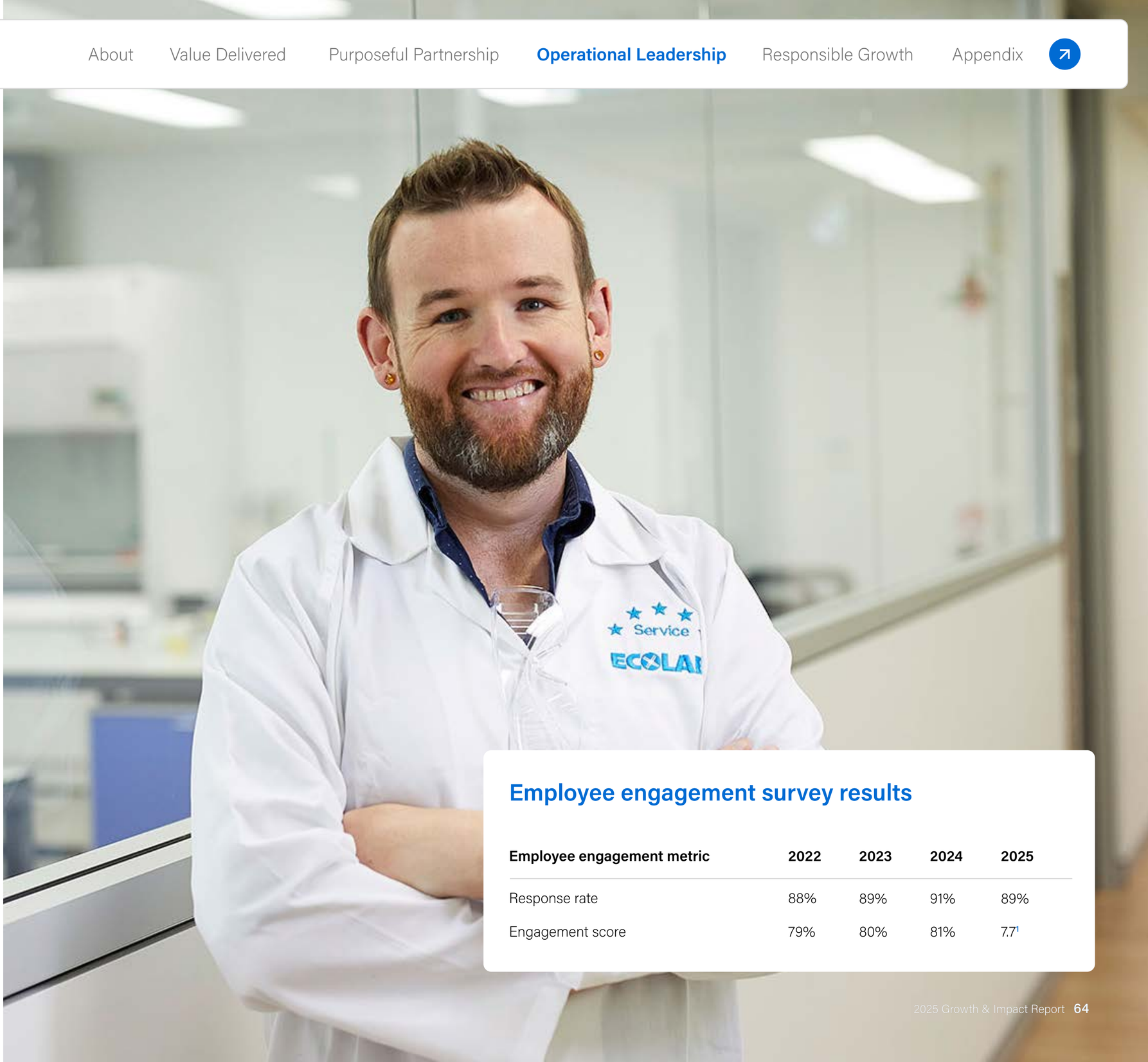
We believe that growing our business starts with growing our people. Strong employee engagement is essential to team and company performance, and we continuously monitor workforce health through ongoing associate listening initiatives. In addition to global employee surveys, we conduct targeted pulse surveys with specific teams to better understand associate experiences and evolving needs.

In April 2025, Ecolab conducted its annual, enterprise-wide employee engagement survey, achieving an 89% global participation rate. The overall engagement score was 7.7 out of 10, reflecting sustained high levels of associate commitment.

Survey results are reviewed at the individual, team and enterprise levels, informing actions to build on strengths and address opportunities. Associates consistently value purpose, belonging and empowerment. Key areas of strength included:

- Goal setting: 8.7, demonstrating clear expectations and alignment
- Organizational fit: 8.1, showing alignment with Ecolab's values
- Peer relationships: 8.6, highlighting strong collaboration and mutual support

For more information on learning and performance review completion rates, see the Performance Data Appendix.



Employee engagement survey results

Employee engagement metric	2022	2023	2024	2025
Response rate	88%	89%	91%	89%
Engagement score	79%	80%	81%	7.7[1]

[1] *In 2025, Ecolab transitioned to a new employee engagement platform; results are reported on a different scale and are not directly comparable to prior years.*

Health, wellness and safety

Our approach

Safety, health and wellness are foundational to building high-performing teams and delivering consistent business outcomes. Protecting employees, contractors and visitors is embedded in Ecolab's values and reinforced through a Goal Zero mindset focused on zero incidents, zero injuries and zero violations. This commitment is shared across the organization and reinforced every day through leadership expectations, training and operational discipline.

Continuous improvement is central to this approach. In 2025, Ecolab reduced its total recordable incident rate (TRIR) by 58% from a 2013 baseline globally and reduced the lost time incident rate (LTIR) by 50% from a 2016 baseline in North America. For more detailed data, see our 2025 Performance Data Appendix.

Governance

The Board of Directors oversees safety performance through the Safety, Health and Environment (SHE) Committee, with execution led by the Executive Safety Leadership Council and regional leadership councils. A global network of Safety, Health and Environment professionals supports consistent implementation of programs, processes and training across operations.

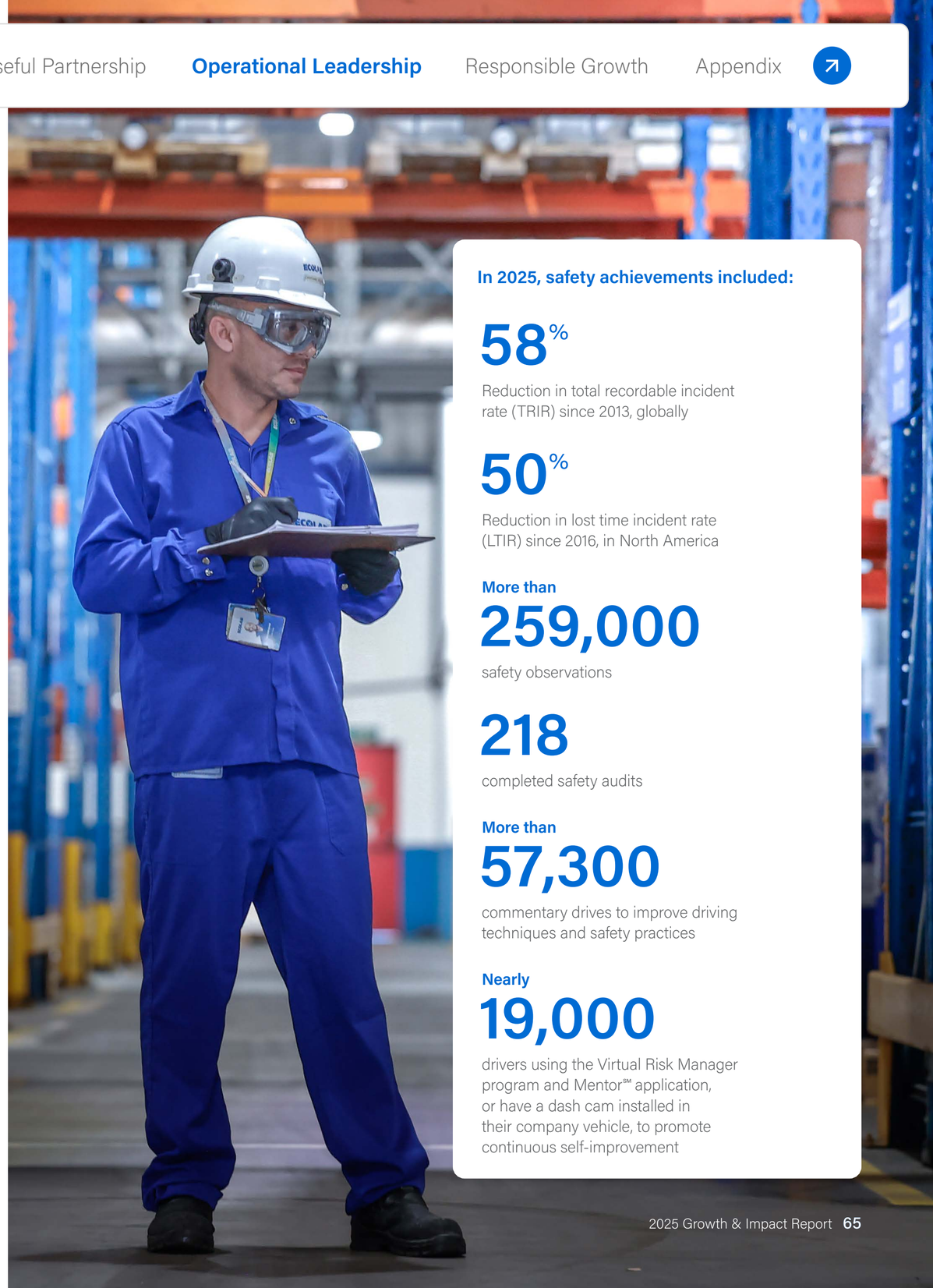
Occupational health and safety management system

