Ecolab Inc.

2025 CDP Corporate Questionnaire 2025

Contents

C1. Introduction

(1.1) In which language are you submitting your response?

☑ English

(1.2) Select the currency used for all financial information disclosed throughout your response.

☑ USD

(1.3) Provide an overview and introduction to your organization.

(1.3.2) Organization type

☑ Publicly traded organization

(1.3.3) Description of organization

Ecolab (NYSE: ECL) is the global leader in water, hygiene and energy technologies and services. A trusted partner for millions of customers, we are a global sustainability leader offering water, hygiene and infection prevention solutions and services that protect people and the resources vital to life. Building on a century of innovation, we have annual sales of 15.7 billion, employ more than 48,000 associates and operate in more than 170 countries around the world. We deliver comprehensive science-based solutions, data-driven insights and world-class service to advance food safety, maintain clean and safe environments, and optimize water and energy use. Our innovative solutions improve operational efficiencies and sustainability for customers in the food, healthcare, life sciences, hospitality and industrial markets. We pursue a “Circle the Customer – Circle the Globe” strategy where we provide an array of innovative programs, products and services designed to meet the specific operational and sustainability needs of our customers throughout the world. Through this strategy and our varied product and service mix, one customer may utilize the offerings of several of our operating segments. Important in our business proposition for customers is our ability to produce improved results while reducing their water and energy use. With that in mind, we focus on continually innovating to optimize both our own operations and the solutions we provide to customers, aligning with our corporate strategy to address some of the world’s most pressing and complex sustainability challenges such as water scarcity and climate change. The work we do matters, and the way we do it matters to our employees, customers, investors and the communities in which we and our customers operate. Sustainability is core to our business strategy. We deliver sustainable solutions that help companies around the world achieve their business goals while reducing environmental impacts. We partner with customers around the world to reduce water and energy use as well as greenhouse gas emissions through our high-efficiency solutions. By partnering with our customers to help them do more with less through the use of our innovative and differentiated solutions, we aim to help our customers conserve more than 300 billion gallons of water annually by 2030. In 2024, together with our customers: we helped conserve 226 billion gallons of water, conserve more than 65 trillion BTUs of energy, avoid more than 4.6 million metric tons of greenhouse gas emissions, and 37 million pounds of waste. These programs deliver more than 9.1 billion global annual savings for our customers. We have targets approved by the Science Based Targets Initiative (SBTi) to halve Scope 1 and 2 emissions from a 2018 base year by 2030 and reach net-zero emissions while reducing absolute Scope 1, 2 and 3 emissions by 90% from a 2018 base year by 2050. We follow GHG Protocol accounting standards which exclude capturing customers’ emissions reduction in our inventories but realize our positive contribution on the planet is maximized in partnership with our customers. We are working with suppliers representing 70% of Scope 3 emissions* to set ambitious carbon targets aligned with the Science-Based Targets initiative methodology by 2024 (*Covering purchased goods and services, capital goods, upstream transportation and distribution and business travel). We are focused on reducing absolute Scope 1 and 2 emissions by 50% from a 2018 base year and using 100% renewable electricity by 2030. Our goal is to help customers along their decarbonization journey by avoiding 6 million metric tons CO2e, preventing nearly 10 million pollution-related illnesses each year by 2030. The answers to the questions of the CDP questionnaire prepared by Ecolab contain various forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These include statements concerning future events, future financial performance, plans, strategies, expectations, prospects, impact of climate change, laws and regulations, and supply and demand. These statements, which represent Ecolab's 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. Ecolab does not undertake, and expressly disclaims, any duty to update any forward-looking statement whether as a result of new information, future events or changes in expectations, except as required by law.

(1.4) State the end date of the year for which you are reporting data. For emissions data, indicate whether you will be providing emissions data for past reporting years.

End date of reporting year	Alignment of this reporting period with your financial reporting period	Indicate if you are providing emissions data for past reporting years
12/31/2024	☑ Yes	☑ No

(1.4.1) What is your organization's annual revenue for the reporting period?

15320200000

(1.5) Provide details on your reporting boundary.

(1.6) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

ISIN code - bond

(1.6.1) Does your organization use this unique identifier?

☑ No

ISIN code - equity

(1.6.1) Does your organization use this unique identifier?

☑ Yes

(1.6.2) Provide your unique identifier

US2788651006

CUSIP number

(1.6.1) Does your organization use this unique identifier?

☑ No

Ticker symbol

(1.6.1) Does your organization use this unique identifier?

☑ No

SEDOL code

(1.6.1) Does your organization use this unique identifier?

☑ No

LEI number

(1.6.1) Does your organization use this unique identifier?

☑ No

D-U-N-S number

(1.6.1) Does your organization use this unique identifier?

☑ No

Other unique identifier

(1.6.1) Does your organization use this unique identifier?

☑ No

(1.7) Select the countries/areas in which you operate.

☑ Fiji
☑ Guam
☑ Peru
☑ Aruba
☑ Chile
☑ Kenya
☑ Libya
☑ Malta
☑ Qatar
☑ Spain
☑ Jersey
☑ Jordan
☑ Latvia
☑ Mexico
☑ Norway
☑ Uganda
☑ China
☑ Egypt
☑ India
☑ Italy
☑ Japan
☑ Brazil
☑ Canada
☑ France
☑ Greece
☑ Israel
☑ Panama
☑ Poland
☑ Serbia
☑ Sweden
☑ Turkey
☑ Belgium

☑ Algeria
☑ Austria
☑ Bahamas
☑ Bahrain
☑ Georgia
☑ Germany
☑ Hungary
☑ Ireland
☑ Jamaica
☑ Barbados
☑ Bulgaria
☑ Colombia
☑ Honduras
☑ Malaysia
☑ Viet Nam
☑ Argentina
☑ Australia
☑ Guatemala
☑ Indonesia
☑ El Salvador
☑ Netherlands
☑ New Zealand
☑ Philippines
☑ Puerto Rico
☑ Brunei Darussalam
☑ Republic of Korea
☑ Dominican Republic
☑ Russian Federation
☑ Antigua and Barbuda
☑ Venezuela (Bolivarian Republic of)
☑ China, Macao Special Administrative Region
☑ United Kingdom of Great Britain and Northern Ireland
☑ Czechia
☑ Denmark
☑ Ecuador
☑ Finland
☑ Morocco
☑ Romania
☑ Tunisia
☑ Ukraine
☑ Uruguay
☑ Pakistan
☑ Portugal
☑ Slovakia
☑ Slovenia
☑ Thailand
☑ Nicaragua
☑ Singapore
☑ Costa Rica
☑ Kazakhstan
☑ Luxembourg
☑ Saint Lucia
☑ Switzerland
☑ Saudi Arabia
☑ South Africa
☑ Taiwan, China
☑ Trinidad and Tobago
☑ Hong Kong SAR, China
☑ United Arab Emirates
☑ United States of America
☑ United Republic of Tanzania

(1.8) Are you able to provide geolocation data for your facilities?

Are you able to provide geolocation data for your facilities?	Comment
☑ Yes, for some facilities	*Ecolab is providing geolocation data for all 2024 Ecolab manufacturing facilities.*

(1.8.1) Please provide all available geolocation data for your facilities.

[Information reported in response to 1.8.1 – including available geolocation data – has been redacted by Ecolab Inc.]

(1.24) Has your organization mapped its value chain?

(1.24.1) Value chain mapped

☑ Yes, we have mapped or are currently in the process of mapping our value chain

(1.24.2) Value chain stages covered in mapping

☑ Upstream value chain

☑ Downstream value chain

(1.24.3) Highest supplier tier mapped

☑ Tier 1 suppliers

(1.24.4) Highest supplier tier known but not mapped

☑ Tier 2 suppliers

(1.24.7) Description of mapping process and coverage

We engage suppliers on environmental and social topics through direct dialogue and surveying and mapping our value chain is a critical component of this process. We fully map our tier 1 suppliers, and track information including: supplier location, relevant scope 3 emissions data, and supplier risk profiles, alongside other business-critical data – all of which enables us to identify, track, and engage with high-risk suppliers and suppliers deemed critical to Ecolab's business. Downstream, we map locations within our value chain to optimize emissions and costs for transportation. We also partially map tier 2 suppliers to enable supplier engagement, such as taking tactics to increase Tier 2 reporting with regards to supplier diversity metrics. In 2024, we continued to bolster supplier engagement initiatives, including expectation-setting and education, on climate topics, particularly with suppliers that have a high impact on Scope 3 emissions. We also continue to partner with CDP Supply Chain to collect data on suppliers' carbon targets, inventories and primary emissions related to Ecolab's business portfolio. This data is used to help us make purchasing decisions toward low-carbon alternatives. In coming years, the CDP Supply Chain survey will be utilized as a data source for top-tier suppliers, in addition to individual supplier conversations. Direct supplier engagement efforts are focused on suppliers both lagging and excelling in sustainability, particularly carbon reduction, as we look to move our value chain forward on the trajectory to net-zero by 2050. Beyond value chain mapping, 100% of Ecolab's direct suppliers are assessed for risk via a robust screening process that considers country-, sector- and commodity-based risk factors. As part of this assessment process, Ecolab conducts a biannual ethical sourcing survey to assess high-risk suppliers identified through our risk filter metrics and reporting from third-party organizations such as Human Rights Watch and Transparency International. The survey evaluates supplier compliance with Ecolab's Supplier Code of Conduct and Ethical Sourcing Standards and covers environmental, social, governance and business-relevant topics including but not limited to health and safety, ethics, employment practices, diversity, harassment, environmental policy and environmental sustainability, including energy consumption, greenhouse gas emissions, waste management and water consumption.

(1.24.1) Have you mapped where in your direct operations or elsewhere in your value chain plastics are produced, commercialized, used, and/or disposed of?

Plastics mapping	Value chain stages covered in mapping
☑ Yes, we have mapped or are currently in the process of mapping plastics in our value chain	☑ Other, please specify: Product use phase

C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities

(2.1) How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?

(2.1.1) From (years)

Short-term

0

(2.1.3) To (years)

2

(2.1.4) How this time horizon is linked to strategic and/or financial planning

This time horizon for assessing climate-related risks and opportunities is aligned with our ERM process and other business practice time horizons.

Medium-term

(2.1.1) From (years)

3

(2.1.3) To (years)

5

(2.1.4) How this time horizon is linked to strategic and/or financial planning

This time horizon for assessing climate-related risks and opportunities is aligned with our ERM process and other business practice time horizons.

Long-term

(2.1.1) From (years)

6

(2.1.2) Is your long-term time horizon open ended?

☑ No

(2.1.3) To (years)

20

(2.1.4) How this time horizon is linked to strategic and/or financial planning

This time horizon for assessing climate-related risks and opportunities is aligned with our ERM process and other business practice time horizons.

(2.2) Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?

Process in place	Dependencies and/or impacts evaluated in this process
☑ Yes	☑ Both dependencies and impacts

(2.2.1) Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?

Process in place	Risks and/or opportunities evaluated in this process	Is this process informed by the dependencies and/or impacts process?
☑ Yes	☑ Both risks and opportunities	☑ Yes

(2.2.2) Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities.

Row 1

(2.2.2.1) Environmental issue

☑ Climate change

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

☑ Risks
☑ Opportunities

(2.2.2.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain

(2.2.2.4) Coverage

☑ Full

(2.2.2.5) Supplier tiers covered

☑ *Tier 1 suppliers*

(2.2.2.7) Type of assessment

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

☑ More than once a year

(2.2.2.9) Time horizons covered

☑ Short-term

☑ Medium-term

☑ Long-term

(2.2.2.10) Integration of risk management process

☑ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

☑ Site-specific

(2.2.2.12) Tools and methods used

Enterprise Risk Management

☑ Enterprise Risk Management

Other

☑ Materiality assessment

☑ Scenario analysis

(2.2.2.13) Risk types and criteria considered

Acute physical

☑ Drought

☑ Landslide

☑ Subsidence

Chronic physical

☑ Changing temperature (air, freshwater, marine water)

Policy

☑ Changes to international law and bilateral agreements

☑ Changes to national legislation

Market

☑ Changing customer behavior

Reputation

☑ Impact on human health

☑ Stakeholder conflicts concerning water resources at a basin/catchment level

Technology

☑ Transition to water intensive, low carbon energy sources

Liability

☑ Exposure to litigation

(2.2.2.14) Partners and stakeholders considered

☑ NGOs

☑ Customers

☑ Employees

☑ Investors

☑ Suppliers

☑ Regulators

☑ Local communities

☑ Indigenous peoples

(2.2.2.15) Has this process changed since the previous reporting year?

☑ No

(2.2.2.16) Further details of process

Ecolab's process for identifying, assessing and responding to climate-related risks and opportunities is integrated within our Enterprise Risk Management (ERM) process. Time horizons covered include short, medium, and long-term climate-related risks throughout the value chain and is aligned with TCFD. The frequency of assessment for climate-related risks is more than once a year, as monitored by the Chief Sustainability Officer through the following: - Double Materiality Assessment: Ecolab's most recent double materiality assessment was performed in 2024. Sustainability topics were assessed across the value chain for impact materiality given

the relative unmitigated severity – including scale and scope – and likelihood of the Impact. Severity of negative impacts additionally considered potential for remediation. When considering the materiality of risks and opportunities, size of the potential financial effects and likelihood were assessed. Likelihood incorporates how likely the impact, risk or opportunity is to occur considering past events, current programs and preventative measures in place informed by Ecolab's ERM program and processes. Results are reviewed by our Sustainability Executive Advisory Team (SEAT) that is made up of members of the company's executive leadership team including our CEO and further validated against the same set of criteria used in our ERM process and annual assessment of significant business risks to ensure topics align with our core values, goals and competencies. - Annual enterprise risk assessment: Climate-related issues throughout the value chain are assessed within our Enterprise Risk Management process and annual assessment, which is aligned with recommendations of TCFD. - Annual, company-wide assessment of Significant Business Risks is performed by Ecolab's Audit Services team using a survey tool designed to identify strategic, operational, financial and compliance-related risks at the corporate and site level. Risks are documented with likelihood and impact and results are presented to the Executive Management team and Ecolab's Board of Directors (BOD) to ensure appropriate strategy adjustments occur. - Quarterly management meetings: Climate-related issues are monitored primarily by Ecolab's Chief Sustainability Officer through our annual enterprise risk assessment, periodic sustainability materiality assessment, ethical and environmental supply chain surveys, on-site audits and quarterly management meetings between the SEAT that is made up of members of the company's executive leadership team – including our CEO – and the Corporate Sustainability The Chairman of the Board and CEO are ultimately responsible for ensuring appropriate adjustments to the business strategy based on data presented. - Annual internal audits of sites by Ecolab's environmental management team, coupled with periodic external audits required for ISO 14001 re/certification (each certified site audited every 3 years), which helps to continually improve efficient use of energy and water. - Biannual Ethical and Environmental Sourcing Survey and reporting process provides monthly energy, water, effluent and other key environmental data from our global supply chain to senior management to monitor and improve ongoing performance in the supply chain.

Row 2

(2.2.2.1) Environmental issue

☑ Water

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

☑ Risks

☑ Opportunities

(2.2.2.3) Value chain stages covered

☑ Direct operations

☑ Upstream value chain

☑ Downstream value chain

(2.2.2.4) Coverage

☑ Full

(2.2.2.5) Supplier tiers covered

☑ Tier 1 suppliers

(2.2.2.7) Type of assessment

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

☑ More than once a year

(2.2.2.9) Time horizons covered

☑ Short-term
☑ Medium-term
☑ Long-term

(2.2.2.10) Integration of risk management process

☑ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

☑ *Site-specific*

(2.2.2.12) Tools and methods used

Commercially/publicly available tools

☑ Ecolab Water Risk Monetizer
☑ WRI Aqueduct
☑ WWF Water Risk Filter

Other

☑ External consultants
☑ Scenario analysis

(2.2.2.13) Risk types and criteria considered

Acute physical

☑ Drought
☑ Landslide
☑ Subsidence

Chronic physical

☑ Increased ecosystem vulnerability
☑ Increased severity of extreme weather events
☑ Water availability at a basin/catchment level
☑ Water quality at a basin/catchment level

Policy
☑ Mandatory water efficiency, conservation, recycling, or process standards
☑ Regulation of discharge quality/volumes

Market
☑ Availability and/or increased cost of raw materials
☑ Inadequate access to water, sanitation, and hygiene services (WASH)

Reputation
☑ Impact on human health
☑ Stakeholder conflicts concerning water resources at a basin/catchment level

Technology
☑ Transition to water efficient and low water intensity technologies and products
☑ Transition to water intensive, low carbon energy sources

Liability
☑ Exposure to litigation

(2.2.2.14) Partners and stakeholders considered

☑ NGOs
☑ Customers
☑ Employees
☑ Investors
☑ Suppliers
☑ Regulators
☑ Local communities
☑ Indigenous peoples

(2.2.2.15) Has this process changed since the previous reporting year?

☑ No

(2.2.2.16) Further details of process

Ecolab's annual water risk assessment (WRA) covers 100% of our direct operations. The WRA combines water risk indicators from World Resources Institute's (WRI)

Aqueduct Water Risk Atlas and World Wildlife Fund's (WWF) Water Risk Filter, as well as financial cost valuations from Ecolab's Smart Water Navigator to inform decisions at an operational level. In 2024 we assessed locations representing 100% of our global withdrawal and effluent footprint. Supply chain analysis is limited to suppliers with location data from Ecolab's 2021 Water and Sustainability Survey. Our basin-level risk assessment approach incorporates a robust set of physical quantity, physical quality, regulatory, and reputational risk factors to identify substantive water-related risks. Key risks considered included drought, flood, water quality, and access to water and sanitation, which overlap with and further emphasize our 2021 climate risk screening results. Ecolab also uses the Water Risk Monetizer to assess potential 10-year revenue at risk. Developed to quantify the financial impacts of water risks, the Water Risk Monetizer helps us annually assess facility operations in water-stressed areas using scenario analysis. This evaluation models water demand, supply, stress, and variability across three periods, two climate scenarios (RCP4.5 & RCP8.5), and two socioeconomic pathways in the WRI Aqueduct tool. As of 2024, Ecolab reviewed and assessed around 100 of Ecolab's top operational sites, based on water and energy consumption and production. Using the ENCORE tool, we identified relevant impacts and dependencies for direct operations and supply chains. This assessment supports identifying potential alignment and/or tradeoffs between nature-related risks, opportunities, and impacts (whether climate, water, or biodiversity-related) when combined with processes such as Ecolab's climate risk screening, enterprise risk management, and water risk analysis. We see water and biodiversity efforts as interconnected. Processes supporting the monitoring of water-related dependencies, impacts, risks, and opportunities include: assessing water availability and quality at the basin level due to its importance as a raw material; considering stakeholder conflicts, recognizing the need for good water management and collaboration with communities to ensure water and sanitation access for all; evaluating regulatory frameworks at the watershed level; assessing ecosystems and habitats in direct operations for potential regulatory, operational, and reputational risks, especially related to wastewater permits near protected areas; and monitoring WASH access internally and through Water Risk Filter data for our supply chain. This analysis informs our strategy to prioritize water conservation and efficiency efforts across our business and with suppliers. For direct operations, we evaluate human health impacts through the Ecolab Water Risk Monetizer's incoming quantity risk premium and outgoing quality risk premium indicators. In our supply chain, we consider water implications on key commodities and raw materials to guide water stewardship actions.

Row 3

(2.2.2.1) Environmental issue

☑ Biodiversity

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

☑ Dependencies
☑ Impacts
☑ Risks
☑ Opportunities

(2.2.2.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain
☑ End of life management

(2.2.2.4) Coverage

☑ Partial

(2.2.2.5) Supplier tiers covered

☑ Tier 1 suppliers

(2.2.2.7) Type of assessment

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

☑ As important matters arise

(2.2.2.9) Time horizons covered

☑ Short-term

(2.2.2.10) Integration of risk management process

☑ Integrated into multi-disciplinary organization-wide risk management process

(2.2.2.11) Location-specificity used

☑ Site-specific
☑ Local
☑ National
☑ Not location specific

(2.2.2.12) Tools and methods used

Commercially/publicly available tools

☑ Encore tool
☑ IBAT – Integrated Biodiversity Assessment Tool
☑ LEAP (Locate, Evaluate, Assess and Prepare) approach, TNFD
☑ TNFD – Taskforce on Nature-related Financial Disclosures
☑ WWF Biodiversity Risk Filter

Databases

☑ Nation-specific databases, tools, or standards

Other

☑ Desk-based research
☑ Partner and stakeholder consultation/analysis

(2.2.2.13) Risk types and criteria considered

Acute physical

☑ Drought

☑ Landslide

☑ Subsidence

Chronic physical

☑ Soil erosion

☑ Water stress

☑ Coastal erosion

☑ Change in land-use

☑ Increased ecosystem vulnerability

☑ Increased levels of environmental pollutants in freshwater bodies

(2.2.2.14) Partners and stakeholders considered

☑ Employees

☑ Other, please specify: Other commodity users/producers at the nature, biodiversity and climate change nexus

(2.2.2.15) Has this process changed since the previous reporting year?

☑ Yes

(2.2.2.16) Further details of process

In 2022 we profiled the possible nature-related risks of our top 25 sites – based on water and energy consumption and production — to identify impacts and dependencies on nature using the WWF Biodiversity Risk Filter (BRF). To have a more in-depth understanding of how our operations interface with nature, in 2023 we expanded the first iteration of our nature risk profile to be inclusive of an additional 75 sites, based on water and energy consumption, and key business importance factors. We recognize the impact any facility can have on local ecosystems and believe that expanding the risk screen has allowed us to further identify priority sites and locations for continued focus and future action. As of 2024, Ecolab reviewed and assessed around 100 of Ecolab's top operational sites, based on water and energy consumption and production, for nature-related risks. When assessing the top 100 sites using WWF BRF, for sites that registered a higher potential risk through the WWF BRF, we performed additional spatial analysis leveraging data from the Integrated Biodiversity Assessment Tool (IBAT) to determine site proximity to a Key Biodiversity Area (KBA). From the risk analysis, we identified three sites less than 1 km from a KBA and one site that overlapped with a KBA. These four sites were rigorously reviewed using habitat mapping, connectivity mapping and trends in biodiversity changes around each site from 2019 onwards. To further validate potential impacts, our manufacturing facility in Lerma, Mexico was chosen for a site-level conservation assessment that involves a standard review of biodiversity and conservation priorities that are local and regional to the location. At the end of 2024, we performed a more in-depth evaluation of 19 manufacturing sites included in our commitment to obtaining an Alliance for Water Stewardship (AWS) certification. These sites are focused on addressing site-related water challenges and risks, representing Ecolab's commitment to sustainability, and are a starting place for Ecolab to validate results of the 2023 nature risk screen. Our goal, aligned with the Evaluate and Assess phase of TNFD LEAP, is to determine if biodiversity-related dependencies, impacts, risks, and opportunities (DIROs) exist at these critical sites and how site-level activities aligned with achieving AWS certification mitigates local pressures on the ecosystem. Ecolab has also utilized the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool to identify potential sector-related impacts and dependencies for the sector, sub-

industries, and processes most relevant to Ecolab's direct operations and supply chain. The results of this analysis highlight potential high-level hotspots for Ecolab. These assessments have helped Ecolab establish a clearer process for determining the materiality of nature impacts and dependencies to these sites. This includes how Ecolab is addressing potential biodiversity impacts through our commitment to obtaining AWS certification for all Ecolab manufacturing sites located in high-risk watersheds. Our AWS certification goal and achievements, as part of our broader Net Positive Water Impact, serve as a foundation to support place-based nature action. We see water and biodiversity as going hand-in-hand as we do our part to preserve and protect nature.

Row 4

(2.2.2.1) Environmental issue

☑ Climate change
☑ Water

(2.2.2.2) Indicate which of dependencies, impacts, risks, and opportunities are covered by the process for this environmental issue

☑ Dependencies
☑ Impacts

(2.2.2.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain

(2.2.2.4) Coverage

☑ Partial

(2.2.2.5) Supplier tiers covered

☑ Tier 1 suppliers

(2.2.2.7) Type of assessment

☑ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

☑ As important matters arise

(2.2.2.9) Time horizons covered

☑ Short-term

(2.2.2.11) Location-specificity used

☑ Site-specific
☑ National
☑ Not location specific

(2.2.2.12) Tools and methods used

Commercially/publicly available tools

☑ IBAT for Business
☑ LEAP (Locate, Evaluate, Assess and Prepare) approach, TNFD
☑ TNFD – Taskforce on Nature-related Financial Disclosures
☑ WWF Water Risk Filter

(2.2.2.14) Partners and stakeholders considered

☑ Customers
☑ Suppliers

(2.2.2.15) Has this process changed since the previous reporting year?

☑ No

(2.2.2.16) Further details of process

Ecolab's annual WRA covers 100% of our direct operations. The WRA combines water risk indicators from WRI Aqueduct Water Risk Atlas and WWF Water Risk Filter, along with financial cost valuations from Ecolab's Smart Water Navigator to inform decisions. In 2023, we assessed locations representing 100% of our global withdrawal and effluent footprint. Supply chain analysis is limited to suppliers with location data from Ecolab's 2021 Water and Sustainability Survey. In 2022, we revised our basin-level risk assessment approach, incorporating a broader set of physical, regulatory, and reputational risk indicators. Key risks considered included drought, flood, water quality, and access to water and sanitation, which overlap with and further emphasize our 2021 climate risk screening results. Ecolab also uses the Water Risk Monetizer to assess potential 10-year revenue at risk. Developed to quantify the financial impacts of water risks, the Water Risk Monetizer helps us annually assess facility operations in water-stressed areas using scenario analysis. This evaluation models water demand, supply, stress, and variability across three periods, two climate scenarios (RCP4.5 & RCP8.5), and two socioeconomic pathways in the WRI Aqueduct tool. As of 2024, Ecolab reviewed and assessed around 100 of Ecolab's top operational sites, based on water and energy consumption and production. Using the ENCORE tool, we identified relevant impacts and dependencies for direct operations and supply chains. This assessment supports identifying potential alignment and/or tradeoffs between nature-related risks, opportunities, and impacts (whether climate, water, or biodiversity-related) when combined with processes such as Ecolab's climate risk screening, enterprise risk management, and water risk analysis. We see water and biodiversity efforts as interconnected. Processes supporting the monitoring of water-related dependencies, impacts, risks, and opportunities include: assessing water availability and quality at the basin level due to its importance as a raw material; considering stakeholder conflicts, recognizing the need for good water management and collaboration with communities to ensure water and sanitation access for all; evaluating regulatory frameworks at the watershed level; assessing ecosystems and habitats in direct operations for potential regulatory, operational, and reputational risks, especially related to wastewater permits near protected areas; and monitoring WASH access internally and through Water Risk Filter data for our supply chain. This analysis informs our strategy to prioritize water conservation and efficiency efforts across our business and with suppliers. For direct operations, we evaluate human health impacts through the Ecolab Water Risk Monetizer's incoming quantity risk premium and outgoing quality risk premium indicators. In our supply chain, we consider water implications on key commodities and raw materials to guide water stewardship actions.

(2.2.7) Are the interconnections between environmental dependencies, impacts, risks and/or opportunities

assessed?

(2.2.7.1) Interconnections between environmental dependencies, impacts, risks and/or opportunities assessed

☑ Yes

(2.2.7.2) Description of how interconnections are assessed

Ecolab's most recent double materiality assessment was performed in 2024. During the assessment, Ecolab scoped the internal and external landscape of actual and potential, and positive and negative impacts to society and the environment, as well as risks and opportunities, specific both to Ecolab's value chain and our industry, broadly. This information was used to craft preliminary impacts, risks and opportunities which were then assessed for materiality. Material topics were assessed to be actual or potential, a positive impact/opportunity or negative impact/risk, and further categorized based on relevance to value chain activity and business unit or location, time horizon and/or applicability to specific operating units, programs or offerings. This is one of the ways the assessment of interconnections between dependencies, impacts, risks and opportunities are incorporated into the assessment process disclosed in 2.2.2. Outputs of the materiality assessment are also integrated into our annual assessment of significant business risks to ensure critical sustainability risks and opportunities are further evaluated and linked to our core business strategy. Ecolab views climate risks as interconnected to many of our enterprise-wide risks, which may include, for example, other potential environmental risks. This is reflected by the integration of climate risks and opportunities within existing risk management processes. These interconnections are understood and mapped through our climate risk screening process, as well as through Ecolab's regular multi-faceted processes for continually assessing climate-related risks and opportunities for our supply chain, business operations and product development, including: - A strategic planning process to identify global trends that may present risks or opportunities for our business. - An annual company-wide risk assessment by the enterprise Audit Services team, using a survey to identify strategic, operational, financial, and compliance risks at both corporate and site levels. - A biannual review of materiality assessment findings to ensure activities continue to focus on areas where Ecolab has the most significant, actual and potential impact, risks and opportunities, while maintaining and strengthening our sustainability leadership position.

(2.3) Have you identified priority locations across your value chain?

(2.3.1) Identification of priority locations

☑ Yes, we have identified priority locations

(2.3.2) Value chain stages where priority locations have been identified

☑ Direct operations

(2.3.3) Types of priority locations identified

Sensitive locations

☑ Areas important for biodiversity

Locations with substantive dependencies, impacts, risks, and/or opportunities

☑ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to water

☑ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to biodiversity

(2.3.4) Description of process to identify priority locations

We profile possible nature-related risks of our top operational sites by water and energy consumption and production. As of 2024, Ecolab reviewed and assessed around 100 of Ecolab's top operational sites, based on water and energy consumption and production, for nature-related risks. We recognize the impact any facility can have on local ecosystems and believe our risk screening process has allowed us to further identify priority sites and locations for continued focus and future action. In 2024, we additionally initiated a focused evaluation of sites certified, or planned to be certified, to the Alliance for Water Stewardship (AWS) Standard. Ecolab followed the initial steps of the TNFD Locate, Evaluate, Assess, Prepare (LEAP) process to determine the proximity and potential impact of direct operations and key biodiversity areas (KBAs). A sector-based screening for impacts and dependencies was performed to better understand the context in which Ecolab operates. We utilized the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool to identify potential sector-related impacts, of which greenhouse gas (GHG) and non-GHG emissions, soil pollutants, water pollutants, terrestrial ecosystem use and water use were flagged as potentially material impacts for our sector. In addition to location mapping, nature risk screening also provides a process for determining the materiality of nature to operational sites, including how Ecolab identifies and addresses potential biodiversity impacts, particularly in water-stressed areas. We then further substantiated the potential impacts on biodiversity by running sites through the World Wildlife Fund (WWF) Biodiversity Risk Filter (BRF) and focusing on proximity to KBAs. For sites that registered a higher risk through the WWF BRF, we performed additional spatial analysis leveraging data from the Integrated Biodiversity Assessment Tool (IBAT) to determine site proximity to a KBA. As a result of the assessment, we established a clearer process for determining the materiality of nature impacts and dependencies to these sites. This includes how Ecolab is addressing potential biodiversity impacts through our commitment to obtaining AWS certification for Ecolab manufacturing sites located in high-risk watersheds.

(2.3.5) Will you be disclosing a list/spatial map of priority locations?

☑ No, we have a list/geospatial map of priority locations, but we will not be disclosing it.

(2.4) How does your organization define substantive effects on your organization?

Risks

(2.4.1) Type of definition

☑ Qualitative

☑ Quantitative

(2.4.2) Indicator used to define substantive effect

☑ *Other, please specify: Operating Income*

(2.4.3) Change to indicator

☑ % decrease

(2.4.4) % change to indicator

☑ 1-10

(2.4.6) Metrics considered in definition

☑ Frequency of effect occurring
☑ Time horizon over which the effect occurs
☑ Likelihood of effect occurring

(2.4.7) Application of definition

Our annual Enterprise Risk Management (ERM) and Assessment of Significant Business Risks processes includes identifying and assessing climate-related risks across the global enterprise and value chain. As part of this process, we identify risks and assess them based on potential impact, time-horizon, likelihood, frequency and vulnerability. Including these metrics into our definition of substantive effect contextualizes the effect to inform our decision-making process. Impact is measured across multiple attributes, including impact on revenue, operating income, shareholder value, and insurance deductibles and premiums, using clearly defined thresholds and definitions of risk. For the purposes of our corporate level ERM process, we define risks that have a 'substantive financial or strategic effect' at the corporate level as having an impact greater than 5% of operating income, either as an isolated event or combination of factors that may impact our corporate strategy and business continuity. When specifically assessing water risk in our direct manufacturing operations, we measure the impact on our total production volume (MT) to determine substantive impacts on the business. We define risks that have a 'substantive financial or strategic impact' as having a total (isolated or combined) 10% production capacity impact on Ecolab's annual total production in our direct manufacturing operations. For example, if one or more sites experienced a prolonged shutdown due to a loss of operating capacity which could affect greater than 10% of our global production capacity for a product line with no alternative production means, this would be considered as substantive impact. For the purposes of CDP reporting, substantive thresholds must be met within a given year.

Opportunities

(2.4.1) Type of definition

☑ Qualitative
☑ Quantitative

(2.4.2) Indicator used to define substantive effect

☑ Other, please specify: Operating Income

(2.4.3) Change to indicator

☑ % increase

(2.4.4) % change to indicator

☑ 1-10

(2.4.6) Metrics considered in definition

☑ Frequency of effect occurring
☑ Time horizon over which the effect occurs
☑ Likelihood of effect occurring

(2.4.7) Application of definition

When assessing water risk in supply chain and more broadly across our corporate level Enterprise Risk Management (ERM) process, we define risks that have a 'substantive financial or strategic effect' as having an impact of greater than 5% of operating income, either as an isolated event or combination of factors that may impact our corporate strategy and business continuity. As part of this process, we identify risks and assess them based on potential impact, time-horizon, likelihood, frequency and vulnerability. Including these metrics into our definition of substantive effect contextualizes the effect (5% impact on operating income, for example) to inform our decision-making process. For example, if one or more of our suppliers experience a prolonged shutdown due to a loss of operating capacity and we were unable to source the same raw materials or the cost of which was equal to or greater than 5% of our operating income, this would be considered a substantive impact. This assessment and its criteria are reviewed annually and incorporated into our annual business risk assessment and reporting processes. Criteria that we consider in this assessment include, for example, the current baseline water stress as scored by the WRI Aqueduct tool and the future predicted change in baseline water stress using the business-as-usual IPCC RCP8.5 climate scenario to 2030. When specifically assessing water risk in our direct manufacturing operations, we measure the impact on our total production volume (MT) to determine substantive impacts on the business. We define risks that have a 'substantive financial or strategic impact' as having a total (isolated or combined) 10% production capacity impact on Ecolab's annual total production in our direct manufacturing operations. For example, if one or more sites experienced a prolonged shutdown due to a loss of operating capacity which could affect greater than 10% of our global production capacity for a product line with no alternative production means, this would be considered as substantive impact. We apply both the 10% global production capacity threshold for direct operations and 5% operating income threshold for corporate-level and supply chain to opportunities.

(2.5) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

(2.5.1) Identification and classification of potential water pollutants

☑ Yes, we identify and classify our potential water pollutants

(2.5.2) How potential water pollutants are identified and classified

Policies to identify and classify potential water pollutants: Our Water Stewardship Position applies to our global footprint and states our commitment to minimize pollutants going to stormwater and wastewater by inspecting/testing prior to offsite discharge; maintain compliance with region/local stormwater and wastewater permit requirements or where no local requirements exist; maintain company standards for discharge. Processes in place to identify and classify potential water pollutants include: We identify potential water pollutants through analysis of operational processes and the treatment of regulated wastewater parameters according to external (permits) and internal (Global Supplier Code of Conduct Policy or "GSCOC") requirements. Facilities must inspect/test and confirm that discharge meets applicable regional/country requirements. Company standards must be met where no local requirement/permit limit exists (pH: 6.0 – 9.0 s.u., and no color, foam, oil sheen or floating solids). If discharged wastewater does not meet local requirements and where site management determines that reporting to a regulatory agency is required, Region/Division Management, Corporate Environmental Counsel & the Global Supply Chain Environmental Manager are also notified. We track and report permit exceedances internally. Facilities must keep records of effluents generated (flow, discharge frequency, treatment method, visual inspection and lab results, sample collection effluent points & disposition method). Facilities must also conduct regular inspections/testing of equipment used to manage final effluent to ensure accordance with original design conditions. Management must identify high-risk areas that could have an adverse impact on the environment and develop controls to manage the risk, for example: minimizing the use of substances that are dangerous to the environment by applying the principles of hierarchy of controls, where possible, monitoring and controlling discharges, and engaging with the local community on environmental protection. Details of an established standard: In addition to the above our GSCOC requires that suppliers shall comply with all applicable environmental laws and regulations, and any generation and disposal of waste, emissions to air and discharges to water with the potential to adversely impact human health or the environment shall be appropriately minimized, and properly managed, controlled or treated prior to release into the environment.

