





ECOLAB:

Using a Smartphone to Create a Crash-Free Culture

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ECOLAB: GLOBAL AND GROWING

Nearly **3 million** customer locations

16 global technology centers

90+ manufacturing facilities

10,000+ patents

44,000 associates globally

24,000 sales and service associates 1,200+

RD&E scientists and technical specialists





YOU CAN FIND US EVERYWHERE IT MATTERS



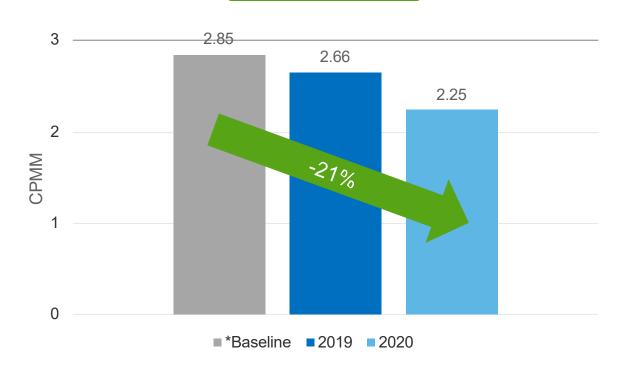






2020-2021 HIGHLIGHTS

NA 2017 - 2020



21% Reduction Compared to Baseline

*2020 includes COVID-19 Mileage Reduction

- CPMM in North America improved 15% in 2020, largest YOY reduction since 2014
- 21% reduction since Virtual Risk Manager program deployed in NA
- Global deployments delayed due to COVID-19
- Developed 100% virtual training program for global business partners
- First global deployment September 2020



GLOBAL EXPANSION APPROACH



Multi-Year Plan	All Divisions	Consistent Launch Process	Train the Trainer Program	Manager Training in Local Language
2020-2023 focused on global expansion	Launch all divisions in a country	Developed launch timeline and task list to ensure consistent launch in all locations	Train-the-trainer and program management training 100% virtual	Manager training completed nearly 100% virtually, in local language
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GLOBAL DEPLOYMENTS



25 countries deployed outside of NA as of September 2021

Program implemented consistently globally, strategy adjusted locally as needed

Global team partners with country SHE and leadership teams to address different local conditions

50 countries scheduled for 2022 deployment

Country/ Market		2020-2021 Launch	
Australia/NZ		Q3	
Korea		Q3	
Turkey		Q4	
UAE		Q4	
Japan	•	Q1	
Nordics	•	Q1	
Iberia	•	Q1	
Mexico	•	Q2	
Brazil		Q2	
Saudi Arabia		Q2	
UK/Ireland (partial)		Q3	

Country/ Market	2021 Launch
South Africa/ SSA	Q3
India	Q3
Colombia, Peru, Ecuador	Q3
Poland	Q4
Malaysia	Q4
Thailand	Q4
Singapore	Q4

