CLEAN REVENUE 2025 REPORT

August 2026

Table of Contents

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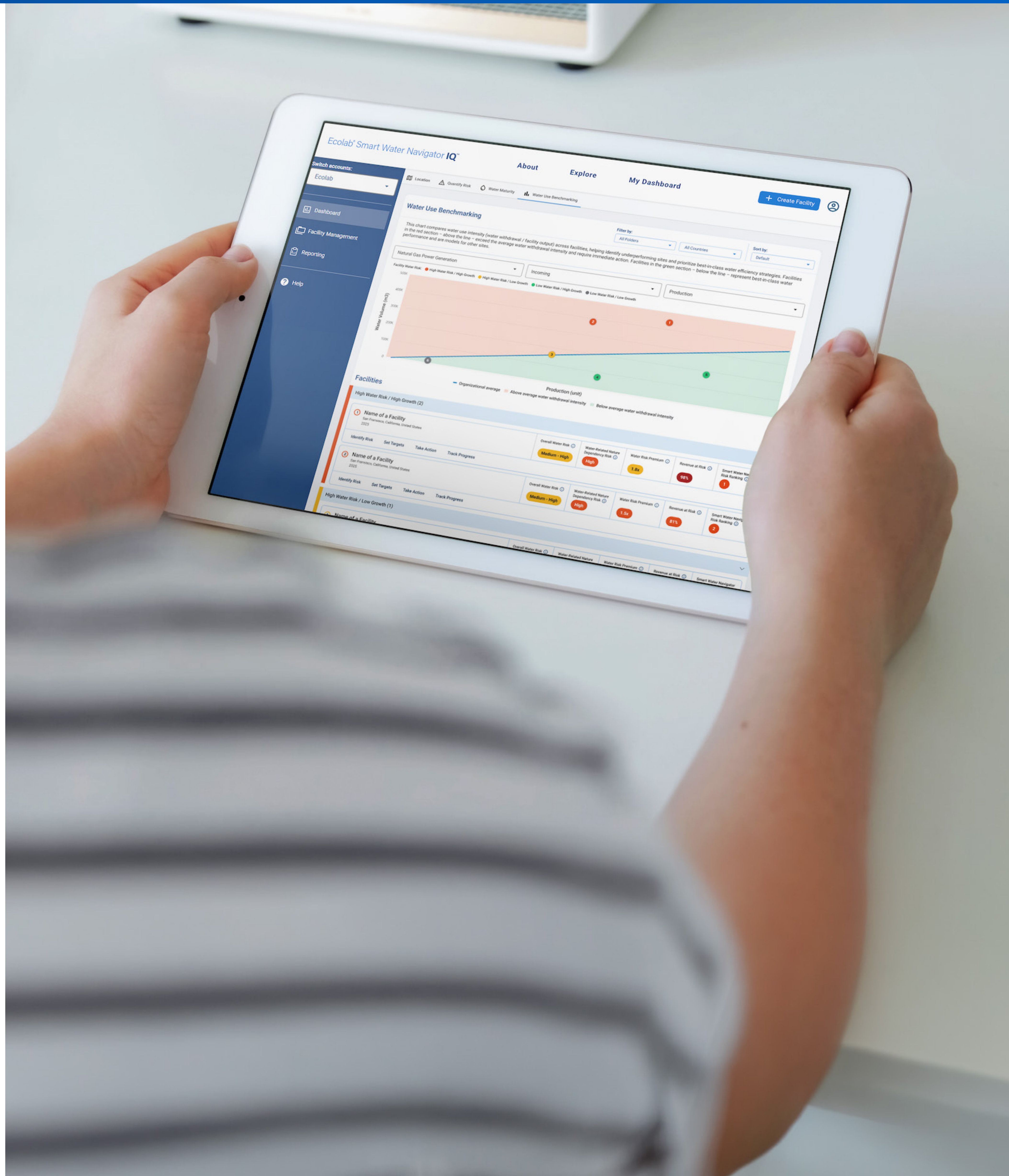
Clean Revenue and Ecolab's Sustainability Strategy

Ecolab's business model is anchored in its purpose to protect the resources vital to life and its sustainability strategy to advance people's health, planet health and business health through science-based solutions. By addressing structural global challenges such as water scarcity, climate impacts, ecosystem protection and hygiene, Ecolab enables customers to improve operational performance while reducing environmental and social risks. Clean Revenue operationalizes this strategy by measuring the portion of revenue derived from products and services that deliver clear, outcome-based environmental or social benefits, as defined by Ecolab. Through this approach, Ecolab integrates sustainability into portfolio management, investment decisions and long-term growth strategy, transparently linking purpose-led innovation to measurable value creation for customers, society and shareholders.