(2.5.1) Describe how your organization minimizes the adverse impacts of potential water pollutants on water

ecosystems or human health associated with your activities.

Row 1

(2.5.1.1) Water pollutant category

☑ Other nutrients and oxygen demanding pollutants

(2.5.1.2) Description of water pollutant and potential impacts

Ecolab measures and reports biochemical oxygen demand (BOD) and chemical oxygen demand (COD) in wastewater. BOD represents the biodegradable organic load in water, whereas COD is representative of the total oxidizable load. Specifically, BOD measures the amount of oxygen required by aerobic organisms to decompose organic matter and COD measures the oxygen required to decompose all organic constituents present in the wastewater by chemical reaction. High BOD and high COD indicate excessive organic matter in wastewater, potentially causing the depletion of dissolved oxygen in the discharge destination. The survival of aquatic life depends on a sufficient level of oxygen dissolved in water, oxygen depletion stresses aquatic life and damage aquatic ecosystems. Severe pollution can cause hypoxia, water conditions where the concentration of oxygen is so low that very few organisms can survive.

(2.5.1.3) Value chain stage

☑ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

☑ Beyond compliance with regulatory requirements

☑ Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements

(2.5.1.5) Please explain

Our selected procedures manage BOD/COD oxygen depletion risks through targeted treatment and monitoring protocols. Discharge treatment using sector-specific processes employs biological and chemical systems that reduce organic matter concentrations before release, preventing oxygen-depleting compounds from entering water bodies. Visual inspection and lab testing enable real-time identification of elevated BOD/COD levels, triggering immediate treatment adjustments to maintain dissolved oxygen levels in receiving waters. Beyond regulatory compliance, we implement treatment standards including extended aeration and optimized biological processes that achieve BOD/COD reductions exceeding permit requirements. Our discharge standards (pH 6.0-9.0, no visible contamination) ensure optimal conditions for natural biodegradation in receiving waters. Success of these procedures is evaluated through: • Quantitative monitoring: Monthly BOD/COD measurements tracked against permit limits with performance targets 20% below allowable concentrations • Compliance metrics: Zero tolerance for exceedances with 100% regulatory compliance maintained across all facilities • Treatment efficiency: Quarterly equipment performance evaluations ensuring biological and chemical systems operate at design capacity • Environmental impact: Annual third-party audits measuring dissolved oxygen levels in nearby water bodies where feasible Performance is centrally tracked through our environmental management system.

Row 2

(2.5.1.1) Water pollutant category

☑ Other physical pollutants

(2.5.1.2) Description of water pollutant and potential impacts

Ecolab measures and reports total suspended solids (TSS) at relevant global supply chain manufacturing facilities. In addition, we monitor the pH of our water effluent before discharging to third party destinations. Total suspended solids are solids in water that can be trapped by a filter (particles >2 microns in size). High TSS may decrease water's natural dissolved oxygen levels and increase temperature, stressing or killing aquatic life. TSS may also block sunlight, which may halt photosynthesis, decreasing survival of plants and further decreasing oxygen levels. TSS in drinking water may pose a risk to human health depending on the specific suspended solid (e.g. bacteria). pH is an expression of hydrogen ion concentration in water and indicates basicity or acidity. Different aquatic species flourish within different ranges of pH, with the optima for most organisms falling between pH 6.5-8. U.S. EPA water quality criteria for pH in freshwater suggest a range of 6.5 to 9. pH outside this range physiologically stresses many species and can result in decreased reproduction, growth, disease or death. This can ultimately lead to reduced biological diversity. Even small changes in pH can shift community composition because pH alters the chemical state of many pollutants (e.g., copper, ammonia), changing their solubility, transport and bioavailability. This can increase exposure to and toxicity of metals and nutrients to aquatic plants and animals.

(2.5.1.3) Value chain stage

☑ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

☑ Beyond compliance with regulatory requirements

☑ Discharge treatment using sector-specific processes to ensure compliance with regulatory requirements

(2.5.1.5) Please explain

Ecolab's selected procedures manage TSS and pH risks through filtration, settling, and chemical adjustment. Discharge treatment uses sedimentation tanks, filters, and pH control to remove suspended particles and neutralize pH before release, preventing habitat degradation and supporting photosynthesis and species survival. Visual inspection and lab testing identify elevated TSS and pH outside 6.5–9, triggering immediate coagulation/flocculation and acid/base addition for correction. Beyond compliance, we use multi-stage filtration and automated pH monitoring to keep discharges within tighter ranges than required, protecting sensitive species and limiting pollutant bioavailability. Our discharge standards (pH 6.0–9.0, no visible solids) address TSS indicators and pH optimization for aquatic ecosystem protection. Success of these procedures is evaluated through: • Quantitative monitoring: Weekly TSS and continuous pH tracked against limits, with targets: pH 6.5–8.5; TSS 25% below max • Ecosystem protection: Zero exceedances of critical pH thresholds (6.5–9.0) that stress species or alter metal/nutrient toxicity • Treatment performance: Monthly inspections ensuring filtration >95% and pH response within ±0.2 • Environmental impact: Quarterly checks confirming no degradation (turbidity, discoloration) in receiving waters where accessible Performance data is tracked in the environmental management system, enabling trend analysis and maintenance to prevent TSS/pH excursions.

C3. Disclosure of risks and opportunities

(3.1) Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

Climate change

(3.1.1) Environmental risks identified

☑ Yes, only within our direct operations

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

☑ Environmental risks exist, but none with the potential to have a substantive effect on our organization

(3.1.3) Please explain

Based on our assessment, our supply chain is not exposed to significant physical, regulatory or other environmental risks that could have a substantive financial or strategic impact. For the purposes of our corporate level Enterprise Risk Management (ERM) process, we define risks as 'substantive financial or strategic impact' as an impact of >5% of operating income, as an isolated event or combination of factors that may impact our corporate strategy & business continuity. For example, our Raw Materials (RM), except for a few specialized chemicals that we manufacture, are generally purchased on an annual contract basis and are available in adequate quantities from a diverse group of suppliers. Key commodities and RM purchasing activities are included in the scope of our ERM process. We also look to address sector-specific impacts through our sustainability procurement programming, which addresses >15% of our RM spend. Our sustainability procurement programming and supply chain procurement organization conducts reviews which include a process to identify critical suppliers (e.g. high volume suppliers). Related risk management plans include changes in source of supply and potential alternative RM formulations are in place where applicable, for suppliers with identified potential water/ climate-related sourcing risks. Where supplier RM sourcing risks are identified, we ensure that we have multiple suppliers that we can procure from if a supplier may be impacted by a market or supply chain disruption. None individually or in total exceeds the substantive risk threshold. We employ tools (e.g. Smart Water Navigator) to help suppliers identify risk at the site level, evaluate true cost of water by site, and make a business case for investment in operational water efficiency. Many of these suppliers are also our customers, creating additional reasons to collaborate. Projects we deliver which reduce our suppliers' impact at key manufacturing sites in turn reduce our own supply chain risk.

Water

(3.1.1) Environmental risks identified

☑ Yes, only within our direct operations

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

☑ Environmental risks exist, but none with the potential to have a substantive effect on our organization

(3.1.3) Please explain

Based on our assessment, our supply chain is not exposed to significant physical, regulatory or other environmental risks that could have a substantive financial or strategic impact. For the purposes of our corporate level Enterprise Risk Management process, we define risks as 'substantive financial or strategic impact' as an impact of >5% of operating income, as an isolated event or combination of factors that may impact our corporate strategy & business continuity. When specifically assessing water risk in our direct manufacturing operations, we measure the impact on our total production volume (MT) to determine substantive impacts on the business. We define risks that have a 'substantive financial or strategic impact' as having a total (isolated or combined) 10% production capacity impact on Ecolab's annual total production in our direct manufacturing operations. To date, substantive climate and water risks have not been identified. For example, our RM, except for a few specialized chemicals we manufacture, are generally purchased on an annual contract basis & are available in adequate quantities from a diverse group of suppliers. Key commodities & RM purchasing activities are included in the scope of our ERM process. We also look to address sector-specific impacts through our sustainability procurement programming, which addresses >15% of our RM spend. Our sustainability procurement programming and supply chain procurement organization conducts reviews which include a process to identify critical suppliers (e.g. high volume suppliers). Related risk management plans include changes in source of supply and potential alternative RM formulations are in place where applicable, for suppliers with identified potential water/ climate-related sourcing risks. Where supplier RM sourcing risks are identified, we ensure that we have multiple suppliers that we can procure from if a supplier may be impacted by a market or supply chain disruption. None individually or in total exceeds the substantive risk threshold. We employ tools (e.g. Smart Water Navigator) to help suppliers identify risk at the site level, evaluate true cost of water by site, and make a business case for investment in operational water efficiency. Many of these suppliers are also our customers, creating additional reasons to collaborate. Projects we deliver which reduce our suppliers' impact at key manufacturing sites in turn reduce our own supply chain risk.

Plastics

(3.1.1) Environmental risks identified

☑ Yes, only within our direct operations

(3.1.2) Primary reason why your organization does not consider itself to have environmental risks in your direct operations and/or upstream/downstream value chain

☑ Environmental risks exist, but none with the potential to have a substantive effect on our organization

(3.1.3) Please explain

When assessing water risk in supply chain & across our ERM process, we define risks as 'substantive financial or strategic impact' as an impact of 5% of operating income, as an isolated event or combination of factors that may impact our corporate strategy & business continuity. Based on our assessment, our supply chain is not exposed to significant physical, regulatory or other water risks that could have a substantive financial or strategic impact. Our RM, except a few specialized chemicals we manufacture, are generally purchased on an annual contract basis & are available in adequate quantities from a diverse group of suppliers. Key commodities & RM purchasing activities are included in the scope of our ERM process & Strategic Supplier Initiative (SSI) which engaged suppliers representing 15% of RM spend in 2022. To date substantive water risks have not been identified. Our SSI & supply chain procurement organization conducts reviews which include a process to identify critical suppliers (e.g. high volume suppliers). Risk management plans including changes in source of supply & potential alternative RM formulations are in place for suppliers that have identified potential water risks. Where supplier RM sourcing risks are identified, we ensure that we have multiple suppliers that we can procure from if a supplier may be impacted by a market or supply chain disruption. None individually or in total exceed threshold for substantive risk. We employ tools (ex. Smart Water Navigator) to help suppliers identify risk at the site level, evaluate true cost of water for a site, & make a business case for investment in operational water efficiency. Many of these suppliers are also our customers creating additional reasons to collaborate. Projects we deliver which reduce our suppliers' impact at key manufacturing sites in turn reduces our own supply chain risk. Ex) the U.S. Gulf Coast has significant operations (ex. refining) that provide us with RM. Hurricanes/severe weather events can adversely affect our ability to obtain RM, particularly for our Downstream energy business. In 2020, we divested from the upstream portion of our Global Energy business, which was exposed to climate/water risks of the Gulf Coast. Result: we have reduced Ecolab's net

exposure to suppliers' physical climate risks & have improved the resiliency of our operations & ability to source RM. Ex) the U.S. Gulf Coast has significant operations (ex. refining) that provide us with RM.

(3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.1.1.1) Risk identifier

☑ Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

☑ Cyclone, hurricane, typhoon

(3.1.1.4) Value chain stage where the risk occurs

☑ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

☑ Mexico

(3.1.1.9) Organization-specific description of risk

With a global supply chain that includes facilities in coastal regions, such as the Gulf of Mexico, our supply chain may be vulnerable to an increase in the severity, duration, and frequency of tropical storms. These storms, along with high winds, extreme rainfall, and flooding, could result in physical damage to suppliers' buildings, manufacturing facilities, transportation routes, and equipment. Such damage may lead to lost productivity, asset loss, raw material price fluctuations, and delays in product release. This could potentially increase Ecolab's cost of goods sold and reduce revenue due to supply chain disruptions. The U.S. Gulf Coast, a key region for refining, petrochemicals, and chemicals that supply our raw materials, may face heightened risk. Severe weather events, such as the 2021 Texas freeze, could impact our ability to obtain raw materials at reasonable costs, particularly for our Downstream energy business. These events may lead to temporary closures of supplier facilities, requiring repairs or rebuilds, which could affect the availability of raw materials and disrupt operations. While our divestiture from ChampionX in 2020 reduced some exposure, Ecolab prepares for potential increases in extreme weather by using climate model data to assess key operational and sourcing locations, helping to identify areas where additional resiliency may be needed.

(3.1.1.11) Primary financial effect of the risk

☑ Increased indirect [operating] costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

☑ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

☑ About as likely as not

(3.1.1.14) Magnitude

☑ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

For the purposes of CDP disclosure and understanding that Ecolab considers the magnitude of this risk to be low, and the likelihood of the risk occurring within the anticipated time horizon (short-term) to be 'about as like as not' we would expect the potential financial effect of the risk to impact be somewhere between $40,000,000 and $200,000,000 USD annually. Relative to Ecolab's 2024 Operating Income ($2,802,400,000), this is an approximately 1.4% - 7.1% impact. See Explanation of financial figures column for further details on calculations of short-term time horizon.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

☑ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

80000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

400000000

(3.1.1.25) Explanation of financial effect figure

The prices of raw materials used in our business can fluctuate and in recent years we have experienced periods of increased raw material costs, such as the significant increase in oil prices experienced over the past 24 months. Such changes in prices, unavailability of adequate and reasonably priced raw materials or substitutes, or the inability to obtain or renew supply agreements on favorable terms can adversely affect our consolidated results of operations, financial position or cash flows. Further, volatility and disruption in economic activity and conditions caused by a variety of factors, including climate-related physical risks such as extreme weather events, could disrupt or delay the performance of our suppliers which may adversely affect our business and increase our direct costs of goods and services sold. In 2024 Ecolab procured more than $4 billion of direct raw material, contract manufacturing and equipment from more than 7,300 suppliers worldwide. Ecolab reported 2024 cost of sales at over $8.8 billion. For the purposes of CDP reporting we have used the following calculations to estimate anticipated financial impact: A 1% change in our raw material spend can impact our total cost of sales by approximately over $40 million, and a 5% change could impact total cost of sales by approximately $200 million. These figures are then multiplied by the number of years within our short-term time horizon (2) to report cumulative figures of $80 million minimum and $400 million maximum. This illustrates the potential financial impact of supply chain disruptions and cost of raw materials due to volatility and climate-related physical disruptions.

(3.1.1.26) Primary response to risk

Diversification

☑ Increase supplier diversification

(3.1.1.27) Cost of response to risk

1250000

(3.1.1.28) Explanation of cost calculation

The estimated total cost of managing the risk is calculated based on: 1) 3 FTEs dedicated to managing relationships, programs, and broader supply chain climate impact initiatives, along with shared resources across RD&E, Regulatory Affairs, and GSC Procurement, including executive sponsorship, totaling $1M; and 2) estimated costs to support our direct engagement with suppliers on carbon-reduction efforts. This included conducing over 30 in-depth interviews with suppliers that have a high impact on Ecolab's scope 3 emissions from purchased goods and services. We also collaborate with key suppliers that significantly impact our Scope 3 inventory to jointly develop emissions reduction glidepaths for the portfolio of purchased goods and services, totaling 250,000.

(3.1.1.29) Description of response

The U.S. Gulf Coast has significant refining, petrochemicals/chemicals operations that provide us with raw materials (RM). Hurricanes or severe weather events, such as the Texas freeze in 2021, can adversely affect our ability to readily obtain RM, particularly for our Downstream energy business. RM are purchased on annual contracts and available in adequate quantities from a diverse group of global suppliers. We include RM purchasing activities in our company-wide ERM process. Global sourcing allows production locations to be shifted to control costs/availability and reduce bottlenecks that come from sourcing suppliers from the same region, especially in the events of physical climate risks. In 2020, we divested from the upstream portion of our Global Energy business, which was exposed to physical climate risks of the Gulf Coast. To create supply chain resiliency, we address sector-specific impacts through our sustainability procurement program, which addresses >15% of our RM spend. We co-innovate with strategic suppliers to reduce their costs, environmental impact, and climate-related risks. Additionally, to meet our net-zero commitments, collaborate with key suppliers that significantly impact our Scope 3 inventory to jointly develop emissions reduction glidepaths for the portfolio of purchased goods and services Global Energy business divestment result: we believe that we have reduced Ecolab's net exposure to suppliers' physical climate risks and have improved the resiliency of our operations and ability to source RM for our products and services. By engaging significant RM suppliers in 2024 in resiliency building efforts and collaborating with key suppliers to develop emissions reductions glidepaths, suppliers reduce emissions and improve preparation for physical risks posed by climate change. As a result, Ecolab's supply chain is more resilient to physical climate risks.

Water

(3.1.1.1) Risk identifier

☑ Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

☑ Drought

(3.1.1.4) Value chain stage where the risk occurs

☑ Direct operations

(3.1.1.6) Country/area where the risk occurs

☑ Mexico

(3.1.1.7) River basin where the risk occurs

☑ Other, please specify: Lerma / Toluca

(3.1.1.9) Organization-specific description of risk

Ecolab's manufacturing site located in Lerma, Mexico, relies on water from the North Pacific (455) river basin. The basin is recognized by the UN Global Compact's Water Action Hub as 1 of 100 Priority Basins worldwide, including those with the highest level of opportunity for collective action from an economic and shared water risk perspective. The region has experienced seven droughts in the last decade. The Lerma facility relies on groundwater from local sources and is located within the Rio Lerma Major River Basin (Aqueduct Water Risk Atlas). Wastewater is sent to both municipal and industrial streams for treatment before discharge. In alignment with Ecolab's commitment to a holistic approach to water management across its manufacturing facilities, our Lerma site is Alliance for Water Stewardship (AWS) International Water Standard certified.

(3.1.1.11) Primary financial effect of the risk

☑ Disruption in production capacity

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

☑ Short-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

☑ About as likely as not

(3.1.1.14) Magnitude

☑ Low

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

For the purposes of CDP disclosure and understanding that Ecolab considers the magnitude of this risk to be low, and the likelihood of the risk occurring within the anticipated time horizon to be 'about as like as not' we would expect the potential financial effect of the risk to impact be somewhere between $4,000,000 and $43,365,000 USD annually. Relative Ecolab's 2024 Operating Income, this is a.14% -1.55.% impact. See Explanation of financial figures column for further details on calculations of short-term time horizon.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

☑ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

8000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

86730000

(3.1.1.25) Explanation of financial effect figure

To estimate the potential financial impact of our manufacturing site in Lerma, Mexico experiencing a reduction or disruption in production due to water shortages or drought conditions, we are using the estimated financial impact of water and climate-related impacts due to Hurricane Ida and the 2021 Texas freeze as a potential impact range. Hurricane Ida (Ida) resulted in a temporary disruption at a production facility, representing our potential minimum financial impact, while the winter freeze in Texas and the Gulf Region impacted our suppliers, large customers, and our own plants, representing our potential maximum financial impact. Ida resulted in Ecolab shutting down operations at our Garyville Site 36 hours prior to landfall on August 29. There were minimum physical damages including to the roof, and full power to the site was restored by September 9. Operations were up and running within 3 weeks. Business disruption was temporary and there was no permanent loss of business. The winter freeze in Texas and the Gulf Coast region interrupted significant sources of supply and impacted certain larger customer locations, including refineries, as well as several of our own plants. The impact from supplier force majeures and product restrictions continued after the event. Ecolab estimated the impact from Ida as close to the ~ 0.15 negative impact per share from the Texas freeze, with a significant impact in the third quarter of 2021. Short-term impact was “due to higher delivered product costs, temporary customer closures as well as temporary disruption at one of its major production facilities.” For the purposes of CDP disclosure, we estimate the financial impact from Ida as $4 million. This figure is multiplied by the number of years within our short-term time horizon (2) to reach $8 million, which we have reported as our cumulative minimum figure. The winter freeze in Texas was a short-term event that primarily impacted our Industrial segment, as raw materials supply was sharply reduced, and certain customer operations were constrained. The Texas freeze was expected to have an unfavorable impact of $0.15 per share in full year 2021. In total, we estimate a financial impact of $43,365,000. This figure is multiplied by the number of years within our short-term time horizon (2) to reach $86,730,000 which have reported this as our cumulative maximum figure. Thus, we have estimated a financial impact range of $8,000,000 (Ida) - $86,730,000 (Texas Freeze).

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☑ Adopt water efficiency, water reuse, recycling and conservation practices

(3.1.1.27) Cost of response to risk

1500000

(3.1.1.28) Explanation of cost calculation

The estimated cost of response to risk includes costs associated with Lerma's Wastewater Treatment Plant, water reclamation units and other investments in innovative collection and re-use systems. To respond to this risk, the following list represents some of the comprehensive water efficiency investments Ecolab has made in the Lerma site: - Implementation of Ecolab’s own 3D TRASAR Technology for Cooling Water to provide advanced monitoring, control and asset protection of cooling water systems and Ecolab's Water Flow Intelligence solution to identify water savings opportunities - Construction and expansion of a rainwater harvesting system - Installation of a condensate recovery system.

(3.1.1.29) Description of response

Ecolab’s manufacturing site located in Lerma, Mexico, relies on water from the North Pacific (455) river basin, a critical resource recognized for its economic importance and shared water risks. This basin has faced increasing pressure from water scarcity, experiencing multiple droughts in the last decade. In 2023, Ecolab continued to strengthen water stewardship at the Lerma site by implementing a series of water-saving initiatives aimed at reducing reliance on freshwater sources and enhancing operational resilience. These initiatives include the deployment of solutions such as Ecolab’s Water Flow Intelligence and 3D TRASAR Technology, which allows for precise water flow monitoring and chemical management, leading to significant reductions in water use. The site has also improved water reuse systems and is exploring rainwater harvesting solutions to further reduce demand on local water resources. In November of 2023, Lerma reached another milestone in its water stewardship journey with the installation of a wastewater reclamation system. As a result it is now able to obtain 17% of its water from sources other than groundwater: 5% from the new wastewater reclamation system, and 12% from rainwater harvesting. Lerma has reduced water usage by 39% from a 2018 base year. In alignment with our 2030 Impact Goals, in 2022 the Lerma site is Alliance for Water Stewardship (AWS) certified; the site has also received ISO 14001 certification.

In 2023, Ecolab reported recent contribution to water replenishment efforts through ProNatura in San Bartolome, Temascalapa near the Lerma and Cuautitlán Izcalli sites. Installation of a percolation pond and reforestation of 20 hectares are anticipated to result in replenishment of 26 million gallons of water each year over ten years.

(3.1.2) Provide the amount and proportion of your financial metrics from the reporting year that are vulnerable to the substantive effects of environmental risks.

Climate change

(3.1.2.1) Financial metric

☑ Other, please specify: Earnings Per Share

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

0

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

☑ Less than 1%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

0.15

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

☑ 1-10%

(3.1.2.7) Explanation of financial figures

Historically, Ecolab has discussed the effects of physical environmental risks, such as hurricanes or other extreme weather events, on Ecolab's earnings per share, and year on year earnings where applicable. For example, in 2021 Ecolab released information that the impacts of Hurricane Ida were likely to result in a short-term negative impact to Ecolab's earnings per share, close to the estimated 0.15 negative impact from the Texas freeze. The risk and impact reported in this question is limited to operational sites in the gulf coast, and base on observed historical outcomes (hurricane Ida, Texas freeze). Additionally Ecolab makes significant investments in strategic resiliency and redundancy in order to be able to respond to these types of extreme events. As we anticipate experiencing increased frequency and severity of physical risks, we continue to invest in key tools and processes to anticipate and adequately respond to these events. The numbers provided in this response are considered a combined response covering both Climate Change and Water themes. For confidentiality reasons Ecolab is not disclosing the amount of CAPEX in the reporting year deployed towards climate-related risks.

Water

(3.1.2.1) Financial metric

☑ Other, please specify: Earnings Per Share

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

0

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

☑ Less than 1%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

0.15

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

☑ 1-10%

(3.1.2.7) Explanation of financial figures

Historically, Ecolab has discussed the effects of physical environmental risks, such as hurricanes or other extreme weather events, on Ecolab's earnings per share, and year on year earnings where applicable. For example, in 2021 Ecolab released information that the impacts of Hurricane Ida were likely to result in a short-term negative impact to Ecolab's earnings per share, close to the estimated 0.15 negative impact from the Texas freeze. For confidentiality reasons Ecolab is not disclosing the amount of CAPEX in the reporting year deployed towards water-related risks.

(3.2) Within each river basin, how many facilities are exposed to substantive effects of water-related risks, and what percentage of your total number of facilities does this represent?

[Information reported in response to 3.2 – including number of facilities exposed to substantive effects of water-related risks within each river basin, and what percentage of total number of facilities this represents – has been redacted by Ecolab Inc.]

(3.3) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

(3.3.1) Water-related regulatory violations

☑ Yes

(3.3.2) Fines, enforcement orders, and/or other penalties

☑ Fines

(3.3.3) Comment

The water-related regulatory violation fines are not considered significant. We have a proactive and robust compliance program to address these issues promptly and completely, and none of these resulted in material fines or penalties to the company under applicable reporting requirements.

(3.3.1) Provide the total number and financial value of all water-related fines.

(3.3.1.1) Total number of fines

2

(3.3.1.2) Total value of fines

14750

(3.3.1.3) % of total facilities/operations associated

2.9

(3.3.1.4) Number of fines compared to previous reporting year

☑ Much lower

(3.3.1.5) Comment

While there were 2 instances of Ecolab receiving monetary penalties related to wastewater operations and stormwater discharge, there were no significant instances of non-compliance in 2024, including spills of material significance to our company or the communities in which we operate. There were two incidents of environmental noncompliance, neither surpassed $10,000 individually, 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 resulted in material fines or penalties to the company under applicable reporting requirements. Much Lower: 50% decrease in # of fines compared to previous year. 2 of Ecolab's 67 manufacturing facilities were impacted.

(3.3.2) Provide details for all significant fines, enforcement orders and/or other penalties for water-related regulatory violations in the reporting year, and your plans for resolving them.

Row 1

(3.3.2.1) Type of penalty

☑ Fine

(3.3.2.2) Financial impact

9750

(3.3.2.3) Country/Area & River basin

United States of America

☑ Other, please specify: Gulf Coast

(3.3.2.4) Type of incident

☑ Other non-compliance with permits, standards, or regulations

(3.3.2.5) Description of penalty, incident, regulatory violation, significance, and resolution

A fine for an alleged wastewater discharge violation at Ecolab's Garland, Texas. To resolve this issue, we have registered the site with the Alliance for Water Stewardship (AWS). Our goal is to achieve certification for all manufacturing sites in high-risk watersheds by 2030. The objective of the AWS Standard is to drive water stewardship, which we define as the use of water that is socially & culturally equitable, environmentally sustainable & economically beneficial, achieved through a stakeholder-inclusive process that involves site- & catchment-based actions. Our Garland plant's water stewardship activities are ongoing. We continue to pursue water stewardship projects & facilitate discussions internally & externally to help drive collective action in the catchments & communities in which we operate.

Row 2

(3.3.2.1) Type of penalty

☑ Fine

(3.3.2.2) Financial impact

5000

(3.3.2.3) Country/Area & River basin

United States of America

☑ Other, please specify: Lower San Jose Creek

☑ Other non-compliance with permits, standards, or regulations

(3.3.2.5) Description of penalty, incident, regulatory violation, significance, and resolution

A fine was issued for an alleged violation by Ecolab's Carson, California plant of the city's Consent decree related to stormwater. To contribute to resolution of this issue, we pursued AWS certification for sites with our goal to achieve certification for all manufacturing sites in high-risk watersheds by 2030. The objective of the AWS Standard is to drive water stewardship, which we define as the use of water that is socially & culturally equitable, environmentally sustainable & economically beneficial, achieved through a stakeholder-inclusive process that involves site- & catchment-based actions. Our Carson plant was AWS certified in 2016, through projects to improve the facility's water balance & to reduce overall water use. The site's water stewardship activities are ongoing. We continue to pursue water stewardship projects & facilitate discussions internally & externally to help drive collective action in the catchments & communities in which we operate.

(3.5) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax?

(3.3.2.4) Type of incident

☑ No, and we do not anticipate being regulated in the next three years

(3.6) Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

	Environmental opportunities identified
Climate change	☑ Yes, we have identified opportunities, and some/all are being realized
Water	☑ Yes, we have identified opportunities, and some/all are being realized

(3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.6.1.1) Opportunity identifier

☑ Opp1

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Products and services

☑ Development of new products or services through R&D and innovation

(3.6.1.4) Value chain stage where the opportunity occurs

☑ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

☑ United States of America

(3.6.1.8) Organization specific description

Ecolab serves industries such as foodservice, food processing, hospitality, healthcare, and industrial markets that depend on water and energy to operate. As climate change affects the availability and cost of water and fossil-based energy, customers are increasingly seeking lower emissions solutions to enhance energy and water efficiency (as energy is needed to collect, clean, move, store, and dispose of water) and reduce costs. This presents opportunities to grow Ecolab's market share with innovative water and energy optimization solutions. For example, our SMARTPOWER warewashing, Aquanomic Low-Temperature Laundry, and 3D TRASAR Technology for Cooling Water treatment all reduce water and energy use compared to conventional systems. Cooling water and energy applications across industries will require improved resource management strategies to address rising costs and scarcity and further expand opportunities for these technologies and solutions to protect the environment. Through Nalco Water, we support customers with water- and energy-intensive operations; increasing opportunities to leverage water and energy-saving solutions and drive top-line growth. Nalco Water provides synergies in technology and innovation, delivering more profitable and cost-effective programs for customers across most regions. While these technologies and programs are and will be employed globally, we assigned the USA as the location for this opportunity as it is home to our global headquarters.

(3.6.1.9) Primary financial effect of the opportunity

☑ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

☑ Short-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

☑ Likely (66–100%)

(3.6.1.12) Magnitude

☑ Medium-high

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

While the financial effects of this opportunity are not currently quantified with high precision, we expect a significant positive impact on Ecolab's financial position, performance, and cash flows. Increased demand for our water efficiency solutions, particularly in regions experiencing water stress such as BRIC and emerging markets, is anticipated to contribute to revenue growth within our Global Industrial business. With the global water treatment systems market projected to grow by over 8% annually and a potential market size of over 66 billion by 2030, we estimate that increased market share could drive significant incremental revenue over the short-term and beyond. Ecolab expects to see long-term expansion of sales growth across all segments from between 5% and 7%. The financial impact may be reflected in line items such as total revenue, sales growth, and potentially increased capital expenditure linked to the development of new water-efficient technologies. However, due to high variability in market conditions and uncertainties related to customer adoption rates, precise quantification is challenging at this time. As market dynamics evolve, more definitive estimates may be possible.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

☑ Yes

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

72000000000

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

72000000000

(3.6.1.23) Explanation of financial effect figures

Developing and expanding our low emission goods and services presents opportunities for increased growth rate, market share and profitability. We have identified many opportunities in our target markets, including food & beverage processing and commercial buildings, to gain a competitive advantage through our water and

energy optimizing solutions. At a global level, Ecolab's Global Water segment has a market growth opportunity of approximately $72 billion. For the purposes of CDP disclosure this was estimated based on our total addressable market across all markets we serve (approximately $80 billion) as compared to our existing market share ($8 billion) for our Global Water segment. We do not multiply the market growth opportunity figure by the number of years within our short-term time horizon, as we consider the figure to already be representative of cumulative anticipated financial effect.

(3.6.1.24) Cost to realize opportunity

208800000

(3.6.1.25) Explanation of cost calculation

In 2024, Ecolab invested 207 million in R&D. Ecolab also includes the cost of 7 FTE across eROI and Value Capture programs with estimated costs of 150,000 per year each; and cost of dues, activities, participation, in-kind support and travel to participate in industry groups as 750,000 per year for sustainability-related commitments. In sum, for the purposes of CDP disclosure, we are reporting a total cost to respond as: 207,000,000+(150,000x7)+750,000= Or 208,800,000.

(3.6.1.26) Strategy to realize opportunity

As climate change impacts the availability and price of water and fossil-based energy, customers are looking for solutions that enable energy & water efficiency, save costs, and reduce emissions. Investing in R&D is critical to maintain our industry leadership position and allow us to successfully seek business with new/existing customers to provide them with the tools & technology needed to improve energy & water efficiency. [Action] We developed 2030 Impact Goals for customer climate & water outcomes. We created several water management tools, Water Risk Monetizer, Smart Water Navigator, & Water Flow Intelligence to help improve real time water mgmt., inform customers of their real-time water use/possible efficiencies, reduce risks related to water withdrawal, consumption & discharge, & support business growth. We released water & energy saving products: APEXTM Warewashing System, DryExx™ beverage line lubrication system, & 3D TRASARTM system for cooling tower & boiler feed water conditioning, reduce the use of water & energy compared to conventional systems. Annual R&D for improved products; in support of our 2030 goals to help customers reduce emissions by 6 million MT CO2e annually & conserve 300 billion gallons of water annually. The 2030 Impact Goals help to drive innovation at Ecolab and are supported by 207 million RD&E investments in 2024 (2.66% of sales). For a customer example, in 2022 we partnered with Sinopec Chongqing SVW Chemical Company (SVW), to implement Nalco Water's corrosion control solution for cooling systems, along with 3D TRASAR Technology to provide integrated water quality management along with real-time, automated monitoring and dosing. Using this system, SVW realized savings of 29 billion BTUs of energy, 630 million gallons of water and 750 metric tons of CO2e. In 2022, we helped our customers save more than 219 billion gallons of water, 45 trillion BTUs of energy, and 3.6 million metric tons of CO2 emissions.

Water

(3.6.1.1) Opportunity identifier

☑ Opp1

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Markets

☑ Expansion into new markets

(3.6.1.4) Value chain stage where the opportunity occurs

☑ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

☑ United States of America

(3.6.1.6) River basin where the opportunity occurs

☑ Other, please specify: Opportunity occurs across multiple river basins

(3.6.1.8) Organization specific description

Ecolab recognizes that climate change will increase risks related to water availability and quality, potentially driving higher water costs. As a leader in water management solutions, we see this as an opportunity to expand our portfolio of conservation, reuse, recycling, and zero liquid discharge technologies that enhance water efficiency. These innovations help our customers reduce water consumption and operational costs, and drive demand for our products and services. This opportunity is expected to be most prominent in densely populated, arid, and temperate regions, including BRIC (Brazil, Russia, India, China) and emerging markets, where water stress is already critical. In Ecolab's Global Industrial business, the water treatment systems market is projected to grow by ~8% annually, with an estimated market size of over 66 billion by 2030. This growth aligns with Ecolab's long-term financial target of expanding sales growth 5% to 7%. These opportunities are integrated with our broader risk management efforts, ensuring that we capitalize on the rising demand for water-efficient technologies globally. We have chosen to select USA as the location for this opportunity, as it is home to our global headquarters.

(3.6.1.9) Primary financial effect of the opportunity

☑ Increased revenues through access to new and emerging markets

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

☑ Short-term

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

☑ Likely (66–100%)

(3.6.1.12) Magnitude

☑ Medium

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

While the financial effects of this opportunity are not currently quantified with high precision, we expect a significant positive impact on Ecolab's financial position, performance, and cash flows. Increased demand for our water efficiency solutions, particularly in regions experiencing water stress such as BRIC and emerging markets, is anticipated to contribute to revenue growth within our Global Industrial business. With the global water treatment systems market projected to grow by over 8% annually and a potential market size of over 66 billion by 2030, we estimate that increased market share could drive significant incremental revenue over the short-term and beyond. Ecolab expects to see long-term expansion of sales growth across all segments from between 5% and 7%. The financial impact may be reflected in line items such as total revenue, sales growth, and potentially increased capital expenditure linked to the development of new water-efficient technologies. However, due to high variability in market conditions and uncertainties related to customer adoption rates, precise quantification is challenging at this time. As market dynamics evolve, more definitive estimates may be possible.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

☑ Yes

(3.6.1.17) Anticipated financial effect figure in the short-term - minimum (currency)

777000000

(3.6.1.18) Anticipated financial effect figure in the short-term – maximum (currency)

1088780000

(3.6.1.23) Explanation of financial effect figures

Our Global Industrial segment, of which water treatment applications is a large part, had $7.777 billion in sales in 2024. With growth estimates for the global water treatment systems market size projected at 8% per year, and a potential market of over 66 billion in 2030. Ecolab expects to see long-term expansion of sales growth across all segments from between 5% and 7%. For the purposes of this CDP disclosure: Our minimum potential financial impact figure represents 5% Sales Growth annually, or a single year increase of $388.85 million (2024 sales, $7.777 billion * 5%). This figure is multiplied by the number of years within our short-term time horizon to report a cumulative figure of $777.7 million. Our maximum potential financial impact figure represents 5% Sales Growth annually or a single year increase of $544.39 million (2024 sales, $7.777 billion * 7%). This figure is multiplied by the number of years within our short-term time horizon (2) to report a cumulative figure of $1,088.78 million.