Ecolab operates an occupational health and safety management system aligned with our Safety, Health and Environmental Position and informed by internationally recognized standards, including the International Organization for Standardization (ISO) 45001 framework and, where applicable, industry standards such as the American Chemistry Council's Responsible Care Management System. The system is designed to prevent work-related injury and ill health, motor vehicle events, process safety incidents, environmental releases and other conditions with the potential to cause harm. It also meets applicable legal and customer requirements, supports continual improvement in safety performance and applies to 100% of employees worldwide, as well as non-employees under Ecolab's direct supervision.

The system is aligned with country-specific management system requirements where Ecolab operates and support compliances with applicable legal obligations, including those set by the U.S. Occupational Safety and Health Administration (OSHA), the UK Health & Safety Executive, the German Occupational Safety Act, the Canadian Centre for Occupational Health and Safety and China's Workplace Safety Law. Approximately 38% of the workforce is covered by internally audited systems, and 29% is covered by externally audited systems.

Hazards and risks are systematically identified and managed through a hierarchy of controls, with active worker participation, proactive safety communications and collaboration across stakeholders. Employees are empowered to stop work when conditions are unsafe, supported by open reporting per our Code of Conduct, timely incident investigation and corrective action processes. Together, these practices reinforce a strong safety culture grounded in leadership accountability, employee engagement and the belief that all incidents are preventable.

Performance is monitored through a global safety dashboard that tracks leading and lagging indicators, enabling teams to identify trends, evaluate program effectiveness and prioritize action.



In 2025, safety achievements included:

58%
Reduction in total recordable incident rate (TRIR) since 2013, globally

50%
Reduction in lost time incident rate (LTIR) since 2016, in North America

More than
259,000
safety observations

218
completed safety audits

More than
57,300
commentary drives to improve driving techniques and safety practices

Nearly
19,000
drivers using the Virtual Risk Manager program and Mentor℠ application, or have a dash cam installed in their company vehicle, to promote continuous self-improvement

Health, wellness and safety

Training and capability building

Ecolab's Global Safety, Health and Environment Training Policy ensures employees are prepared to perform their work safely and understand their role in incident prevention. Training requirements are based on operational risk, legal and regulatory requirements and job-specific responsibilities, including onboarding and role transitions. Training is completed prior to risk exposure, documented and reviewed at least every three years.

Training reinforces individual accountability and a Goal Zero mindset, equipping employees to recognize hazards, understand consequences and intervene when conditions are unsafe. Core programs include Manager Essentials, Stop Work Authority, Hazard Recognition, Personal Safety Leadership, Driver Safety and Safety Onboarding. Stop Work Authority training is mandatory for all new hires globally, and Driver Safety training carries an annual completion goal for newly hired drivers. In 2025, 95% of employees completed Safety Onboarding within their first 30 days, against a 100% target.

Worker participation and safety leadership

Manufacturing plants, research facilities and logistics operations maintain joint worker-management safety committees composed of hourly employees, union representatives (where applicable) and management personnel that meet at least quarterly and operate in alignment with legal and Ecolab requirements, supporting consultation on hazards, controls and safety performance.

Sales-and-service teams participate through the Safety Champion program, with each district nominating a representative to support consultation, risk awareness and safe work practices. Nearly 2,000 Safety Champions worldwide work with business leaders and Safety, Health and Environment professionals to implement safety programs, reinforce stop-work authority and promote continuous improvement as the company grows.

Safety at customer locations

Ecolab's health and safety management systems extend across customer operations to support safe, reliable service delivery and operational continuity. Product risk is managed through the Regulatory Affairs team with expertise in chemistry, microbiology, toxicology and trade compliance.

Our more than 25,000 sales-and-service professionals are supported through training, risk assessment and mitigation practices designed to manage site-specific hazards. A global Customer Site Safety Policy establishes shared expectations and responsibilities with customers, reinforcing cooperation, risk control and safe execution at customer locations.

Hazard identification, risk assessment and incident investigation

Ecolab's Global Risk Assessment Policy defines requirements to identify, assess, communicate and control hazards associated with routine, non-routine and emergency activities. Risks are managed through a hierarchy of controls that prioritizes hazard elimination and substitution before engineering, administrative and personal protective measures. Formal risk assessments conducted by trained safety professionals are documented and made available to support consistent execution and informed decision-making.

Through the Global Risk Assessment Policy, the Safety, Health & Environment Position and the Code of Conduct, employees are empowered to report hazards and stop work when conditions are unsafe, supported by electronic reporting tools for incidents, near misses and hazards across Ecolab and customer locations.

The Incident Investigation Policy establishes clear responsibilities and timelines for investigating significant incidents, including near misses, within 24 to 48 hours based on severity. Investigations focus on identifying hazards, risks and root causes, with corrective actions prioritized using the hierarchy of controls. Action closure and effectiveness are regularly reviewed to drive continuous improvement and reinforce a safety culture that supports reliable operations and strong business performance.

Health, wellness and safety

Emergency preparedness and response

Ecolab maintains enterprise-wide emergency preparedness and response systems to mitigate impacts from safety incidents, chemical releases, natural disasters and other operational events. These systems include incident management plans, crisis notification and reporting procedures, emergency response teams and business continuity plans deployed at the site, country, market and enterprise levels.

Emergency response plans are regularly tested at manufacturing sites in coordination with local first responders, supported by ongoing crisis training. Programs are routinely reviewed to confirm effectiveness and identify improvements, with post-incident reviews conducted in partnership with emergency response teams and leadership to capture lessons learned and strengthen future preparedness.