Overview

To improve precision and transparency in our measurement and reporting, we are enhancing our methodology to holistically capture Ecolab's progress towards revenue supporting our sustainability and social benefit goals. This update will refine our framework to provide a more detailed and rigorous assessment of **Clean Revenue** while ensuring alignment with Ecolab's sustainability vision. The updated methodology will also establish clearer criteria for evaluating product portfolio decisions, acquisitions, capital allocation, investments and future financial commitments, reinforcing our commitment to a sustainability-driven business strategy.

By measuring Clean Revenue, Ecolab can better understand and communicate the alignment between its business and its sustainability ambitions, enabling more informed decisions internally and more meaningful conversations externally.



Methodology

Ecolab manages 50,000+ solutions across 40 industries and 170+ countries, using its Clean Revenue methodology to consistently assess sustainability impact across all major business divisions. The approach combines scientific evidence, hazard & risk screening, knowledge-based judgment and customer and market insights, while remaining flexible to business-specific needs.

Initially focused on select high-impact products, Clean Revenue now covers all global divisions—Global Water, Global Institutional & Specialty, Life Sciences and Pest Elimination—improving consistency, transparency and alignment between revenue growth and sustainability progress.

Impacts are assessed at the product application level based on customer use rather than product design alone. Digital and service-based offerings are considered Clean Revenue due to lower material and end-of-life impacts and their role in improving resource efficiency. Consistent impact categories and performance indicators are applied across all business units to provide a clear, outcome-based view of sustainability-driven revenue.

Methodology - Categories

Categories	Water	Climate	Ecosystem Health	Circularity	Health & Safety
Product Impact Criteria	Water use reduction Water quality improvement	Energy use reduction Air emissions reduction	Solid waste reduction Discharge emissions reduction Contaminant removal	Raw material optimization Asset protection	Water safety Human safety Human health Food safety

Methodology - KPI Impact

CATEGORIES	PRODUCT IMPACT KPI	DESCRIPTION
Water	Water reduction (Tier 1)	Helps to significantly reduce water usage through optimized cleaning & operations, improving water reuse and lowering consumption in industrial & commercial applications.
	Water quality improvement (Tier 1)	Helps improves water quality by removing contaminants, reducing chemical residues, and enhancing water safety & compliance in customer operations.
Climate	Energy use reduction (Tier 1)	Helps lower energy consumption by streamlining operational workflows, reducing heating or cooling requirements, and/or improving equipment efficiency, thereby supporting customers in reducing their carbon footprint.
	Air emissions reduction (Tier 2)	Helps reduce air pollution by limiting volatile organic compounds (VOCs), greenhouse gases and other emissions, helping customers improve air quality and meet environmental regulations.

Methodology - KPI Impact

CATEGORIES	PRODUCT IMPACT KPI	DESCRIPTION
Ecosystem Health	Solid waste reduction (Tier 2)	Helps reduce solid, liquid and hazardous waste generation by improving efficiency, better dosing and/or enabling reuse or recycling to lower disposal costs and environmental impact.
	Discharge emissions reduction (Tier 2)	Helps in reduction of specific wastewater contaminants achieved through product use, resulting in reduced pollutant concentrations and/or loads in wastewater effluent prior to discharge.
	Contaminant removal (Tier 2)	Helps remove harmful contaminants like pathogens, residues and pollutants from surface, water & equipment to ensure safer environments and/or reduce health risks for workers & consumers.
Circularity	Raw material optimization (Tier 2)	Helps customers optimize raw material use by improving yield, reducing excess consumption and/or supporting alternatives to increase efficiency and lower costs.
	Asset protection (Tier 2)	Helps extend asset life by reducing wear, corrosion and buildup, improving reliability, lowering maintenance needs and/or delaying replacement costs.

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Methodology - KPI Impact

CATEGORIES	PRODUCT IMPACT KPI	DESCRIPTION
Health & Safety	Water Safety *(Tier 1)*	Helps ensure water safety for use, processing or discharge in customer operations by meeting quality standards and/or reducing harmful substances.
	Human Safety *(Tier 1)*	Helps contribute to human safety by minimizing health risks and/or support safe handling by reducing exposure to hazardous chemicals and unsafe conditions.
	Human Health *(Tier 1)*	Helps contribute to public health protection, including infection prevention and control.
	Food Safety *(Tier 1)*	Helps support food safety by reducing contamination risks in processing, packaging and handling while ensuring hygiene compliance and/or protecting consumers from foodborne illnesses throughout supply chain.