(3.6.1.24) Cost to realize opportunity

208800000

(3.6.1.25) Explanation of cost calculation

In 2024, Ecolab invested 207 million in R&D. Ecolab also includes the cost of 7 FTE across eROI and Value Capture programs with estimated costs of 150,000 per year. Additionally, costs associated with program activation, reporting, asset and education design, as well as dues, activities, participation, in-kind support and travel to participate in industry groups as 750,000 per year for sustainability-related commitments. In sum, for the purposes of CDP disclosure, we are reporting a total cost to respond to respond as: 207,000,000+(150,000x7)+750,000= Or 208,800,000.

(3.6.1.26) Strategy to realize opportunity

Identified opportunity: Climate change will cause increased risks to water availability and quality, which we anticipate will drive increases in the price of water. As Ecolab serves customers in many industries that rely on water to operate, there is an opportunity for us to develop new products and services and expand our existing portfolio of conservation, reuse, recycle, and zero liquid discharge technologies that improve water efficiency and as a result, reduce costs for our customers. This will continue to drive increased demand and sales of our water efficiency products. We anticipate these opportunities will be global, but will be especially pronounced in densely populated, arid and temperate regions including BRIC (Brazil, Russia, India, and China) and emerging markets. In our Global Industrial business alone, with growth estimates for the water treatment systems market size projected at 8% per year, and a potential market of over 66B in 2030, we have an opportunity to expand our sales growth from between 5% to 7% per year. Ex of action taken to realize opp: Our goal to help our customers conserve 300 billion gallons of water withdrawal per year by 2030 strategically positions us to invest in two tools, the Water Risk Monetizer and the Smart Water Navigator, to help customers identify water risks, whether regulatory, quality or availability and to drive greater operational water efficiency. These tools allow us to enter new markets with our customers by partnering with them to use these tools to inform their potential risks, set targets, and identify how our products and services (ex. our 3D TRASAR Technology) can be used to mitigate those risks. For ex. Ecolab partnered with our customer, Ford Motor Company, to enhance efficiency and cut water consumption at its Chicago assembly plant, by implementing two projects to help the plant use water more efficiently: 1) 3D TRASAR Technology was installed to optimize cooling tower performance and reduce water use, and 2) Real-time visibility to water flow data plus instant alerts regarding flow-related issues helps ensure water savings & process efficiency in automotive pretreatment baths. The project resulted in the plant reducing freshwater use by 23 million gallons in 4 months & saved equivalent to 186,000 per year from reduced water use (timescale of implementation: 1 yr). As a result, Ecolab has expanded its relationship with a large

customer, by developing water efficient products & services.

(3.6.2) Provide the amount and proportion of your financial metrics in the reporting year that are aligned with the substantive effects of environmental opportunities.

Climate change

(3.6.2.1) Financial metric

☑ Revenue

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

4596060000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

☑ 21-30%

(3.6.2.4) Explanation of financial figures

We take a comprehensive approach to addressing the environmental, economic and social impacts of our product and service offerings and consider how each solution increases efficiency, minimizes the use of natural resources and improves safety – from sourcing to manufacturing, to use and disposal. We work to deliver an innovation pipeline which will generate a vitality index of around 30%, which means 30% of sales come from products and programs introduced within the prior five years. This presents an opportunity for gaining market share across all our business areas due to the dynamic nature of climate-related risks, which our products and services are designed to solve for when in-use at our more than three million customer locations. Our focus on meeting customer needs and delivering innovation took a huge step in 2024 with attention on delivering against market, enterprise and breakthrough innovations that could deliver 1.7 billion in projected sales over the next five years. The magnitude of this impact is medium-high. We have made substantive investments to date, with research and development (R&D) investment funding 1.3% of sales to enable us to expand investments in experts that can evaluate our customers processes and identify opportunities to reduce water and energy consumption. We employ our Outcome Based Approach to evaluate the full impact of each product or service and invest in R&D activities that help customers optimize water and energy while maintaining performance requirements and meeting regulatory- and compliance-related requirements. This figure was calculated by multiplying the Net sales for 2024 (15.741 billion) by the vitality index (.30%) to reach an estimated figure within the reporting year. This figure should be considered to encompass both climate and water.

Water

(3.6.2.1) Financial metric

☑ Revenue

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

4596060000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

☑ 21-30%

(3.6.2.4) Explanation of financial figures

We take a comprehensive approach to addressing the environmental, economic and social impacts of our product and service offerings and consider how each solution increases efficiency, minimizes the use of natural resources and improves safety – from sourcing to manufacturing, to use and disposal. We work to deliver an innovation pipeline which will generate a vitality index of around 30%, which means 30% of sales come from products and programs introduced within the prior five years. This presents an opportunity for gaining market share across all our business areas due to the dynamic nature of climate-related risks, which our products and services are designed to solve for when in-use at our more than three million customer locations. Our focus on meeting customer needs and delivering innovation took a huge step in 2024 with attention on delivering against market, enterprise and breakthrough innovations that could deliver 1.7 billion in projected sales over the next five years. The magnitude of this impact is medium-high. We have made substantive investments to date, with research and development (R&D) investment funding 1.3% of sales to enable us to expand investments in experts that can evaluate our customers processes and identify opportunities to reduce water and energy consumption. We employ our Outcome Based Approach to evaluate the full impact of each product or service and invest in R&D activities that help customers optimize water and energy while maintaining performance requirements and meeting regulatory- and compliance-related requirements. This figure was calculated by multiplying the Net sales for 2024 (15.741 billion) by the vitality index (.30%) to reach an estimated figure within the reporting year. This figure should be considered to encompass both climate and water.

C4. Governance

(4.1) Does your organization have a board of directors or an equivalent governing body?

(4.1.1) Board of directors or equivalent governing body

☑ Yes

(4.1.2) Frequency with which the board or equivalent meets

☑ Quarterly

(4.1.3) Types of directors your board or equivalent is comprised of

☑ Executive directors or equivalent

(4.1.4) Board diversity and inclusion policy

☑ Yes, and it is publicly available

(4.1.5) Briefly describe what the policy covers

In Ecolab's Statement on Diversity, Equity, and Inclusion, Ecolab demonstrates commitment to diversity and inclusion. Our Board of Directors and senior leaders are dedicated to fostering an engaged and inclusive workforce, with a focus on continuous support in this area. Ecolab's board of directors formally reviews our global representation metrics twice a year. Ecolab's senior leaders are held accountable for driving diversity in external hiring and promotions. Ecolab is 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. On a quarterly basis, Talent Councils meet to create individualized learning paths for a broad range of talent, review talent scorecards for each business, function and region, discuss areas of progress and opportunity, and advise on action plans to drive advancement. In 2024, we marked the seventh-year milestone of our Executive Diversity, Equity and Inclusion Council. This council has been instrumental in shaping and driving Ecolab's inclusion strategy. Through the Council's unwavering dedication, we continue to make steady strides towards embodying a truly inclusive and welcoming organization.

(4.1.6) Attach the policy (optional)

DiversityEquityAndInclusion_Statement_EN_Na.pdf

(4.1.1) Is there board-level oversight of environmental issues within your organization?

	Board-level oversight of this environmental issue
Climate change	☑ Yes
Water	☑ Yes
Biodiversity	☑ Yes

(4.1.2) Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board's oversight of environmental issues.

Climate change

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

☑ Board Terms of Reference
☑ Other policy applicable to the board, please specify :Safety, Health and Environment Committee Charter

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

☑ Overseeing and guiding scenario analysis
☑ Overseeing the setting of corporate targets
☑ Monitoring progress towards corporate targets
☑ Approving and/or overseeing employee incentives
☑ Monitoring the implementation of a climate transition plan
☑ Overseeing and guiding the development of a business strategy
☑ Overseeing and guiding acquisitions, mergers, and divestitures
☑ Overseeing and guiding the development of a climate transition plan
☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

Our Board has an established framework for assessing key environmental, social and governance (ESG) risks and opportunities most relevant to the company's long-term sustainability goals. The framework takes into consideration the metrics and disclosures described in the World Economic Forum ("WEF") report entitled, Measuring Stakeholder Capitalism: Towards Common Metrics and Consistent Reporting of Sustainable Value Creation. Our Board actively oversees these efforts primarily through the Safety, Health and Environment (SHE) Committee which is responsible for many of the company's sustainability policies, programs and practices that affect, or could affect, Ecolab employees, customers, stockholders and neighboring communities. The Audit Committee, Compensation and Human

Capital Management Committee, and Governance Committees of the Board of Directors also address various ESG matters. In addition to reports from these committees, the Board receives an annual presentation from the SHE Committee on the company's progress against its sustainability goals and implementation of projects and related activities. The SHE Committee's work is informed by our Corporate Sustainability team, which monitors the risks and opportunities related to climate change, as well as our overall sustainability performance by collaborating with the global SHE, supply chain, regulatory, and corporate risk departments. Ecolab's sustainability strategy includes ESG components and is governed by a Sustainability Executive Advisory Team (SEAT) that is made up of members of the company's executive leadership team including our Chief Sustainability Officer. The SEAT meets with the Corporate Sustainability team on a quarterly basis. Outputs of these meetings are reported by the Chief Sustainability Officer to the SHE Committee of the Board. On a broader scope, enterprise risks and opportunities focused on customers are a standing agenda item in every board meeting and given that Ecolab's business model and strategy and services are inclusive of water and conservation topics - this is another touch point at which climate, water are integrated into board oversight.

Water

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

☑ Board Terms of Reference

☑ Other policy applicable to the board, please specify: Safety, Health and Environment Committee Charter

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

☑ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

☑ Overseeing and guiding scenario analysis

☑ Overseeing the setting of corporate targets

☑ Monitoring progress towards corporate targets

☑ Approving and/or overseeing employee incentives

☑ Overseeing and guiding major capital expenditures

☑ Overseeing and guiding the development of a business strategy

☑ Overseeing and guiding acquisitions, mergers, and divestitures

☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

While the full Board of Directors monitors Ecolab's progress on sustainability, the Safety, Health and Environment (SHE) Committee of the Board has the highest level of direct responsibility for all sustainability matters, including water-related issues. This includes, but is not limited to, approving water-related partnerships,

company-wide water targets, and monitoring progress on targets, including Ecolab's 2030 Impact Goals (2030 goal to restore greater than 50% of our water withdrawal and achieve AWS certification in high-risk watersheds). Responsibility for water has been assigned to this Committee as it falls within the scope of environmental matters that are part of the principal responsibilities and duties of the Committee. As stated in the SHE Committee Charter, the SHE Committee is responsible for reviewing and overseeing the Corporation's SHE and sustainability policies, programs and practices that affect, or could affect, the Corporation's employees, customers, stockholders, and neighboring communities. This Committee reports to the Board of Directors and provides updates to the Board on the company's implementation of and progress against its sustainability goals, including water-related goals. An example of a water-related decision/action made by the SHE committee in 2023: the SHE committee continued to progress TNFD process within Ecolab by supporting efforts to align with TNFD's final recommendations. Ecolab utilized the Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) tool to identify potential sector-related impacts, of which greenhouse gas (GHG) and non-GHG emissions, soil pollutants, water pollutants, terrestrial ecosystem use, and water use were flagged as potentially material impacts. On a broader scope, enterprise risks and opportunities focused on customers are a standing agenda item in every board meeting and given that Ecolab's business model and strategy and services are inclusive of water and conservation topics - this is another touch point at which climate, water are integrated into board oversight to support Ecolab's overall business strategy.

Biodiversity

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

☑ Board-level committee

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

☑ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

☑ Board Terms of Reference

☑ Other policy applicable to the board, please specify :Safety, Health and Environment Committee Charter

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

☑ Scheduled agenda item in some board meetings – at least annually

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

☑ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

☑ Approving corporate policies and/or commitments

☑ Monitoring compliance with corporate policies and/or commitments

(4.1.2.7) Please explain

The Safety, Health, and Environment (SHE) Committee of the Board of Directors has the highest level of responsibility for all sustainability matters, including biodiversity related issues, as it falls within the scope of environmental matters that are part of the principal responsibilities and duties of the Committee. As stated in the SHE Committee Charter, the SHE Committee is responsible for reviewing and overseeing the Corporation's SH&E and sustainability policies, programs and practices that affect, or could affect, the Corporation's employees, customers, stockholders, and neighboring communities. This Committee reports to the Board of Directors and provides updates to the Board on the company's implementation of and progress against its sustainability goals, including biodiversity-related efforts. An example of a biodiversity-related decision made by the SHE committee is its decision to perform a refreshed materiality assessment in 2022 and to perform a

nature risk screening in 2023 that follows TNFD's final recommendations.

(4.2) Does your organization's board have competency on environmental issues?

Climate change

(4.2.1) Board-level competency on this environmental issue

☑ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

☑ Consulting regularly with an internal, permanent, subject-expert working group
☑ Engaging regularly with external stakeholders and experts on environmental issues
☑ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)
☑ Having at least one board member with expertise on this environmental issue

(4.2.3) Environmental expertise of the board member

Experience

☑ Executive-level experience in a role focused on environmental issues
☑ Active member of an environmental committee or organization

Water

(4.2.1) Board-level competency on this environmental issue

☑ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

☑ Consulting regularly with an internal, permanent, subject-expert working group
☑ Engaging regularly with external stakeholders and experts on environmental issues
☑ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)
☑ Having at least one board member with expertise on this environmental issue

(4.2.3) Environmental expertise of the board member

Experience

☑ Executive-level experience in a role focused on environmental issues
☑ Active member of an environmental committee or organization

(4.3) Is there management-level responsibility for environmental issues within your organization?

	Management-level responsibility for this environmental issue
Climate change	☑ Yes
Water	☑ Yes
Biodiversity	☑ Yes

(4.3.1) Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals).

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Sustainability Officer (CSO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

Engagement

☑ Managing supplier compliance with environmental requirements

☑ Managing value chain engagement related to environmental issues

Policies, commitments, and targets

☑ Monitoring compliance with corporate environmental policies and/or commitments

☑ Measuring progress towards environmental corporate targets

☑ Measuring progress towards environmental science-based targets

☑ Setting corporate environmental policies and/or commitments

☑ Setting corporate environmental targets

Strategy and financial planning

☑ Developing a climate transition plan
☑ Conducting environmental scenario analysis
☑ Managing annual budgets related to environmental issues
☑ Implementing the business strategy related to environmental issues
☑ Developing a business strategy which considers environmental issues
☑ Managing environmental reporting, audit, and verification processes
☑ Managing acquisitions, mergers, and divestitures related to environmental issues

Other

☑ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ More frequently than quarterly

(4.3.1.6) Please explain

Climate-related issues are monitored by the Chief Sustainability Officer through our annual enterprise risk assessment, periodic sustainability materiality assessment, ethical and environmental standards survey of performance in the global supply chain and quarterly management meetings with the Sustainability Executive Advisory Team (SEAT) and the Corporate Sustainability team. Ecolab's sustainability strategy includes ESG components and is governed by the SEAT that is made up of members of the company's executive leadership team including our Chief Sustainability Officer. The SEAT meets with the Corporate Sustainability team on a quarterly basis. Outputs of these meetings are reported by the Chief Sustainability Officer to the SHE Committee of the Board. The Corporate Sustainability team is comprised of research and development, communications, marketing and supply chain functions and is responsible for operationalizing sustainable business practices and polices across the company, coordinating and communicating policy and decision making related to sustainability, setting goals and metrics for key sustainability priorities and assessing sustainability outlook and risk management.

Water

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Sustainability Officer (CSO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities
☑ Managing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Setting corporate environmental targets

Strategy and financial planning

☑ Conducting environmental scenario analysis

☑ Developing a business strategy which considers environmental issues

☑ Implementing the business strategy related to environmental issues

☑ Managing acquisitions, mergers, and divestitures related to environmental issues

☑ Managing major capital and/or operational expenditures relating to environmental issues

Other

☑ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ More frequently than quarterly

(4.3.1.6) Please explain

Our CSO leads Ecolab's Corporate Sustainability program, including water-related issues. Their water responsibilities include: assessing and managing water risks and opportunities, conducting water scenario analysis, setting & monitoring progress on corporate targets related to water, integrating water issues into business strategy, managing major capital/operational expenditures related to low water impact products/services (including R&D), managing water-related acquisitions, mergers, & divestitures, and providing water-related employee incentives. The CSO reports to the CEO and sits on the Sustainability Executive Advisory Team (SEAT). The SEAT meets with the Corporate Sustainability Team more frequently than quarterly. Outputs of these meetings are reported by the CSO to the SH&E Committee of the Board more frequently than quarterly. The CSO is also on the leadership committee and advisor to the UNGC, CEO Water Mandate Water Resilience Coalition (WRC).

Biodiversity

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Sustainability Officer (CSO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

Policies, commitments, and targets

☑ Measuring progress towards environmental corporate targets
☑ Setting corporate environmental targets

Strategy and financial planning
☑ Conducting environmental scenario analysis
☑ Developing a business strategy which considers environmental issues
☑ Implementing the business strategy related to environmental issues
☑ Managing acquisitions, mergers, and divestitures related to environmental issues
☑ Managing major capital and/or operational expenditures relating to environmental issues

Other
☑ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

☑ Reports to the Chief Executive Officer (CEO)

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ As important matters arise

(4.3.1.6) Please explain

n/a

Water

(4.3.1.1) Position of individual or committee with responsibility

Executive level
☑ Chief Risks Officer (CRO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities
☑ Assessing environmental dependencies, impacts, risks, and opportunities
☑ Assessing future trends in environmental dependencies, impacts, risks, and opportunities
☑ Managing environmental dependencies, impacts, risks, and opportunities

(4.3.1.4) Reporting line

☑ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ Annually

(4.3.1.6) Please explain

Ecolab's Chief Risk Officer has a direct reporting line to the Audit Committee of the Board which reviews periodically the corporation's major financial risk exposures, and the steps management has taken to monitor, manage and mitigate such exposures, which includes environmental risks, such as climate change and water.

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☑ Chief Risks Officer (CRO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

☑ Assessing environmental dependencies, impacts, risks, and opportunities

☑ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

☑ Managing environmental dependencies, impacts, risks, and opportunities

(4.3.1.4) Reporting line

☑ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

☑ Annually

(4.3.1.6) Please explain

Ecolab's Chief Risk Officer has a direct reporting line to the Audit Committee of the Board which reviews periodically the corporation's major financial risk exposures, and the steps management has taken to monitor, manage and mitigate such exposures, which includes environmental risks, such as climate change and water.

(4.5) Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?

Climate change

(4.5.1) Provision of monetary incentives related to this environmental issue

☑ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

4

(4.5.3) Please explain

We include strategic sustainability indicators in measures of performance and to determine compensation for senior leaders and associates. In 2024, the annual cash bonus for our most senior leaders includes the Growth & Impact modifier, which is based on reducing water intensity across our operations and demonstrating progress toward our aspirations for a high performing and inclusive workplace. Achievement at target or better for one or more of the metrics increases the payout by 3-10%, whereas failure to achieve any of the metrics decreases the payout by 10%. Many senior management members have adjusted earnings per share (EPS) as a goal in their annual cash incentive plan, and adjusted return on invested capital (ROIC) is a metric for our long-term equity incentive awards. Management employees with direct involvement in sustainability work, including our 2030 Impact Goals, have water, climate and/or diversity, equity and inclusion targets built into their compensation plans.

Water

(4.5.1) Provision of monetary incentives related to this environmental issue

☑ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

4

(4.5.3) Please explain

We include strategic sustainability indicators in measures of performance and to determine compensation for senior leaders and associates. In 2024, the annual cash bonus for our most senior leaders includes the Growth & Impact modifier, which is based on reducing water intensity across our operations and demonstrating progress toward our aspirations for a high performing and inclusive workplace. Achievement at target or better for one or more of the metrics increases the payout by 3-10%, whereas failure to achieve any of the metrics decreases the payout by 10%. Many senior management members have adjusted earnings per share (EPS) as a goal in their annual cash incentive plan, and adjusted return on invested capital (ROIC) is a metric for our long-term equity incentive awards. Management employees with direct involvement in sustainability work, including our 2030 Impact Goals, have water, climate and/or diversity, equity and inclusion targets built into their compensation plans.

(4.5.1) Provide further details on the monetary incentives provided for the management of environmental issues (do not include the names of individuals).

Climate change

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☑ Chief Sustainability Officer (CSO)

(4.5.1.2) Incentives

☑ Bonus - % of salary

☑ Salary increase

(4.5.1.3) Performance metrics

Targets

☑ Progress towards environmental targets

Strategy and financial planning

☑ Board approval of climate transition plan

Emission reduction

☑ Reduction in absolute emissions

(4.5.1.4) Incentive plan the incentives are linked to

☑ Both Short-Term and Long-Term Incentive Plan, or equivalent

(4.5.1.5) Further details of incentives

Our Chief Sustainability Officer (CSO) has his goals aligned with the development and execution of our long term corporate environmental, social and governance (ESG) goals, including our 2030 greenhouse gas (GHG) emissions and water reduction goals. The performance of our business units and our overall corporate performance is driven by our sustainability proposition to our customers and Ecolab's focus on water and conservation is an integral part of our business model and strategy, creating a direct link between earnings growth and long-term incentives for this position.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

To promote company success, sustainability indicators are part of how we measure performance which is used to determine compensation for executives and senior leaders. Our CSO has his goals aligned with the development and execution of our long term corporate ESG goals including our 2030 goals to: 1) reduce water withdrawal by 40% per unit of production across our enterprise from a 2018 baseline, 2) restore greater than 50% of our water withdrawal, & 3) achieve Alliance for Water Stewardship Standard (AWS) certification in high-risk watersheds in which we operate. We also maintain an annual cash incentive program for executives referred to as the Management Incentive Plan (MIP). Under the MIP, we use a mix of overall performance measures that varies by executive position. We utilize strategic sustainability indicators, environment, & safety, as a part of the individual performance measures to promote sustained company success. Additionally, the performance of our business units & our overall corporate performance is driven by our sustainability proposition for our customers, and in support of that proposition we have established ambitious sustainability goals in the areas of water impact, carbon emissions, diverse & inclusive workforce & safety to make a positive impact & set an example of sustainability leadership.

Water

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☑ Chief Sustainability Officer (CSO)

(4.5.1.2) Incentives

☑ Bonus - % of salary

☑ Salary increase

(4.5.1.3) Performance metrics

Targets

☑ Progress towards environmental targets

Resource use and efficiency

☑ Improvements in water efficiency – downstream value chain (excluding direct operations)

(4.5.1.4) Incentive plan the incentives are linked to

☑ Both Short-Term and Long-Term Incentive Plan, or equivalent

(4.5.1.5) Further details of incentives

Our Chief Sustainability Officer (CSO) has his goals aligned with the development and execution of our long term corporate environmental, social and governance (ESG) goals, including our 2030 greenhouse gas (GHG) emissions and water reduction goals. The performance of our business units and our overall corporate performance is driven by our sustainability proposition to our customers and Ecolab's focus on water and conservation is an integral part of our business model and strategy, creating a direct link between earnings growth and long-term incentives for this position. Our value proposition is to achieve superior business performance by delivering the best results while minimizing their environmental impacts, enhancing sustainability is a key driver of our financial success, which translates into the EPS goal in our annual incentive plan and ROIC goal in our equity program.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

To promote company success, sustainability indicators are part of how we measure performance which is used to determine compensation for executives and senior leaders. Our CSO has his goals aligned with the development and execution of our long term corporate ESG goals including our 2030 goals to: 1) reduce water withdrawal by 40% per unit of production across our enterprise from a 2018 baseline, 2) restore greater than 50% of our water withdrawal, & 3) achieve Alliance for Water Stewardship Standard (AWS) certification in high-risk watersheds in which we operate. We also maintain an annual cash incentive program for executives referred to as the Management Incentive Plan (MIP). Under the MIP, we use a mix of overall performance measures that varies by executive position. We utilize strategic sustainability indicators, environment, & safety, as a part of the individual performance measures to promote sustained company success. Additionally, the performance of our business units & our overall corporate performance is driven by our sustainability proposition for our customers, and in support of that proposition we have established ambitious sustainability goals in the areas of water impact, carbon emissions, diverse & inclusive workforce & safety to make a positive impact & set an example of sustainability leadership.

(4.6) Does your organization have an environmental policy that addresses environmental issues?

Does your organization have any environmental policies?
☑ Yes

(4.6.1) Provide details of your environmental policies.

Row 1

(4.6.1.1) Environmental issues covered

☑ Biodiversity

(4.6.1.2) Level of coverage

☑ Organization-wide

(4.6.1.3) Value chain stages covered

☑ Direct operations
☑ Downstream value chain

(4.6.1.4) Explain the coverage

This position applies to Ecolab’s operations, products, and services.

(4.6.1.5) Environmental policy content

Environmental commitments

☑ Commitment to take environmental action beyond regulatory compliance

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

☑ No, but we plan to align in the next two years

(4.6.1.7) Public availability

☑ Publicly available

(4.6.1.8) Attach the policy

4.6.1 Ecolab Biodiversity Position_PDF.pdf

Row 2

(4.6.1.1) Environmental issues covered

☑ Climate change

(4.6.1.2) Level of coverage

☑ Organization-wide

(4.6.1.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain

(4.6.1.4) Explain the coverage

Our Position is company-wide in scope, so we apply the principles of this policy to all our operations, as well as across our value chain. This policy supports Ecolab's Science-Based Target, verified by the Science Based Target Initiative, commits us to reducing absolute Scope 1 and Scope 2 GHG emissions by 50% by 2030 from a 2018 baseline year. In line with this target, we have joined the UN Global Compact's Business Ambition for 1.5˚C and also pledged to operate using 100% renewable electricity by 2030.

(4.6.1.5) Environmental policy content

Environmental commitments

☑ Commitment to take environmental action beyond regulatory compliance
☑ Commitment to stakeholder engagement and capacity building on environmental issues

Climate-specific commitments

☑ Commitment to 100% renewable energy
☑ Commitment to net-zero emissions

Additional references/Descriptions

☑ Description of membership and financial support provided to organizations that seek to influence public policy
☑ Reference to timebound environmental milestones and targets

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

☑ Yes, in line with the Paris Agreement

(4.6.1.7) Public availability

☑ Publicly available

(4.6.1.8) Attach the policy

4.6.1 Ecolab Climate Change Position_pdf.pdf

Row 3

(4.6.1.1) Environmental issues covered

☑ Water

(4.6.1.2) Level of coverage

☑ Organization-wide

(4.6.1.3) Value chain stages covered

☑ Direct operations
☑ Upstream value chain
☑ Downstream value chain

(4.6.1.4) Explain the coverage

Our Position is company-wide in scope, so we apply the principles of this policy to all our operations, as well as across our value chain.

(4.6.1.5) Environmental policy content

Environmental commitments

☑ Commitment to comply with regulations and mandatory standards
☑ Commitment to take environmental action beyond regulatory compliance
☑ Commitment to engage in integrated, multi-stakeholder landscape (including river basin) initiatives to promote shared sustainability goals

Water-specific commitments

☑ Commitment to reduce water consumption volumes
☑ Commitment to reduce water withdrawal volumes
☑ Commitment to control/reduce/eliminate water pollution
☑ Commitment to safely managed WASH in local communities
☑ Commitment to the conservation of freshwater ecosystems
☑ Commitment to water stewardship and/or collective action

Additional references/Descriptions

☑ Acknowledgement of the human right to water and sanitation
☑ Description of dependencies on natural resources and ecosystems
☑ Recognition of environmental linkages and trade-offs

☑ Reference to timebound environmental milestones and targets

☑ Other additional reference/description, please specify: Commitment to perform regular water risk assessments & climate scenario analyses related to water management in operations. Protection & restoration of onsite areas of importance to water resources.

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

☑ Yes, in line with Sustainable Development Goal 6 on Clean Water and Sanitation

(4.6.1.7) Public availability

☑ Publicly available

(4.6.1.8) Attach the policy

4.6.1 Ecolab Water Stewardship Position_pdf.pdf

(4.10) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

(4.10.1) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

☑ Yes

(4.10.2) Collaborative framework or initiative

☑ Ceres
☑ RE100
☑ CEO Water Mandate
☑ UN Global Compact
☑ We Mean Business
☑ Water Resilience Coalition
☑ Alliance for Water Stewardship (AWS)
☑ Science-Based Targets Initiative (SBTi)
☑ Task Force on Climate-related Financial Disclosures (TCFD)

(4.10.3) Describe your organization’s role within each framework or initiative

Task Force on Climate-related Financial Disclosures (TCFD): In 2021, Ecolab Completed TCFD aligned risk assessment and scenario analysis. Climate-related risks are assessed within our enterprise risk management process and annual assessment of significant business risks, which is aligned with recommendations of the Financial Stability Board (FSB) and TCFD. Science Based Targets Initiative: In 2020, Ecolab released net-zero goals approved by the Science Based Targets Initiatives. These targets approved by the Science Based Targets (SBTi) initiative to support the transition to the low-carbon economy. We are also collaborating with suppliers representing 70% of Scope 3 emissions* to set ambitious carbon targets aligned with the Science-Based Targets initiative (SBTi) methodology by 2024. UN Business Ambition for 1.5ºC: We subscribe to the United Nations (UN) Business Ambition for 1.5ºC, a campaign led by the SBTi in partnership with the UN Global Compact and the We Mean Business coalition. This campaign brings together a growing group of leading companies pledging to reduce carbon emissions by 50% by 2030 and achieve net-zero by 2050. Additionally, Ecolab is a signatory of the UN Global Compact CEO Water Mandate. RE100: Ecolab is a member of RE100, a renewable energy initiative bringing together businesses committed to using 100% renewable electricity by 2030. In 2020, Ecolab Pledged to operate using 100% renewable electricity through RE100. Water Resilience Coalition (WRC): Ecolab is a cofounder of the Water Resilience Coalition which has grown to 40 companies with a market capitalization of $5 trillion USD. Ecolab partners with the WRC as part of the UN Global Compact and CEO Mandate. Alliance for Water Stewardship (AWS): Ecolab partners with AWS to certify sites located within high-risk water sheds to the AWS standard, with a goal to achieve AWS certification for all sites located in high-

risk water sheds by 2030. Ceres: In 2024, Ecolab engaged with entities like CERES in lobbying efforts in support of provisions related to the clean energy transition contained within the U.S. Inflation Reduction Act.

(4.11) In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?

(4.11.1) External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the environment

☑ Yes, we engaged directly with policy makers

☑ Yes, we engaged indirectly through, and/or provided financial or in-kind support to a trade association or other intermediary organization or individual whose activities could influence policy, law, or regulation

(4.11.2) Indicate whether your organization has a public commitment or position statement to conduct your engagement activities in line with global environmental treaties or policy goals

☑ Yes, we have a public commitment or position statement in line with global environmental treaties or policy goals

(4.11.3) Global environmental treaties or policy goals in line with public commitment or position statement

☑ Paris Agreement

☑ Sustainable Development Goal 6 on Clean Water and Sanitation

(4.11.4) Attach commitment or position statement

4.11 Ecolab Climate Change Position_pdf (2)-combined.pdf

(4.11.5) Indicate whether your organization is registered on a transparency register

☑ Yes

(4.11.6) Types of transparency register your organization is registered on

☑ Mandatory government register

☑ Voluntary government register

(4.11.7) Disclose the transparency registers on which your organization is registered & the relevant ID numbers for your organization

969504320672-09

(4.11.8) Describe the process your organization has in place to ensure that your external engagement activities are consistent with your environmental commitments and/or transition plan

We employ a cross-functional group of leaders within the company to evaluate opportunities, the impact of specific policy proposals and the direct or indirect impact to the company. We also evaluate proposals alongside public commitments related to climate

(4.11.1) On what policies, laws, or regulations that may (positively or negatively) impact the environment has your organization been engaging directly with policy makers in the reporting year?

Row 1

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

Inflation Reduction Act

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

☑ Climate change

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Energy and renewables

☑ Renewable energy generation

(4.11.1.4) Geographic coverage of policy, law, or regulation

☑ National

(4.11.1.5) Country/area/region the policy, law, or regulation applies to

☑ United States of America

(4.11.1.6) Your organization's position on the policy, law, or regulation

☑ Support with no exceptions

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

☑ Ad-hoc meetings

☑ Responding to consultations

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your

In 2024, Ecolab lobbied Congress in support of the IRA and funding programs associated with it. The legislation aligns with Ecolab's work to help companies reduce their emissions and our internal goals to use 100% renewable energy by 2030 and achieve net-zero emissions across our value chain by 2050. Ecolab is committed to doing our part to realize a lower carbon future, and this legislation will help us and the industries we serve get there more quickly. We also have engaged several departments and agencies across the Administration to illustrate how our work to optimize industrial water use is aligned with many of the principles in the IRA to reduce energy use and greenhouse gas emissions.

(4.11.1.11) Indicate if you have evaluated whether your organization's engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

☑ Paris Agreement

Row 2

(4.11.1.1) Specify the policy, law, or regulation on which your organization is engaging with policy makers

Section 48D of the CHIPS and Science Act

(4.11.1.2) Environmental issues the policy, law, or regulation relates to

☑ Climate change

☑ Water

(4.11.1.3) Focus area of policy, law, or regulation that may impact the environment

Environmental impacts and pressures

☑ Water availability

☑ Water pollution

☑ Other environmental impacts and pressures, please specify: Emissions Reduction

(4.11.1.4) Geographic coverage of policy, law, or regulation

☑ National

(4.11.1.5) Country/area/region the policy, law, or regulation applies to

☑ United States of America

(4.11.1.6) Your organization’s position on the policy, law, or regulation

☑ Support with no exceptions

(4.11.1.8) Type of direct engagement with policy makers on this policy, law, or regulation

☑ Ad-hoc meetings

☑ Responding to consultations

☑ Submitting written proposals/inquiries

(4.11.1.9) Funding figure your organization provided to policy makers in the reporting year relevant to this policy, law, or regulation (currency)

0

(4.11.1.10) Explain the relevance of this policy, law, or regulation to the achievement of your environmental commitments and/or transition plan, how this has informed your engagement, and how you measure the success of your

In 2024, Ecolab lobbied the U.S. Department of the Treasury regarding the implementation of the tax provisions of the 2022 CHIPS and Science Act. Section 48D of the CHIPS and Science act allows semiconductor manufacturing facilities receive an investment tax credit for water management technology will help reduce water use, energy use, and corresponding GHG emissions.

(4.11.1.11) Indicate if you have evaluated whether your organization’s engagement on this policy, law, or regulation is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.1.12) Global environmental treaties or policy goals aligned with your organization's engagement on this policy, law or regulation

☑ Paris Agreement

☑ Sustainable Development Goal 6 on Clean Water and Sanitation

(4.11.2) Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.

Row 1

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ American Chemistry Council

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ Yes, we publicly promoted their current position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Supportive of industry outlook on key energy and sustainability issues.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

240000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Ecolab's participation in the American Chemistry Council's Executive Taskforce on Leadership and Sustainability Policy demonstrates our commitment to advancing sustainability goals and reducing environmental impact. Ecolab was a formative member helping further the engagement of ACC's sustainability committee. Ecolab serves on the ACC's Sustainability Strategy Committee and is leading the policy work focused on water.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned
☑ Paris Agreement
☑ Sustainable Development Goal 6 on Clean Water and Sanitation

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Row 2

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☑ Other trade association in North America, please specify: American Cleaning Institute

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change
☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ Yes, we publicly promoted their current position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Supportive of industry outlook on key energy and sustainability issues.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

137000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Ecolab's participation in the American Cleaning Institute is supportive of industry outlook on key energy and sustainability issues.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

☑ Paris Agreement

☑ Sustainable Development Goal 6 on Clean Water and Sanitation

Row 3

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via other intermediary organization or individual

(4.11.2.2) Type of organization or individual

☑ Other, please specify: Political Organization

(4.11.2.3) State the organization or position of individual

Democratic Governors Association

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Supportive of industry outlook on key energy and sustainability issues. Through our engagement with this organization, we elevate Ecolab's water and climate change related products and services and how we help industry achieve certain sustainability and environmental outcomes.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

80000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Supportive of industry outlook on key energy and sustainability issues. Through our engagement with this organization, we elevate Ecolab's water and climate change related products and services and how we help industry achieve certain sustainability and environmental outcomes.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

☑ Paris Agreement

☑ Sustainable Development Goal 6 on Clean Water and Sanitation

Row 4

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via other intermediary organization or individual

(4.11.2.2) Type of organization or individual

☑ Other, please specify: Political Organization

(4.11.2.3) State the organization or position of individual

Republican Governors Association

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change

☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Supportive of industry outlook on key energy and sustainability issues. Through our engagement with this organization, we elevate Ecolab's water and climate change related products and services and how we help industry achieve certain sustainability and environmental outcomes.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

30000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Supportive of industry outlook on key energy and sustainability issues. Through our engagement with this organization, we elevate Ecolab's water and climate change related products and services and how we help industry achieve certain sustainability and environmental outcomes.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

☑ Paris Agreement

☑ Sustainable Development Goal 6 on Clean Water and Sanitation

Row 5

(4.11.2.1) Type of indirect engagement

☑ Indirect engagement via other intermediary organization or individual

(4.11.2.2) Type of organization or individual

☑ Non-Governmental Organization (NGO) or charitable organization

(4.11.2.3) State the organization or position of individual

CERES

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

☑ Climate change
☑ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

☑ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

☑ Yes, we publicly promoted their current position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Supportive of industry outlook on key energy and sustainability issues. Participated in Ceres organized lobbying in support of IRA funding and programs.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

0

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

☑ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

☑ Paris Agreement
☑ Sustainable Development Goal 6 on Clean Water and Sanitation

(4.12) Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?