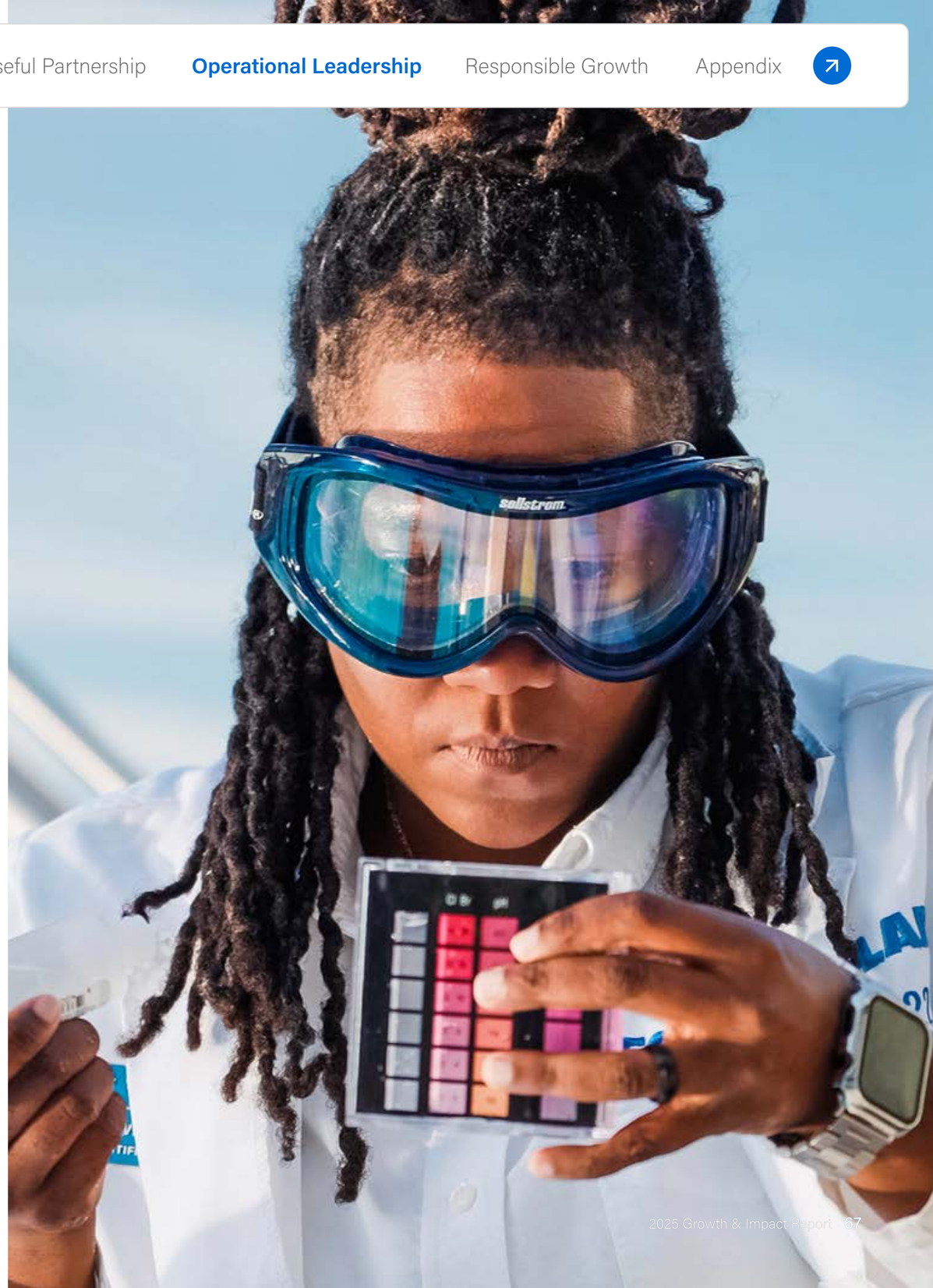
Occupational health services

Ecolab's occupational health services are designed to identify, evaluate and control health hazards in alignment with OSHA's Hazard Communication Standard and other applicable jurisdictional requirements. Toxicologists, industrial hygienists and scientists assess chemical hazards, develop publicly available Safety Data Sheets and labels, and conduct occupational exposure evaluations including air monitoring, noise assessments, ergonomic reviews and risk modeling. Toxicological studies are commissioned as needed to establish exposure limits and appropriate controls.

Competence and awareness are reinforced through global hazard communication training and a global Industrial Hygiene Policy that guides risk assessment, contaminant monitoring, application of the hierarchy of controls and use of stop-work authority when conditions are unsafe. A global Personal Protective Equipment Policy ensures appropriate PPE selection, training and availability across jurisdictions. Recurring medical evaluations support select roles, and 24/7 emergency support is provided through contracted poison control and emergency response centers, with quarterly reviews to assess incidents, service quality and the accuracy of product information.

Employee health and wellness

Wellbeing programs support employees in building sustainable habits that enhance overall wellbeing while reinforcing a culture of wellness across Ecolab. A Be Well Program supports U.S. employees and their families with education, tools and resources that promote physical, financial, emotional and social well-being through an online resource center, seminars, events and wellness assessments. In addition, the Employee Assistance Program provides 24/7 confidential support, including access to mental health professionals, community resources, financial and legal guidance, wellness webcasts and five complimentary counseling sessions.

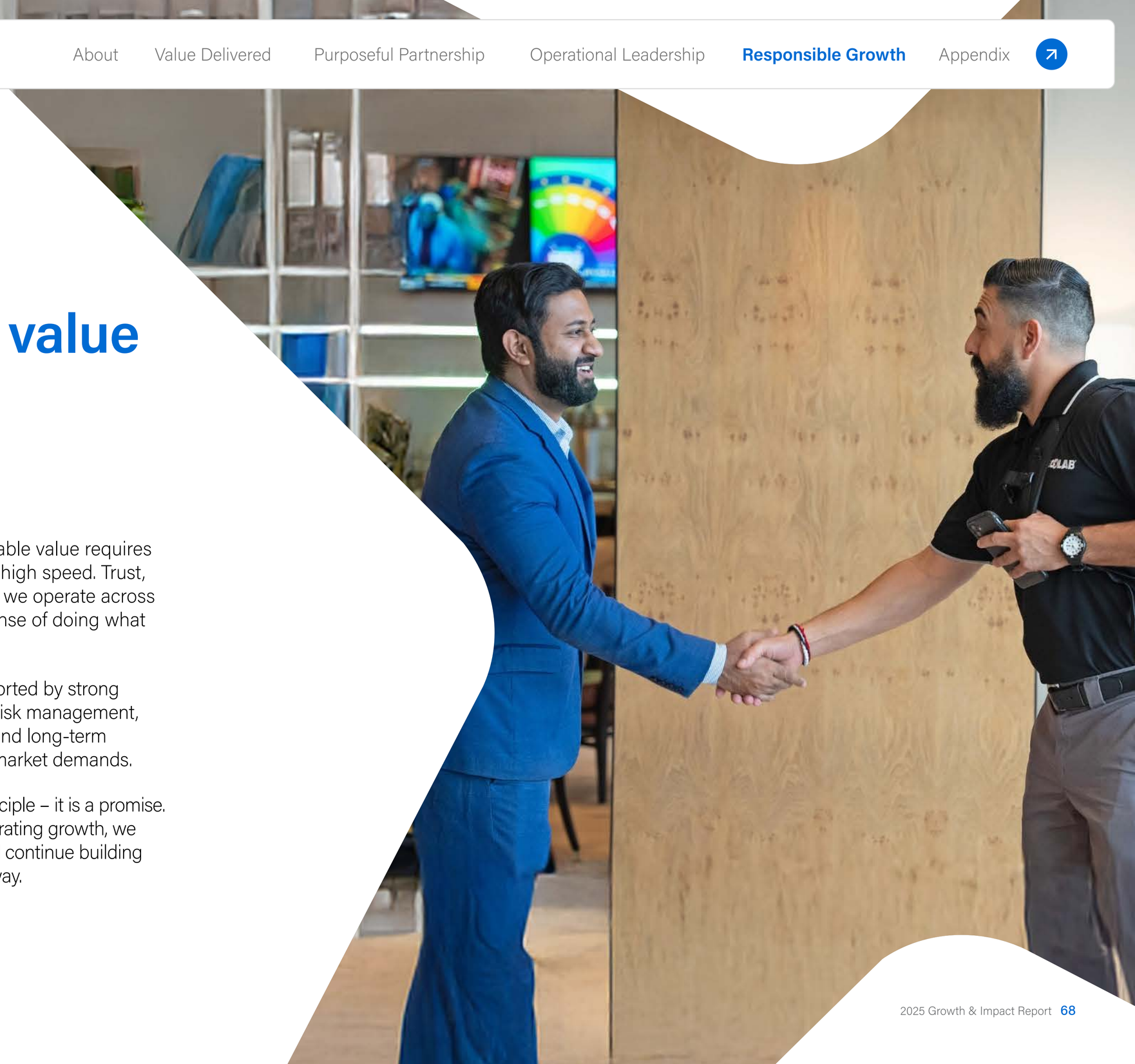


Building long-term value through trust and strong governance

Ecolab is growing fast, in the right way. Creating sustainable value requires discipline, clarity and care, especially when operating at high speed. Trust, integrity and effective oversight are embedded into how we operate across every market, ensuring growth never comes at the expense of doing what is right.

Our ethical reputation is one of our greatest assets. Supported by strong governance structures, clear accountability and rigorous risk management, it underpins consistent execution, regulatory confidence and long-term performance as we move quickly to meet customer and market demands.

And our commitment to operating ethically is not just a principle – it is a promise. By holding ourselves to the highest standards while accelerating growth, we deliver on our commitments, generate superior returns and continue building a legacy of growing fast, with positive impact, in the right way.



Corporate governance

Our approach

Ecolab's Board of Directors (Board) is committed to maintaining a corporate governance structure that promotes long-term stockholder value and supports Ecolab's policies and programs that affect, or could affect, our employees, customers, stockholders and neighboring communities.

Director independence and qualifications

All directors, except the Chairman, are independent under New York Stock Exchange rules and Ecolab's Corporate Governance Principles. The Board operates under a leadership framework that includes a Lead Independent Director, and a fully independent Governance Committee responsible for recommending director candidates, committee chairs and committee members. Committee leadership roles and the Lead Independent Director position are periodically rotated in accordance with governance principles.

The Board and its committees undergo annual performance evaluations led by the Governance Committee, with results reviewed at both the committee and full Board levels. The Governance Committee also oversees Board refreshment, regularly assessing composition to ensure directors bring relevant expertise, independent judgment and diverse perspectives aligned with the company's customers, end markets and global workforce.