☑ Yes

(4.12.1) Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.

Row 1

(4.12.1.1) Publication

☑ In mainstream reports

(4.12.1.3) Environmental issues covered in publication

☑ Climate change
☑ Water

(4.12.1.4) Status of the publication

☑ Complete

(4.12.1.5) Content elements

☑ Governance
☑ Risks & Opportunities
☑ Strategy
☑ Emission targets
☑ Other, please specify: Initiatives and case studies

(4.12.1.6) Page/section reference

PDF Pages: (4, 11, 15, 19, 22-25, 27, 31)

(4.12.1.7) Attach the relevant publication

4.12.1 Ecolab_2024_Annual_Report.pdf

(4.12.1.8) Comment

No additional comment.

Row 2

(4.12.1.1) Publication

☑ In voluntary sustainability reports

(4.12.1.3) Environmental issues covered in publication

☑ Climate change
☑ Water
☑ Biodiversity

(4.12.1.4) Status of the publication

☑ Complete

(4.12.1.5) Content elements

☑ Strategy
☑ Governance
☑ Emission targets
☑ Emissions figures
☑ Risks & Opportunities
☑ Value chain engagement
☑ Dependencies & Impacts
☑ Public policy engagement
☑ Water accounting figures
☑ Other, please specify: Initiatives and case studies

(4.12.1.6) Page/section reference

Water: 30-42 Climate Change: 43-52 Biodiversity: 53-59 Waste: 60 Performance Data (water, climate change, waste, and other topics): 105--114

(4.12.1.7) Attach the relevant publication

4.12.1 Ecolab 2024 Growth and Impact Report.pdf

(4.12.1.8) Comment

No additional comment.

Row 3

(4.12.1.1) Publication

☑ In voluntary sustainability reports

(4.12.1.3) Environmental issues covered in publication

☑ Climate change
☑ Water

(4.12.1.4) Status of the publication

☑ Complete

(4.12.1.5) Content elements

☑ Risks & Opportunities
☑ Strategy
☑ Emissions figures
☑ Emission targets
☑ Other, please specify: Initiatives and case studies

(4.12.1.6) Page/section reference

Pages 1-5

(4.12.1.7) Attach the relevant publication

4.12.1 Ecolab 2024 TCFD Index.pdf

(4.12.1.8) Comment

No additional comment.

C5. Business strategy

(5.1) Does your organization use scenario analysis to identify environmental outcomes?

Climate change

(5.1.1) Use of scenario analysis

☑ Yes

(5.1.2) Frequency of analysis

☑ Every two years

Water

(5.1.1) Use of scenario analysis

☑ Yes

(5.1.2) Frequency of analysis

☑ Annually

(5.1.1) Provide details of the scenarios used in your organization's scenario analysis.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☑ RCP 4.5

(5.1.1.2) Scenario used SSPs used in conjunction with scenario

☑ No SSP used

(5.1.1.3) Approach to scenario

☑ Qualitative

(5.1.1.4) Scenario coverage

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

☑ Acute physical

(5.1.1.6) Temperature alignment of scenario

☑ 2.0ºC - 2.4ºC

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

Select all that apply

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Climate change (one of five drivers of nature change)

☑ Other local ecosystem asset interactions, dependencies and impacts driving forces, please specify: Water

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Changes in precipitation could change the likelihood of flood events occurring. The magnitude of a flood is measured in terms of likelihood that such an event will occur (from every year to one-in-100 years). The data used represents any type of precipitation event and does not directly predict the number of hurricane/tropical storm events. Although in certain areas, precipitation events with a recurrence interval (RI) of 20- years or greater are often associated with hurricane/tropical storm events. For hurricane events the sudden overflow of inland water or rapid accumulation of surface water could be coupled with a storm surge event leading to more localized flooding and damage. We modelled our key business operations and supply chain locations which have experienced the impacts of these extreme weather events in the past. While the analysis and modeling incorporated global, company-wide locations, a greater percentage of Gulf Coast locations were incorporated to better understand compounded implications associated with supply chain disruptions. Understanding how these events could impact us in the future enables us to enhance our planning and be more resilient. The materiality of these events in RCP Low 4.5, High 4.5, and 8.5 was assessed via a financial impact analysis which included potential damage of infrastructure, inventory, and business interruption. Based on this modelling, we understand what locations in our portfolio are at a higher risk.

(5.1.1.11) Rationale for choice of scenario

To account for uncertainty, we leveraged these three climate scenarios to explore various plausible futures and further challenge standard assumptions to integrate the range of these uncertainties into our risk management thinking. These three scenarios we modeled for are aligned with industry best practice to explore potential implications associated with a lower relative warming (RCP low 4.5 – below 2C), a moderate relative warming (RCP high 4.5 – 2-4C) and higher relative warming (RCP 8.5 – above 4C) future. Based on the advice of key climate experts and climate modelers, we leveraged RCP low 4.5 as opposed to RCP 2.6, as we feel that, realistically, our world is no longer aligned with an RCP 2.6 pathway. By modeling for a higher warming pathway, Ecolab feels that we can be better prepared to understand the potential range of impacts we could be exposed to.

Water

(5.1.1.1) Scenario used

Physical climate scenarios

☑ RCP 8.5

(5.1.1.2) Scenario used SSPs used in conjunction with scenario

☑ SSP2

(5.1.1.3) Approach to scenario

☑ Quantitative

(5.1.1.4) Scenario coverage

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

☑ Acute physical

(5.1.1.6) Temperature alignment of scenario

☑ 4.0ºC and above

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

☑ 2025

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Climate change (one of five drivers of nature change)

☑ Other local ecosystem asset interactions, dependencies and impacts driving forces, please specify: Water

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Annually, we assess facility operations in water-stressed areas using scenario analysis. Our evaluation examines multiple climate scenarios to gauge resilience to potential changes. We model water demand, supply, stress, and variability for three periods, two climate scenarios (RCP4.5 & RCP8.5), and two socioeconomic pathways in the WRI Aqueduct tool. Our focus is a 2030 "business as usual" scenario (SSP2 RCP8.5), reflecting stable development with rising CO2 emissions. In 2023, 26% of Ecolab withdrawal originated from areas with "high" or "extremely high" baseline water stress (Aqueduct). We assess high BWS sites based on

production metrics, Aqueduct inputs, and Smart Water Navigator tool: 1. Production intensity (>1% of site production/total); 2. 10-year potential Revenue at Risk (>10% based on Smart Water Navigator); 3. Future BWS stability or increase per IPCC RCP 8.5 (Aqueduct). Revenue at risk compares estimated water requirements for revenue generation (cubic meters per USD) to business' share of available water in the basin allocated by economic activity (contribution to basin-level GDP). In 2023, we expanded risk assessment to include water-related extreme weather events, evaluating risk across RCP Low 4.5, RCP High 4.5, and RCP 8.5 scenarios. Financial impact analysis assesses materiality in RCP Low 4.5, High 4.5, and 8.5, including infrastructure damage, inventory, and business interruption.

(5.1.1.11) Rationale for choice of scenario

To account for uncertainty, we leveraged these three climate scenarios to explore various plausible futures and further challenge standard assumptions to integrate the range of these uncertainties into our risk management thinking. These three scenarios we modeled for are aligned with industry best practice to explore potential implications associated with a lower relative warming (RCP low 4.5 – below 2C), a moderate relative warming (RCP high 4.5 – 2-4C) and higher relative warming (RCP 8.5 – above 4C) future. Based on the advice of key climate experts and climate modelers, we leveraged RCP low 4.5 as opposed to RCP 2.6, as we feel that, realistically, our world is no longer aligned with an RCP 2.6 pathway. By modeling for a higher warming pathway, Ecolab feels that we can be better prepared to understand the potential range of impacts we could be exposed to.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

☑ Bespoke climate transition scenario

(5.1.1.3) Approach to scenario

☑ Qualitative

(5.1.1.4) Scenario coverage

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

☑ Market

(5.1.1.6) Temperature alignment of scenario

☑ 1.6ºC - 1.9ºC

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Climate change (one of five drivers of nature change)

☑ Other local ecosystem asset interactions, dependencies and impacts driving forces, please specify

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Transition Risks: As part of Ecolab's 2021 climate-related risk screening and assessment, we conducted workshops with key stakeholders that included a qualitative scenario analysis of transition risks. The qualitative scenario analysis began with a structured judgement interview and continued education of senior leaders on the potential impacts of various future climate scenarios, including a Business-as-Usual scenario (4C), moderate warming scenario (2-4C) and a low warming scenario (2C). The workshops helped to identify trends and implications of the overarching set of parameters with potential to impact our business. The discussions also included an assessment of the potential impact of different climate scenarios on various risk types, including implications of current and emerging regulation, investor and market perspective, the availability of cost of raw and synthetic materials, etc..

(5.1.1.11) Rationale for choice of scenario

To account for uncertainty, we leveraged these three climate scenarios to explore various plausible futures and further challenge standard assumptions to integrate the range of these uncertainties into our risk management thinking. These three scenarios we modeled for are aligned with industry best practice to explore potential implications associated with a lower relative warming (RCP low 4.5 – below 2C), a moderate relative warming (RCP high 4.5 – 2-4C) and higher relative warming (RCP 8.5 – above 4C) future. Based on the advice of key climate experts and climate modelers, we leveraged RCP low 4.5 as opposed to RCP 2.6, as we feel that, realistically, our world is no longer aligned with an RCP 2.6 pathway. By modeling for a higher warming pathway, Ecolab feels that we can be better prepared to understand the potential range of impacts we could be exposed to.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☑ RCP 8.5

(5.1.1.2) Scenario used SSPs used in conjunction with scenario

☑ No SSP used

(5.1.1.3) Approach to scenario

☑ Quantitative

(5.1.1.4) Scenario coverage

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

☑ Acute physical

(5.1.1.6) Temperature alignment of scenario

☑ 4.0ºC and above

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

☑ 2030

☑ 2050

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Climate change (one of five drivers of nature change)

☑ Other local ecosystem asset interactions, dependencies and impacts driving forces, please specify

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Physical Risks: In 2021, Ecolab conducted scenario analysis to assess potential physical risks under three future climate scenarios (RCP Low 4.5, RCP High 4.5, and RCP 8.5). To understand the impacts of increasing frequency and severity of extreme weather events, extreme precipitation was modelled because increased rainfall in watersheds that feed into streams and rivers could lead to flood events. Changes in precipitation could change the likelihood of flood events occurring. The magnitude of a flood is measured in terms of likelihood that such an event will occur (from every year to one-in-100 years). The data used represents any type of precipitation event and does not directly predict the number of hurricane/tropical storm events. Although in certain areas, precipitation events with a recurrence interval (RI) of 20- years or greater are often associated with hurricane/tropical storm events. For hurricane events the sudden overflow of inland water or rapid accumulation of surface water could be coupled with a storm surge event leading to more localized flooding and damage. We modelled our key business operations and supply chain locations which have experienced the impacts of these extreme weather events in the past. While the analysis and modeling incorporated global, company-wide locations, a greater percentage of Gulf Coast locations were incorporated to better understand compounded implications associated with supply chain disruptions. Understanding how these events could impact us in the future enables us to enhance our planning and be more resilient. The materiality of these events in RCP Low 4.5, High 4.5, and 8.5 was assessed via a financial impact analysis which included potential damage of infrastructure, inventory, and business interruption. Based on this modelling, we understand what locations in our portfolio are at a higher risk.

(5.1.1.11) Rationale for choice of scenario

To account for uncertainty, we leveraged these three climate scenarios to explore various plausible futures and further challenge standard assumptions to integrate the range of these uncertainties into our risk management thinking. These three scenarios we modeled for are aligned with industry best practice to explore potential implications associated with a lower relative warming (RCP low 4.5 – below 2C), a moderate relative warming (RCP high 4.5 – 2-4C) and higher relative warming (RCP 8.5 – above 4C) future. Based on the advice of key climate experts and climate modelers, we leveraged RCP low 4.5 as opposed to RCP 2.6, as we feel that, realistically, our world is no longer aligned with an RCP 2.6 pathway. By modeling for a higher warming pathway, Ecolab feels that we can be better prepared to understand the potential range of impacts we could be exposed to.

Water

(5.1.1.1) Scenario used

Physical climate scenarios

☑ RCP 4.5

(5.1.1.2) Scenario used SSPs used in conjunction with scenario

☑ SSP2

(5.1.1.3) Approach to scenario

☑ Quantitative

(5.1.1.4) Scenario coverage

☑ Organization-wide

(5.1.1.5) Risk types considered in scenario

☑ Acute physical

(5.1.1.6) Temperature alignment of scenario

☑ 2.0ºC - 2.4ºC

(5.1.1.7) Reference year

2021

(5.1.1.8) Timeframes covered

☑ 2030

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

☑ Climate change (one of five drivers of nature change)

☑ Other local ecosystem asset interactions, dependencies and impacts driving forces, please specify: Water

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

Annually, we assess facility operations in water-stressed areas using scenario analysis. Our evaluation examines multiple climate scenarios to gauge resilience to potential changes. We model water demand, supply, stress, and variability for three periods, two climate scenarios (RCP4.5 & RCP8.5), and two socioeconomic pathways in the WRI Aqueduct tool. Our focus is a 2030 "business as usual" scenario (SSP2 RCP8.5), reflecting stable development with rising CO2 emissions. In 2023, 26% of Ecolab withdrawal originated from areas with "high" or "extremely high" baseline water stress (Aqueduct). We assess high BWS sites based on production metrics, Aqueduct inputs, and Smart Water Navigator tool: 1. Production intensity (>1% of site production/total); 2. 10-year potential Revenue at Risk (>10% based on Smart Water Navigator); 3. Future BWS stability or increase per IPCC RCP 8.5 (Aqueduct). Revenue at risk compares estimated water requirements for revenue generation (cubic meters per USD) to business' share of available water in the basin allocated by economic activity (contribution to basin-level GDP). In 2023, we expanded risk assessment to include water-related extreme weather events, evaluating risk across RCP Low 4.5, RCP High 4.5, and RCP 8.5 scenarios. Financial impact analysis assesses materiality in RCP Low 4.5, High 4.5, and 8.5, including infrastructure damage, inventory, and business interruption.

(5.1.1.11) Rationale for choice of scenario

To account for uncertainty, we leveraged these three climate scenarios to explore various plausible futures and further challenge standard assumptions to integrate the range of these uncertainties into our risk management thinking. These three scenarios we modeled for are aligned with industry best practice to explore potential implications associated with a lower relative warming (RCP low 4.5 – below 2C), a moderate relative warming (RCP high 4.5 – 2-4C) and higher relative warming (RCP 8.5 – above 4C) future. Based on the advice of key climate experts and climate modelers, we leveraged RCP low 4.5 as opposed to RCP 2.6, as we feel that, realistically, our world is no longer aligned with an RCP 2.6 pathway. By modeling for a higher warming pathway, Ecolab feels that we can be better prepared to understand the potential range of impacts we could be exposed to.

(5.1.2) Provide details of the outcomes of your organization's scenario analysis.

Climate change

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

☑ Risk and opportunities identification, assessment and management
☑ Strategy and financial planning
☑ Resilience of business model and strategy
☑ Capacity building
☑ Target setting and transition planning

(5.1.2.2) Coverage of analysis

☑ Organization-wide

(5.1.2.3) Summarize the outcomes of the scenario analysis and any implications for other environmental issues

Scenario analysis was performed across three climate scenarios, RCP low 4.5, RCP high 4.5 and RCP 8.5 across two time horizons (2030, 2050) & our top global facilities. We leveraged LOCA statistical downscaling models to provide an indication of how 20-yr precipitation events could change in frequency/severity over 2030 & 2050. The key risk driver was a direct impact on Ecolab's infrastructure and products, potentially caused by flooding associated with increased rainfall events. 2 sites had moderate risk (1-5% of operating costs), 12 sites had low risk (<1% of operating costs). To respond to climate impacts, risks and opportunities, Ecolab addresses climate-related matters through governance, strategy and risk management processes. This work includes defining climate-related key performance indicators and improving data collection and management to better inform scenario analyses. This work also includes strategically allocating financial resources to respond to impacts, risks and opportunities while advancing business growth and customer goals through sustainable solutions. An example of this is includes Ecolab's efforts to drive positive climate impact in partnership with our customers through helping customers along their decarbonization journey by collectively avoiding 6 million metric tons CO2e by 2030.

Water

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

☑ Risk and opportunities identification, assessment and management
☑ Strategy and financial planning

☑ Resilience of business model and strategy
☑ Capacity building
☑ Target setting and transition planning

(5.1.2.2) Coverage of analysis

☑ Organization-wide

(5.1.2.3) Summarize the outcomes of the scenario analysis and any implications for other environmental issues

Our analysis of operations within areas of high baseline water stress found that in 2024 46% of total Ecolab withdrawal is sourced from areas with “high” or “extremely high” baseline water stress (Aqueduct). Our analysis of water-related extreme weather events assessed the adaptive capacity of our most at-risk facilities and resources. Our annual water risk assessment evaluates 100% of our direct operations and is used to identify facilities that may operate within regions facing water-related risks, both in the near- and long-term. 29 sites representing 77% of total production volume and 54% of total water withdrawals have been identified as operating in basins where production may be affected by water risk While no site surpassed Ecolab’s substantive risk threshold, the implications from compounding risks were not incorporated. Therefore, it is likely that some of the impacts experienced from extreme weather events could be greater than quantified. Examining three climate world models across multiple time horizons accounts for model uncertainty, allowing Ecolab to test management agility. Though RCP 8.5 is the most aggressive warming scenario, more extreme weather was predicted to impact Ecolab in the less aggressive warming scenarios (i.e., RCP low 4.5). The annual analysis of operations within areas of high baseline water stress helps us prioritize where to focus our water conservation efforts. The timescale of our response is short-term (0-5 years), and we have already invested in risk mitigation projects at many of our sites identified as at-risk. For example, several sites located within at-risk water basins are already working to make a positive impact on water availability, quality and access within water-stressed basins, and are in scope of our 2030 Positive Impact Goals to restore greater than 50% of water withdrawal and obtain AWS certification within high-risk watersheds. Several sites located within at-risk water basins are already working to make a positive impact on water availability, quality and access within water-stressed basins. For example, in 2024, we continued to invest in the landmark water conservation project with the Colorado River Indian Tribes (CRIT) and the state of Arizona within our City of Industry manufacturing site’s watershed, which delivers an annual volumetric benefit of 19.2 million gallons (~73,000 cubic meters) of water. Ecolab also supports the Loch Leven Project in partnership with The Nature Conservancy, working to restore and enhance wetlands and provide flood storage capacity within the Mississippi River Delta near our Garyville manufacturing facility. Our contribution to this work allows for 164 million gallons (620,000 cubic meters) of water replenishment in the Upper Mississippi River Basin each year.

(5.2) Does your organization’s strategy include a climate transition plan?

(5.2.1) Transition plan

☑ Yes, we have a climate transition plan which aligns with a 1.5°C world

(5.2.3) Publicly available climate transition plan

☑ Yes

(5.2.4) Plan explicitly commits to cease all spending on, and revenue generation from, activities that contribute to fossil fuel expansion

☑ No, and we do not plan to add an explicit commitment within the next two years

(5.2.6) Explain why your organization does not explicitly commit to cease all spending on and revenue generation from activities that contribute to fossil fuel expansion

Ecolab plays a key role in helping industries, including oil and gas, reduce greenhouse gas emissions, improve energy efficiency, and minimize environmental impact. While committed to sustainability, Ecolab has not committed to ceasing all spending on or revenue from fossil fuel expansion. Ecolab drives environmental progress by working with fossil fuel companies to transition to cleaner, more efficient operations. Ecolab's solutions help reduce emissions and resource use in industries with significant environmental impact. By staying engaged in the oil and gas sector, Ecolab provides the technologies needed to lower emissions and improve sustainability. For example Ecolab partners with Shell through the Energy Transition Campus Amsterdam and engages on projects focused around four key areas: driving plastic circularity, carbon abatement and removal solutions, hydrogen production and biofuel development. This approach allows Ecolab to remain financially stable while contributing to the global energy transition. By continuing to work with the fossil fuel sector, Ecolab can influence positive changes, aligning with its mission to make the world cleaner and healthier while supporting the transition to renewable energy.

(5.2.7) Mechanism by which feedback is collected from shareholders on your climate transition plan

☑ We have a different feedback mechanism in place

(5.2.8) Description of feedback mechanism

Our climate transition plan is publicly available and communicated to our shareholders. Our shareholders have the opportunity to file resolutions on this plan and otherwise raise questions regarding the transition plan throughout the year. Our Chief Sustainability Officer and VP of Investor Relations frequently meet with shareholders to discuss the plan and progress toward our climate targets.

(5.2.9) Frequency of feedback collection

☑ More frequently than annually

(5.2.10) Description of key assumptions and dependencies on which the transition plan relies

When developing the climate transition plan, Ecolab relied on the assumption that significant, global action to reduce greenhouse gas emissions (GHG) and limit warming to 1.5C is needed to mitigate climate change. As part of the UN Global Compact Forward Faster Campaign in alignment with UN Sustainable Development Goal (SDG) 13 is needed to mitigate climate change, Ecolab is committed to “take urgent action to combat climate change and its impacts". While Ecolab acts as a leading example for advancement and impact on climate change, Ecolab is dependent on the collaboration with customers, suppliers, communities, associates, shareholders, governmental bodies and non-governmental partners to achieve collective goals to sustain thriving businesses and create a resilient, positive future. As Ecolab focuses on building a net positive future, Ecolab is committed to the transition to a clean energy economy by identifying opportunities for our company, suppliers, customers and partners to work together to reduce GHG emissions and transparently report climate-related information to stakeholders. Ecolab has set targets aligned with the latest science and has committed to achieving net-zero in our own operations. Ecolab utilizes a combination of tactics in line with science-based strategies that aim to reduce emissions in our own operations, including increasing energy efficiency, utilizing renewable electricity and electrifying our fleet of service vehicles. These pathways, among other initiatives, are helping us make significant strides toward our net-zero commitment. We do not currently purchase carbon offsets nor have short-term plans to do so. Ecolab collaborates with suppliers to 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 use of sold products.

(5.2.11) Description of progress against transition plan disclosed in current or previous reporting period

Ecolab is making progress toward their climate transition plan by engaging across the value chain: Ecolab is working with both downstream and upstream partners to

reduce Ecolab's Scope 3 emissions by 25% from a 2022 base year. In 2024, Ecolab continued to bolster supplier engagement initiatives particularly with suppliers that have a high impact on Scope 3 emissions. Ecolab partners with CDP Supply Chain to collect data on suppliers carbon targets, inventories and primary emissions related to Ecolab's business portfolio. This data is used to monitor the progress of our suppliers on their climate goals and is integrated into our continuously evolving Scope 3 inventory to increase accuracy. Direct supplier engagement efforts are focused on suppliers both lagging and excelling in sustainability, particularly carbon reduction, as we move our value chain forward on the trajectory to net-zero by 2050. Optimizing our operations: Ecolab is focused on reducing absolute Scope 1 and 2 emissions by 50% from a 2018 base year and using 100% renewable electricity by 2030. Ecolab is actively expanding energy efficiency projects at Ecolab sites across the globe. In 2024, Ecolab completed process improvement projects that reduced total energy consumption by over 3 billion BTUs and emissions by almost 141 metric tons CO2e. In 2023, multiple locations implemented energy-efficiency projects including the installation of LED lighting, smart lighting and electric equipment controls and destratifiers to provide optimized indoor air conditions. Facilities also optimized boiler systems and hot water operations, improved insulation and/or altered building temperature settings to reduce energy consumption. Ecolab also partners with renewable energy producer Clearway Energy Group through a virtual power purchasing agreement (VPPA) to cover 100% of Ecolab's annual electricity use in the United States and Canada. In 2024, we began sourcing 100% of the electricity needs for our sites in the European Union through our partnership with asset management firm Low Carbon. Combined with several on-site solar arrays, the two agreements allow us to source approximately 71% of our electric power from renewable sources. Ecolab continues to transition the company owned fleet to electric vehicles. In 2024, Ecolab continued to partner with Ford Pro to accelerate these efforts in North America, with the goal of supplying 100% of sales and service associates in California with EV's by 2025. In 2024, Ecolab has 71% of their total electricity usage considered renewable, which is on track to meet their goal of 100% renewable by 2030. Helping customers minimize their carbon footprint: Our goal is to help customers avoid 6 million metric tons CO2e, preventing nearly 10 million pollution-induced illnesses each year by 2030. In 2024, through the use of new technologies to help customers reduce their emissions, Ecolab helped customers avoid emitting 4.6 million metric tons of GHG emissions.

(5.2.12) Attach any relevant documents which detail your climate transition plan (optional)

4.12.1 Ecolab 2024 Growth & Impact Report.pdf,4.6.1 Ecolab Climate Change Position_pdf.pd

(5.2.13) Other environmental issues that your climate transition plan considers

☑ No other environmental issue considered

(5.3) Have environmental risks and opportunities affected your strategy and/or financial planning?

(5.3.1) Environmental risks and/or opportunities have affected your strategy and/or financial planning

☑ Yes, both strategy and financial planning

(5.3.2) Business areas where environmental risks and/or opportunities have affected your strategy

☑ Products and services
☑ Upstream/downstream value chain
☑ Investment in R&D
☑ Operations

(5.3.1) Describe where and how environmental risks and opportunities have affected your strategy.

Products and services

(5.3.1.1) Effect type

☑ Risks

☑ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

☑ Climate change

☑ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

A trusted partner at millions of customer locations, Ecolab offers water, hygiene and infection prevention solutions and services that protect people and the resources vital to life. The development of our products and services is influenced by the need to address identified climate-related risks and opportunities for and through our customers; this is core to our purpose and core to existing business activities. This strategy is imbedded into our Research and Development (R&D) process fundamentally, as our value proposition is incumbent on delivering water & energy savings to our customers. As climate-related risks become increasingly clear and are being experienced by our customers, we have responded by investing more R&D dollars to bring more products and services to market. Significant investment in products that we have recently developed in response to customer needs which directly address climate-related risks include our APEX Warewashing System, DryExx beverage line lubrication system, & 3D TRASAR system for cooling tower and boiler feed water conditioning, all of which reduce the use of water & energy usage compared to conventional systems. As an example, our production facility in Suzano, Brazil saved 975,000 gallons of water with the help of our 3D TRASAR Technology. Separately, in collaboration with Digital Realty, Ecolab piloted the next generation of AI-enabled technology; a solution which identifies real-time operational inefficiencies in cooling systems and recommends actions for fast improvement. Once fully implemented, the solution is expected to drive up to a 15% reduction in water use, extend the life of equipment and avoid the withdrawal of up to 126 million gallons of potable water from local watersheds annually. We have also developed tools (Ecolab Smart Water Navigator, Water Flow Intelligence, and Ecolab3D IIOT Platform) which mark a substantial strategic investment in promoting water awareness and stewardship, which further support our customer value proposition. The Smart Water Navigator is a publicly available online tool that helps businesses increase water resilience and support responsible growth by turning corporate water targets into real, on-the-ground results. We also use an eROI program to measure and communicate the sustainability benefits we provide to customers via eROI case studies, which document & monetize all positive impacts for customers, which is critical to driving and sustaining growth with our industrial customers who have diverse needs and risks related to water.

Upstream/downstream value chain

(5.3.1.1) Effect type

☑ Risks

☑ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

☑ Climate change

☑ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Our unique combination of expertise and innovative solutions makes the world cleaner, safer and healthier while protecting people and vital resources across the entire value chain. From the raw materials that are the building blocks of nearly every product, to production and manufacturing, to retail and service environments

where products meet people, Ecolab is behind the scenes working with our customers to improve performance, meet increasing demand and reduce environmental impact. Currently, we have global strategic sourcing agreements with large multinational chemical and material companies. These strategic partners are also customers that depend on Ecolab's smart technology, expertise, and services to manage and mitigate climate and operational risks associated with water and energy. For example, in 2022 we partnered with Marriott International to implement technologies to save water and energy, increase productivity and improve their bottom line. This included implementation of Ecolab's 3D Trasar Technology for Cooling Water and the Aquanomic Low Temp Laundry Program leading to significant reductions in water use, energy use and solid waste. Projects like these improve resource consumption efficiency, support business continuity, and mitigate suppliers' climate related operational risks. While our value chain may be impacted by climate-related physical and transition risks or opportunities, through the delivery of our products and services it presents a significant revenue opportunity.

Investment in R&D

(5.3.1.1) Effect type

☑ Risks

☑ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

☑ Climate change

☑ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

We take a comprehensive approach to addressing the environmental, economic, and social impacts of our product and service offerings and consider how each solution increases efficiency, minimizes the use of natural resources and improves safety – from sourcing to manufacturing, to use and disposal. Ecolab has a long-standing history of implementing both hazard and risk assessment tools in our product development processes and we use a precautionary approach, meaning we strive to protect human health and the environment even in the absence of scientific certainty or regulatory requirements. In 2024 Ecolab employed 3,000 research, development, engineering and digital employees. In 2024, Ecolab Research expenditures that relate to the development of new products and processes, including significant improvements and refinements to existing products was $207 million which is an increase from the previous years. This presents an opportunity for gaining market share across all our business areas due to the dynamic nature of climate-related risks, which our products and services are designed to solve for when in use at our more than three million customer locations. The magnitude of this impact is medium-high. We have made large investments to date, increasing our R&D investment funding to around 1.3% of sales to enable us to expand investments in experts that can evaluate our customers processes and identify opportunities to reduce water and energy consumption. We employ our Impacts that Matter product sustainability framework to evaluate the full impact of each product or service and invest in R&D activities that help customers optimize water and energy while maintaining performance requirements and meeting compliance related requirements. For example, Ecolab is partnering with the leading global provider of cloud and carrier-neutral data center, colocation and interconnection solutions to deploy an innovative AI-driven water conservation solution in 35 of Digital Realty's U.S. data centers. Implemented by Nalco Water, Ecolab's water and process management business, the pilot aims to enhance Digital Realty's water use efficiency and minimize environmental impact. Once fully implemented, the solution is expected to drive up to a 15% reduction in water use, extend the life of equipment and avoid the withdrawal of up to 126 million gallons of potable water from local watersheds annually.

Operations

(5.3.1.1) Effect type

☑ Risks

☑ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

☑ Climate change

☑ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Our operations may be impacted by climate-related physical and transition risks/ opportunities. Although the risk is as likely as unlikely, if extreme weather events increase in frequency, this could disrupt our manufacturing operations and those of our supply chain. In 2024, we invested $48 million and $4.3 million in capital and operating environmental programs, respectively. In 2021, severe winter storms in Texas and the Gulf Coast interrupted our operations, leading to supply chain disruptions, impacting several large customer locations, including refineries, as well as our own plants. This severe and uncharacteristic weather event collapsed local power grids and had a material financial impact on our business. Examples of substantial business decisions and related investments that have been made related to climate-related impacts include: - Conducting annual water risk assessments using the World Resources Institute's Aqueduct Tool, and World Wildlife Fund's Water Risk Filter, as well as financial cost valuations from Ecolab's Smart water navigator to inform decisions at an operational level. We build upon this analysis to further evaluate water risks and their relation to business growth by considering production volume at sites and potential revenue-at-risk. The In 2024 this assessment identified 29 sites representing 77% of total production volume and 54% of total water withdrawal were identified as operating in basins where production may be affected by water risk. Several sites located within at-risk water basins are already working to make a positive impact on water availability, quality and access within water-stressed basins. For example, in 2024, we continued to invest in the landmark water conservation project with the Colorado River Indian Tribes (CRIT) and the state of Arizona within our City of Industry manufacturing site's watershed, which delivers an annual volumetric benefit of 19.2 million gallons (~73,000 cubic meters) of water. The sites identified are in scope of our 2030 Impact Goals to restore greater than 50% of absolute water withdrawal at high-risk sites and obtain Alliance for Water Stewardship Standard certification for sites located within high-risk watersheds.

(5.3.2) Describe where and how environmental risks and opportunities have affected your financial planning.

Row 1

(5.3.2.1) Financial planning elements that have been affected

☑ Revenues

☑ Direct costs

☑ Indirect costs

☑ Capital expenditures

☑ Capital allocation

(5.3.2.2) Effect type

☑ Risks

☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

☑ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Climate-related impacts on financial planning elements such as revenues, operating costs, capital expenditures, access to capital, assets, and liabilities are factored into our financial planning process via the Annual Business Significance Risks Assessment. We are constantly looking for ways to not only innovate solutions that help our customers mitigate climate-related risks, but also inform our acquisition and divestment strategy, and as such, climate-related impacts on acquisitions and divestments are also factored into our financial planning process via the Annual Business Significance Risks Assessment. Indirect costs, notably utility costs, are a financial planning element that have been influenced by our assessment of climate-related risks and opportunities. Ecolab operations are not water and energy intensive, therefore utility costs are not substantial. However, we invest in mitigation strategies in our “hot spot” operations to reduce water and energy use, including a focus on water efficiency projects in high-risk watersheds. Those projects do require operating expenses to implement. Management of these risks presented to our business by climate change are part of the operating cost of our business.

Row 2

(5.3.2.1) Financial planning elements that have been affected

☑ Revenues
☑ Direct costs
☑ Indirect costs
☑ Capital expenditures
☑ Capital allocation

(5.3.2.2) Effect type

☑ Risks
☑ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

☑ Water

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Water-related issues included in financial planning: 1) water withdrawals, water discharge & consumption in operations, upstream & downstream; and 2) water-related risks affected by climate change, including future water stress. We integrate water consumption & water-related risks into financial planning activities through our annual capital & operational expenditure planning cycle, & our Create & Maintain Value program which deploys capital to manufacturing plants to increase efficiency. Water risks & business continuity issues are addressed by the Annual Assessment of Significant Business Risks where water risk assessment results are shared with the Enterprise Risk Team for consideration in financial planning, such as future plant sites & adjusting insurance policies for sites with known or predicted water risks. An example is the AWS certification being achieved at 13 of Ecolab's facilities, 10 of which are in water-stressed basins. In 2024, this included the addition of manufacturing plants Placentia, California, Greensboro, North Carolina and Santiago, Chile. Water related issues are integrated into our financial planning elements with an extended view, ensuring we have sufficient financial resources to manage risks that may emerge beyond a 10-year timeframe. Our 2030 goals are

included as part of this overall strategy: 1) help customers conserve 300 billion gallons of water per year, 2) reduce water withdrawal by 40% per unit of production across our enterprise from a 2018 baseline, 3) restore greater than 50% of our water withdrawal, and 4) achieve AWS certification in high-risk watersheds in which we operate.

(5.4) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

Identification of spending/revenue that is aligned with your organization's climate transition	Methodology or framework used to assess alignment with your organization's climate transition
☑ Yes	☑ Other methodology or framework

(5.4.1) Quantify the amount and percentage share of your spending/revenue that is aligned with your organization's climate transition.

Row 1

(5.4.1.1) Methodology or framework used to assess alignment

☑ Other, please specify: Clean Revenue: Revenue from product and service offerings that deliver a social or environmental benefit

(5.4.1.5) Financial metric

☑ Revenue/Turnover

(5.4.1.6) Amount of selected financial metric that is aligned in the reporting year (currency)

10389324000

(5.4.1.8) Percentage share of selected financial metric planned to align in 2025 (%)

66

(5.4.1.7) Percentage share of selected financial metric aligned in the reporting year (%)

70

(5.4.1.9) Percentage share of selected financial metric planned to align in 2030 (%)

80

(5.4.1.12) Details of the methodology or framework used to assess alignment with your organization's climate transition

We define clean revenue as revenue from product and service offerings that deliver a clear and significant social or environmental benefit. While there is currently no

generally accepted standard for quantifying clean revenue, we have sought to align with reputable external standards where possible. In 2024, our clean revenue total includes: 1. Revenue from water- and energy saving technologies within our Global Industrial and Global Institutional divisions that deliver meaningful improvements in use-phase resource efficiency as defined by the Sustainability Accounting Standards Board (SASB) Chemicals Standard. 2. Revenue from wastewater treatment technologies within our Global Industrial division. Our wastewater treatment technologies protect watersheds and enable our customers to meet stringent water quality requirements. 3. Revenue from separation, purification and extraction technologies from our Purolite business. 4. Products certified by third parties such as Green Seal, Nordic Swan, EU Ecolabel and EPA Safer Choice, which deliver clear environmental and/or social benefits relative to the typical market product. Using these criteria, we have determined that 66% of our 2024 revenue can be considered clean and believe this is a conservative estimate. As we continue to improve our clean revenue methodology and data collection systems to capture the full breadth of environmental and social value that our products and services deliver across our key impact areas of water, climate, food and health, we expect our clean revenue figure to increase in future years.

(5.9) What is the trend in your organization’s water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

(5.9.1) Water-related CAPEX (+/- % change)

-24

(5.9.2) Anticipated forward trend for CAPEX (+/- % change)

5

(5.9.3) Water-related OPEX (+/- % change)

-24

(5.9.4) Anticipated forward trend for OPEX (+/- % change)

3

(5.9.5) Please explain

Ecolab's water-related CAPEX and OPEX are based on Sustainability investments related to water as part of general sustainability efforts. In 2024, we invested $48 million and $4.3 million in capital and operating environmental programs, respectively. This is a decrease compared to 2023, leading to a decreased forward trend. In 2024, our efforts to improve operational efficiency resulted in a 29% total reduction in water impact across our enterprise getting us closer to our goal of a 40% reduction. For example key investments in 2024, at our Llantrisant, Wales manufacturing facility like Water Flow Intelligence to meter and monitor water consumption, conversion of a lab reactor cooling system to closed loop, and reductions in reverse osmosis overflow, contributed to an absolute water reduction of 2,600,000 gallons year over year at the site. Projects like these contributed to the 461.62 megaliter reduction in Ecolab’s total water withdrawals from 2023 to 2024.

(5.10) Does your organization use an internal price on environmental externalities?

Use of internal pricing of environmental externalities	Environmental externality priced
☑ Yes	☑ Water

(5.10.2) Provide details of your organization’s internal price on water.

Row 1

(5.10.2.1) Type of pricing scheme

☑ Other, please specify: True cost of water to water stressed sites

(5.10.2.2) Objectives for implementing internal price

☑ Drive water efficiency
☑ Incentivize consideration of water-related issues in decision making
☑ Influence strategy and/or financial planning

(5.10.2.3) Factors beyond current market price are considered in the price

☑ Yes

(5.10.2.4) Factors considered when determining the price

☑ Cost of required measures to achieve water-related targets
☑ Price with substantive impact on business decisions
☑ Other, please specify: Assess current water use and quantify water-related risks in financial terms

(5.10.2.5) Calculation methodology and assumptions made in determining the price

We apply the outputs from the Smart Water Navigator tool to assess the true cost of water to sites that identified as having high current baseline water stress and use the risk premium and potential revenue-at-risk metrics to support the business case for investing in water saving projects. The Smart Water Navigator Tool is a publicly-available, online tool developed by Ecolab, that helps organizations assess water risk, set informed, context-based water goals and develop a plan to achieve them. The tool helps increase water resilience and support responsible business growth by turning corporate water targets into real, on-the-ground results. By assessing the impact of declining water quantity and quality on operations, the Smart Water Navigator provides actionable information to help companies turn water risks into business strategies that enable growth. This is accomplished through a holistic approach to corporate water management, supported by a practical guide to smart, sustainable water practices at the facility level.

(5.10.2.6) Stages of the value chain covered

☑ Project/site specific coverage

(5.10.2.7) Pricing approach used – spatial variance

☑ Differentiated

(5.10.2.8) Indicate how and why the price is differentiated

Water is undervalued today around the world. The Smart Water Navigator enables a user including locations to look at the full value of water to support decisions to

action. It uses underlying science based data from World Resources Institute's Water Risk Atlas, World Wildlife Fund's Water Risk filter, S&P Global and others, to monetize social and economic risk factors to the water stress conditions at the local level. We update the underlying data sets in version updates each year according to the latest source data providers. The water risk premium is updated to reflect water stress, economic and social impact changes in high risk locations Ecolab applies the Smart Water Navigator tool to establish an internal price on water that is differentiated spatially across its own facilities. By identifying sites with high baseline water stress, Ecolab uses the tool to assess the true cost of water in each location. In areas where water scarcity or quality issues are more pronounced, the

(5.10.2.9) Pricing approach used – temporal variance

internal price incorporates a higher "risk premium" to account for the increased challenges of securing and managing water resources. This spatial differentiation ensures that Ecolab's internal water pricing is aligned with local conditions, encouraging investment in water-saving initiatives where the potential risks are highest. By tailoring water costs to regional water stress, Ecolab is able to prioritize resources and strategies that enhance water resilience in the most vulnerable locations.

☑ Evolutionary

(5.10.2.10) Indicate how you expect the price to change over time

Ecolab's approach to internal water pricing also evolutionary, adapting over time to reflect changing water conditions. The Smart Water Navigator tool enables Ecolab to continuously monitor fluctuations in water availability, quality, and local risks, allowing the company to adjust its internal water costs as these factors evolve. This temporal variance is key to Ecolab's strategy, as it ensures that water pricing and resource allocation are responsive to long-term shifts driven by climate change, population growth, and industrial activity. By incorporating an evolutionary approach, Ecolab is able to stay ahead of emerging water challenges, ensuring that its internal water management strategies remain robust and future-focused, while supporting sustainable growth across its operations.

(5.10.2.11) Minimum actual price used (currency per cubic meter)

1.56

(5.10.2.12) Maximum actual price used (currency per cubic meter)

8.63

(5.10.2.13) Business decision-making processes the internal water price is applied to

☑ Operations
☑ Product and R&D
☑ Risk management
☑ Impact management
☑ Capital expenditure
☑ Dependencies management

(5.10.2.14) Internal price is mandatory within business decision-making processes

☑ Yes, for all decision-making processes

(5.10.2.15) Pricing approach is monitored and evaluated to achieve objectives

☑ Yes

(5.10.2.16) Details of how the pricing approach is monitored and evaluated to achieve your objectives

Evaluation Process: Ecolab regularly evaluates its internal water pricing approach by running the Smart Water Navigator and other data driven tools on an annual basis. This allows the company to track changes in water risk, usage patterns, and local conditions across its facilities. By assessing the impact of these changes each year, Ecolab ensures its water pricing strategy remains aligned with real-time data and evolving risks, enabling timely adjustments to pricing and water-saving initiatives. We apply the outputs from the Smart Water Navigator tool to assess the true cost of water to sites that identified as having high current baseline water stress and use the risk premium and potential revenue-at-risk metrics to support the business case for investing in water saving projects. Monitoring Process: On a project-by-project basis, water risk-adjusted pricing is reviewed by Ecolab's capital allocation committee. This committee uses the risk assessments generated by the Smart Water Navigator to inform its investment decisions on specific water-saving projects. By incorporating water risk into capital allocation decisions, Ecolab ensures that its internal pricing reflects the financial implications of water scarcity and promotes investments in the areas where water conservation is most critical. This systematic review helps Ecolab prioritize projects that deliver both environmental and business value.

(5.11) Do you engage with your value chain on environmental issues?

Suppliers

(5.11.1) Engaging with this stakeholder on environmental issues

☑ Yes

(5.11.2) Environmental issues covered

☑ Climate change
☑ Water

Customers

(5.11.1) Engaging with this stakeholder on environmental issues

☑ Yes

(5.11.2) Environmental issues covered

☑ Climate change
☑ Water

Investors and shareholders

(5.11.1) Engaging with this stakeholder on environmental issues

☑ Yes

(5.11.2) Environmental issues covered

☑ Climate change
☑ Water

Other value chain stakeholders

(5.11.1) Engaging with this stakeholder on environmental issues

☑ No, but we plan to within the next two years

(5.11.3) Primary reason for not engaging with this stakeholder on environmental issues

☑ No standardized procedure

(5.11.4) Explain why you do not engage with this stakeholder on environmental issues

Although we currently engage with other stakeholders like non-profits, trade organizations, and policymakers around environmental topics related to climate and water, we do not currently report metrics such as: % of stakeholders engaged, success of engagement, etc., in relation to this stakeholder group. We are planning to begin collecting and standardizing these engagements within the next two years.

(5.11.1) Does your organization assess and classify suppliers according to their dependencies and/or impacts on the environment?

Climate change

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

☑ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

☑ Contribution to supplier-related Scope 3 emissions

(5.11.1.3) % Tier 1 suppliers assessed

☑ 100%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

Ecolab directly engages with suppliers that have a high impact on Ecolab's Scope 3 purchased goods and services emissions. In 2024 Ecolab conducted more than 30 in-depth interviews with high impact suppliers in efforts to progress towards Ecolab's Scope 3 goal. Ecolab also collaborates with suppliers to jointly develop emissions reduction glidepaths associated with the Ecolab portfolio of purchased goods and services.

(5.11.1.5) % Tier 1 suppliers meeting the threshold for substantive dependencies and/or impacts on the environment

☑ 76-99%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

30

Water

(5.11.1.1) Assessment of supplier dependencies and/or impacts on the environment

☑ Yes, we assess the dependencies and/or impacts of our suppliers

(5.11.1.2) Criteria for assessing supplier dependencies and/or impacts on the environment

☑ Contribution to supplier-related Scope 3 emissions
☑ Dependence on water
☑ Impact on water availability

(5.11.1.3) % Tier 1 suppliers assessed

☑ 100%

(5.11.1.4) Define a threshold for classifying suppliers as having substantive dependencies and/or impacts on the environment

Ecolab focuses on suppliers that have a high impact on Scope 3 purchased goods and services emissions, and are therefore dependent on water and have an impact on water availability understanding that water is used to supply energy, and energy is used to supply and deliver water. The threshold (suppliers with a high impact on Scope 3 purchased goods and services) enables us to reduce emissions and water use, addressing critical operational risks while aligning with our 2030 positive impact goals.

(5.11.1.5) % Tier 1 suppliers meeting the threshold for substantive dependencies and/or impacts on the environment

☑ 76-99%

(5.11.1.6) Number of Tier 1 suppliers meeting the thresholds for substantive dependencies and/or impacts on the environment

30

(5.11.2) Does your organization prioritize which suppliers to engage with on environmental issues?

Climate change

(5.11.2.1) Supplier engagement prioritization on this environmental issue

☑ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

☑ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to climate change

(5.11.2.4) Please explain

Ecolab aims to 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. This target is validated by the Science Based Targets initiative (SBTi) and was introduced in 2023, with performance tracking beginning in 2024. We have been directly engaging suppliers on carbon-reduction efforts to drive progress toward this goal and in 2024 we conducted more than 30 in-depth interviews with suppliers that have a high impact on Ecolab's Scope 3 purchased goods and services emissions. We also collaborate with suppliers that have a high impact on Ecolab's Scope 3 inventory to jointly develop emissions reduction glidepaths associated with the Ecolab portfolio of purchased goods and services.

Water

(5.11.2.1) Supplier engagement prioritization on this environmental issue

☑ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

☑ In line with the criteria used to classify suppliers as having substantive dependencies and/or impacts relating to water

(5.11.2.4) Please explain

In 2024, we conducted a supply chain water risk assessment of our top 30 tier-1 suppliers, leveraging a TNFD-aligned LEAP approach which includes prioritization of supplier engagement based on assessment results. We collaborate with suppliers who meet thresholds for environmental dependencies and climate and water impacts. Many of these suppliers are also engaged through our broader supply chain initiatives focused on driving innovation, sustainability, and significant climate and water impact. The same suppliers are relevant to both climate and water impact, understanding that water is used to supply energy, and energy is used to supply and deliver water. These suppliers make up ~38% of our emissions for purchased goods and services and thus are also a priority for Ecolab's water impact. By incorporating our Supplier Code of Conduct (SCoC), by reference, into all supplier contracts we require suppliers to have systems in place to prevent and mitigate pollution, avoid the use of hazardous materials where possible, engage in reuse and recycling activities, avoid environmental impacts with the potential to adversely impact human health or the environment and have systems in place to conserve and optimize the use of natural resources sustainably, such as energy, water and materials. Suppliers are required to comply with the SCoC while doing business with Ecolab, and it is expected that suppliers apply the same guidelines contained in the Ecolab SCoC with their own suppliers.

(5.11.5) Do your suppliers have to meet environmental requirements as part of your organization's purchasing process?

Climate change

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

☑ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

☑ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

We require that suppliers have systems in place to prevent and mitigate pollution, avoid the use of hazardous materials where possible, engage in reuse and recycling activities, avoid environmental impacts with the potential to adversely impact human health or the environment and have systems in place to conserve and optimize the use of natural resources sustainably, such as energy, water and materials. These principles are incorporated into our Supplier Code of Conduct (SCoC), which suppliers are required to comply with in the course of doing business with Ecolab and its employees. The SCoC is incorporated, by reference, into all supplier contracts and it is an expectation that suppliers apply the same guidelines contained in the Ecolab SCoC with its own suppliers. Suppliers will maintain compliance systems and be able to demonstrate a satisfactory record of compliance with laws, regulations and standards contained within the SCoC in the conduct of their business. Ecolab reserves the right to conduct audits or training to ensure that suppliers comply with applicable laws and regulations and the requirements of the Supplier Code. If necessary, Ecolab will take appropriate legal action if there is cause for concern that the requirements are being violated. In the event of violations, the business relationship may be suspended or terminated if no measures are taken to remedy such violations or if jointly developed remedial concepts turn out to be ineffective.

Water

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

☑ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

☑ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

By incorporating our SCoC, by reference, into all supplier contracts we require suppliers to have systems in place to prevent and mitigate pollution, avoid the use of hazardous materials where possible, engage in reuse and recycling activities, avoid environmental impacts with the potential to adversely impact human health or the environment and have systems in place to conserve and optimize the use of natural resources sustainably, such as energy, water and materials. Suppliers are required to comply with the SCoC while doing business with Ecolab, and it is expected that suppliers apply the same guidelines contained in the Ecolab SCoC with their own suppliers. Suppliers will maintain compliance systems and be able to demonstrate a satisfactory record of compliance with laws, regulations and standards contained within the SCoC in the conduct of their business. Ecolab reserves the right to conduct audits or training to ensure that suppliers comply with applicable laws and regulations and the requirements of the Supplier Code. If necessary, Ecolab will take appropriate legal action if there is cause for concern that the requirements are being violated. In the event of violations, the business relationship may be suspended or terminated if no measures are taken to remedy such violations or if jointly

developed remedial concepts turn out to be ineffective.

(5.11.6) Provide details of the environmental requirements that suppliers have to meet as part of your organization’s purchasing process, and the compliance measures in place.

Climate change

(5.11.6.1) Environmental requirement

☑ Implementation of emissions reduction initiatives

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

☑ Grievance mechanism/ Whistleblowing hotline

☑ Supplier self-assessment

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

☑ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

☑ 100%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

☑ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

☑ 100%

(5.11.6.12) Comment

Our Supplier Code of Conduct (SCoC) states that suppliers shall have systems in place minimize or properly manage any emissions to air, and optimize the use of energy. Ecolab aims to 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 use of sold products. This target was introduced in 2023,, validated by the Science Based Targets initiative (SBTi) in 2024, with performance tracking beginning in 2024 as well. We have begun directly engaging with suppliers on carbon-reduction efforts to drive progress toward this goal. In 2024 we engaged suppliers having a high impact on Ecolab’s Scope 3 purchased goods and services emissions by conducting over 30 in-depth interviews. We collaborate with suppliers that have a high impact on Ecolab's Scope 3 inventory to jointly develop emissions reduction glidepaths associated with the Ecolab portfolio of purchased goods and services. A critical piece of monitoring progress toward our Scope 3 climate goal is improving accounting methodologies, which includes incorporating supplier data into our emissions inventory. In 2024, we continued to partner with CDP to source carbon-related information, including allocated emissions, from over 250 suppliers.

Water

(5.11.6.1) Environmental requirement

☑ Substitution of hazardous substances with less harmful substances

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

☑ Grievance mechanism/ Whistleblowing hotline

☑ Supplier self-assessment

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

☑ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

☑ 100%

(5.11.6.5) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue required to comply with this environmental requirement

☑ 100%

(5.11.6.6) % tier 1 suppliers with substantive environmental dependencies and/or impacts related to this environmental issue that are in compliance with this environmental requirement

☑ 100%

(5.11.6.12) Comment

Our SCoC states that all suppliers shall have suppliers shall have systems in place to minimize or properly manage any discharges to water and optimize the use of water. The SCoC is incorporated, by reference, into all supplier contracts and it is an expectation that suppliers apply the same guidelines contained in the Ecolab SCoC with their own suppliers. Suppliers will maintain compliance systems and be able to demonstrate a satisfactory record of compliance with laws, regulations and standards contained within the SCoC in the conduct of their business. Ecolab reserves the right to conduct audits or training to ensure that suppliers comply with applicable laws and regulations and the requirements of the SCoC. If necessary, Ecolab will take appropriate legal action if there is cause for concern that the requirements are being violated. In the event of violations, the business relationship may be suspended or terminated if no measures are taken to remedy such violations or if jointly developed remedial concepts turn out to be ineffective.

(5.11.7) Provide further details of your organization’s supplier engagement on environmental issues.

Climate change

(5.11.7.2) Action driven by supplier engagement

☑ Emissions reduction

(5.11.7.3) Type and details of engagement

Capacity building

☑ Provide training, support and best practices on how to measure GHG emissions

Information collection

☑ Collect GHG emissions data at least annually from suppliers

☑ Collect targets information at least annually from suppliers

(5.11.7.4) Upstream value chain coverage

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

☑ 76-99%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

☑ 51-75%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

Climate Reporting and Transparency: CDP Reporting: Ecolab partners with CDP to gather and verify carbon emissions data from suppliers. This helps ensure that suppliers' emissions inventories are accurately reported, allowing for better tracking and transparency. In 2024, we continued to partner with CDP to source carbon-related information, including allocated emissions, from over 250 suppliers. Annual Surveys and Supplier Engagement: Ecolab conducts annual surveys with suppliers, focusing on their carbon targets, emissions reporting, and progress. These surveys help Ecolab refine their own reporting methodologies for Scope 3 emissions. Surveys will continue to be used to track suppliers performance, while additional engagement and reporting mechanisms, including surveys, will be utilized with suppliers having high impact on Ecolab's Scope 3 emissions inventory. In 2024, we conducted more than 30 in-depth interviews with suppliers that have a high impact on Ecolab's Scope 3 purchased goods and services emissions. Findings from these sessions confirmed that our business partners are responsibly taking action to reduce GHG emissions. Some examples include: progressively introducing bio-based alternatives and/or recycled materials through circularity initiatives in the production of chemicals historically reliant on fossil-based feedstocks, and electrifying processes and transitioning to renewable electricity sources for goods requiring large amounts of energy in the manufacturing process.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

☑ Yes, please specify the environmental requirement: Sustainability and Efficiency of Resources.

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

☑ Yes

Water

(5.11.7.2) Action driven by supplier engagement

☑ Waste and resource reduction and improved end-of-life management

(5.11.7.3) Type and details of engagement

Innovation and collaboration

☑ Run a campaign to encourage innovation to reduce environmental impacts on products and services

(5.11.7.4) Upstream value chain coverage

☑ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

☑ 76-99%

(5.11.7.7) % tier 1 suppliers with substantive impacts and/or dependencies related to this environmental issue covered by engagement

☑ 76-99%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

The foundations of product sustainability as it relates to water at Ecolab include innovation that make a positive impact on water, climate, food, and health, and optimize manufacturing processes to minimize water and energy consumption, waste generation and exposure to harmful substances while using renewable energy to reduce our carbon footprint and prioritize circular economy principles for the proper disposal or reuse of products and packaging at the end of their life cycle. Ecolab helps businesses around the world achieve ambitious sustainability goals by reducing freshwater use in critical processes. Ecolab's business model positions these raw material suppliers as customers, allowing Ecolab to provide solutions that enhance operational efficiency and promote water and energy savings. Our top 30 suppliers make up 38% of our purchased goods and services scope 3 emissions, which accounts for over 65% of our total Scope 3. Our top 30 suppliers are Ecolab customers. Customer account managers use data to report savings from water impacts in their operations. In 2024 we helped customers avoid 4.6 m MT CO2e collectively, including key suppliers. Success is measured by: the number of projects per year, and cumulative water and energy savings delivered from a base case, that we co-deliver. For example, we engaged with Dow, a key raw materials supplier, to identify solutions to reduce water consumption at a facility in Spain facing water stress. Through our co-innovation process, we evaluated their operational data through our supplier program and deployed solutions that enable Dow to increase reclaimed water use and reduce freshwater withdrawal by 22% and effluent discharge by 49%. In 2020 we launched our new product Trimeta pHreedom as a result of a supplier engagement initiative. We also collaborate with suppliers throughout our supply chain to help ensure responsible and sustainable practices are followed by our suppliers, demonstrated through the recognition of our efforts on CDP's 2024 Supplier Engagement Leaderboard. By 2025, Ecolab plans to provide transparency to product sustainability impacts like GHG emissions, water use, aquatic toxicity, and more. In 2024, we continued to enhance transparency on product

sustainability attributes, embedding these in the supply chain of our products.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

☑ Yes, please specify the environmental requirement: Sustainability and Efficiency of Resources.

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

☑ Yes

(5.11.9) Provide details of any environmental engagement activity with other stakeholders in the value chain.

Climate change

(5.11.9.1) Type of stakeholder

☑ Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

☑ Educate and work with stakeholders on understanding and measuring exposure to environmental risks

☑ Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods and/or service

(5.11.9.3) % of stakeholder type engaged

☑ 76-99%

(5.11.9.4) % stakeholder-associated scope 3 emissions

☑ 100%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

How our products and services are used to reduce customer impacts, including the potential impacts of climate change, is a key component of our value proposition. Most of Ecolab’s technology solutions have a component that impact climate-related issues and emissions. For these reasons, it is critical that we educate and engage our customers on existing and new products and services that address identified climate-related risks & opportunities. Using our proprietary eROI approach, we measure the environmental impact of our products and services, including energy, emissions, and water, and quantify customers' return on investment based on improved performance, operational efficiency and sustainable impact. Impact measurement is a critical component of our process and every year, we measure and report our total impact using our eROI Customer Impact Counter, available publicly on our website. We engage 100% of our customer base on eROI reporting because our customers rely on Ecolab to deliver improved business outcomes, operational performance and environmental impact More information on how we quantify and report environmental savings using our eROI method can be found on our website: https://www.ecolab.com/expertise-and-innovation/exponential-value-eroi.

(5.11.9.6) Effect of engagement and measures of success

Measures of success: We annually report on customer success stories to demonstrate value for customers, report progress against our 2030 goals to help customers conserve 300 billion gallons of water and avoid 6 million MT CO2e greenhouse gas emissions annually. In 2024, together with our customers: we helped conserve 226 billion gallons of water, conserve more than 65 trillion BTUs of energy, avoid more than 4.6 million metric tons of greenhouse gas emissions, and 37 million pounds of waste. We use eROI case studies to document positive environmental impacts for customers and drive growth with our industrial customers. Engagement with customers on these topics supports progression towards our goals. To measure, document and communicate the quantified economic, operational and environmental impact of our products and services to customers, we developed our trademarked eROI program. 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.

Water

(5.11.9.1) Type of stakeholder

☑ Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

☑ Educate and work with stakeholders on understanding and measuring exposure to environmental risks

☑ Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods and/or services

(5.11.9.3) % of stakeholder type engaged

☑ 76-99%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

How our products and services are used to reduce customer impacts, including the potential impacts of climate change, is a key component of our value proposition. Most of Ecolab's technology solutions have a component that impact climate-related issues and emissions. For these reasons, it is critical that we educate and engage our customers on existing and new products and services that address identified climate-related risks & opportunities. Using our proprietary eROI approach, we measure the environmental impact of our products and services, including energy, emissions, and water, and quantify customers' return on investment based on improved performance, operational efficiency and sustainable impact. Impact measurement is a critical component of our process and every year, we measure and report our total impact using our eROI Customer Impact Counter, available publicly on our website. We engage 100% of our customer base on eROI reporting because our customers rely on Ecolab to deliver improved business outcomes, operational performance and environmental impact More information on how we quantify and report environmental savings using our eROI method can be found on our website: https://www.ecolab.com/expertise-and-innovation/exponential-value-eroi.

(5.11.9.6) Effect of engagement and measures of success

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Climate change

(5.11.9.1) Type of stakeholder

☑ Investors and shareholders

(5.11.9.2) Type and details of engagement

Education/Information sharing

☑ Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods and/or services

(5.11.9.3) % of stakeholder type engaged

☑ 100%

(5.11.9.4) % stakeholder-associated scope 3 emissions

☑ Unknown

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

As a publicly traded company, we believe responsible corporate governance includes proactive outreach and engagement with stockholders, which is why we make an effort to engage all investors and shareholders. Through transparently reporting to and interacting with the investment community, we align more closely with leading sustainable finance frameworks and better serve the interests of shareholders, delivering innovation and high performance backed by our time-tested business strategy. We engage with investors and shareholders through Quarterly earnings calls, investor and industry conferences, Ecolab's biennial Investor Day, direct corporate governance and sustainability-related discussions, and various indices ratings, rankings and assessments.

(5.11.9.6) Effect of engagement and measures of success

Measures for success include investor satisfaction with Ecolab's environmental reporting transparency, engagement with available materials discussing the environmental impact of Ecolab's products and services, and favorable debt financing costs. Engagement with the investment community progresses Ecolab's water and climate progress by promoting transparent, public reporting on these issues.

Water

(5.11.9.1) Type of stakeholder

☑ Investors and shareholders

(5.11.9.2) Type and details of engagement

Education/Information sharing

☑ Run an engagement campaign to educate stakeholders about the environmental impacts about your products, goods and/or services

(5.11.9.3) % of stakeholder type engaged

☑ 100%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

As a publicly traded company, we believe responsible corporate governance includes proactive outreach and engagement with stockholders, which is why we make an effort to engage all investors and shareholders. Through transparently reporting to and interacting with the investment community, we align more closely with leading sustainable finance frameworks and better serve the interests of shareholders, delivering innovation and high performance backed by our time-tested business strategy. We engage with investors and shareholders through Quarterly earnings calls, investor and industry conferences, Ecolab's biennial Investor Day, direct corporate governance and sustainability-related discussions, and various indices ratings, rankings and assessments.

(5.11.9.6) Effect of engagement and measures of success

Measures for success include investor satisfaction with Ecolab's environmental reporting transparency, engagement with available materials discussing the environmental impact of Ecolab's products and services, and favorable debt financing costs. Engagement with the investment community progresses Ecolab's water and climate progress by promoting transparent, public reporting on these issues.

(5.13) Has your organization already implemented any mutually beneficial environmental initiatives due to CDP Supply Chain member engagement?

Environmental initiatives implemented due to CDP Supply Chain member engagement
☑ Yes

(5.13.1) Specify the CDP Supply Chain members that have prompted your implementation of mutually beneficial environmental initiatives and provide information on the initiatives.

Row 1

(5.13.1.2) Environmental issues the initiative relates to

☑ Water

(5.13.1.4) Initiative ID

☑ Ini1

(5.13.1.5) Initiative category and type

Promote collective action

☑ Invite customer to collaborate with other users in their river basins to reduce impact

(5.13.1.6) Details of initiative

Within the Mississippi River Delta, the Lower Mississippi Alluvial Valley faces poor water quality and the potential loss of three critical wetland habitats. Over 200 species of migrating birds rely on the wetlands during their annual migration to the coast of the Gulf of Mexico while numerous other plant, wildlife and fish species also depend on the critical habitat. In partnership with The DOW Chemical Company and The Nature Conservancy, Ecolab supports the Loch Leven project, working to restore and enhance 10,000 acres which provide critical refuge to the species that call the wetlands home. The project also aims to provide 12.1 billion gallons (46 million cubic meters) of flood storage capacity to local communities. This surface water will provide a recharge supply to the severely depleted underlying alluvial aquifer and community benefits in the form of drinking water, recreational services and continued water supply for agriculture irrigation. Ecolab's contribution to this work allows for a volumetric benefit of approximately 164 million gallons (620,000 cubic meters) in the Upper Mississippi River Basin.

(5.13.1.7) Benefits achieved

☑ Improved water quality

☑ Improved water stewardship

(5.13.1.8) Are you able to provide figures for emissions savings or water savings in the reporting year?

☑ Yes, water savings only

(5.13.1.10) Estimated water savings in the reporting year in megaliters

620.8

(5.13.1.11) Please explain how success for this initiative is measured

Success for the Loch Leven Watershed Project is primarily measured by its impacts on water conservation and replenishment in the Lower Mississippi Alluvial Valley. The project aims to restore 10,000 acres of wetlands, which play a critical role in water storage and quality. One of the primary success metrics is the provision of 12.1 billion gallons (around 46 million cubic meters) of flood storage capacity. This storage mitigates flooding risks for local communities and ensures a reliable water supply for agriculture, recreational use, and drinking water. Additionally, the project targets the recharge of the heavily depleted alluvial aquifer, which is crucial for sustaining long-term water availability. Ecolab's contribution, in partnership with The Nature Conservancy, achieves a volumetric water benefit of approximately 164 million gallons (about 620,000 cubic meters) in the Upper Mississippi River Basin. This benefit measures the initiative's success by quantifying the restored water volume, which directly supports the aquifer's recovery and enhances the sustainability of regional water resources. Through these measurable water impacts, the project delivers vital environmental and community benefits, underscoring its effectiveness in achieving water-related goals.

(5.13.1.12) Would you be happy for CDP Supply Chain members to highlight this work in their external communication?

☑ Yes

C6. Environmental Performance - Consolidation Approach

(6.1) Provide details on your chosen consolidation approach for the calculation of environmental performance data.

	Consolidation approach used	Provide the rationale for the choice of consolidation approach
Climate change	☑ Operational control	Ecolab uses the same operational approach for reporting water, biodiversity, and GHG emissions.
Water	☑ Operational control	Ecolab uses the same operational approach for reporting water, biodiversity, and GHG emissions.
Biodiversity	☑ Operational control	Ecolab uses the same operational approach for reporting water, biodiversity, and GHG emissions.

C7. Environmental performance - Climate Change

(7.1) Is this your first year of reporting emissions data to CDP?

☑ No

(7.1.1) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Has there been a structural change?
☑ No

(7.1.2) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

Change(s) in methodology, boundary, and/or reporting year definition?
☑ No

(7.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

☑ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

(7.3) Describe your organization's approach to reporting Scope 2 emissions.

Scope 2, location-based	Scope 2, market-based	Comment
☑ We are reporting a Scope 2, location-based figure	☑ We are reporting a Scope 2, market-based figure	*N/a*

(7.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

☑ Yes

(7.4.1) Provide details of the sources of Scope 1, Scope 2, or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure.

Row 1

(7.4.1.1) Source of excluded emissions

Scope 3 Cat 12

(7.4.1.2) Scope(s) or Scope 3 category(ies)

☑ Scope 3: End-of-life treatment of sold products

(7.4.1.6) Relevance of Scope 3 emissions from this source

☑ Emissions are relevant and calculated, but not disclosed

(7.4.1.9) Estimated percentage of total Scope 3 emissions this excluded source represents

1.8

(7.4.1.10) Explain why this source is excluded

Suspect errors in the calculation methodology. Too large a value than expected. Methodology assumed Ecolab chemical products which are liquids were sent to landfill which over estimates transport and treatment of emissions. Value should be much lower.

(7.4.1.11) Explain how you estimated the percentage of emissions this excluded source represents

Estimated emissions from waste-type specific method divided by total scope 3 emissions included this waste estimate.

(7.5) Provide your base year and base year emissions.

Scope 1

(7.5.1) Base year end

12/31/2018

(7.5.2) Base year emissions (metric tons CO2e)

331261

(7.5.3) Methodological details

N/a

Scope 2 (location-based)

(7.5.1) Base year end

12/31/2018

(7.5.2) Base year emissions (metric tons CO2e)

188458

(7.5.3) Methodological details

N/a

Scope 2 (market-based)

(7.5.1) Base year end

12/31/2018

(7.5.2) Base year emissions (metric tons CO2e)

179199.0

(7.5.3) Methodological details

N/a

Scope 3 category 1: Purchased goods and services

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

4996607

(7.5.3) Methodological details

For a portion of our purchased goods and services footprint associated with raw chemicals (2022 = 47%, 2023 = 49%, 2024 = 69%), we utilize a secondary life cycle analysis (LCA) approach, multiplying chemical volume against secondary LCA factors from ecoinvent v3.11 to estimate emissions. For the remaining portion, we use an environmentally extended input-output (EEIO) analysis for annual procurement spend data. This is a categorization model to convert USD spend, based on relevant NAICS sector categories, into carbon emissions associated with the production of purchased goods and services using US EPA Supply Chain GHG Emission Factors for US Commodities and Industries and USEEIO v2.0. Purchased goods and services emissions are calculated for those which we have tonnage data available. For a portion of our purchased goods and services, capital goods, and upstream transportation and distribution footprint, we aim to replace an EEIO spend-based emissions calculation approach with supplier-specific data collected via CDP Supply Chain or direct engagement with the supplier.

Scope 3 category 2: Capital goods

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

(7.5.3) Methodological details

For emissions resulting from procurement of capital goods, we use an EEIO analysis for annual procurement spend data, applying factors from US EPA Supply Chain GHG Emission Factors for US commodities and Industries and USEEIO v2.0. For a portion of our purchased goods and services, capital goods, and upstream transportation and distribution footprint, we aim to replace an EEIO spend-based emissions calculation approach with supplier-specific data collected via CDP Supply Chain or direct engagement with the supplier.

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

120828

(7.5.3) Methodological details

Upstream emissions from purchased fuels, electricity, steam and hot and chilled water, include generation and transmission and distribution emissions, and any other losses in this category. Upstream emissions of purchased electricity are calculated by multiplying electricity activity data by country or region-specific emission factors from UK Defra 2022 Guidelines for GHG Reporting. Upstream emissions from purchased fuels, steam, and hot and chilled water are calculated using emissions factors from UK Defra 2022 Guidelines for GHG Reporting. Emissions associated with losses are calculated on a country-basis by multiplying the energy use by type by emission factors from UK Defra 2022 Guidelines for GHG Reporting. All GWPs are from the IPCC Fifth Assessment Report.

Scope 3 category 4: Upstream transportation and distribution

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

1365999

(7.5.3) Methodological details

Upstream transportation and distribution emissions represent inbound and outbound shipping and warehousing services purchased by Ecolab. In 2024, Ecolab revised its current and historical reporting on upstream transportation and distribution to reflect a switch from a primary spend-based accounting method to a primary activity-based model, incorporating shipment-level details such as country of origin, country of destination, and—in many cases—postal code information. Activity-based emission factors from ecoinvent v3.10 are used. Where activity-based data is not available, a spend-based approach is utilized, using EEIO v2.0 emissions factors. For a portion of our purchased goods and services, capital goods, and upstream transportation and distribution footprint, we aim to replace an EEIO spend-based emissions calculation approach with supplier-specific data collected via CDP Supply Chain or direct engagement with the supplier.

Scope 3 category 5: Waste generated in operations

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

42209

(7.5.3) Methodological details

Waste generated in operations represents global waste emissions from waste disposed via landfill, incineration, recycling, anaerobic digestion and composting based on actual destination sources for Ecolab's hazardous and nonhazardous waste streams. Emissions from waste are calculated using methodologies and emission factors from the EPA's Waste Reduction Model (WARM). GWPs are from the IPCC (2007) Fourth Assessment Report. For all categories except landfill, the WARM method has been adjusted to align with the GHG Protocol's Corporate Value Chain (Scope 3) Standard, based on emissions for transport to destination and processing of materials prior to reaching the end destination.

Scope 3 category 6: Business travel

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

30735

(7.5.3) Methodological details

The scope of business travel emissions is global. Procurement spend data is assessed using an EEIO analysis, applying factors from US EPA Supply Chain GHG Emission Factors for US Commodities and Industries and USEEIO v2.0

Scope 3 category 7: Employee commuting

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

61700

(7.5.3) Methodological details

Employee commuting covers emissions from the transportation activities of employees between their homes and regular worksites using commuting modes not owned or controlled by Ecolab. Estimates are based on total Ecolab employees globally, assuming 270 working days per year per employee to represent a standard

full-time annual work schedule. Estimates of transportation mode splits (public v. private transport) are determined based on national averages by country, drawn from available commuting data. Emissions factors are sourced from ecoinvent v3.10.

Scope 3 category 8: Upstream leased assets

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Ecolab's upstream leased assets are included in the Scope 1 and 2 GHG inventory.

Scope 3 category 9: Downstream transportation and distribution

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

195159

(7.5.3) Methodological details

Emissions reported under downstream transportation and distribution represent the estimated emissions from the transportation and distribution of products sold in vehicles not owned or controlled by Ecolab. In 2024, Ecolab revised its current and historical reporting on downstream transportation and distribution to reflect a switch from a primary spend-based accounting method to a primary activity-based model, incorporating shipment-level details such as country of origin, country of destination, and—in many cases—postal code information. Activity-based emission factors from ecoinvent v3.10 are used.