Board's role in sustainability matters

The Ecolab Board of Directors oversees key risks and opportunities relevant to long-term sustainability using a structured framework aligned with the World Economic Forum's Measuring Stakeholder Capitalism report. Oversight responsibilities are assigned to the Board and its committees through the Corporate Governance Principles, Committee Charters, Code of Conduct and Core Agendas based on committee expertise, and are reviewed regularly to ensure alignment with the company's environmental stewardship, social responsibility and sustainable business objectives.

The Board has overall oversight of sustainability-related risks and opportunities, with the Safety, Health and Environment (SHE) Committee playing a central role. The SHE Committee oversees sustainability policies, programs and practices that affect, or could affect, employees, customers, stockholders and neighboring communities. Its work is informed by the Sustainability Executive Advisory Team, led by the Senior Vice President and Chief Sustainability Officer, who monitors climate- and water-related risks and overall sustainability performance in collaboration with global SHE, supply chain, regulatory and corporate risk functions.

The SHE Committee receives regular updates on sustainability goals and activities, including climate-related risks, progress toward Ecolab's Science Based Targets initiative–approved 1.5°C pathway to net-zero emissions by 2050, implementation of Task Force on Climate-related Financial Disclosures recommendations and water stewardship as a key input to the company's Taskforce on Nature-related Financial Disclosures ambition.

The Audit Committee, Compensation & Human Capital Management Committee and Governance Committee oversee sustainability and social responsibility topics within their respective mandates. These include climate-related disclosures and compliance, pay equity, labor practices with a focus on avoiding child and forced labor, political and trade association engagement, and employee engagement. These committees report regularly to the Board, which also receives an annual presentation on progress against sustainability goals and the implementation of related initiatives.

Sustainability management

Our approach

Sustainability is integral to Ecolab's value proposition and financial performance. By embedding environmental stewardship into operations, the company delivers strong business results while reducing water, energy, emissions and waste across its facilities. This approach supports efficiency, resilience and long-term growth.

Ecolab's sustainability management is anchored in enterprise -wide policies, systems and procedures that translate commitments into consistent execution. The Global Safety, Health and Environmental Position and Sustainability Position define expectations for safety, health and environmental (SHE) performance across all operations and extend to suppliers and contractors, forming a foundation for customer engagement. These commitments are implemented through Ecolab's internal SHE management system, which is deployed globally and overseen by the Board through the SHE Committee. Training is embedded in Code of Conduct programs and reinforced through role-based education on water, energy, waste and environmental management.

In addition to 100% certification to the Ecolab SHE management system requirements, Nalco Water, an Ecolab Company, is a signatory of the Responsible Care Global Charter and 54% of our plants have achieved International Organization for Standardization (ISO) 14001 – Environmental Management Systems or Responsible Care 14001 certification. Internal and third-party audits, along with targeted energy and water assessments, support ongoing improvement. In 2025, Ecolab invested $51 million in capital projects and $4.6 million in operating programs to advance environmental performance, reinforcing the connection between disciplined management systems, operational excellence and sustainable growth.

Clean Revenue Framework

To strengthen precision, transparency and decision-making, Ecolab evolved in 2025 to more rigorously assess and communicate the sustainability value created through our solutions. The updated methodology evaluates impacts across five integrated categories – water, climate, ecosystem health, circularity and health & safety – providing a holistic, future-ready view of how customer outcomes translate into measurable environmental and societal value. This approach aligns clean revenue with product strategy, investment decisions and emerging global standards, reinforcing Ecolab's sustainability-driven growth.

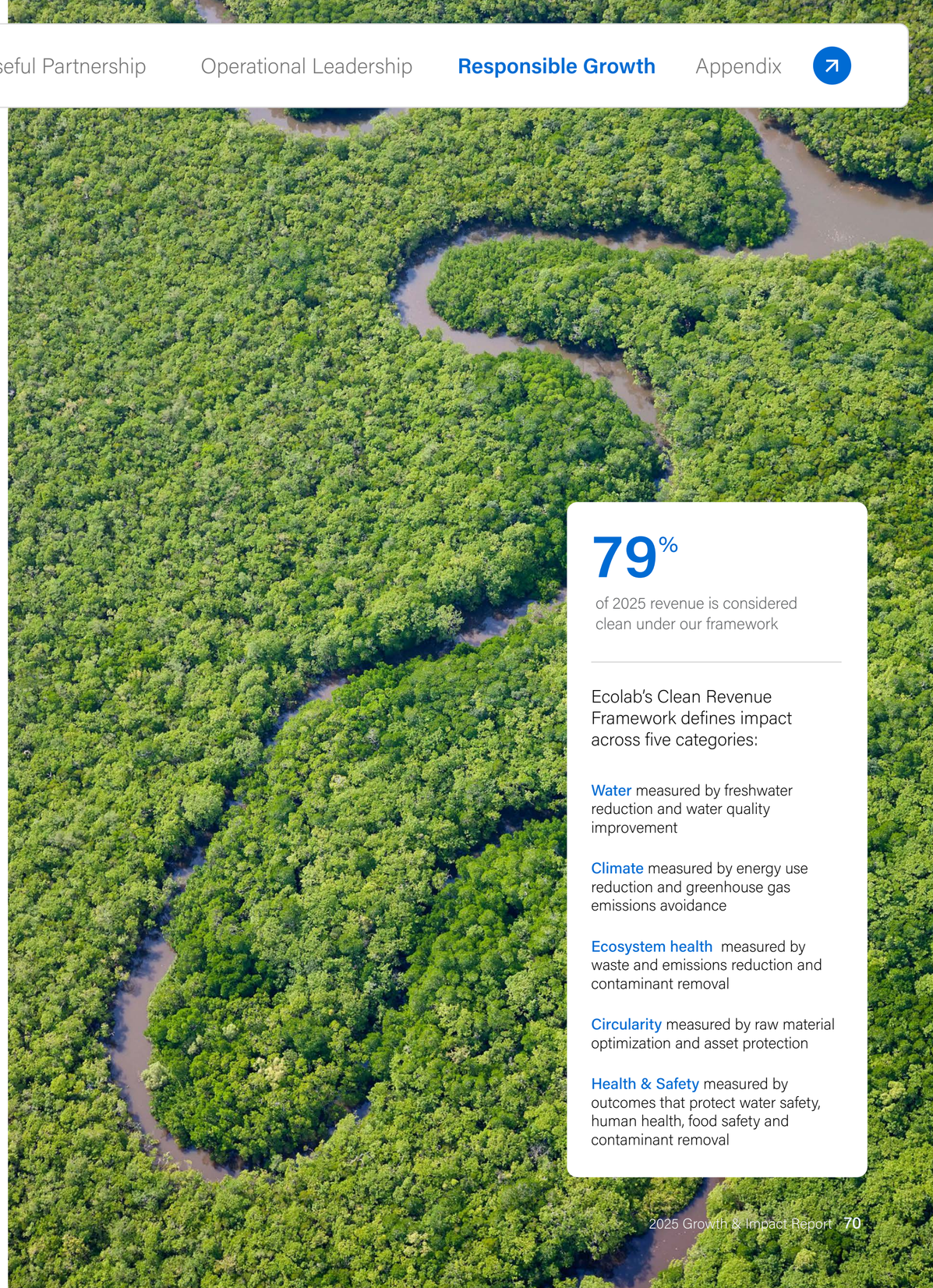
Using this framework, 79% of 2025 revenue is classified as clean, meaning it delivers clear and significant environmental or social benefits defined by Ecolab across five impact categories according to our Clean Revenue Framework. The remaining revenue reflects products or services that meet Code of Conduct and Ethical Sourcing Standards.

Performance incentives

Ecolab's value proposition is to deliver superior business performance while minimizing environmental impacts, making sustainability a driver of financial success. To reinforce this connection, strategic sustainability indicators are embedded in performance measures used to determine compensation for senior leaders and associates.

Senior management incentive plans align financial and sustainability performance. Adjusted earnings per share (EPS) is a core metric in annual cash incentive plans, while organic return on invested capital (ROIC) is used for long-term equity awards, reflecting the link between disciplined capital allocation, operational efficiency and sustainable growth.

In addition, annual cash bonuses for the most senior leaders include a Growth & Impact modifier tied to reductions in water intensity across operations and progress on team engagement, employee retention and development. This modifier reinforces that delivering positive outcomes for associates, operations, customers and communities supports innovation, performance and long-term growth.