Scope 3 category 10: Processing of sold products

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

193687

(7.5.3) Methodological details

Processing of sold products includes emissions that occur after a product is sold, during its industrial or commercial processing by third parties. For Ecolab, this category focuses on colloidal silica products sold to various industries for further transformation. Emissions are estimated using an activity-based approach for

downstream colloidal silica investment casting processing; this is believed to be a conservative approach. Electricity emission factors from ecoinvent v3.10 were used to estimate emissions.

Scope 3 category 11: Use of sold products

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

In alignment with the WBCSD Guidance for Accounting and Reporting Corporate GHG Emissions in the Chemical Sector Value Chain, Ecolab is not reporting use of sold products nor end-of-life treatment of sold products emissions on the basis that such emissions are difficult to accurately estimate, not strategically relevant to Ecolab, and are therefore not relevant and not required. As accounting methodologies and data availability for the chemical sector evolve, Ecolab will continue to evaluate if these emissions categories may be reasonably estimated in the future.

Scope 3 category 12: End of life treatment of sold products

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

In alignment with the WBCSD Guidance for Accounting and Reporting Corporate GHG Emissions in the Chemical Sector Value Chain, Ecolab is not reporting use of sold products nor end-of-life treatment of sold products emissions on the basis that such emissions are difficult to accurately estimate, not strategically relevant to Ecolab, and are therefore not relevant. As accounting methodologies and data availability for the chemical sector evolve, Ecolab will continue to evaluate if these emissions categories may be reasonably estimated in the future. End of life treatment of sold products a de minimis source of emissions Ecolab.

Scope 3 category 13: Downstream leased assets

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

863988

(7.5.3) Methodological details

The scope of downstream leased assets is limited to Ecolab's leased dishmachine portfolio in major participating markets (Brazil, Canada, Chile, China, Europe, Mexico and the US). Use-phase emissions are estimated as: machine count × estimated annual electricity consumption × region-specific electricity emission factor (ecoinvent v3.10).

Scope 3 category 14: Franchises

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

Ecolab does not have any franchises.

Scope 3 category 15: Investments

(7.5.1) Base year end

12/31/2022

(7.5.2) Base year emissions (metric tons CO2e)

3770

(7.5.3) Methodological details

Investments emissions represent emissions associated with Ecolab joint ventures which are not already captured in the Scope 1 and Scope 2 inventory. Emissions are estimated following an equity share approach assuming GHG intensity of joint ventures equivalent to Ecolab's Scope 1 and Scope 2 contribution. Emissions are estimated by multiplying each investment's total revenue by a general or sector-specific USEEIO v2.0 emission factor, then scaling by Ecolab's ownership share.

Scope 3: Other (upstream)

(7.5.1) Base year end

12/30/2022

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

No other categories or types of Scope 3 emissions that Ecolab is aware of are relevant.

Scope 3: Other (downstream)

(7.5.1) Base year end

12/30/2022

(7.5.2) Base year emissions (metric tons CO2e)

0

(7.5.3) Methodological details

No other categories or types of Scope 3 emissions that Ecolab is aware of are relevant.

(7.6) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?

Reporting year

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

270089.67

(7.6.3) Methodological details

Scope 1 emissions include all direct greenhouse gas (GHG) emissions associated with sources owned or controlled by Ecolab, including emissions from on-site fuel burning equipment and fugitive emissions from process equipment. The consolidation approach for direct emissions is operational control. Scope 1 emissions reported are independent of GHG trades, such as purchases, sales or transfers of offsets or allowances. The inventory includes CO2, CH4 and N2O emissions from fuel consumption and HFC emissions from refrigerant use. PFCs, NF3 and SF6 are not included as Ecolab does not use these compounds. Biogenic emissions include biodiesel and ethanol (E85) fuel use. GHG emissions are calculated using emission quantification methodologies from the Greenhouse Gas Protocol (GHGP) and guidance from the United States (US) Environmental Protection Agency’s (EPA) Climate Leaders. Emissions factors used for fuels are subregion-, country- or region-specific where applicable, using databases from governmental sources i.e., US EPA Emissions Factors for Greenhouse Gas Inventories, United Kingdom (UK) Department for Environment Food and Rural Affairs (DEFRA) Emission Conversion Factors. All emissions of non-CO2 greenhouse gases are converted to CO2-equivalent emissions by multiplying by the global warming potential from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (2007).

(7.7) What were your organization’s gross global Scope 2 emissions in metric tons CO2e?

Reporting year

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

158536.66

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

70826.215

(7.7.4) Methodological details

Scope 2 emissions include purchases of electricity, hot water, steam and chilled water. The consolidation approach for indirect emissions is operational control. Scope 2 emissions reported are independent of greenhouse gas (GHG) trades, such as purchases, sales or transfers of offsets or allowances. The inventory includes CO2, CH4 and N2O emissions from electricity, heating and cooling consumption. GHG emissions are calculated using emission quantification methodologies from the Greenhouse Gas Protocol (GHGP) and guidance from the United States (US) Environmental Protection Agency's (EPA) Climate Leaders. Location-based emissions factors used for electricity consumption are subregion-, country- or region-specific where applicable, using databases from governmental sources i.e., US EPA eGRID, International Energy Association "World CO2 Emissions from Fuel Combustion", Australia Department of Climate Change, Energy, the Environment and Water National Greenhouse Accounts Factors, Environment Canada Emissions Factors. Market-based emissions factors used for electricity consumption are subregion-, country- or region-specific where applicable, using databases from non-governmental sources i.e., Association of Issuing Bodies European Residual Mixes, Green-e® Residual Mix Emission Rates. Emission factors used for purchased steam and hot water consumption are subregion-, country- or region-specific where applicable, using databases from governmental sources i.e., US EPA Emissions Factors for Greenhouse Gas inventories, United Kingdom (UK) Department for Environment Food and Rural Affairs (DEFRA) Emission Conversion Factors. Emission factor used for purchased chilled water consumption is from ecoinvent v3.8. All emissions of non-CO2 greenhouse gases are converted to CO2-equivalent emissions by multiplying by the global warming potential from the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (2007).

(7.8) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

5137830

(7.8.3) Emissions calculation methodology

☑ Average data method

☑ Average spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

69

(7.8.5) Please explain

For a portion of our purchased goods and services footprint associated with raw chemicals (2022 = 47%, 2023 = 49%, 2024 = 69%), we utilize a secondary life cycle analysis (LCA) approach, multiplying chemical volume against secondary LCA factors from ecoinvent v3.11 to estimate emissions. For the remaining portion, we use an environmentally extended input-output (EEIO) analysis for annual procurement spend data. This is a categorization model to convert USD spend, based on relevant NAICS sector categories, into carbon emissions associated with the production of purchased goods and services using US EPA Supply Chain GHG

Emission Factors for US Commodities and Industries and USEEIO v2.0. Purchased goods and services emissions are calculated for those which we have tonnage data available. For a portion of our purchased goods and services, capital goods, and upstream transportation and distribution footprint, we aim to replace an EEIO spend-based emissions calculation approach with supplier-specific data collected via CDP Supply Chain or direct engagement with the supplier.

Capital goods

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

42997

(7.8.3) Emissions calculation methodology

☑ Average data method

☑ Average spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

For emissions resulting from procurement of capital goods, we use an EEIO analysis for annual procurement spend data, applying factors from US EPA Supply Chain GHG Emission Factors for US commodities and Industries and USEEIO v2.0. For a portion of our purchased goods and services, capital goods, and upstream transportation and distribution footprint, we aim to replace an EEIO spend-based emissions calculation approach with supplier-specific data collected via CDP Supply Chain or direct engagement with the supplier.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

76646

(7.8.3) Emissions calculation methodology

☑ Fuel-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Upstream emissions from purchased fuels, electricity, steam and hot and chilled water, include generation and transmission and distribution emissions, and any other losses in this category. Upstream emissions of purchased electricity are calculated by multiplying electricity activity data by country or region-specific emission factors from UK Defra 2022 Guidelines for GHG Reporting. Upstream emissions from purchased fuels, steam, and hot and chilled water are calculated using emissions factors from UK Defra 2022 Guidelines for GHG Reporting. Emissions associated with losses are calculated on a country-basis by multiplying the energy use by type by emission factors from UK Defra 2022 Guidelines for GHG Reporting. All GWPs are from the IPCC Fifth Assessment Report.

Upstream transportation and distribution

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

1207116

(7.8.3) Emissions calculation methodology

☑ Average spend-based method

☑ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Upstream transportation and distribution emissions represent inbound and outbound shipping and warehousing services purchased by Ecolab. In 2024, Ecolab revised its current and historical reporting on upstream transportation and distribution to reflect a switch from a primary spend-based accounting method to a primary activity-based model, incorporating shipment-level details such as country of origin, country of destination, and—in many cases—postal code information. Activity-based emission factors from ecoinvent v3.10 are used. Where activity-based data is not available, a spend-based approach is utilized, using EEIO v2.0 emissions factors. For a portion of our purchased goods and services, capital goods, and upstream transportation and distribution footprint, we aim to replace an EEIO spend-based emissions calculation approach with supplier-specific data collected via CDP Supply Chain or direct engagement with the supplier.

Waste generated in operations

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

27979

(7.8.3) Emissions calculation methodology

☑ Waste-type-specific method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Waste generated in operations represents global waste emissions from waste disposed via landfill, incineration, recycling, anaerobic digestion and composting based on actual destination sources for Ecolab's hazardous and nonhazardous waste streams. Emissions from waste are calculated using methodologies and emission factors from the EPA's Waste Reduction Model (WARM). GWPs are from the IPCC (2007) Fourth Assessment Report. For all categories except landfill, the WARM method has been adjusted to align with the GHG Protocol's Corporate Value Chain (Scope 3) Standard, based on emissions for transport to destination and processing of materials prior to reaching the end destination.

Business travel

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

53902

(7.8.3) Emissions calculation methodology

☑ Average spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

The scope of business travel emissions is global. Procurement spend data is assessed using an EEIO analysis, applying factors from US EPA Supply Chain GHG Emission Factors for US Commodities and Industries and USEEIO v2.0

Employee commuting

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

62942

(7.8.3) Emissions calculation methodology

☑ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Employee commuting covers emissions from the transportation activities of employees between their homes and regular worksites using commuting modes not owned or controlled by Ecolab. Estimates are based on total Ecolab employees globally, assuming 270 working days per year per employee to represent a standard full-time annual work schedule. Estimates of transportation mode splits (public v. private transport) are determined based on national averages by country, drawn from available commuting data. Emissions factors are sourced from ecoinvent v3.10.

Upstream leased assets

(7.8.1) Evaluation status

☑ Not relevant, explanation provided

(7.8.5) Please explain

Ecolab’s upstream leased assets are included in the Scope 1 and 2 GHG inventory.

Downstream transportation and distribution

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

215258

(7.8.3) Emissions calculation methodology

☑ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Emissions reported under downstream transportation and distribution represent the estimated emissions from the transportation and distribution of products sold in vehicles not owned or controlled by Ecolab. In 2024, Ecolab revised its current and historical reporting on downstream transportation and distribution to reflect a switch from a primary spend-based accounting method to a primary activity-based model, incorporating shipment-level details such as country of origin, country of destination, and—in many cases—postal code information. Activity-based emission factors from ecoinvent v3.10 are used.

Processing of sold products

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

155731

(7.8.3) Emissions calculation methodology

☑ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Processing of sold products includes emissions that occur after a product is sold, during its industrial or commercial processing by third parties. For Ecolab, this category focuses on colloidal silica products sold to various industries for further transformation. Emissions are estimated using an activity-based approach for downstream colloidal silica investment casting processing; this is believed to be a conservative approach. Electricity emission factors from ecoinvent v3.10 were used to estimate emissions.

Use of sold products

(7.8.1) Evaluation status

☑ Not relevant, explanation provided

(7.8.5) Please explain

In alignment with the WBCSD Guidance for Accounting and Reporting Corporate GHG Emissions in the Chemical Sector Value Chain, Ecolab is not reporting use of sold products nor end-of-life treatment of sold products emissions on the basis that such emissions are difficult to accurately estimate, not strategically relevant to Ecolab, and are therefore not relevant and not required. As accounting methodologies and data availability for the chemical sector evolve, Ecolab will continue to evaluate if these emissions categories may be reasonably estimated in the future.

End of life treatment of sold products

(7.8.1) Evaluation status

☑ Not relevant, explanation provided

(7.8.5) Please explain

In alignment with the WBCSD Guidance for Accounting and Reporting Corporate GHG Emissions in the Chemical Sector Value Chain, Ecolab is not reporting use of sold products nor end-of-life treatment of sold products emissions on the basis that such emissions are difficult to accurately estimate, not strategically relevant to Ecolab, and are therefore not relevant. As accounting methodologies and data availability for the chemical sector evolve, Ecolab will continue to evaluate if these emissions categories may be reasonably estimated in the future. End of life treatment of sold products is a de minimis source of emissions Ecolab.

Downstream leased assets

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

821360

(7.8.3) Emissions calculation methodology

☑ Asset-specific method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

The scope of downstream leased assets is limited to Ecolab's leased dishmachine portfolio in major participating markets (Brazil, Canada, Chile, China, Europe, Mexico and the US). Use-phase emissions are estimated as: machine count × estimated annual electricity consumption × region-specific electricity emission factor (ecoinvent v3.10).

Franchises

(7.8.1) Evaluation status

☑ Not relevant, explanation provided

(7.8.5) Please explain

Ecolab does not have any franchises.

Investments

(7.8.1) Evaluation status

☑ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

4842

(7.8.3) Emissions calculation methodology

☑ Investment-specific method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.5) Please explain

Investments emissions represent emissions associated with Ecolab joint ventures which are not already captured in the Scope 1 and Scope 2 inventory. Emissions are estimated following an equity share approach assuming GHG intensity of joint ventures equivalent to Ecolab's Scope 1 and Scope 2 contribution. Emissions are estimated by multiplying each investment's total revenue by a general or sector-specific USEEIO v2.0 emission factor, then scaling by Ecolab's ownership share.

Other (upstream)

(7.8.1) Evaluation status

☑ Not relevant, explanation provided

(7.8.5) Please explain

Ecolab does not have other upstream emissions.

Other (downstream)

(7.8.1) Evaluation status

☑ Not relevant, explanation provided

(7.8.5) Please explain

Ecolab does not have other downstream emissions.

(7.9) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	☑ Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	☑ Third-party verification or assurance process in place

	Verification/assurance status
Scope 3	☑ Third-party verification or assurance process in place

(7.9.1) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Row 1

(7.9.1.1) Verification or assurance cycle in place

☑ Annual process

(7.9.1.2) Status in the current reporting year

☑ Complete

(7.9.1.3) Type of verification or assurance

☑ Limited assurance

(7.9.1.4) Attach the statement

Ecolab 2024 Verification Opinion Declaration on Greenhouse Gas Emissions (1).pdf

(7.9.1.5) Page/section reference

Pg 1-3

(7.9.1.6) Relevant standard

☑ ISO14064-3

(7.9.1.7) Proportion of reported emissions verified (%)

100

(7.9.2) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Row 1

(7.9.2.1) Scope 2 approach

☑ Scope 2 location-based

(7.9.2.2) Verification or assurance cycle in place

☑ Annual process

(7.9.2.3) Status in the current reporting year

☑ Complete

(7.9.2.4) Type of verification or assurance

☑ Limited assurance

(7.9.2.5) Attach the statement

(7.9.2.6) Page/ section reference

Pg 1-3

(7.9.2.7) Relevant standard

☑ ISO14064-3

(7.9.2.8) Proportion of reported emissions verified (%)

100

Row 2

(7.9.2.1) Scope 2 approach

☑ Scope 2 market-based

(7.9.2.2) Verification or assurance cycle in place

☑ Annual process

(7.9.2.3) Status in the current reporting year

☑ Complete

(7.9.2.4) Type of verification or assurance

☑ Limited assurance

(7.9.2.5) Attach the statement

Ecolab 2024 Verification Opinion Declaration on Greenhouse Gas Emissions (1).pdf

(7.9.2.6) Page/ section reference

Pg 1-3

(7.9.2.7) Relevant standard

☑ ISO14064-3

(7.9.2.8) Proportion of reported emissions verified (%)

100

(7.9.3) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the

relevant statements.

Row 1

(7.9.3.1) Scope 3 category

☑ Scope 3: Business travel

(7.9.3.2) Verification or assurance cycle in place

☑ Annual process

(7.9.3.3) Status in the current reporting year

☑ Complete

(7.9.3.4) Type of verification or assurance

☑ Limited assurance

(7.9.3.5) Attach the statement

Ecolab 2024 Verification Opinion Declaration on Greenhouse Gas Emissions (1).pdf

(7.9.3.6) Page/section reference

Pages 1-3

(7.9.3.7) Relevant standard

☑ ISO14064-3

(7.9.3.8) Proportion of reported emissions verified (%)

100

(7.10) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

☑ Decreased

(7.10.1) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Change in renewable energy consumption

(7.10.1.1) Change in emissions (metric tons CO2e)

8253.84

(7.10.1.2) Direction of change in emissions

☑ Decreased

(7.10.1.3) Emissions value (percentage)

1.67

(7.10.1.4) Please explain calculation

Sum of change in Renewable Electricity and Solar multiplied by global average IEA factor. Summary of IEA factors 2023 - all combinations available. CO2e Net Total including Trade Adjustments.

Other emissions reduction activities

(7.10.1.1) Change in emissions (metric tons CO2e)

1545.83

(7.10.1.2) Direction of change in emissions

☑ Decreased

(7.10.1.3) Emissions value (percentage)

0.31

(7.10.1.4) Please explain calculation

Energy savings in kWh multiplied by appropriate grid factor and natural gas factor where applicable.

Change in output

(7.10.1.1) Change in emissions (metric tons CO2e)

56451.56

(7.10.1.2) Direction of change in emissions

☑ Decreased

(7.10.1.3) Emissions value (percentage)

11.41

(7.10.1.4) Please explain calculation

From 2023 to 2024 we saw a net decrease in the sum of Scope 1 and Scope 2 emissions of 66,261.23 metric tons CO2e, after removing the emissions reductions accounted for in 'Change in renewable energy consumption' and 'Other emissions reduction activities' we are left with a change in output of 56451.56 or a >11% decrease from 2023. We are continuously approving our emissions calculations, and data collection processes and may be able to report with more granularity in future years.

(7.10.2) Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

☑ Location-based

(7.12) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

☑ No

(7.15) Does your organization break down its Scope 1 emissions by greenhouse gas type?

☑ Yes

(7.15.1) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).

Row 1

(7.15.1.1) Greenhouse gas

☑ CO2

(7.15.1.2) Scope 1 emissions (metric tons of CO2e)

269359.26

(7.15.1.3) GWP Reference

☑ IPCC Fifth Assessment Report (AR5 – 100 year)

Row 2

(7.15.1.1) Greenhouse gas

☑ CH4

(7.15.1.2) Scope 1 emissions (metric tons of CO2e)

260.64

(7.15.1.3) GWP Reference

☑ IPCC Fifth Assessment Report (AR5 – 100 year)

Row 3

(7.15.1.1) Greenhouse gas

☑ N2O

(7.15.1.2) Scope 1 emissions (metric tons of CO2e)

469.78

(7.15.1.3) GWP Reference

☑ IPCC Fifth Assessment Report (AR5 – 100 year)

(7.16) Break down your total gross global Scope 1 and 2 emissions by country/area.

[Information reported in response to 7.16 – including total gross global Scope 1 and 2 emissions by country/area – has been redacted by Ecolab Inc.]

(7.17) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

☑ By activity

(7.17.3) Break down your total gross global Scope 1 emissions by business activity.

Row 1

(7.17.3.1) Activity

Natural Gas

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

116291.34

Row 2

(7.17.3.1) Activity

Liquefied Petroleum Gas (LPG)

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

3118.86

Row 3

(7.17.3.1) Activity

Fleet - Light Vehicle

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

131263.06

Row 4

(7.17.3.1) Activity

Refrigerants

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

6013.53

Row 5

(7.17.3.1) Activity

Residual Fuel Oil (#5, 6)

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

72.08

Row 6

(7.17.3.1) Activity

Distillate Fuel Oil (#1, 2, 4)

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

743.43

Row 7

(7.17.3.1) Activity

Ethanol

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

0.42

Row 8

(7.17.3.1) Activity

Fleet - Heavy Vehicle

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

12015.73

Row 9

(7.17.3.1) Activity

Electric Vehicle

(7.17.3.2) Scope 1 emissions (metric tons CO2e)

571.23

(7.20) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

☑ By activity

(7.20.3) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
District Heat and Steam	12029.71	12029.71
Electricity	145968.22	58258.77
Purchased Cooling Energy	537.73	537.73

(7.22) Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.

Consolidated accounting group

(7.22.1) Scope 1 emissions (metric tons CO2e)

270090

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

158536

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

70826

(7.22.4) Please explain

Ecolab doesn't have other entities separate from the consolidated accounting group.

All other entities

(7.22.1) Scope 1 emissions (metric tons CO2e)

0

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

0

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

0

(7.22.4) Please explain

Ecolab doesn't have other entities separate from the consolidated accounting group.

(7.23) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

☑ No

(7.26) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

[Information reported in response to 7.26 – including allocated emissions to customers according to the goods or services sold in the reporting year – has been redacted by Ecolab Inc.]

(7.27) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Row 1

(7.27.1) Allocation challenges

☑ Diversity of product lines makes accurately accounting for each product/product line cost ineffective

(7.27.2) Please explain what would help you overcome these challenges

Customer level emissions tracking remains a challenge and has been difficult to achieve without deploying significant resources and expense. Ecolab serves a diverse global customer base providing a diverse set of products and services, the combination of which makes it difficult and cost-prohibitive to effectively track and quantify all customer level GHG emissions. Improved data management tools aligned with our existing systems may help to defray the cost to better track and quantify this impact. Additionally, being able to differentiate and quantify the impact of our services delivered versus products sold by volume to customers would enhance the granularity of the emissions impact and performance we have with our customers. In the interim, we have developed an enhanced methodology to estimate allocated customer level emissions, as described in 7.26 and 7.28

(7.28) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

(7.28.1) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

☑ Yes

(7.28.2) Describe how you plan to develop your capabilities

Ecolab continues to explore ways to further engage with its value chain to track and manage the impact we have in helping to reduce GHG emissions. We are in the process of developing a refined approach to allocating emissions to customers that includes Scope 3 and provides emissions allocations at the product level. We also remain focused on working with our customers to reduce their energy and GHG emissions, water and waste footprints through the use of our products and services. Specifically, we partner with our customers to increase their efficiency, improve their sustainability performance and enhance their business results at more than three million locations globally. Through helping our customers, we play an important role in meeting the changing needs of our evolving world, and we strategically work with our customers to reduce their energy demands and GHG emissions. From the oil and gas industry to hospitality, our people are using their expertise and our innovative technologies to help a variety of industries operate more efficiently. Our innovation leads to documenting and communicating quantified environmental and financial results we call eROI. Built upon a system of people, processes and tools, our eROI program provides a uniform approach that ensures the value we deliver is aligned with the needs and available natural resources of each customer we serve.

(7.29) What percentage of your total operational spend in the reporting year was on energy?

☑ More than 5% but less than or equal to 10%

(7.30) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	☑ Yes
Consumption of purchased or acquired electricity	☑ Yes
Consumption of purchased or acquired heat	☑ No
Consumption of purchased or acquired steam	☑ Yes
Consumption of purchased or acquired cooling	☑ Yes
Generation of electricity, heat, steam, or cooling	☑ Yes

(7.30.1) Report your organization’s energy consumption totals (excluding feedstocks) in MWh.

Consumption of fuel (excluding feedstock)

(7.30.1.1) Heating value

☑ Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

1243528.54

(7.30.1.4) Total (renewable + non-renewable) MWh

1243528.54

Consumption of purchased or acquired electricity

(7.30.1.1) Heating value

☑ Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

261784.21

(7.30.1.3) MWh from non-renewable sources

109361.2

(7.30.1.4) Total (renewable + non-renewable) MWh

371145.41

Consumption of purchased or acquired steam

(7.30.1.1) Heating value

☑ HHV (higher heating value)

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

66222.44

(7.30.1.4) Total (renewable + non-renewable) MWh

66222.44

Consumption of purchased or acquired cooling

(7.30.1.1) Heating value

☑ Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

2201.11

(7.30.1.4) Total (renewable + non-renewable) MWh

2201.11

Consumption of self-generated non-fuel renewable energy

(7.30.1.1) Heating value

☑ Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

4379.99

(7.30.1.4) Total (renewable + non-renewable) MWh

4379.99

Total energy consumption

(7.30.1.1) Heating value

☑ Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

266164.2

(7.30.1.3) MWh from non-renewable sources

1357291.95

(7.30.1.4) Total (renewable + non-renewable) MWh

1623456.15

(7.30.6) Select the applications of your organization’s consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	☑ Yes
Consumption of fuel for the generation of heat	☑ Yes
Consumption of fuel for the generation of steam	☑ Yes
Consumption of fuel for the generation of cooling	☑ Yes
Consumption of fuel for co-generation or tri-generation	☑ Yes

(7.30.7) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

(7.30.7.1) Heating value

☑ Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.3) MWh fuel consumed for self-generation of electricity

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.5) MWh fuel consumed for self-generation of steam

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

No comment.

Other biomass

(7.30.7.1) Heating value

☑ Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

2022.54

(7.30.7.3) MWh fuel consumed for self-generation of electricity

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.5) MWh fuel consumed for self-generation of steam

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

Ethanol

Other renewable fuels (e.g. renewable hydrogen)

(7.30.7.1) Heating value

☑ Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.3) MWh fuel consumed for self-generation of electricity

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.5) MWh fuel consumed for self-generation of steam

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

No Comment.

Coal

(7.30.7.1) Heating value

☑ Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.3) MWh fuel consumed for self-generation of electricity

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.5) MWh fuel consumed for self-generation of steam

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

No Comment.

Oil

(7.30.7.1) Heating value

☑ Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

3041.45

(7.30.7.3) MWh fuel consumed for self-generation of electricity

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

3041.45

(7.30.7.5) MWh fuel consumed for self-generation of steam

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

Includes Residual Fuel Oil (5, 6) and Distillate Fuel oil (1, 2, 4)

Gas

(7.30.7.1) Heating value

☑ Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

1238464.55

(7.30.7.3) MWh fuel consumed for self-generation of electricity

20301

(7.30.7.4) MWh fuel consumed for self-generation of heat

1218163.55

(7.30.7.5) MWh fuel consumed for self-generation of steam

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

20301

(7.30.7.8) Comment

Includes diesel, natural gas, LPG and Gasoline.

Other non-renewable fuels (e.g. non-renewable hydrogen)

(7.30.7.1) Heating value

☑ Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

0

(7.30.7.3) MWh fuel consumed for self-generation of electricity

0

(7.30.7.4) MWh fuel consumed for self-generation of heat

0

(7.30.7.5) MWh fuel consumed for self-generation of steam

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

0

(7.30.7.8) Comment

No Comment.

Total fuel

(7.30.7.1) Heating value

☑ Unable to confirm heating value

(7.30.7.2) Total fuel MWh consumed by the organization

1243528.54

(7.30.7.3) MWh fuel consumed for self-generation of electricity

20301

(7.30.7.4) MWh fuel consumed for self-generation of heat

1221205

(7.30.7.5) MWh fuel consumed for self-generation of steam

0

(7.30.7.6) MWh fuel consumed for self-generation of cooling

0

(7.30.7.7) MWh fuel consumed for self- cogeneration or self-trigeneration

20301

(7.30.7.8) Comment

No Comment.

(7.30.9) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

Electricity

(7.30.9.1) Total Gross generation (MWh)

24680.99

(7.30.9.2) Generation that is consumed by the organization (MWh)

24680.99

(7.30.9.3) Gross generation from renewable sources (MWh)

4379.99

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

Heat

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

Steam

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

(7.30.16) Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year.

[Information reported in response to 7.30.16 – including a breakdown by country/area of electricity/heat/steam/cooling consumption in the reporting year – has been redacted by Ecolab Inc.]

(7.30.17) Provide details of your organization's renewable electricity purchases in the reporting year by country/area.

[Information reported in response to 7.30.17 – including details of the organization's renewable electricity purchases in the reporting year by country/area – has been redacted by Ecolab Inc.]

(7.30.18) Provide details of your organization's low-carbon heat, steam, and cooling purchases in the reporting year by country/area.

Sourcing method	Comment
☑ None (no purchases of low-carbon heat, steam, or cooling)	N/A

(7.30.19) Provide details of your organization's renewable electricity generation by country/area in the reporting year.

[Information reported in response to 7.30.19 – including details of the organization's renewable electricity generation by country/area in the reporting year – has been redacted by Ecolab Inc.]

(7.30.20) Describe how your organization's renewable electricity sourcing strategy directly or indirectly contributes to bringing new capacity into the grid in the countries/areas in which you operate.

Ecolab partners with renewable energy producers in global markets to source renewable energy electricity for our facility and continue to explore opportunities for renewable energy applications, renewable energy certificates and renewable subscriptions. Our sourcing strategy for our two highest-volume consumption regions – North America and Europe - prioritizes additionality by seeking to support construction of new renewable electricity capacity within those regions. Our first virtual power purchase agreement (VPPA) supported 100 MW of new renewable electricity capacity in North America through the Mesquite Star wind farm, a completely new project with a total capacity of over 400 MW that began generating renewable electricity in 2020. In 2024, we began sourcing 100% of the electricity needs for our sites in the European Union from the Mörknässkogen wind farm on the west coast of Finland through our partnership with asset management firm Low Carbon. Combined with several on-site solar arrays, the two agreements allow us to source approximately 71% of our electric power from renewable sources. Our sourcing strategy for the other regions in which we operate is in development and will prioritize additionality wherever possible given the complexity of sourcing small amounts of renewable energy on a country-by-country basis outside of North America and Europe.

(7.30.21) In the reporting year, has your organization faced barriers or challenges to sourcing renewable electricity?

Challenges to sourcing renewable electricity
☑ No

(7.45) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Row 1

(7.45.1) Intensity figure

0.0000216565

(7.45.2) Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

340916

(7.45.3) Metric denominator

☑ unit total revenue

(7.45.4) Metric denominator: Unit total

15741500000

(7.45.5) Scope 2 figure used

☑ Market-based

(7.45.6) % change from previous year

19.6

(7.45.7) Direction of change

☑ Decreased

(7.45.8) Reasons for change

☑ Other emissions reduction activities

(7.45.9) Please explain

The 19.6% reduction in Scope 1 and 2 emissions intensity reported from 2023 to 2024 is primarily attributed to various emissions reduction initiatives undertaken across Ecolab's global operations. These activities align with our ongoing commitment to reducing greenhouse gas emissions in line with our net-zero ambitions. Energy Efficiency Projects: A significant portion of the reduction comes from energy efficiency projects implemented at multiple sites. In 2024, Ecolab utilized a combination of tactics in line with science-based strategies that aim to reduce emissions in our own operations, including increasing energy efficiency, utilizing renewable electricity and electrifying our fleet of service vehicles. Actions like these, among other initiatives, are helping us make significant strides toward our 2050 net-zero commitment. Additionally, boiler systems were optimized, and insulation improvements were made to further reduce energy use in key locations, including Brazil, China, and several European countries. Renewable Energy Adoption: Another major contributor to the emissions reduction is our growing use of renewable electricity. In 2024, approximately 71% of our total electricity use was derived from renewable sources. Ecolab has entered virtual power purchase agreements (VPPA) with Clearway Energy Group in North America and Low Carbon in Europe to support these efforts. These initiatives demonstrate the broad impact of our efforts to decarbonize Ecolab’s operations. The reduction is largely driven by proactive energy efficiency measures and increased renewable energy use rather than other factors such as changes in revenue or methodology. While external factors like market conditions and energy prices may influence emissions intensity, our *primary focus has been on structural improvements to reduce absolute emissions. This performance is consistent with Ecolab’s long-term sustainability goals,* including a 50% absolute reduction in Scope 1 and 2 emissions by 2030. Further advancements, such as expanding our fleet electrification and continuing site-specific renewable energy installations, are expected to sustain this positive trajectory in future years.

(7.53) Did you have an emissions target that was active in the reporting year?

☑ Absolute target

(7.53.1) Provide details of your absolute emissions targets and progress made against those targets.

Row 1

(7.53.1.1) Target reference number

☑ Abs 1

(7.53.1.2) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Ecolab Inc. - Net-Zero Approval Letter - Thursday_ 1 August 2024 (1).pdf

(7.53.1.4) Target ambition

☑ 1.5°C aligned

(7.53.1.5) Date target was set

01/01/2020

(7.53.1.6) Target coverage

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

☑ Carbon dioxide (CO2)
☑ Methane (CH4)
☑ Nitrous oxide (N2O)

(7.53.1.8) Scopes

☑ Scope 1
☑ Scope 2

(7.53.1.9) Scope 2 accounting method

☑ Market-based

(7.53.1.11) End date of base year

12/31/2018

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

331378.08

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

184965.328

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

516343.408

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

12/31/2030

(7.53.1.55) Targeted reduction from base year (%)

50

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

258171.704

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

270089.679

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

78526.001

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

348615.680

(7.53.1.78) Land-related emissions covered by target

☑ Yes, it covers land-related emissions/removals associated with bioenergy and non-land related emissions (e.g. non-FLAG SBT with bioenergy)

(7.53.1.79) % of target achieved relative to base year

64.97

(7.53.1.80) Target status in reporting year

☑ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

Ecolab's has near-term and net-zero science-based targets (SBTs) approved by SBTi to reach net-zero by 2050, including a 90% reduction in absolute Scope 1, 2 and 3 emissions by 2050 (Scope 1 and 2 base year: 2018, Scope 3 base year: 2022). On the way to net-zero, Ecolab has approved near-term climate goals, backed by robust glide paths, to achieve: - 50% absolute reduction of Scope 1 and 2 GHG emissions by 2030, from a 2018 base year - 100% renewable electricity by 2030 through the RE100 initiative and have also set a science-based target (SBT) addressing our Scope 1, 2 and 3 emissions which was approved by the Science Based Targets Initiative (SBTi). -25% absolute reduction in Scope 3 GHG emissions by 2030 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.

(7.53.1.83) Target objective

Ecolab is committed to reducing its absolute Scope 1 and 2 GHG emissions by 50% from a 2018 base year by 2030. This target is part of Ecolab's broader climate action plan to mitigate the impacts of climate change which includes targets approved by the Science Based Targets initiative (SBTi) to reach net-zero by 2050. Ecolab’s is focused on reducing greenhouse gas (GHG) emissions across our entire value chain in line with the level of decarbonization required to limit global warming to 1.5 degrees Celsius.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

In 2024, we reduced absolute Scope 1 and 2 market-based emissions by 33% from a 2018 base year. Also in 2024, 71% of our total electricity usage was considered renewable. And, we reduced emissions against our Scope 3 target by nearly 3%. To meet our ambitious goals, we utilize a combination of tactics in line with science-based strategies. For our operational emissions, this means: increasing energy efficiency to reduce emissions within our manufacturing and business operations; utilizing renewable electricity sources; and electrifying our fleet of service vehicles. The combination of these efforts continue to drive progress as we do our part to limit global warming to 1.5C above pre-industrial levels. In late 2018 Ecolab inked a virtual power purchasing agreement (VPPA) with renewable energy producer Clearway Energy Group, which was constructing a 418- megawatt wind farm in Texas. The facility opened in early 2020, and Ecolab is participating in 100 megawatts of that capacity, covering 100% of Ecolab’s annual electricity use in the United States and Canada. To maintain our momentum, we are completing decarbonization audits at large US-based manufacturing sites and creating an energy optimization playbook for global manufacturing sites. We are continuing to partner with renewable energy producers in global markets to source renewable electricity for our facilities and exploring more opportunities for renewable energy applications, certificates and subscriptions. In 2022, we announced our partnership with asset management firm Low Carbon on a VPPA to source 100% of the electricity needs for our European sites from the Mörknässkogen wind farm on the west coast of Finland. a. In 2024, we began sourcing 100% of the electricity needs for our sites in the European Union from the Mörknässkogen wind farm.

(7.53.1.85) Target derived using a sectoral decarbonization approach

☑ No

Row 2

(7.53.1.1) Target reference number

☑ Abs 2

(7.53.1.2) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Ecolab Inc. - Net-Zero Approval Letter - Thursday_ 1 August 2024 (1).pdf

(7.53.1.4) Target ambition

☑ 1.5°C aligned

(7.53.1.5) Date target was set

01/01/2023

(7.53.1.6) Target coverage

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

☑ Carbon dioxide (CO2)
☑ Methane (CH4)
☑ Nitrous oxide (N2O)

(7.53.1.8) Scopes

☑ Scope 3

(7.53.1.10) Scope 3 categories

☑ Scope 3, Category 1 – Purchased goods and services
☑ Scope 3, Category 3 – Fuel- and energy- related activities (not included in Scope 1 or 2)
☑ Scope 3, Category 4 – Upstream transportation and distribution

☑ Scope 3, Category 13 – Downstream leased assets

(7.53.1.11) End date of base year

12/31/2022

(7.53.1.14) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons

4996607

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

120828

(7.53.1.17) Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

1365999

(7.53.1.26) Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

863988

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

7347422.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

7347422.000

(7.53.1.35) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

100

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

100

(7.53.1.38) Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

100

(7.53.1.47) Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

100

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

29.724

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

12/31/2030

(7.53.1.55) Targeted reduction from base year (%)

25

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

5510566.500

(7.53.1.59) Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

5137828

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

76646

(7.53.1.62) Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

1207116

(7.53.1.71) Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

821360

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

7242950.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

7242950.000

(7.53.1.78) Land-related emissions covered by target

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

5.69

(7.53.1.80) Target status in reporting year

☑ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

Ecolab's has near-term and net-zero science-based targets (SBTs) approved by SBTi to reach net-zero by 2050, including a 90% reduction in absolute Scope 1, 2 and 3 emissions by 2050 (Scope 1 and 2 base year: 2018, Scope 3 base year: 2022). On the way to net-zero, Ecolab has approved near-term climate goals, backed by robust glide paths, to achieve: - 50% absolute reduction of Scope 1 and 2 GHG emissions by 2030, from a 2018 base year - 100% renewable electricity by 2030 through the RE100 initiative and have also set a science-based target (SBT) addressing our Scope 1, 2 and 3 emissions which was approved by the Science Based Targets Initiative (SBTi). -25% absolute reduction in Scope 3 GHG emissions by 2030 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.

(7.53.1.83) Target objective

Ecolab commits to reduce absolute scope 3 GHG emissions from purchased goods and services, fuel and energy related activities, upstream transportation and distribution, and downstream leased assets 25% by 2030 from a 2022 base year.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

Our Supplier Code of Conduct establishes expectations for suppliers around sustainability and efficiency of resources. As integrated into the policy, suppliers must

have systems in place to optimize the use of all relevant resources sustainably, such as energy, water and materials. Ecolab supply partners must have clear environmental performance targets and look for ways to continuously improve performance in collaboration with internal and external stakeholders. We also require suppliers to disclose information regarding GHG emissions and water reduction commitments and provide information that could have an impact on our inventories. The Supplier Code of Conduct is incorporated, by reference, into all supplier contracts. In 2024, we continued to bolster supplier engagement initiatives — including expectation-setting and education — on climate topics, particularly with suppliers that have a high impact on Scope 3 emissions. We also continue to partner with CDP Supply Chain to collect data on suppliers' carbon targets, inventories and primary emissions related to Ecolab's business portfolio. This data is used to help us make purchasing decisions toward low-carbon alternatives. In coming years, the CDP Supply Chain survey will be utilized as a data source for top-tier suppliers, in addition to individual supplier conversations. Direct supplier engagement efforts are focused on suppliers both lagging and excelling in sustainability, particularly carbon reduction, as we look to move our value chain forward on the trajectory to net-zero by 2050. We consistently train and promote our supplier sustainability program internally with our procurement teams and externally through annual training sessions with high-impact suppliers and publication of supplier sustainability requirements on Ecolab.com.

(7.53.1.85) Target derived using a sectoral decarbonization approach

☑ No

Row 3

(7.53.1.1) Target reference number

☑ Abs 3

(7.53.1.2) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Ecolab Inc. - Net-Zero Approval Letter - Thursday_ 1 August 2024 (1).pdf

(7.53.1.4) Target ambition

☑ 1.5°C aligned

(7.53.1.5) Date target was set

12/31/2024

(7.53.1.6) Target coverage

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

☑ Carbon dioxide (CO2)

☑ Methane (CH4)

☑ Nitrous oxide (N2O)

(7.53.1.8) Scopes

☑ Scope 1
☑ Scope 2

(7.53.1.9) Scope 2 accounting method

☑ Market-based

(7.53.1.11) End date of base year

12/31/2018

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

331261

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

179199

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

0.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

510460.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

12/31/2050

(7.53.1.55) Targeted reduction from base year (%)

90

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

51046.000

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

270089.679

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

78526.001

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

348615.680

(7.53.1.78) Land-related emissions covered by target

☑ Yes, it covers land-related emissions/removals associated with bioenergy and non-land related emissions (e.g. non-FLAG SBT with bioenergy)

(7.53.1.79) % of target achieved relative to base year

35.23

(7.53.1.80) Target status in reporting year

☑ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

Ecolab's has near-term and net-zero science-based targets (SBTs) approved by SBTi to reach net-zero by 2050, including a 90% reduction in absolute Scope 1, 2 and 3 emissions by 2050 (Scope 1 and 2 base year: 2018, Scope 3 base year: 2022). On the way to net-zero, Ecolab has approved near-term climate goals, backed by robust glide paths, to achieve: - 50% absolute reduction of Scope 1 and 2 GHG emissions by 2030, from a 2018 base year - 100% renewable electricity by 2030 through the RE100 initiative and have also set a science-based target (SBT) addressing our Scope 1, 2 and 3 emissions which was approved by the Science Based Targets Initiative (SBTi). -25% absolute reduction in Scope 3 GHG emissions by 2030 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.

(7.53.1.83) Target objective

Ecolab's long-term science-based targets (SBTs) approved by SBTi to reach net-zero by 2050, includes a 90% reduction in absolute Scope 1 and 2 emissions by 2050 from a 2018 base year, and a 90% reduction in Scope 3 emissions from a 2022 base year.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

In 2024, we reduced absolute Scope 1 and 2 market-based emissions by 33% from a 2018 base year. Also in 2024, 71% of our total electricity usage was considered

renewable. And, we reduced emissions against our Scope 3 target by nearly 3%. To meet our ambitious goals, we utilize a combination of tactics in line with science-based strategies. For our operational emissions, this means: increasing energy efficiency to reduce emissions within our manufacturing and business operations; utilizing renewable electricity sources; and electrifying our fleet of service vehicles. The combination of these efforts continue to drive progress as we do our part to limit global warming to 1.5C above pre-industrial levels. In late 2018 Ecolab inked a virtual power purchasing agreement (VPPA) with renewable energy producer Clearway Energy Group, which was constructing a 418- megawatt wind farm in Texas. The facility opened in early 2020, and Ecolab is participating in 100 megawatts of that capacity, covering 100% of Ecolab's annual electricity use in the United States and Canada. To maintain our momentum, we are completing decarbonization audits at large US-based manufacturing sites and creating an energy optimization playbook for global manufacturing sites. We are continuing to partner with renewable energy producers in global markets to source renewable electricity for our facilities and exploring more opportunities for renewable energy applications, certificates and subscriptions. In 2022, we announced our partnership with asset management firm Low Carbon on a VPPA to source 100% of the electricity needs for our European sites from the Mörknässkogen wind farm on the west coast of Finland. a. In 2024, we began sourcing 100% of the electricity needs for our sites in the European Union from the Mörknässkogen wind farm.

(7.53.1.85) Target derived using a sectoral decarbonization approach

☑ No

Row 4

(7.53.1.1) Target reference number

☑ Abs 4

(7.53.1.2) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.53.1.3) Science Based Targets initiative official validation letter

Ecolab Inc. - Net-Zero Approval Letter - Thursday_ 1 August 2024 (1).pdf

(7.53.1.4) Target ambition

☑ 1.5°C aligned

(7.53.1.5) Date target was set

12/31/2024

(7.53.1.6) Target coverage

☑ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

☑ Carbon dioxide (CO2)
☑ Methane (CH4)

☑ Nitrous oxide (N2O)

(7.53.1.8) Scopes

☑ Scope 3

(7.53.1.10) Scope 3 categories

☑ Scope 3, Category 15 – Investments
☑ Scope 3, Category 2 – Capital goods
☑ Scope 3, Category 6 – Business travel
☑ Scope 3, Category 7 – Employee commuting
☑ Scope 3, Category 13 – Downstream leased assets
☑ Scope 3, Category 1 – Purchased goods and services
☑ Scope 3, Category 10 – Processing of sold products
☑ Scope 3, Category 5 – Waste generated in operations
☑ Scope 3, Category 4 – Upstream transportation and distribution
☑ Scope 3, Category 9 – Downstream transportation and distribution
☑ Scope 3, Category 3 – Fuel- and energy- related activities (not included in Scope 1 or 2)

(7.53.1.11) End date of base year

12/31/2022

(7.53.1.14) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

4996607

(7.53.1.15) Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

34200

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

120828

(7.53.1.17) Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

1365999

(7.53.1.18) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

42209

(7.53.1.19) Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

30735

(7.53.1.20) Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

61700

(7.53.1.22) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

195159

(7.53.1.23) Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons

193687

(7.53.1.26) Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

863988

(7.53.1.28) Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

3770

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

7908882.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

7908882.000

(7.53.1.35) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

100

(7.53.1.36) Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

100

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

100

(7.53.1.38) Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

100

(7.53.1.39) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

100

(7.53.1.40) Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

100

(7.53.1.41) Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

100

(7.53.1.43) Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

100

(7.53.1.44) Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)

100

(7.53.1.47) Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

100

(7.53.1.49) Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

100

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

100

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

(7.53.1.54) End date of target

12/31/2050

(7.53.1.55) Targeted reduction from base year (%)

90

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

790888.200

(7.53.1.59) Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

5137830

(7.53.1.60) Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

42997

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

76646

(7.53.1.62) Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

1207116

(7.53.1.63) Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

27979

(7.53.1.64) Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

53902

(7.53.1.65) Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

62942

(7.53.1.67) Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

15258

(7.53.1.68) Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)

155731

(7.53.1.71) Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

821360

(7.53.1.73) Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

4842

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

7806603.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

(7.53.1.78) Land-related emissions covered by target

☑ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

1.44

(7.53.1.80) Target status in reporting year

☑ Underway

(7.53.1.82) Explain target coverage and identify any exclusions

Ecolab's has near-term and net-zero science-based targets (SBTs) approved by SBTi to reach net-zero by 2050, including a 90% reduction in absolute Scope 1, 2 and 3 emissions by 2050 (Scope 1 and 2 base year: 2018, Scope 3 base year: 2022). On the way to net-zero, Ecolab has approved near-term climate goals, backed by robust glide paths, to achieve: - 50% absolute reduction of Scope 1 and 2 GHG emissions by 2030, from a 2018 base year - 100% renewable electricity by 2030 through the RE100 initiative and have also set a science-based target (SBT) addressing our Scope 1, 2 and 3 emissions which was approved by the Science Based Targets Initiative (SBTi). -25% absolute reduction in Scope 3 GHG emissions by 2030 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.

(7.53.1.83) Target objective

Ecolab's long-term science-based targets (SBTs) approved by SBTi to reach net-zero by 2050, includes a 90% reduction in absolute Scope 1 and 2 emissions by 2050 from a 2018 base year, and a 90% reduction in Scope 3 emissions from a 2022 base year.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

In 2024, we reduced absolute Scope 1 and 2 market-based emissions by 33% from a 2018 base year. Also in 2024, 71% of our total electricity usage was considered renewable. And, we reduced emissions against our Scope 3 target by nearly 3%. To meet our ambitious goals, we utilize a combination of tactics in line with science-based strategies. For our operational emissions, this means: increasing energy efficiency to reduce emissions within our manufacturing and business operations; utilizing renewable electricity sources; and electrifying our fleet of service vehicles. The combination of these efforts continue to drive progress as we do our part to limit global warming to 1.5C above pre-industrial levels. In late 2018 Ecolab inked a virtual power purchasing agreement (VPPA) with renewable energy producer Clearway Energy Group, which was constructing a 418- megawatt wind farm in Texas. The facility opened in early 2020, and Ecolab is participating in 100 megawatts of that capacity, covering 100% of Ecolab’s annual electricity use in the United States and Canada. To maintain our momentum, we are completing decarbonization audits at large US-based manufacturing sites and creating an energy optimization playbook for global manufacturing sites. We are continuing to partner with renewable energy producers in global markets to source renewable electricity for our facilities and exploring more opportunities for renewable energy applications, certificates and subscriptions. In 2022, we announced our partnership with asset management firm Low Carbon on a VPPA to source 100% of the electricity needs for our European sites from the Mörknässkogen wind farm on the west coast of Finland. a. In 2024, we began sourcing 100% of the electricity needs for our sites in the European Union from the Mörknässkogen wind farm.

(7.53.1.85) Target derived using a sectoral decarbonization approach

☑ No

(7.54) Did you have any other climate-related targets that were active in the reporting year?

☑ Targets to increase or maintain low-carbon energy consumption or production
☑ Net-zero targets

(7.54.1) Provide details of your targets to increase or maintain low-carbon energy consumption or production.

Row 1

(7.54.1.1) Target reference number

☑ Low 1

(7.54.1.2) Date target was set

12/01/2019

(7.54.1.3) Target coverage

☑ Organization-wide

(7.54.1.4) Target type: energy carrier

☑ Electricity

(7.54.1.5) Target type: activity

☑ Consumption

(7.54.1.6) Target type: energy source

☑ Renewable energy source(s) only

(7.54.1.7) End date of base year

12/31/2019

(7.54.1.8) Consumption or production of selected energy carrier in base year (MWh)

377788

(7.54.1.9) % share of low-carbon or renewable energy in base year

12.9

(7.54.1.10) End date of target

12/31/2030

(7.54.1.11) % share of low-carbon or renewable energy at end date of target

100

(7.54.1.12) % share of low-carbon or renewable energy in reporting year

71

(7.54.1.13) % of target achieved relative to base year

66.70

(7.54.1.14) Target status in reporting year

☑ Underway

(7.54.1.16) Is this target part of an emissions target?

Yes, this goal contributes to our commitment to reduce Scope 1 & Scope 2 emissions by 50% by 2030 (Abs1)

(7.54.1.17) Is this target part of an overarching initiative?

☑ RE100
☑ Science Based Targets initiative
☑ Other, please specify :UN Global Compact Business Ambition for 1.5C

(7.54.1.18) Science Based Targets initiative official validation letter

Ecolab Inc. - Net-Zero Approval Letter - Thursday_ 1 August 2024 (1).pdf

(7.54.1.19) Explain target coverage and identify any exclusions

In support of our 2030 1.5C science-based target, we have pledged to source renewable energy for 100% of our electricity needs by 2030 through the RE100 initiative. This commitment covers all operations globally.

(7.54.1.20) Target objective

Ecolab's target objective is to source 100% of its electricity needs globally from renewable energy by 2030, in support of its 1.5°C science-based target. Through the RE100 initiative, the company has committed to achieving this across all operations. Ecolab currently meets its annual electricity needs in the U.S. and Canada through a virtual power purchase agreement (VPPA) with Clearway Energy Group, utilizing a wind farm in Texas. In Europe, Ecolab partnered with Low Carbon to source electricity from the Mörknässkogen wind farm in Finland, bringing the company closer to its goal.

(7.54.1.21) Plan for achieving target, and progress made to the end of the reporting year

We currently partner with renewable energy producer Clearway Energy Group on our virtual power purchase agreement (VPPA) to cover 100% of Ecolab's annual electricity use in the United States and Canada via a windfarm in Texas. We are continuing to partner with renewable energy producers in global markets to source renewable electricity for our facilities and exploring more opportunities for renewable energy applications, renewable energy certificates and renewable subscriptions. In 2022, we announced our partnership with asset management firm Low Carbon on a VPPA to source 100% of the electricity needs for our European sites from the Mörknässkogen wind farm on the west coast of Finland. Combined with several on-site solar arrays, the two agreements allow us to source approximately 71% of our electric power from renewable sources. Further, Efforts to electrify our fleet in Europe are well under way, specifically in countries where EVs are promoted through governmental investments. We have built momentum particularly in the Nordics region, United Kingdom, Netherlands and Belgium and electric vehicles are part of our standard car selector process in Europe. In 2024, we continued to partner with Ford Pro™ to accelerate our North American EV fleet transition with the aim to supply 100% of sales and service associates in California with electric vehicles by 2025. We also added electric shuttle services to the California and Belgium fleets, to reduce operating expenses alongside transportation and distribution emissions.

(7.54.3) Provide details of your net-zero target(s).

Row 1

(7.54.3.1) Target reference number

☑ NZ1

(7.54.3.2) Date target was set

12/31/2022

(7.54.3.3) Target Coverage

☑ Organization-wide

(7.54.3.4) Targets linked to this net zero target

☑ Abs1
☑ Abs2
☑ Abs3
☑ Abs4
☑ Low1

(7.54.3.5) End date of target for achieving net zero

12/31/2050

(7.54.3.6) Is this a science-based target?

☑ Yes, and this target has been approved by the Science Based Targets initiative

(7.54.3.7) Science Based Targets initiative official validation letter

(7.54.3.8) Scopes

☑ Scope 1
☑ Scope 2
☑ Scope 3

(7.54.3.9) Greenhouse gases covered by target

☑ Carbon dioxide (CO2)
☑ Methane (CH4)
☑ Nitrous oxide (N2O)

(7.54.3.10) Explain target coverage and identify any exclusions

Ecolab defines net-zero in alignment with the Science-Based Targets initiative (SBTi) as achieving value chain decarbonization in line with a 1.5˚C pathway and neutralizing residual emissions with an equivalent volume of permanent carbon removal. Ecolab has upgraded its net-zero goal to align with the latest SBTi Corporate Net-Zero Standard, committing to: Reduce absolute Scope 1 and 2 emissions by 50% from a 2018 base year by 2030, reach net-zero emissions across our value chain while reducing absolute Scope 1, 2 and 3 emissions by 90% from a 2018 base year by 2050, and work with suppliers representing 70% of Scope 3 emissions (covering purchased goods and services, capital goods, upstream transportation and distribution, business travel, and downstream transportation and distribution) to set similarly ambitious carbon targets aligned with the science-based target methodology by 2024.

(7.54.3.11) Target objective

Ecolab's target objective is to achieve net-zero emissions across its value chain by 2050, in alignment with the Science-Based Targets initiative (SBTi). This includes reducing absolute Scope 1 and 2 emissions by 50% by 2030 and reducing Scope 1, 2, and 3 emissions by 90% by 2050, from a 2018 base year. Ecolab also aims to engage suppliers representing 70% of its Scope 3 emissions to set science-based carbon reduction targets by 2024. Any remaining emissions will be neutralized through permanent carbon removal, aligning with a 1.5°C pathway.

(7.54.3.12) Do you intend to neutralize any residual emissions with permanent carbon removals at the end of the target?

☑ Yes

(7.54.3.13) Do you plan to mitigate emissions beyond your value chain?

☑ No, but we plan to within the next two years

(7.54.3.14) Do you intend to purchase and cancel carbon credits for neutralization and/or beyond value chain mitigation?

☑ Yes, we plan to purchase and cancel carbon credits for beyond value chain mitigation

(7.54.3.15) Planned milestones and/or near-term investments for neutralization at the end of the target

Ecolab is committed to neutralizing residual emissions through permanent carbon removal to reach net zero by our target year. Given the long timeframe of this target and the nascent carbon removal market, we are still evaluating our carbon removal strategy at this time.

(7.54.3.17) Target status in reporting year

☑ Underway

(7.54.3.19) Process for reviewing target

The Science Based Target Initiative (SBTi) Corporate Net-Zero Standard requires companies to review and revalidate targets every two to five years after the date of the target's approval and Ecolab plans to follow the procedures and processes as set for by the SBTi Standards.

(7.55) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

☑ Yes

(7.55.1) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e
Under investigation	0	0
To be implemented	0	0
Implementation commenced	1	545
Implemented	18	1600000
Not to be implemented	0	0

(7.55.2) Provide details on the initiatives implemented in the reporting year in the table below.

Row 1

(7.55.2.1) Initiative category & Initiative type

Energy efficiency in production processes

☑ Process optimization

(7.55.2.2) Estimated annual CO2e savings (metric tonnes CO2e)

1600000

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

☑ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

☑ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

291000

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

1400000

(7.55.2.7) Payback period

☑ 4-10 years

(7.55.2.8) Estimated lifetime of the initiative

☑ 11-15 years

(7.55.2.9) Comment

The monetary figures, payback, and lifetime associated with this initiative refer specifically to the initiatives implemented at our Llantrisant, Wales and Suzano, Brazil manufacturing facilities. Projects implemented at these sites include: implementation of water flow monitoring improvements and optimized equipment washout processes, among other efforts. These process improvements resulted in improved operational efficiency and reduced energy demand, water use and water withdrawal. We implemented process improvements including, and in addition to these across our direct operations in 2024 which resulted in a cumulative 1,400,000 MT CO2e reduction.

(7.55.3) What methods do you use to drive investment in emissions reduction activities?

Row 1

(7.55.3.1) Method

☑ Dedicated budget for energy efficiency

(7.55.3.2) Comment

We apply the same continuous improvement model we use with our customers to improve our own operations. Through our Create & Maintain Value (CMV) program, we employ our expertise and technology to save water, energy and waste throughout our facilities.

Row 2

(7.55.3.1) Method

☑ Financial optimization calculations

(7.55.3.2) Comment

We apply the same continuous improvement model we use with our customers to improve our own operations. Through our Create & Maintain Value (CMV) program, we employ our expertise and technology to save water, energy and waste throughout our facilities.

(7.73) Are you providing product level data for your organization’s goods or services?

☑ No, I am not providing data

(7.74) Do you classify any of your existing goods and/or services as low-carbon products?

☑ Yes

(7.74.1) Provide details of your products and/or services that you classify as low-carbon products.

Row 1

(7.74.1.1) Level of aggregation

☑ Group of products or services

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

☑ No taxonomy used to classify product(s) or service(s) as low carbon

(7.74.1.3) Type of product(s) or service(s)

☑ Other, please specify

(7.74.1.4) Description of product(s) or service(s)

Our solutions help customers achieve ambitious business and environmental goals. Fundamental to our approach is an understanding that real and lasting change is accelerated when economic and environmental benefits align delivering improved performance, operational efficiency and sustainable impact. We call this our eROI outcome: the exponential value of improved performance, operational efficiency and sustainable impact. Measurement is a critical component of our process to deliver exponential outcomes. Using our proprietary eROI value approach, we measure our impact and quantify customers' return on investment through energy, water, and waste savings. For the purposes of this disclosure, we are focusing on our Industrial division eROI energy saving technologies. Primary products include our patented 3D TRASAR Technology, the world’s most advanced and comprehensive water performance system. 3D TRASAR provides real-time monitoring and chemical management of cooling water, leveraging machine learning to optimize performance. Other leading products by impact include our Nalco Boiler Treatment technology and PARETO mixing technology. By 2030, our ambition is to help customers avoid 6 million metric tons of greenhouse gas emissions annually.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

☑ Yes

(7.74.1.6) Methodology used to calculate avoided emissions

☑ Other, please specify :Ecolab eROI (Exponential Return On Investment) environmental impact and value quantification model

(7.74.1.7) Life cycle stage(s) covered for the low-carbon product(s) or services(s)

☑ Use stage

(7.74.1.8) Functional unit used

The specific parameters of the functional unit vary by product. Use phase energy savings and avoided emissions are calculated for the expected lifetime of the product. The energy efficient product evaluated must deliver the features and performance demanded by consumers and matching or exceeding that of the reference product to which it is compared.

(7.74.1.9) Reference product/service or baseline scenario used

The benchmark comparison for each application is the historic performance of technology replaced in the year the product was launched. The reference product represents the average product on the market. For some product categories, the reference product represents an earlier iteration of an Ecolab technology, where the technology delivered market-leading performance. Reference products are vetted and assumptions updated via assessment of customers' existing state prior to adopting Ecolab tech.

(7.74.1.10) Life cycle stage(s) covered for the reference product/service or baseline scenario

☑ Use stage

(7.74.1.11) Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario

4600000

(7.74.1.12) Explain your calculation of avoided emissions, including any assumptions

Our avoided emissions calculation focuses on use phase energy savings realized by our customers. Energy savings are assessed at the product level. Methodology details and assumptions vary by product and use case. Emissions savings are estimated for the lifetime of the product, in comparison to the reference product. Total energy savings are scaled according to reporting year sales data. To estimate avoided emissions from customer energy savings, we apply the average U.S. EPA eGRID baseload factor to U.S. sales. For international sales, we apply IEA factors by region, creating region-specific emissions factors based upon sales by country of our 3D TRASAR for Cooling Water technology.

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

66

(7.79) Has your organization retired any project-based carbon credits within the reporting year?

☑ No

C9. Environmental performance - Water security

(9.1) Are there any exclusions from your disclosure of water-related data?

☑ No

(9.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

Water withdrawals – total volumes

(9.2.1) % of sites/facilities/operations

☑ 100%

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Water withdrawal volume is collected monthly using our internal database tools and utility provider data management solutions for manufacturing facilities and headquarters/RD&E facilities. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact. In some cases, we lack the ability to collect actual water withdrawal data. In these cases, we estimate water withdrawal data based on square footage intensities by site type.

(9.2.4) Please explain

Total volume of water withdrawal is measured and reported for 100% of our sites over which operational control is exercised. This includes water withdrawal volume collected monthly using our internal database tools and utility provider data management solutions for manufacturing facilities and headquarters/RD&E facilities. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact. In some cases, we lack the ability to collect actual water withdrawal data. In these cases, we estimate water withdrawal data based on square footage intensities by site type.

Water withdrawals – volumes by source

(9.2.1) % of sites/facilities/operations

☑ 76-99

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Water withdrawal volume by source is collected on a monthly basis using our internal database tools and utility provider data management solutions. We prioritize

measurement, accounting and reporting for these sites, which comprise over 90% of our impact. In some cases, we lack the ability to collect actual water withdrawal data. In these cases, we estimate water withdrawal data based on square footage intensities by site type.

(9.2.4) Please explain

We measure and monitor total volume of water withdrawal by source for all global manufacturing and headquarters/RD&E facilities. This includes water withdrawal volume by source collected on a monthly basis using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact. In some cases, we lack the ability to collect actual water withdrawal data. In these cases, we estimate water withdrawal data based on square footage intensities by site type. We do not currently track withdrawal volume by source for our Office, Distribution & Warehouse facilities. These facilities are not significant users of water, making up less than 10 percent of our total water withdrawal footprint based on estimated and actual sources.

Water withdrawals quality

(9.2.1) % of sites/facilities/operations

☑ 100%

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Water withdrawal quality data is collected monthly using our internal database tools and sourced by utility provider data management solutions for manufacturing facilities and headquarters/RD&E facilities. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact. In some cases, we lack the ability to collect actual water withdrawal quality data. In these cases, we estimate water withdrawal quality data based on similar site types.

(9.2.4) Please explain

Water withdrawal quality data is measured and monitored for 100% of the sites over which operational control is exercised. This includes water withdrawal quality data collected on a monthly basis using our internal database tools and sourced by utility provider data management solutions for manufacturing facilities and headquarters/RD&E facilities. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact. In some cases, we lack the ability to collect actual water withdrawal quality data. In these cases, we estimate water withdrawal quality data based on similar site types.

Water discharges – total volumes

(9.2.1) % of sites/facilities/operations

☑ 100%

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Water discharge volume data is collected on a monthly basis using our internal database tools and utility provider data management solutions for manufacturing facilities and headquarters/RD&E facilities. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact. In some cases, we lack the ability to collect actual water discharge data. In these cases, we estimate water discharge data by assuming withdrawal equals discharge.

(9.2.4) Please explain

We measure and monitor total volume of water discharge for 100% of sites over which operational control is exercised. This includes water discharge volume data collected on a monthly basis using our internal database tools and utility provider data management solutions for manufacturing facilities and headquarters/RD&E facilities. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact. In some cases, we lack the ability to collect actual water discharge data. In these cases, we estimate water discharge data by assuming withdrawal equals discharge.

Water discharges – volumes by destination

(9.2.1) % of sites/facilities/operations

☑ 76-99

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Water discharge by destination data is collected on a monthly basis using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact.

(9.2.4) Please explain

We measure and monitor total volume of water withdrawal by source for all global manufacturing and headquarters/RD&E facilities. This includes water discharge by destination data collected on a monthly basis using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting and reporting for these sites, which comprise over 90% of our impact. We do not currently track discharge volume by destination for our Office, Distribution & Warehouse facilities. These facilities are not significant users of water, less than 10 percent of our total discharge footprint based on estimated and actual sources.

Water discharges – volumes by treatment method

(9.2.1) % of sites/facilities/operations

☑ 76-99

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Water discharge data by treatment method is collected on a monthly basis using our internal database tools. We prioritize measurement, accounting and reporting for manufacturing sites that make up the majority of our total water discharge. The majority of these manufacturing sites have wastewater permits per regulatory

requirements. Sites that are not monitored do not generate material amounts of wastewater requiring treatment.

(9.2.4) Please explain

Water discharge by treatment method data is measured at more than 76% of Ecolab manufacturing facilities and headquarters/RD&E facilities. Water discharge data by treatment method is collected on a monthly basis using our internal database tools. We prioritize measurement, accounting and reporting for manufacturing sites that make up the majority of our total water discharge. The majority of these manufacturing sites have wastewater permits per regulatory requirements. Sites that are not monitored do not generate material amounts of wastewater requiring treatment.

Water discharge quality – by standard effluent parameters

(9.2.1) % of sites/facilities/operations

☑ 76-99

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Ecolab measures and reports biochemical oxygen demand (BOD), chemical oxygen demand (COD) and total suspended solids (TSS) at relevant global supply chain manufacturing facilities monthly using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting and reporting where regulated and for sites where discharge quality issues have been identified. We also monitor the pH of our water effluent before discharging to third party destinations.

(9.2.4) Please explain

We measure and report biochemical oxygen demand (BOD), chemical oxygen demand (COD) and total suspended solids (TSS) at relevant global supply chain manufacturing facilities monthly using our internal database tools and utility provider data management solutions. We prioritize measurement, accounting and reporting for sites with identified discharge quality issues. In 2024, 46% of water discharge is represented in BOD, COD, and TSS volumes. The scope of water quality data is global supply chain manufacturing facilities. Sites that are not monitored do not have a material impact. We also monitor the pH of our water effluent before discharging to third party destinations. This includes wastewater hauled off-site and water treated at industrial wastewater treatment plants, which comprised 68% of our water discharge by destination in 2024.

Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)

(9.2.1) % of sites/facilities/operations

☑ Not relevant

(9.2.4) Please explain

Emissions to water (nitrates, phosphates, etc.) is not relevant for any Ecolab, Nalco, or Purolite plants. Emissions to water are not relevant, as Ecolab does not currently utilize any of the substances listed, and therefore has no emissions to disclose. We do not anticipate this water aspect to be relevant in the future.

Water discharge quality – temperature

(9.2.1) % of sites/facilities/operations

☑ Not relevant

(9.2.4) Please explain

We do not monitor water discharge quality by temperature and do not expect to in the future as Ecolab facilities do not produce a material amount of thermal effluent and do not expect this water aspect to be relevant in the future.

Water consumption – total volume

(9.2.1) % of sites/facilities/operations

☑ 100%

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Consumption is calculated by: total (actual & estimated) water withdrawals - total (actual & estimated) water discharges. Water withdrawal & discharge are tracked monthly at global manufacturing & HQ/RD&E facilities using internal database tools & utility provider data management solutions (resulting difference calculated as actual water consumption). When we lack the ability to collect actual withdrawal, discharge & consumption data, we estimate consumption by assuming withdrawal = discharge.

(9.2.4) Please explain

We measure water consumption at 100% of Ecolab sites. Consumption is calculated as the difference between total (actual and estimated) water withdrawals and total (actual and estimated) water discharges. Most of our water consumption results from the incorporation of water into products, or water lost to the atmosphere through evaporation. Water withdrawal and discharge are tracked monthly at our global manufacturing and headquarters/RD&E facilities using our internal database tools and utility provider data management solutions, with the resulting difference calculated as actual water consumption. We prioritize measurement, accounting and reporting for these sites, which comprise 90% of our impact. In some cases, we lack the ability to collect actual withdrawal, discharge and consumption data, including at some Office, Distribution & Warehouse facilities, where water consumption is expected to be immaterial. In these cases we estimate consumption by assuming withdrawal discharge.

Water recycled/reused

(9.2.1) % of sites/facilities/operations

☑ 100%

(9.2.2) Frequency of measurement

☑ Monthly

(9.2.3) Method of measurement

Water recycling and reuse that is collected on a monthly basis using our internal database tools and utility provider data management solutions f or manufacturing facilities and headquarters/ RD&E facilities. In some cases, we lack the ability to collect actual water recycle/reuse data. In these cases, we do not include an estimate; we only report known instances of water recycling and reuse.

(9.2.4) Please explain

Water recycled and reused is measured and reported for 100% of the sites over which operational control is exercised. This includes data on water recycling and reuse that is collected on a monthly basis using our internal database tools and utility provider data management solutions f or manufacturing facilities and headquarters/ RD&E facilities. We prioritize measurement, accounting and reporting for sites where we currently recycle and reuse water. In some cases, we lack the ability to collect actual water recycle/reuse data. In these cases, we do not include an estimate; we only report known instances of water recycling and reuse. In 2024 our volume of water recycled/reused equaled 2.5% of total withdrawal.

The provision of fully-functioning, safely managed WASH services to all workers

(9.2.1) % of sites/facilities/operations

☑ 100%

(9.2.2) Frequency of measurement

☑ Yearly

(9.2.3) Method of measurement

We monitor the provision of fully-functioning, safety managed WASH services on an annual basis using our internal database tools.

(9.2.4) Please explain

Ecolab is committed to upholding the principles of water stewardship within 100% of our own operations, in alignment with the Alliance for Water Stewardship Standard: upholding good water governance, achieving a sustainable water balance, maintaining good water quality status, protecting or restoring important water related areas, and providing safe water, sanitation, and hygiene (WASH) for all. We recognize the human right to water. We are committed to aligning with UN Sustainable Development Goal (SDG) #6 to “Ensure availability and sustainable management of water and sanitation for all” and have endorsed the UN Global Compact’s CEO Water Mandate. As stated in Ecolab’s Water Stewardship Position, we are committed to providing access to WASH facilities in 100% of our operations, and working to improve access to WASH facilities in local communities. We monitor the provision of fully-functioning, safety managed WASH services on an annual basis using our internal database tools.

(9.2.2) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

Total withdrawals

(9.2.2.1) Volume (megaliters/year)

9355.99

(9.2.2.2) Comparison with previous reporting year

☑ About the same

(9.2.2.3) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.2.4) Five-year forecast

☑ Lower

(9.2.2.5) Primary reason for forecast

☑ Increase/decrease in efficiency

(9.2.2.6) Please explain

Ecolab's total withdrawals decreased 4.7% or 461.62 megaliters, from 2023 to 2024.We consider this to be "About the same" as it is less than 10% lower than the previous year. Highlights include: Improving water efficiency in our Llantrisant, Wales manufacturing facility. In 2024, the site's implementation of Water Flow Intelligence to meter and monitor water consumption throughout the site, conversion of a lab reactor cooling system to closed loop, and reductions in the amount of reverse osmosis overflow to reduce water withdrawal contributed to an absolute water reduction of approximately 2,600,000 gallons year over year at the site. Furthermore, holistic water management tactics at several Ecolab manufacturing sites focused on continuous water improvements. These projects contribute to the 461.62 megaliter reduction in Ecolab's total water withdrawals from 2023 to 2024. As of the prior reporting year, our historical water inventories are now inclusive of our Purolite acquisition (completed December 2021), causing historical water usage data in this report to differ from CDP submission from 2023 and earlier.

Total discharges

(9.2.2.1) Volume (megaliters/year)

6200.42

(9.2.2.2) Comparison with previous reporting year

☑ Lower

(9.2.2.3) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.2.4) Five-year forecast

☑ Lower

(9.2.2.5) Primary reason for forecast

☑ Increase/decrease in efficiency

(9.2.2.6) Please explain

Total water discharges decreased by over 14% or 1,036.24 megaliters from 2023 to 2024. We consider this to be 'Lower' as it is greater than 10% and less than 20% change from 2023 to 2024. We attribute this decrease to improvements in water management practices, including increased water recycling and reuse initiatives, as well as an increases in withdrawal efficiency. Our water withdrawal intensity (cubic meters/MT) decreased from 3.42 in 2023 to 3.21 in 2024, which translates to a ~6% improvement. Additionally, our water discharge intensity decreased from 2.37 to 2.08 over the same time period. Increases in efficiency were enabled by our unwavering focus on improving water efficiency at high-impact manufacturing sites throughout the year. We are committed to reducing withdrawal and have targeted a 40% reduction per unit of production by 2030, from a 2018 base year in part by leveraging Ecolab solutions and digital technologies that help us reuse water, which in turn will reduce discharge. Accordingly, we expect discharge to be "Lower" in five years (between a 10-20% reduction net of business growth). Ecolab actions to achieve this projection include driving corporate water management with customers while implementing water stewardship in our operations. We support management practices designed to reduce demand and improve water quality while optimizing costs through Ecolab solutions like 3D TRASAR, Water Flow Intelligence, and Smart Water Navigator. Highlights in Ecolab's direct operations include: Improving water cooling systems leveraging Ecolab's 3D TRASAR Technology, optimized equipment washout processes to reduce water use, and water flow monitoring enhancements. In 2024 these improvements supported the Suzano site in reducing annual absolute water withdrawal by approximately 975,000 gallons. Furthermore, holistic water management tactics at several Ecolab manufacturing sites focused on continuous water improvements.