79%

of 2025 revenue is considered clean under our framework

Ecolab's Clean Revenue Framework defines impact across five categories:

Water measured by freshwater reduction and water quality improvement

Climate measured by energy use reduction and greenhouse gas emissions avoidance

Ecosystem health measured by waste and emissions reduction and contaminant removal

Circularity measured by raw material optimization and asset protection

Health & Safety measured by outcomes that protect water safety, human health, food safety and contaminant removal

Business ethics

Our approach

Ecolab is committed to upholding the highest legal and ethical standards across all markets and operations. This commitment is supported by a comprehensive set of policies, standards, procedures and systems designed to promote consistent, ethical decision-making and protect long-term business performance. A centralized Global Compliance function, led by the Chief Compliance Officer and supported by regional compliance leaders, oversees ethics and compliance activities worldwide. Compliance and ethics committees meet at least twice annually in each market to strengthen communication and accountability with regional leadership.

The Code of Conduct is the foundation of Ecolab's ethics program, applies to all directors, officers and employees and provides clear guidance on ethical conduct and legal compliance in every market where the company operates.

Training

Ethics training reinforces expectations and accountability across the organization. New employees receive Code of Conduct training upon hire and must acknowledge compliance. Annually, all employees, Directors and nearly all contingent workers complete training and certify compliance, with an annual completion target of 100%. In 2025, global completion reached 99%. Security at Ecolab facilities is provided by Ecolab employees and third-party personnel, with all Ecolab employees serving in security roles required to complete annual Code of Conduct training, achieving 100% completion in the U.S. in 2025.

Training covers key risk areas including anti-corruption, anti-discrimination, health, safety and environment, data protection and human rights. Targeted, role-specific training is provided where risk exposure is higher, including function-specific training for accounting and finance roles and anti-bribery and anti-corruption training for employees with relevant responsibilities or external interactions.

Conflicts of interest

Employees are required to disclose actual or potential conflicts of interest in accordance with the Code of Conduct. Disclosures are reviewed by the Global Compliance department and may be approved with defined mitigation and monitoring requirements. Undisclosed conflicts may result in investigation under the Code of Conduct program.

Business ethics

Information security

Ecolab requires employees to protect confidential company, customer and supplier information as governed by our Global Information Security Policy and Global Intellectual Property Policy. Data protection is supported by dedicated leadership and the Enterprise Technology Solutions Security team, along with policies and procedures governing the handling of sensitive information. Employees complete annual technology security training, and additional security controls are implemented where appropriate.

Records management

Employees are required to maintain accurate records and are prohibited from falsifying data as put forth by our Global Accounting and Control Policy, Global Records Management Policy and Global Records Retention Schedule. The Internal Audit Services team conducts operational, anti-bribery and anti-corruption audits, supported by data analytics tools that enhance oversight across the enterprise.

Advisory services

The engagement of advisors and other third parties is governed by global procurement policies, including requirements to identify and manage conflicts of interest. Allegations involving advisors are investigated by the Global Compliance department using formal processes to ensure consistent and appropriate outcomes.

Grievance mechanisms

Ecolab provides multiple channels for raising concerns or seeking guidance, including management, Human Resources, Compliance, Law and a third-party Code of Conduct helpline and web-based reporting service available 24/7 to internal and external reporters. All reports are reviewed promptly and thoroughly under defined investigation procedures overseen by the Global Compliance department to ensure consistency, fairness and appropriate remediation, including disciplinary action when warranted.

Ecolab's Global Non-Retaliation Policy protects individuals who raise concerns in good faith, and outside counsel may be engaged. Investigation outcomes and remediation actions are documented, tracked and reported to the Audit Committee of the Board of Directors, including quarterly reporting by the Chief Compliance Officer. The Global Compliance department also manages a worldwide whistleblower program, including a separate program aligned with the European Whistleblower Directive, to ensure timely investigations and consistent outcomes across the enterprise.

Compliance and oversight

Ecolab's compliance and ethics risk assessment focuses on areas with the greatest potential legal, financial, operational or reputational impact. The annual assessment, led by the Global Compliance department, evaluates approximately 20 risk areas, including human rights, and is aligned with Internal Audit reporting. Annual audits of compliance with the Code of Conduct and governance requirements are conducted by Internal Audit Services, with results reported annually to the Audit Committee by the Chief Compliance Officer.

Anti-corruption and anti-bribery

Our approach

Ecolab monitors and mitigates corruption risk through a comprehensive, risk-based anti-bribery and anti-corruption program that applies to our operations and third-party relationships. The program includes a global Anti-Corruption Policy and Procedures, mandatory training, third-party due diligence and ongoing monitoring, supported by audits and governance oversight in all markets.

Ecolab's Anti-Corruption Policy is designed to comply with applicable laws in every country where we operate. The program is reinforced through an anti-bribery and anti-corruption audit program led by a dedicated internal audit manager, as well as compliance and ethics committees in all markets to help identify and mitigate risk.

All third-party intermediaries operating or exporting outside the United States are required to sign anti-corruption undertakings and complete a rigorous, risk-based approval process. This process may include qualification forms, questionnaires, background checks and internal approvals, with enhanced requirements in higher-risk markets or business relationships. Third parties must certify compliance with anti-corruption laws as a condition of doing business with Ecolab or on Ecolab's behalf, and refusal to comply may result in termination of the relationship. Ongoing compliance is monitored through periodic renewals every three to four years and targeted audits based on risk.

Training

Anti-corruption requirements are reinforced through mandatory annual Code of Conduct training for all employees and most contingent workers, with additional role-specific training for employees in relevant functions and high-risk locations. More detailed training is provided to senior leaders in all markets and high-risk locations. In 2025, anti-corruption training completion reached 94%. Training is supplemented with articles, guidance, resources and tools distributed through multiple communication channels. Medium- and high-risk third-party intermediaries are also required to complete anti-bribery and anti-corruption training.

Audit program

As part of Ecolab's internal audit program, approximately 30 audits are completed each year across 110 auditable units, including countries, divisions and departments. Around 50 country operating locations are audited on a four- to five-year cycle, with procedures that include testing controls relevant to the anti-corruption program.

In addition, 11 anti-corruption-specific audits were completed in 2025. The Global Compliance team also conducts ongoing assessments across all markets and business units, including newly acquired operations. Overall, few significant risks were identified, with third-party intermediary use representing the highest-risk area.

Human rights

Our approach

Ecolab is committed to advancing the well-being of people and communities worldwide and to respecting human rights across our global operations and supply chain. We have established formal policies, procedures and due-diligence processes to identify, assess and address human rights risks.

Ecolab's Human Rights Policy outlines our commitment to upholding internationally recognized human rights standards, including the UN Guiding Principles on Business and Human Rights, the UN Universal Declaration of Human Rights and the ILO 1998 Declaration on Fundamental Principles and Rights at Work. We operate in alignment with the SA8000 Standard, which seeks to protect the basic rights of workers. Our approach emphasizes an inclusive and respectful workplace, safe working conditions and the elimination of child labor, forced labor, discrimination, corruption and bribery. Regional programs and compliance and ethics assessments are used to evaluate conformity with these commitments and identify human rights-related risks.

Supporting policies and positions

Ecolab's Human Rights Policy is supported by a set of complementary policies that reinforce expectations across our operations and value chain:

- The Code of Conduct, which addresses key human rights topics and requires employees to report potential concerns
- Ethical Sourcing Standards, which communicate expectations to vendors and business partners, including requirements related to the UK Modern Slavery Act and the California Transparency in Supply Chains Act
- The Supplier Code of Conduct, which sets standards for integrity, ethical conduct and legal compliance
- The Anti-Human Trafficking Policy, which addresses slavery and human trafficking risks
- The Conflict Minerals Policy, which supports efforts to end violence and human rights abuses in the Democratic Republic of the Congo and neighboring countries

Training

Human rights expectations are reinforced through mandatory annual Code of Conduct training for all employees and applicable contingent workers. In 2025, 99% of participants completed the training, representing approximately 24,000 total training hours. Employees certify compliance as part of this process.

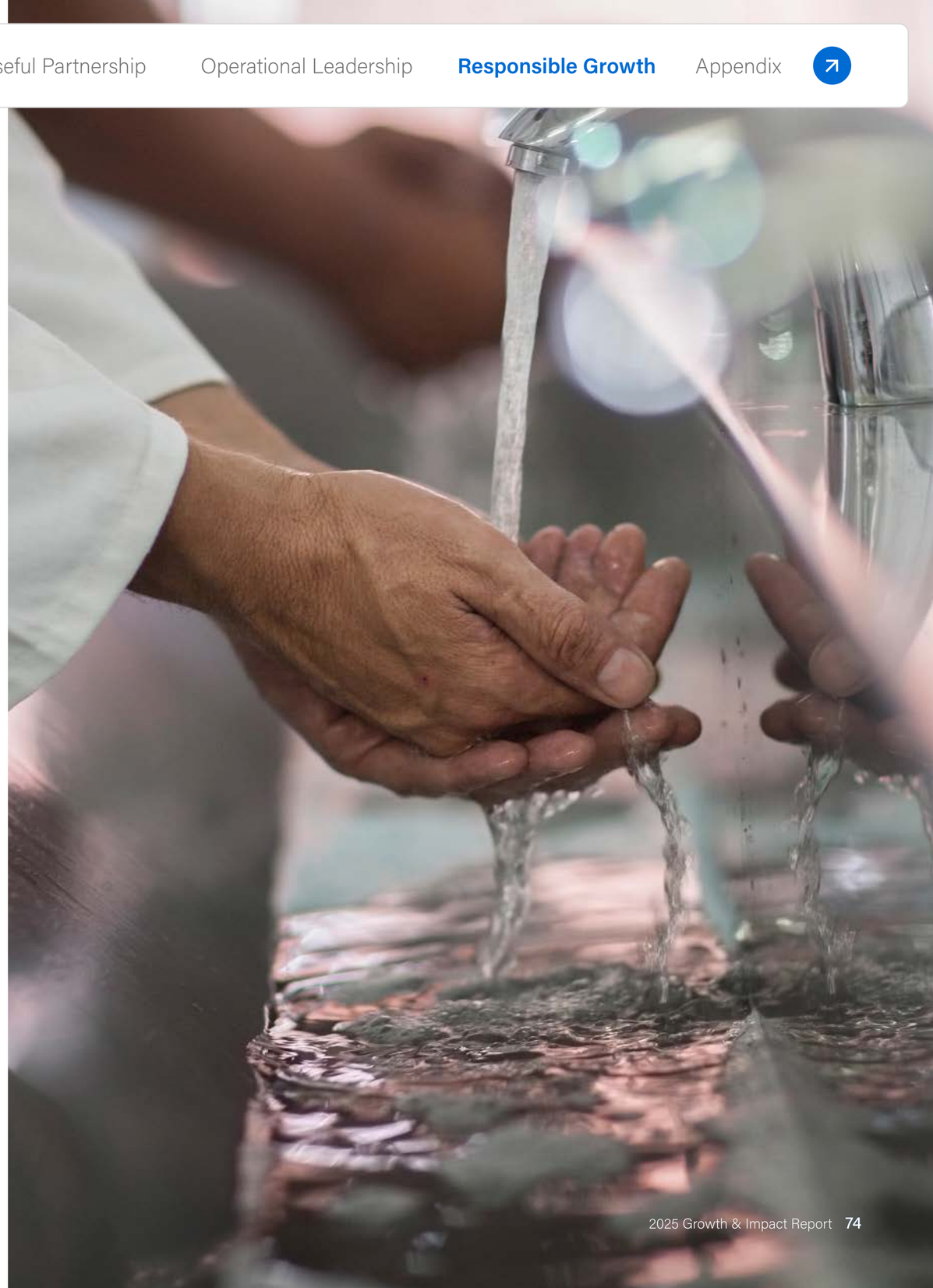
Due diligence processes

Human rights due diligence is embedded in Ecolab's risk-identification processes across our operations, new business relationships and value chain. The Global Compliance team conducts annual assessments covering approximately 20 risk areas, including potential human rights impacts. These assessments inform action plans, corrective actions or remediation, as needed. Effectiveness is monitored through supplier audits, legal reviews, operational audits, workplace safety data and Code of Conduct reporting, with findings reported to top management and the Board of Directors.

To address supply-chain risks, Ecolab is a member of Sedex and shares internal site audit results through the online platform. We also perform human rights and environmental risk assessments of tier-1 suppliers based on country, commodity, product and sector risk, procurement spend, Sedex self-assessments and audit findings. Suppliers must agree to Ecolab's Supplier Code of Conduct, and relationships may be discontinued for non-compliance or failure to remediate issues.

Disclosure

Ecolab discloses any human rights controversies related to child labor, discrimination or other issues as defined by the U.S. Equal Employment Opportunity Commission. No fines related to human rights issues have been levied against the company by any governmental organization in the past five years.



Data privacy and information security

Our approach

Protecting the security of Ecolab's systems and solutions is a top priority. We continuously strengthen our cybersecurity approach to address evolving threats and risks, with oversight provided by a cross-functional Information Security Steering Committee chaired by the Chief Information Security Officer. Senior management provides cybersecurity reviews to our Board of Directors and Audit Committee to enable oversight of cybersecurity risk. Cybersecurity is also integrated into the annual enterprise risk assessment presented to the Board as part of their oversight of our enterprise risk management program.

Ecolab's cybersecurity framework is grounded in policies, standards and practices aligned with recognized frameworks, including the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) and the International Organization for Standards (ISO). An independent third party regularly assesses our compliance with these standards and conducts peer benchmarking.

Our Global Privacy Policy outlines how Ecolab uses and safeguards personal data, periodically reviews security measures and ensures that we are compliant with the data privacy laws and regulations of the jurisdictions in which we operate, including the EU General Data Protection Regulation (GDPR).

We reinforce our system through multi-layer security controls, continuous monitoring, audits, internal testing and third-party threat intelligence. Our Security Operations Center operates 24 hours a day, seven days a week, 365 days of the year using advanced technologies to detect, respond to and mitigate threats, helping safeguard the confidentiality, integrity and availability of our systems and solutions. Ongoing employee and contractor training, awareness campaigns and threat simulations further strengthen our cybersecurity framework.

Additional information on Ecolab's cybersecurity program is provided in our Annual Report and Form 10-K.

Responsible use of AI

Ecolab's Responsible Artificial Intelligence (AI) Principles guide the ethical use of artificial intelligence across all projects and use cases, aligning AI deployment with the company's values and risk management expectations. The principles focus on fairness, safety and reliability, privacy and security, transparency, and accountability, with clear ownership, monitoring and continuous improvement expected internally and from partners.

A cross-functional AI working group supports implementation, serving as the primary point of contact for employees and conducting initial reviews of proposed AI use cases.

Oversight of AI use is provided by an Artificial Intelligence Governance Committee, which sets strategic direction, monitors emerging risks and standards, and maintains Ecolab's AI governance framework. The Committee includes leaders from Legal and Intellectual Property, Digital Analytics, Digital Commercial, Privacy, Cybersecurity and Compliance, and Human Resources teams.

Tax

The tax we pay is an integral part of our positive economic and social impact and supports the advancement of the countries in which we operate. We are committed to complying with tax laws and regulations in each jurisdiction in which we do business and are guided by appropriate international standards as detailed in our global Tax Position. Our UK Tax Strategy and Poland Tax Strategy are also available on our website.

In 2025, Ecolab received nominal monetary support, awards, tax reliefs or subsidies directly from governments. We received federal and state credits in the United States to support our research and development initiatives totaling approximately $25.8 million and $3.9 million, respectively, based on estimates for the 2025 tax return year.

In 2025, Ecolab received U.S. federal tax credits tied to sustainability and workforce initiatives. These included approximately $8.2 million in tax credits for qualifying electric vehicle purchases and $4.0 million in credits for qualifying clean energy equipment placed into service. We also received an estimated $1.4 million U.S. federal family and medical leave credit, approximately $200,000 in non-conventional source fuels credits and an estimated $300,000 in work opportunity tax credits.

Anticipated tax deductions or credits for research and development expenditures in Australia will total approximately $100,000 for 2025. A similar benefit will be realized in Brazil of approximately $1.2 million and in Spain of approximately $300,000.

Compliance

In 2025, there were no new incidents of non-compliance that resulted in material financial penalties related to environmental, health and safety, product and service information and labeling or marketing communications impacts filed through formal grievance mechanisms.[1]

In 2025, our operations did not experience significant instances of non-compliance, including spills of material significance to our company or the communities in which we operate. Ecolab received ten non-material instances of non-compliance with environmental laws and/or regulations, including seven incidents with fines over $10,000 totaling $1,138,847.27, with no environmental liability accrual at the end of the fiscal year. We have a proactive and robust compliance program to address these issues promptly and completely, and none of these instances resulted in material fines or penalties to the company under applicable reporting requirements.

There were no facilities identified or reported that may significantly impact water bodies from discharges of water and runoff. None of the river basins and water sources where Ecolab has operations are designated as protected areas, nationally or internationally.

Additional information is provided in Ecolab's Form 10-K for the fiscal year ending in December 31, 2025 in Part 1, Item 1, under Environmental Remediation and Proceedings.

[1] *Material grievances defined as over one million USD consistent with SEC reporting requirements of Ecolab's Form 10-K*

Doing the right thing, the right way

The Ecolab team operates with a strong commitment to integrity, innovation, sustainability and social responsibility. We strive for the best results for our customers and our company, and in 2025, were recognized by several leading organizations for our commitment to operating responsibly and sustainably.