Total consumption

(9.2.2.1) Volume (megaliters/year)

3155.57

(9.2.2.2) Comparison with previous reporting year

☑ Much higher

(9.2.2.3) Primary reason for comparison with previous reporting year

☑ Increase/decrease in business activity

(9.2.2.4) Five-year forecast

☑ Lower

(9.2.2.5) Primary reason for forecast

☑ Increase/decrease in efficiency

(9.2.2.6) Please explain

We measure and monitor water consumption, defined by CDP as “the amount of water that is drawn into the company boundary and not discharged back to the water environment or a third party”, at 100% of sites. Consumption is calculated as the difference between total (actual & estimated) withdrawals and total (actual & estimated) discharges. Most consumption is from use of water in products, or water lost through evaporation. Withdrawal & discharge is tracked monthly at global manufacturing & headquarters/RD&E facilities, with the resulting difference calculated as actual water consumption. In some cases we can’t collect actual withdrawal, discharge & consumption data, including at some Office, Distribution & Warehouse facilities, where consumption is likely immaterial. In these cases we estimate consumption by assuming withdrawal discharge. With this approach, total consumption increased by over 22%, or 574.615 megaliters, from 2023 to 2024. We consider this to be ‘Much Higher’ as it is a greater than 20% increase from the previous year. This increase in consumption is due to the demand of water needed for the production of our products, which fluctuates year to year. Ecolab does not have a target tied explicitly to consumption, but it has committed to reduce company-wide withdrawal 40% per unit production by 2030, which in turn will reduce discharge and consumption. Accordingly, we expect consumption to be “Lower” in five years (a 10-20% reduction net of business growth). We are also committed to restoring 50% of withdrawal in high- risk watersheds. In 2024 we restored64% of our absolute water withdrawal at high-risk sites, achieving our 2030 goal to restore greater than 50% of our absolute water withdrawal volume at high-risk sites 6 years early. We also have received Alliance for Water Stewardship certification at a total of 13 of our facilities, 10 of which are in water-stressed basins.

(9.2.4) Indicate whether water is withdrawn from areas with water stress, provide the volume, how it compares with the previous reporting year, and how it is forecasted to change.

(9.2.4.1) Withdrawals are from areas with water stress

☑ Yes

(9.2.4.2) Volume withdrawn from areas with water stress (megaliters)

4307.36

(9.2.4.3) Comparison with previous reporting year

☑ Lower

(9.2.4.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.4.5) Five-year forecast

☑ Lower

(9.2.4.6) Primary reason for forecast

☑ Increase/decrease in efficiency

(9.2.4.7) % of total withdrawals that are withdrawn from areas with water stress

46.04

(9.2.4.8) Identification tool

☑ WRI Aqueduct

☑ WWF Water Risk Filter

☑ Other, please specify :Ecolab's Smart Water Navigator

(9.2.4.9) Please explain

Volume and Scope Details: The reported volume represents water withdrawal from Ecolab manufacturing and campus/technology center facilities where production occurs, covering 46% of Ecolab's global water footprint in 2024. This represents an 11.5 percentage point increase from the previous year and an 18.269% decrease in total water withdrawal from water-stressed areas from 2023 to 2024, categorized as "Lower" (>10%, <20% decrease). The primary cause of this decrease is water withdrawals from water-stressed areas is increase to efficiency. For example, improvements like water flow monitoring and optimized equipment washout processes at Ecolab’s Suzano Brazil supported the site in reducing annual absolute water withdrawal by approximately 975,000 gallons. Assessment Tool and Methodology: Ecolab uses the World Resources Institute's (WRI) Aqueduct Water Risk Atlas as our primary identification tool, in alignment with Global Reporting Initiative (GRI) standards. We also use the World Wildlife Fund’s Water Risk Filter and insights available through Ecolab’s Smart Water Navigator in this assessment. We define water stress as areas designated as having "high" or "extremely high" baseline water stress according to WRI's methodology. Our annual water risk assessment combines operational water withdrawal data, effluent footprint, and production metrics with water risk inputs from the Smart Water Navigator tool to evaluate current and future climate-related water risks against multiple IPCC climate scenarios (e.g., RCP 8.5). The additional consideration of inherent physical, regulatory and reputational risks combined with individual risk indicators most critical to our business – including drought, flood, water quality, and access to water and sanitation – and an assessment of material Ecolab water withdrawals, provides a holistic assessment of potential water-related risks associated with Ecolab’s direct operations in 2024 and beyond. Assessment Scope and Frequency: The 2024 assessment included 100% of our direct operations, covering all company locations representing 100% of our global withdrawal and effluent footprint. We conduct this comprehensive assessment annually using multiple risk criteria from Aqueduct Water Risk Atlas, Water Risk Filter, and Smart Water Navigator insights. Basin-Level Risk Analysis: Beyond facility-level assessment, we evaluated basin water risk using criteria including: sites with high/extremely high basin water risk, current or 2030 future water stress, drought risk, flood occurrence, Surface Water Quality Index scores, and access to water/sanitation risks. Based on these criteria, 29 sites representing 77% of total production volume and 54% of total water withdrawals operate in basins where production may be affected by water risk. Management Response: Ecolab is committed to reducing company-wide withdrawal 40% per unit of production by 2030. We actively invest in water conservation projects, including partnerships with Colorado River Indian Tribes delivering 19.2 million gallons annual benefit and the Loch Leven Project providing 164 million gallons annual replenishment. Local efficiency improvements, such as water flow monitoring and optimized washout processes at our Suzano Brazil facility, achieved 975,000 gallons in annual withdrawal reductions. Data Quality: All withdrawal volumes are based on actual metered data from manufacturing facilities. No estimates were used for the core withdrawal volume reporting.

(9.2.7) Provide total water withdrawal data by source.

Fresh surface water, including rainwater, water from wetlands, rivers, and lakes

(9.2.7.1) Relevance

☑ Relevant

(9.2.7.2) Volume (megaliters/year)

766.52

(9.2.7.3) Comparison with previous reporting year

☑ About the same

(9.2.7.4) Primary reason for comparison with previous reporting year

☑ Facility expansion

(9.2.7.5) Please explain

This is relevant because it is relied on for daily operations & manufacturing when municipal water is unavailable. This source accounted for about 8.1% of total withdrawal in 2024, decreasing by 6.46%, from 2023 to 2024 (from 819.5 megaliters). We interpret this change as ‘About the same ’as it is a less than 5% decrease from the previous year.

Brackish surface water/Seawater

(9.2.7.1) Relevance

☑ Not relevant

(9.2.7.5) Please explain

We do not source any of our water from brackish surf ace water/seawater in our direct or indirect operations due to our facility locations and our operational requirements to use freshwater. We do not anticipate that this source will become relevant to Ecolab in the future.

Groundwater – renewable

(9.2.7.1) Relevance

☑ Relevant

(9.2.7.2) Volume (megaliters/year)

823.78

(9.2.7.3) Comparison with previous reporting year

☑ Lower

(9.2.7.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.7.5) Please explain

We rely on this for daily operations & manufacturing when municipal water is unavailable. This represents 8.8% 2024 total withdrawal. Renewable groundwater withdrawal decreased by 16.45% from 2023-2024, which we interpret as ‘Lower’ as it is a greater than 10% but less than 20% change. While Ecolab’s business did expand, increased water efficiency alongside using other water sources resulted in reductions to the volume of renewable groundwater used. For example, the Suzano facility sources groundwater from the Precambrian Aquifer and municipal water from the Alto Tietê Production System and ongoing water efficiency improvements to the Suzano site has led to an annual absolute water withdrawal by approximately 975,000 gallons (~3,700 cubic meters), We have committed to reduce total water withdrawals and have a target to reduce water impact by 40% per unit of production by 2030 from 2018. We expect fresh surf ace water withdrawal to continue to be lower in the future.

Groundwater – non-renewable

(9.2.7.1) Relevance

☑ Not relevant

(9.2.7.5) Please explain

We do not source any of our water from non-renewable groundwater sources. As per our Water Stewardship Position Statement, Ecolab is committed to the sustainable management of water resources and non-renewable water resources are not considered environmentally, socially or economically sustainable. We do not anticipate that this source will become relevant to Ecolab in the future.

Produced/Entrained water

(9.2.7.1) Relevance

☑ Not relevant

(9.2.7.5) Please explain

We do not source any of our water from produced/entrained sources as we do not have operations that produce water as a result of the extraction, processing, or use of raw materials. We do not anticipate that this source will become relevant to Ecolab in the future.

Third party sources

(9.2.7.1) Relevance

☑ Relevant

(9.2.7.2) Volume (megaliters/year)

7765.69

(9.2.7.3) Comparison with previous reporting year

☑ About the same

(9.2.7.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.7.5) Please explain

Third party municipal water is relevant because we rely on it for our daily operations & manufacturing. It represented approximately 83% of our total withdrawal in 2024. Municipal water withdrawals decreased by 7.24% in 2024, which we interpret as ‘About the same’ as it is a less than 10% change from the previous year. The decrease in withdrawals is an outcome of increased efficiency including Ecolab’s ongoing efforts to reduce, reuse, and recycle water. This includes actions such as those taken at our Taicang site where Ecolab implemented initiatives including reduced cleaning frequency and cleaning time of product holding tanks and fillers, and an initiative to reuse process wash water, achieved by establishing a standard and installing tanks for reused water.

(9.2.8) Provide total water discharge data by destination.

Fresh surface water

(9.2.8.1) Relevance

☑ Relevant

(9.2.8.2) Volume (megaliters/year)

1956.77

(9.2.8.3) Comparison with previous reporting year

☑ Lower

(9.2.8.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.8.5) Please explain

Relevant - used for daily operations & manufacturing based on watersheds & utility infrastructure (approximately 31.5% of 2024 total water discharge). We sometimes discharge to fresh surface water (FSW) when sewer to treatment facilities are unavailable. FSW discharges decreased 18.5% from 2023 to 2024. We consider this to be ‘lower’ as it is a greater than 10% and less than 20% decrease year over year. This decrease in discharge to fresh surface water can be attributed to the increase in efficiency resulting from actions like those taken at Garyville, Louisiana site such as the reuse of multiple sand filter backwash systems to reduce the plant’s intake of river water, reduction of washouts from enhanced campaigning in the latex area to reduce water use, the standardization of washout times for railcars and reaction vessels resulting in a reduction of overall water use. We expect discharge to this destination to continue to decrease, considering Ecolab’s goal to reduce water impact.

Brackish surface water/seawater

(9.2.8.1) Relevance

☑ Not relevant

(9.2.8.5) Please explain

Due to our facility locations and our operational requirements to use freshwater, we do not source any of our water from brackish surface water/seawater and therefore do not discharge water into brackish surface water/seawater, so this source is not relevant. We do not anticipate that this destination will become relevant to Ecolab in the future.

Groundwater

(9.2.8.1) Relevance

☑ Not relevant

(9.2.8.5) Please explain

Groundwater discharge, which Ecolab defines as deep well injection, is no longer relevant to Ecolab. Groundwater discharge was primarily associated with our Upstream Energy business. Ecolab completed the divestiture of its Upstream Energy business in 2020. With the completion of the divestiture, we do not anticipate that this destination will become relevant to Ecolab in the future.

Third-party destinations

(9.2.8.1) Relevance

☑ Relevant

(9.2.8.2) Volume (megaliters/year)

4243.66

(9.2.8.3) Comparison with previous reporting year

☑ About the same

(9.2.8.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in business activity

(9.2.8.5) Please explain

Relevant - we rely on third-party destinations (TPD) for operations & manufacturing. 2024 TPD was approximately 68.4% of discharge by destination. TPD discharge increased 2.2% from 2023 to 2024, which is 'about the same' as it is a less than 5% increase from the previous year. We expect discharge to this destination to decrease over time, considering Ecolab's goal to reduce water impact by 40% per unit production across our enterprise from a 2018 base year by 2030.

(9.2.9) Within your direct operations, indicate the highest level(s) to which you treat your discharge.

Tertiary treatment

(9.2.9.1) Relevance of treatment level to discharge

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

434.43

(9.2.9.3) Comparison of treated volume with previous reporting year

☑ Much higher

(9.2.9.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in business activity

(9.2.9.5) % of your sites/facilities/operations this volume applies to

☑ 1-10

(9.2.9.6) Please explain

We applied tertiary treatment as the highest level of treatment for 434.43 megaliters of discharge in 2024, 7.01% of total 2024 discharge and a 24.1% increase from 2023. We consider this increase to be "much higher" as it represents a >20% from the previous year. Production and water withdrawal increased at the facility responsible for the majority of water discharge receiving tertiary treatment as the highest level of treatment, thus wastewater discharge increased as well. We apply this level of treatment at select sites which discharge to wastewater fresh surface water. We apply this level of treatment in order to maintain compliance with site-specific regulatory standards. The facility must keep records of effluents generated (flow, discharge frequency, treatment method, visual inspection and lab results, sample collection effluent points & disposition method). The facility must conduct regular inspections/testing of equipment used to manage final effluent to ensure accordance with original design conditions. Please note, each year we work to improve our water data collection and management for sites within our global portfolio; improvements in both current and historical data collection and accuracy can result in changes YoY.

Secondary treatment

(9.2.9.1) Relevance of treatment level to discharge

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

0

(9.2.9.3) Comparison of treated volume with previous reporting year

☑ About the same

(9.2.9.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.9.5) % of your sites/facilities/operations this volume applies to

☑ Less than 1%

(9.2.9.6) Please explain

We did not apply secondary treatment as the highest level of treatment to any volume of water discharge in 2024. This represents "about the same" as there is no change from the previous year. We saw no change from the previous year. Please note, each year we work to improve our water data collection and management for sites within our global portfolio; improvements in both current and historical data collection and accuracy can result in changes YoY.

Primary treatment only

(9.2.9.1) Relevance of treatment level to discharge

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

1027.71

(9.2.9.3) Comparison of treated volume with previous reporting year

☑ Much lower

(9.2.9.4) Primary reason for comparison with previous reporting year

☑ Investment in water-smart technology/process

(9.2.9.5) % of your sites/facilities/operations this volume applies to

☑ 11-20

(9.2.9.6) Please explain

We applied primary treatment as the highest level of treatment for 1027.71 megaliters of discharge in 2024, 16.57% of total 2024 discharge and a 32.3% decrease from 2023. We consider this increase to be "much lower" as it represents >20% change from the previous year. We installed a water reclaim system at the facility

responsible for the majority of water discharge receiving primary treatment as the highest level of treatment. This discharge is non-wastewater which is discharged to fresh surface water (e.g. rainwater, intake river water), which is filtered for sedimentation before discharging. We apply this level of treatment in order to maintain compliance with site-specific regulatory standards. The facility must keep records of effluents generated (flow, discharge frequency, treatment method, visual inspection and lab results, sample collection effluent points & disposition method). The facility must conduct regular inspections/testing of equipment used to manage final effluent to ensure accordance with original design conditions. Please note, each year we work to improve our water data collection and management for sites within our global portfolio; improvements in both current and historical data collection and accuracy can result in changes YoY.

Discharge to the natural environment without treatment

(9.2.9.1) Relevance of treatment level to discharge

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

482.25

(9.2.9.3) Comparison of treated volume with previous reporting year

☑ Much higher

(9.2.9.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in business activity

(9.2.9.5) % of your sites/facilities/operations this volume applies to

☑ 1-10

(9.2.9.6) Please explain

We discharged to the natural environment without treatment for 482.25 megaliters of discharge in 2024, 7.78% of total 2024 discharge and an 28.5% increase from 2023. We consider this increase to be “much higher” as it represents a >20% change from the previous year. The increase from the previous year is due to a variety of factors which include increase in business activity and improvements to data accuracy. We discharged to the natural environment without treatment at approximately two sites in 2024, the primary site being our Biebesheim, Germany facility. These sites withdraw freshwater for cooling water, discharging back to the source with negligible loss in quality. The discharge is still monitored (e.g. for pH, BOD, COD) using the processes described in 9.2 and throughout our response, and the discharge is in compliance with local regulatory standards. Please note, each year we work to improve our water data collection and management for sites within our global portfolio; improvements in both current and historical data collection and accuracy can result in changes YoY.

Discharge to a third party without treatment

(9.2.9.1) Relevance of treatment level to discharge

☑ Relevant

(9.2.9.2) Volume (megaliters/year)

4256.04

(9.2.9.3) Comparison of treated volume with previous reporting year

☑ Lower

(9.2.9.4) Primary reason for comparison with previous reporting year

☑ Increase/decrease in efficiency

(9.2.9.5) % of your sites/facilities/operations this volume applies to

☑ 61-70

(9.2.9.6) Please explain

Ecolab discharges to a third party without treatment for the majority of its sites, where adequate utility infrastructure is available and Ecolab may do so while maintaining compliance to regulatory or company standards. Manufacturing sites make up the majority of this discharge, and the majority of these manufacturing sites adhere to wastewater permits per regulatory requirements. If there is no local requirement, the following company standards must be met: pH: 6.0 – 9.0 s.u. No color, foam, oil sheen or floating solids Facilities must keep records of effluents generated (flow, discharge frequency, treatment method, visual inspection and lab results, sample collection effluent points & disposition method). Facilities must conduct regular inspections/testing of equipment used to manage final effluent to ensure accordance with original design conditions. Ecolab is committed to continuously improving water conservation, reuse, recycling and restoration of water wherever we operate and our ongoing water efficiency initiatives and targets align with this commitment. Please note, each year we work to improve our water data collection and management for sites within our global portfolio; improvements in both current and historical data collection and accuracy can result in changes YoY.

Other

(9.2.9.1) Relevance of treatment level to discharge

☑ Not relevant

(9.2.9.6) Please explain

No additional information to report.

(9.3) In your direct operations and upstream value chain, what is the number of facilities where you have identified substantive water-related dependencies, impacts, risks, and opportunities?

Direct operations

(9.3.1) Identification of facilities in the value chain stage

☑ Yes, we have assessed this value chain stage and identified facilities with water-related dependencies, impacts, risks, and opportunities

(9.3.2) Total number of facilities identified

29

(9.3.3) % of facilities in direct operations that this represents

☑ 1-25

(9.3.4) Please explain

29 of our sites, representing 77% of total production volume and 54% of water withdrawals have been identified as operating in river basins where production may be affected by water risk. The additional consideration of inherent physical, regulatory and reputational risks combined with individual risk indicators most critical to our business – including drought, flood, water quality, and access to water and sanitation – and an assessment of material Ecolab water withdrawals, provides a holistic assessment of potential water-related risks associated with Ecolab's direct operations in 2024 and beyond. While Ecolab will disclose the facilities operating in basins where production may be affected by water risk for reporting transparency, this disclosure should not be interpreted to mean that the facilities surpass our threshold for substantive effect.

Upstream value chain

(9.3.1) Identification of facilities in the value chain stage

☑ No, we have assessed this value chain stage but did not identify any facilities with water-related dependencies, impacts, risks, and opportunities

(9.3.4) Please explain

From the raw materials that are the building blocks of nearly every product, to production and manufacturing, to retail and service environments where products meet people, Ecolab is behind the scenes working with our customers to improve performance, meet increasing demand and reduce environmental impact. Currently, we have global strategic sourcing agreements with large multinational chemical and material companies. These strategic partners are also customers that depend on Ecolab's smart technology, expertise and services to manage and mitigate climate and operational risks associated with water and energy. Our scenario analysis of extreme weather events in RCP low 4.5, high 4.5 and 8.5 evaluated what the implications could be for our 11 at-risk supplier sites. The implications of this analysis for our supply chain strategy demonstrate the importance of maintaining our multi-sourced supply chain.

(9.3.1) For each facility referenced in 9.3, provide coordinates, water accounting data, and a comparison with the previous reporting year.

Our 2024 Water Risk Assessment identified 29 sites operating in basins where production may be affected by water risk, representing 77% of total production and 54% of water withdrawals. To evaluate basin-level water risk, we considered the following criteria: • Sites with high or extremely high basin water risk, current or 2030 future water stress, drought risk, estimated flood occurrence, Surface Water Quality Index score or risk related to access to water or sanitation; • Sites with material water withdrawals; and • sites with either ten-year potential revenue at risk greater than 10% or production intensity greater than 1%. Because CDP requests reporting only for facilities meeting the threshold for substantive impact (aggregated by watershed or individually), we are reporting each site individually, acknowledging that not all sites will meet this threshold on their own. We use risk indicators from WRI Aqueduct and WWF Water Risk Filter to assess water stress at each location. Many of these facilities rely on water supplied municipally, with recorded volumes of zero indicating no direct withdrawals or discharges from the named water source. We expect water withdrawals and discharges to remain stable year over year, but any significant changes will be reported. For facilities with <=zero reported consumption, discharge exceeds consumption due to the use of recycled water. As a result, recorded consumption values either remain at zero or below this threshold.

[Information reported in response to 9.3.1 – including coordinates, water accounting data and a comparison with the previous reporting year for each facility referenced in 9.3 – has been redacted by Ecolab Inc.]

(9.3.2) For the facilities in your direct operations referenced in 9.3.1, what proportion of water accounting data has been third party verified?

Water withdrawals – total volumes

(9.3.2.1) % verified

☑ 76-100

(9.3.2.2) Verification standard used

International Standard on Assurance Engagements (ISAE) 3000 Revised

Water withdrawals – volume by source

(9.3.2.1) % verified

☑ 76-100

(9.3.2.2) Verification standard used

International Standard on Assurance Engagements (ISAE) 3000 Revised

Water withdrawals – quality by standard water quality parameters

(9.3.2.1) % verified

☑ 76-100

(9.3.2.2) Verification standard used

International Standard on Assurance Engagements (ISAE) 3000 Revised

Water discharges – total volumes

(9.3.2.1) % verified

☑ Not verified

(9.3.2.3) Please explain

Ecolab does not currently verify water discharges but may consider verifying in the future.

Water discharges – volume by destination

(9.3.2.1) % verified

☑ Not verified

(9.3.2.3) Please explain

Ecolab does not currently verify water discharges but may consider verifying in the future.

Water discharges – volume by final treatment level

(9.3.2.1) % verified

☑ Not verified

(9.3.2.3) Please explain

Ecolab does not currently verify water discharges but may consider verifying in the future.

Water discharges – quality by standard water quality parameters

(9.3.2.1) % verified

☑ Not verified

(9.3.2.3) Please explain

Ecolab does not currently verify water discharges but may consider verifying in the future.

Water consumption – total volume

(9.3.2.1) % verified

☑ Not verified

(9.3.2.3) Please explain

Ecolab does not currently verify water consumption but may consider verifying in the future.

(9.4) Could any of your facilities reported in 9.3.1 have an impact on a requesting CDP supply chain member?

☑ We do not have this data but we intend to collect it within two years

(9.5) Provide a figure for your organization’s total water withdrawal efficiency.

(9.5.1) Revenue (currency)

15741400000

(9.5.2) Total water withdrawal efficiency

1682494.32

(9.5.3) Anticipated forward trend

Through Ecolab solutions like 3D TRASAR, Water Flow Intelligence and the Smart Water Navigator, we support smart water management practices to reduce demand and improve water quality while optimizing costs at the facility/organizational level. Our 2030 goal is to reduce water impact by 40% per unit production across our enterprise from 2018 in part by using Ecolab solutions and digital technologies. Accordingly, we expect our total water withdrawal per unit revenue will decrease in the future.

(9.12) Provide any available water intensity values for your organization’s products or services.

Row 1

(9.12.1) Product name

All Product

(9.12.2) Water intensity value

3.21

(9.12.3) Numerator: Water aspect

☑ Water withdrawn

(9.12.4) Denominator

Per MT of product produced

(9.12.5) Comment

Ecolab's 2030 goal to reduce Water Impact Intensity by 40% per unit production from a 2018 base year covers Ecolab's services and products as a whole. We do not report the water intensity values on a product-specific level and so we have provided the water withdrawal and water discharge intensity values which cover global manufacturing and headquarters/RD&E facilities and all Ecolab sites.

Row 2

(9.12.1) Product name

All Product

(9.12.2) Water intensity value

2.08

(9.12.3) Numerator: Water aspect

☑ Other, please specify: Water discharge intensity

(9.12.4) Denominator

Per MT of product produced

(9.12.5) Comment

Ecolab's 2030 goal to reduce Water Impact Intensity by 40% per unit production from a 2018 base year covers Ecolab's services and products as a whole. We do not report the water intensity values on a product-specific level and so we have provided the water withdrawal and water discharge intensity values which cover global manufacturing and headquarters/RD&E facilities and all Ecolab sites.

(9.13) Do any of your products contain substances classified as hazardous by a regulatory authority?

Products contain hazardous substances
☑ Yes

(9.13.1) What percentage of your company's revenue is associated with products containing substances classified as hazardous by a regulatory authority?

Row 1

(9.13.1.1) Regulatory classification of hazardous substances

☑ Candidate List of Substances of Very High Concern for Authorisation above 0.1% by weight (EU Regulation)

(9.13.1.2) % of revenue associated with products containing substances in this list

☑ Less than 10%

(9.13.1.3) Please explain

Ecolab's products and operations are regulated by numerous laws globally, including the European Union (EU) Substances of Very High Concern (SVHC) regulations in our European products and operations. Our Position on SVHCs outlines how we incorporate the SVHC Authorization List into our Chemical Product Ingredient Sustainability Policy, supporting our target to eliminate the remaining products which utilize these chemistries in our global portfolio. By 2030, Ecolab will transition away from 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. In 2024, just 0.3% of Ecolab's annual revenue was from products containing EU SVHC authorization listed substances.

Row 2

(9.13.1.1) Regulatory classification of hazardous substances

☑ Annex XIV of UK REACH Regulation

(9.13.1.2) % of revenue associated with products containing substances in this list

☑ Less than 10%

(9.13.1.3) Please explain

Ecolab's products and operations are regulated by numerous laws globally, including the European Union (EU) Substances of Very High Concern (SVHC) regulations in our European products and operations. Our Position on SVHCs outlines how we incorporate the SVHC Authorization List into our Chemical Product Ingredient Sustainability Policy, supporting our target to eliminate the remaining products which utilize these chemistries in our global portfolio. By 2030, Ecolab will transition away from 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. In 2024, just 0.3% of Ecolab's annual revenue was from products containing EU SVHC authorization listed substances.

(9.14) Do you classify any of your current products and/or services as low water impact?

(9.14.1) Products and/or services classified as low water impact

☑ Yes

(9.14.2) Definition used to classify low water impact

International Sustainability Standards Board (ISSB)

(9.14.4) Please explain

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. For additional information, and customer case studies of Ecolab's low water products, please see Ecolab's 2024 Growth and Impact report available on our website.

(9.15) Do you have any water-related targets?

☑ Yes

(9.15.1) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

Water pollution

(9.15.1.1) Target set in this category

☑ No, and we do not plan to within the next two years

(9.15.1.2) Please explain

Ecolab does not currently have a water pollution target. We describe our process for identifying potential water pollutants and managing any potential risk in response to 2.5.

Water withdrawals

(9.15.1.1) Target set in this category

☑ Yes

Water, Sanitation, and Hygiene (WASH) services

(9.15.1.1) Target set in this category

☑ Yes

Other

(9.15.1.1) Target set in this category

☑ Yes

(9.15.2) Provide details of your water-related targets and the progress made.

Row 1

(9.15.2.1) Target reference number

☑ Target 1

(9.15.2.2) Target coverage

☑ Organization-wide (direct operations only)

(9.15.2.3) Category of target & Quantitative metric

Watershed remediation and habitat restoration, ecosystem preservation

☑ Other watershed remediation and habitat restoration, ecosystem preservation please specify: % of absolute water withdrawal at high risk sites restored through water efficiency and replenishment projects

(9.15.2.4) Date target was set

01/01/2020

(9.15.2.5) End date of base year

12/31/2018

(9.15.2.6) Base year figure

0

(9.15.2.7) End date of target year

12/31/2030

(9.15.2.8) Target year figure

50

(9.15.2.9) Reporting year figure

64

(9.15.2.10) Target status in reporting year

☑ Achieved

(9.15.2.11) % of target achieved relative to base year

128

(9.15.2.12) Global environmental treaties/initiatives/ frameworks aligned with or supported by this target

☑ Sustainable Development Goal 6

☑ Other, please specify :Water Fund of Sao Paulo, an initiative deployed by The Nature Conservatory

(9.15.2.13) Explain target coverage and identify any exclusions

This target covers sites within our direct operations identified as high-risk. Ecolab defines high-risk in this context by considering water stress, drought risk, poor water quality, & limited access to safe water.

(9.15.2.15) Actions which contributed most to achieving or maintaining this target

The actions which contributed to achieving this target in 2024 include but are not limited to: We continued to invest in the landmark water conservation project with the Colorado River Indian Tribes (CRIT) and the state of Arizona within our City of Industry manufacturing site's watershed, which delivered an annual volumetric benefit of 19.2 million gallons (73,000 cubic meters) of water. Ecolab also supports the Loch Leven Project in partnership with The Nature Conservancy, working to restore and enhance wetlands and provide flood storage capacity within the Mississippi River Delta near our Garyville manufacturing facility. Our contribution to this work allows for 164 million gallons (620,000 cubic meters) of water replenishment in the Upper Mississippi River Basin each year. Through partnership with the Minnesota Headwaters Fund, Ecolab's most recent funding has resulted in a volumetric water benefit estimated to be around 16.3 million gallons (61,700 cubic meters).

(9.15.2.16) Further details of target

Ecolab set a goal to restore 50% of our absolute water withdrawal volume at high-risk sites compared to a 2018 baseline by 2030. In 2024, we restored 64% of our absolute water withdrawal at high-risk sites by working through water efficiency and replenishment projects, exceeding our annual goal and exceeding our 2030 target 6 years early.

Row 2

(9.15.2.1) Target reference number

☑ Target 2

(9.15.2.2) Target coverage

☑ Organization-wide (direct operations only)

(9.15.2.3) Category of target & Quantitative metric

Water withdrawals

☑ Reduction in withdrawals per unit of production

(9.15.2.4) Date target was set

01/01/2020

(9.15.2.5) End date of base year

12/31/2018

(9.15.2.6) Base year figure

3.84

(9.15.2.7) End date of target year

12/31/2030

(9.15.2.8) Target year figure

2.3

(9.15.2.9) Reporting year figure

3.21

(9.15.2.10) Target status in reporting year

☑ Underway

(9.15.2.11) % of target achieved relative to base year

41

(9.15.2.12) Global environmental treaties/initiatives/ frameworks aligned with or supported by this target

☑ Sustainable Development Goal 6

☑ Other, please specify :Water Fund of Sao Paulo, an initiative deployed by The Nature Conservatory

(9.15.2.13) Explain target coverage and identify any exclusions

Ecolab has no additional information to provide. Note that we have slightly improved the accuracy of our response to CDP in recent years for this target, to align with our other external reporting.

(9.15.2.14) Plan for achieving target, and progress made to the end of the reporting year

Leveraging Ecolab solutions and digital technologies that help us reduce, reuse, and recycle water will facilitate the achievement of our goal to reduce water impact by 40% per unit production across our entire enterprise. To drive progress towards this goal we have prioritized water stewardship projects at our sites with an aim to improve the overall health of the local watersheds. We will continue introducing our newest technologies and services to help manage water in our plants. We have established site-level annual goals to give sites attainable checkpoints. In 2024, we increased our portfolio of AWS-certified sites to 13, with the addition of manufacturing plants in Placentia, California, Greensboro, North Carolina and Santiago, Chile.

(9.15.2.16) Further details of target

Within our operations we aim to reduce water withdrawal by 40% per unit production across our enterprise by 2030 relative to a 2018 baseline, demonstrating a strong commitment to water stewardship in addition to the water savings we deliver for our customers. Our progress to date is made possible by leveraging Ecolab solutions and digital technologies that help us reduce, reuse and recycle water, exceeding our annual goal.

Row 3

(9.15.2.1) Target reference number

☑ Target 3

(9.15.2.2) Target coverage

☑ Organization-wide (direct operations only)

(9.15.2.3) Category of target & Quantitative metric

Water, Sanitation, and Hygiene (WASH) services

☑ Other WASH, please specify: % of manufacturing sites located in high-risk watersheds certified Alliance for Water Stewardship (AWS) Standard

(9.15.2.4) Date target was set

01/01/2020

(9.15.2.5) End date of base year

12/31/2018

(9.15.2.6) Base year figure

0

(9.15.2.7) End date of target year

12/31/2030

(9.15.2.8) Target year figure

100

(9.15.2.9) Reporting year figure

62

(9.15.2.10) Target status in reporting year

☑ Underway

(9.15.2.11) % of target achieved relative to base year

62

(9.15.2.12) Global environmental treaties/initiatives/ frameworks aligned with or supported by this target

☑ Sustainable Development Goal 6

(9.15.2.13) Explain target coverage and identify any exclusions

This target covers Ecolab manufacturing sites located in water-stressed basins. Ecolab defines water-stressed areas as areas designated as having "high" or "extremely high" baseline water stress according to WRI's Aqueduct Water Risk Atlas tool.

(9.15.2.14) Plan for achieving target, and progress made to the end of the reporting year

Through the continued dedication of resources, expertise, and practical applications of principles to assist in development, launch and implementation and of the AWS International Water Stewardship Standard, we plan to achieve our goal of achieve AWS certification of all facilities located in high-risk watersheds. As of 2024, we have achieved AWS certification at 13 of our facilities, 10 of which are in high-risk watersheds, reaching ~62% achievement against our 2030 goal. For example, in 2024 our Placentia California, Greensboro, North Carolina, and Santiago Chile plants, achieved AWS certification. We have and will continue to prioritize the implementation of water withdrawal reduction projects based on risk probability and impact to site-level and community stakeholders.

(9.15.2.16) Further details of target

Our goal to achieve AWS certification for all manufacturing sites located in high-risk watersheds by 2030, includes meeting a criterion of access to WASH for all for site certification. As of 2024, we have achieved AWS certification at 13 of our facilities, 10 of which are in high-risk watersheds, exceeding our annual target, and reaching ~62% achievement against our 2030 goal.

C11. Environmental performance – Biodiversity

(11.2) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

(11.2.1) Actions taken in the reporting period to progress your biodiversity-related commitments

☑ Yes, we are taking actions to progress our biodiversity-related commitments

(11.2.2) Type of action taken to progress biodiversity- related commitments

☑ Land/water management

(11.3) Does your organization use biodiversity indicators to monitor performance across its activities?

Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
☑ Yes, we use indicators	☑ State and benefit indicators

(11.4) Does your organization have activities located in or near to areas important for biodiversity in the reporting year?

	Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity	Comment
Legally protected areas	☑ No	N/a
UNESCO World Heritage sites	☑ No	N/a
UNESCO Man and the Biosphere Reserves	☑ No	N/a
Ramsar sites	☑ No	N/a
Key Biodiversity Areas	☑ Yes	N/a
Other areas important for biodiversity	☑ No	N/a

(11.4.1) Provide details of your organization’s activities in the reporting year located in or near to areas important for biodiversity.

[Information reported in response to 11.4.1 – including details of the organization’s activities in the reporting year located in or near to areas important for biodiversity – has been redacted by Ecolab Inc.]

C13. Further information & sign off

(13.1) Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?

Other environmental information included in your CDP response is verified and/or assured by a third party
☑ Yes

(13.1.1) Which data points within your CDP response are verified and/or assured by a third party, and which standards were used?

Row 1

(13.1.1.1) Environmental issue for which data has been verified and/or assured

☑ Climate change

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Climate change

☑ Progress against targets

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

Ecolab engaged a third party to conduct an independent verification of its GHG emissions and Growth and Impact report for 2024. The progress against targets was included within this scope of work, per it's inclusion as a data point within the 2024 Growth and Impact report. The reference standard used was ISAE 3000.

(13.1.1.5) Attach verification/assurance evidence/report (optional)

13.1.1 Ecolab 2024 Report Assurance Statement.pdf

Row 2

(13.1.1.1) Environmental issue for which data has been verified and/or assured

☑ Water

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Water security

☑ Water withdrawals– total volumes

(13.1.1.3) Verification/assurance standard

General standards

☑ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

APEX Companies LLC (Apex) was engaged to conduct an independent verification of total water withdrawal reported by Ecolab Inc. (Ecolab) in calendar year 2024. The verification was carried out to provide a limited level of assurance using a materiality threshold of 5%.

(13.1.1.5) Attach verification/assurance evidence/report (optional)

13.1.1 Ecolab 2024 Assurance Statement on Environmental Metrics.pdf

(13.3) Provide the following information for the person that has signed off (approved) your CDP response.

(13.3.1) Job title

Chairman of the Board and Chief Executive Officer (CEO)

(13.3.2) Corresponding job category

☑ Chief Executive Officer (CEO)

(13.4) Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub website.

☑ Yes, CDP may share our Disclosure Submission Lead contact details with the Pacific Institute