Learn more about Ecolab's leadership

Sustainability

Water Security & Climate A List | CDP
ESG AAA Rating | MSCI
Dow Jones Best in Class Indices | S&P Global
Gold Sustainability Rating | EcoVadis

Corporate responsibility

100 Best Corporate Citizens | 3BL
FTSE4Good Index Series | FTSE Russell
America's Most Responsible Companies | Newsweek
America's Most Charitable Companies | Newsweek

Ethical performance

World's Most Ethical Companies | Ethisphere
Best of American Business | CNBC & JUST Capital
World's Most Admired Companies | Fortune
60 Best Companies to Sell For | Selling Power

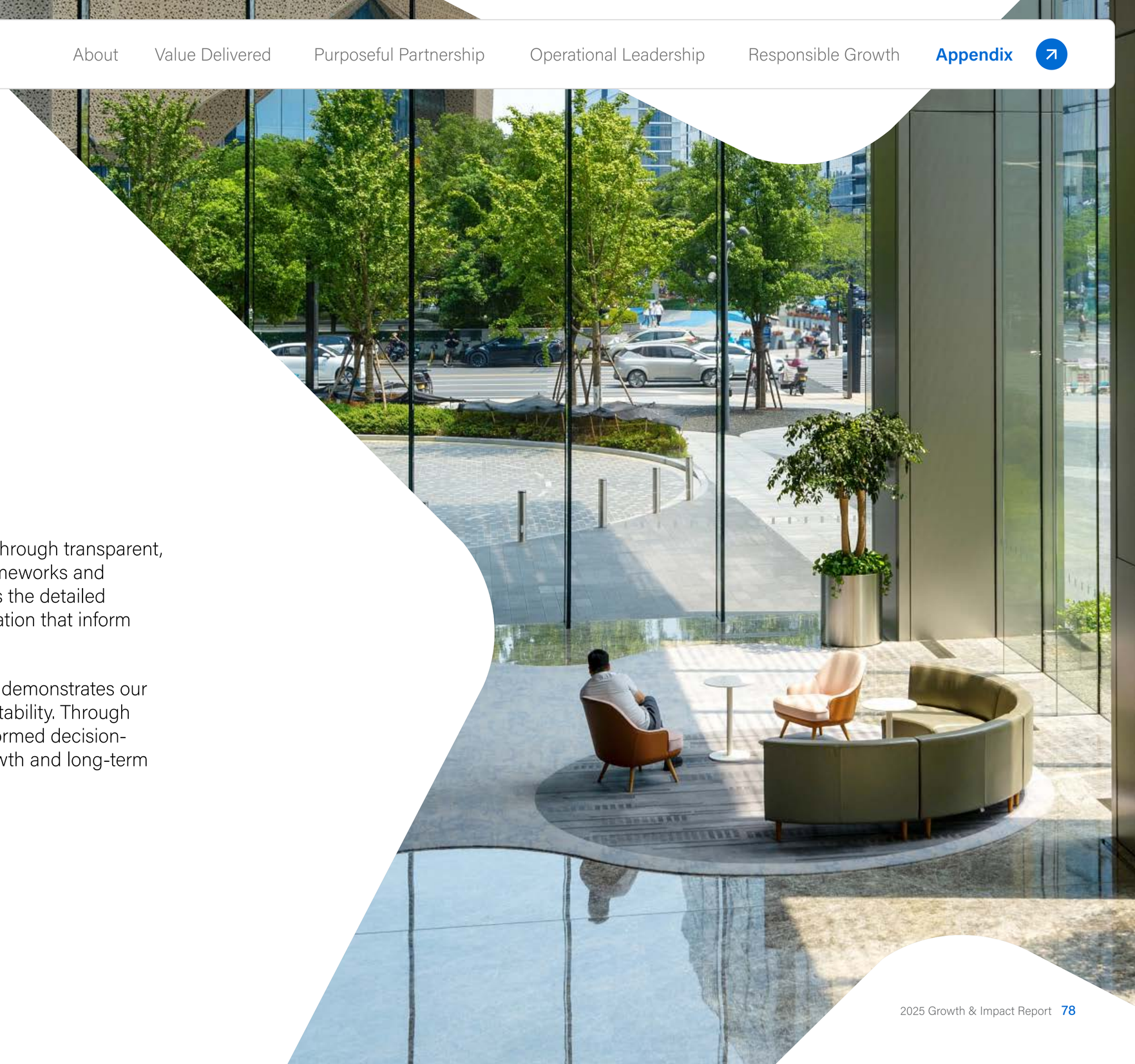
Diversity, equity and inclusion

GEN IMPACT Awards | Global ERG Network
Best Place to Work for Disability Inclusion | Disability:IN

Transparency that strengthens trust and accountability

Ecolab is committed to supporting our growth strategy through transparent, high-quality reporting aligned with respected global frameworks and evolving disclosure expectations. This appendix provides the detailed methodologies, frameworks, data and assurance information that inform reported results.

Reporting publicly and consistently on our performance demonstrates our commitment to transparency, comparability and accountability. Through clear, consistent and credible disclosure, we support informed decision-making and reinforce the trust that enables resilient growth and long-term value creation.



About this Report

The Ecolab Growth & Impact Report documents Ecolab's performance on an annual, calendar year basis. This report includes Ecolab's performance from 1 January – 31 December 2025, unless otherwise stated and covers all of Ecolab's global entities of which we have operational control, including our global offices, manufacturing plants and research, development and engineering facilities.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and includes material Sustainability Disclosure Topics and Accounting Metrics from the Sustainability Accounting Standards Board (SASB) Chemicals and Professional Services Standards. Additionally, this report addresses core Stakeholder Capitalism Metrics released by the World Economic Forum and its International Business Council and considers recommendations and supporting disclosures of the Financial Stability Board (FSB) Task Force on Climate-related Financial Disclosures (TCFD).

In keeping with our commitment to transparency and disclosures, Ecolab reports performance data annually to S&P Global's Corporate Sustainability Assessment and CDP. In addition, we are a signatory of the United Nations Global Compact and file an annual Communication of Progress.

Information in this report is current as of 6 May 2026. Ecolab assumes no obligation and does not intend to update this report to reflect any changes to Ecolab's business or strategy. All references to dollars are to U.S. dollars.

Cautionary note regarding forward-looking statements and risk factors

This Report contains "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995 regarding items such as long-term potential of our business, environmental contingencies, sustainability goals and human capital aspirations, product development, market position and business strategy.

Without limiting the foregoing, words or phrases such as "will likely result," "are expected to," "will be," "will continue," "is anticipated," "we believe," "we expect," "estimate," "project", "aspire to" (including the negative or variations thereof), "intends," "could," or similar terminology, generally identify forward-looking statements. Except as may be required under applicable law, we undertake no duty to update our forward-looking statements.

Forward-looking statements may represent challenging goals for us. 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. We caution that undue reliance should not be placed on such forward-looking statements, which speak only as of the date made.

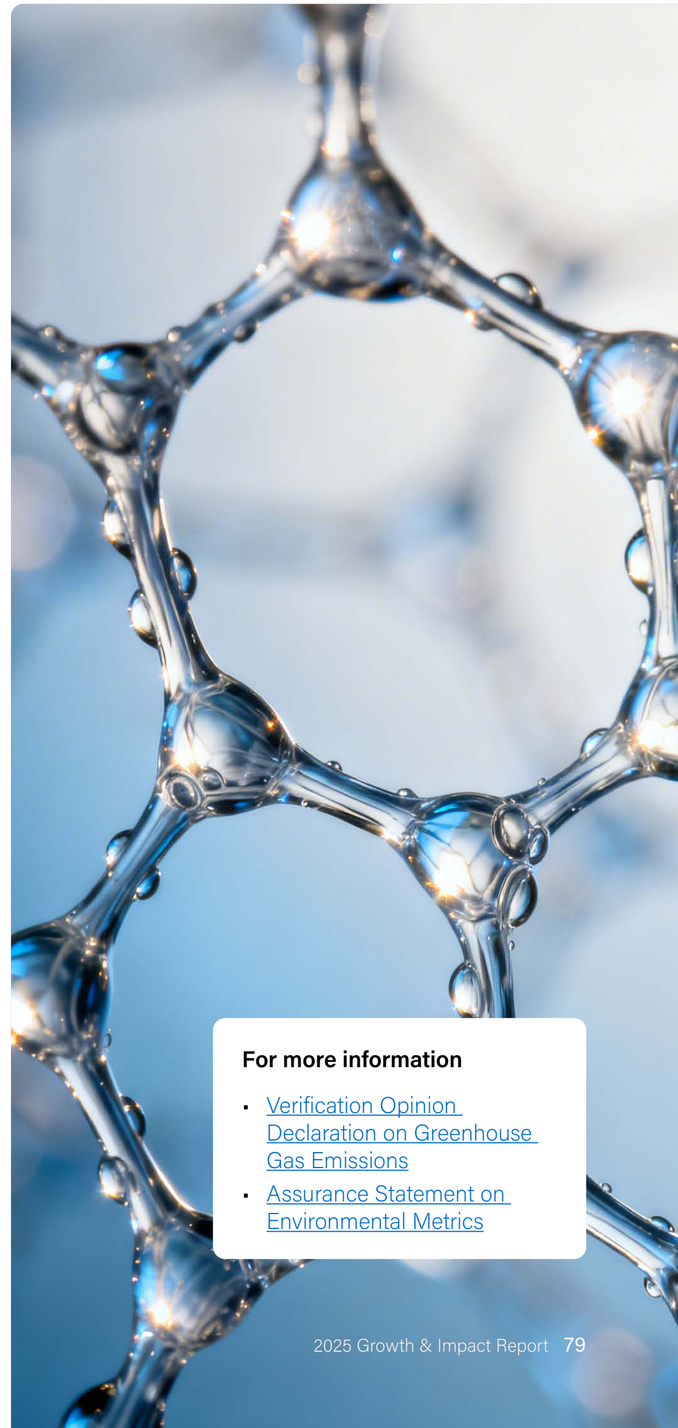
Forward-looking and other statements in this document may also address our sustainability initiatives, goals, targets and progress, and the inclusion of such statements is not an indication that these contents are necessarily material to investors or required to be disclosed in our filings with the United States Securities and Exchange Commission (SEC). In addition, 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. For a further discussion, please refer to the Company's disclosures entitled "Forward-Looking Statements and Risk Factors," which begins on page 15 of the Form 10-K contained within the 2025 Annual Report and our other public filings with the U.S. SEC.

Restatements

To improve accuracy and actionability, Ecolab strives for continuous improvement in accounting and reporting of environmental, social and governance metrics within our direct operations and value chain. Additionally, accounting methodologies and reporting requirements may evolve as best practices and data availability change. For this reason, historical reporting in this report may differ from previously published information. We continue to implement new data-management collection processes for energy and water invoices for all owned and operationally controlled fixed facilities. Globally, Ecolab had an 85% invoice compliance rate in 2025, meaning that 85% of all energy and water invoices from owned and operationally controlled fixed facilities included in our invoice collection system were used to compile 2025 data.

Third-party assurance

Global Scope 1, 2 and 3 (business travel only) greenhouse gas (GHG) emissions are further verified by Apex using the ISO 14064-3: Greenhouse Gases - Part 3 specification standard. NOx emissions, SOx emissions, volatile organic compounds emissions, hazardous air pollutants emissions, water withdrawal volume, water replenishment volume and hazardous waste volume are additionally verified through Apex Companies LLC using the International Standard on Assurance Engagement (ISAE) 3000 Revised.



For more information

- Verification Opinion Declaration on Greenhouse Gas Emissions
- Assurance Statement on Environmental Metrics

Reference tables and indexes

Performance Data Appendix

These tables summarize key environmental and social performance metrics and indicators identified in our most recent materiality assessment.

Click to access Ecolab's 2025 Performance Data Appendix →

Global Reporting Initiative (GRI) Content Index

The Global Reporting Initiative (GRI) Index provides an overview of the material sustainability-related disclosures contained in the 2025 Ecolab Growth & Impact Report, 2025 Ecolab Annual Report and Form 10-K and other sources according to GRI 1: Foundation 2021 Standard.

Click to access Ecolab's 2025 GRI Index →

Sustainability Accounting Standards Board (SASB) Reference Table

The Sustainability Accounting Standards Board (SASB) is an independent, standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. Our SASB Table references the Standards for the Chemicals and Professional Services industries as defined by SASB's Sustainable Industry Classification System (SICS) and outlines where Ecolab addresses each topic.

Click to access Ecolab's 2025 SASB Reference Table →

Task Force on Climate-Related Financial Disclosures (TCFD) Index

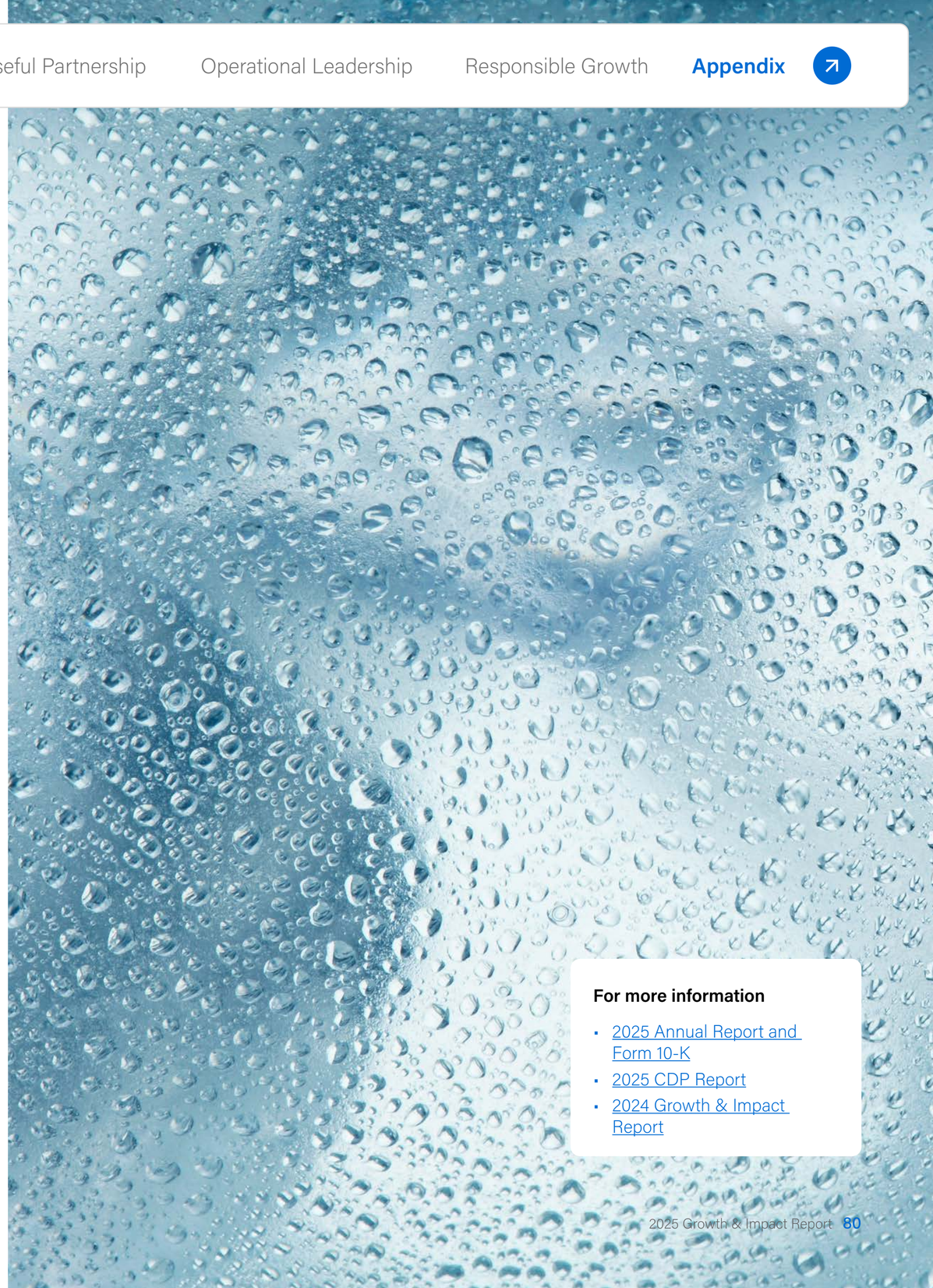
The Financial Stability Board created the Task Force on Climate-related Financial Disclosures (TCFD) to improve and increase reporting of climate-related financial information. Our TCFD Index includes details on climate-related matters across governance, strategy, risk management and target-setting processes.

Click to access Ecolab's 2025 TCFD Index →

World Economic Forum (WEF) Stakeholder Capitalism Metrics Reference Table

The World Economic Forum (WEF) Stakeholder Capitalism Metrics are a set of universal and comparable disclosures focused on people, planet, prosperity and principles of governance that are considered most critical for business, society and the environment, regardless of region or industry. Our WEF Table identifies where Ecolab addresses each of the 21-core metrics.

Click to access Ecolab's 2025 WEF Reference Table →



For more information

- 2025 Annual Report and Form 10-K
- 2025 CDP Report
- 2024 Growth & Impact Report

Stay up to date on our progress

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