Segmentation

The product evaluation framework is divided into three main categories: **Clean, Standard** and **Focus**. A product is classified as 'Clean' if it delivers a meaningful environmental or social benefit that is aligned with at least one of the Tier 1 Product Impact KPIs or two of Tier 2 Product Impact KPIs.

Clean

Products and services that deliver customer value and a clear, measurable and significant environmental or social benefit aligned with one or more Ecolab sustainability categories.

Standard

Products and services that deliver customer value through operational performance, efficiency, quality or business outcomes while meeting Ecolab's Code of Conduct, Ethical Sourcing Standards and applicable regulatory requirements.

Focus

Products and services that meet **Standard** requirements and contain substances, attributes or characteristics that are subject to emerging regulatory requirements, evolving scientific understanding or increased stakeholder interest.

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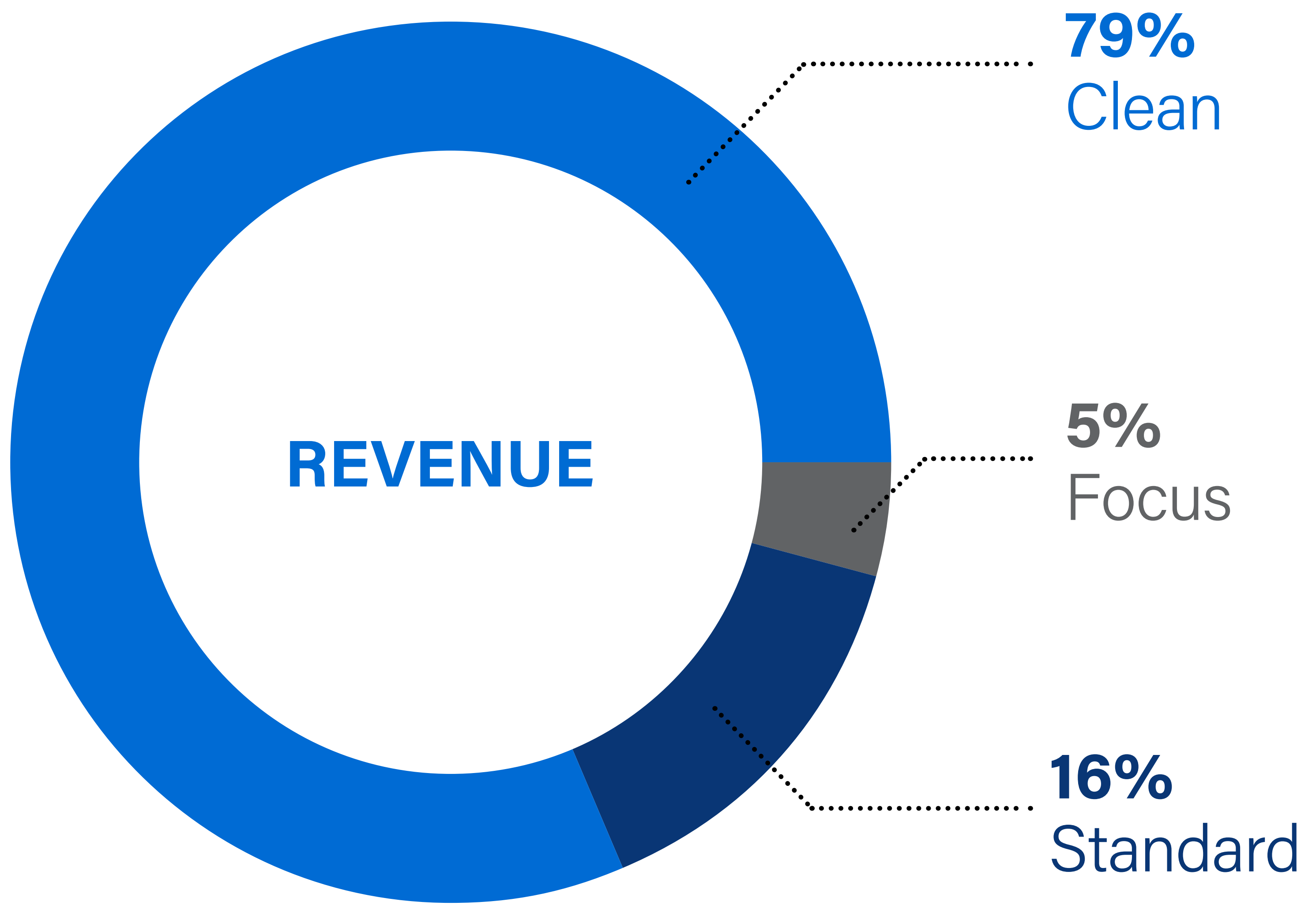
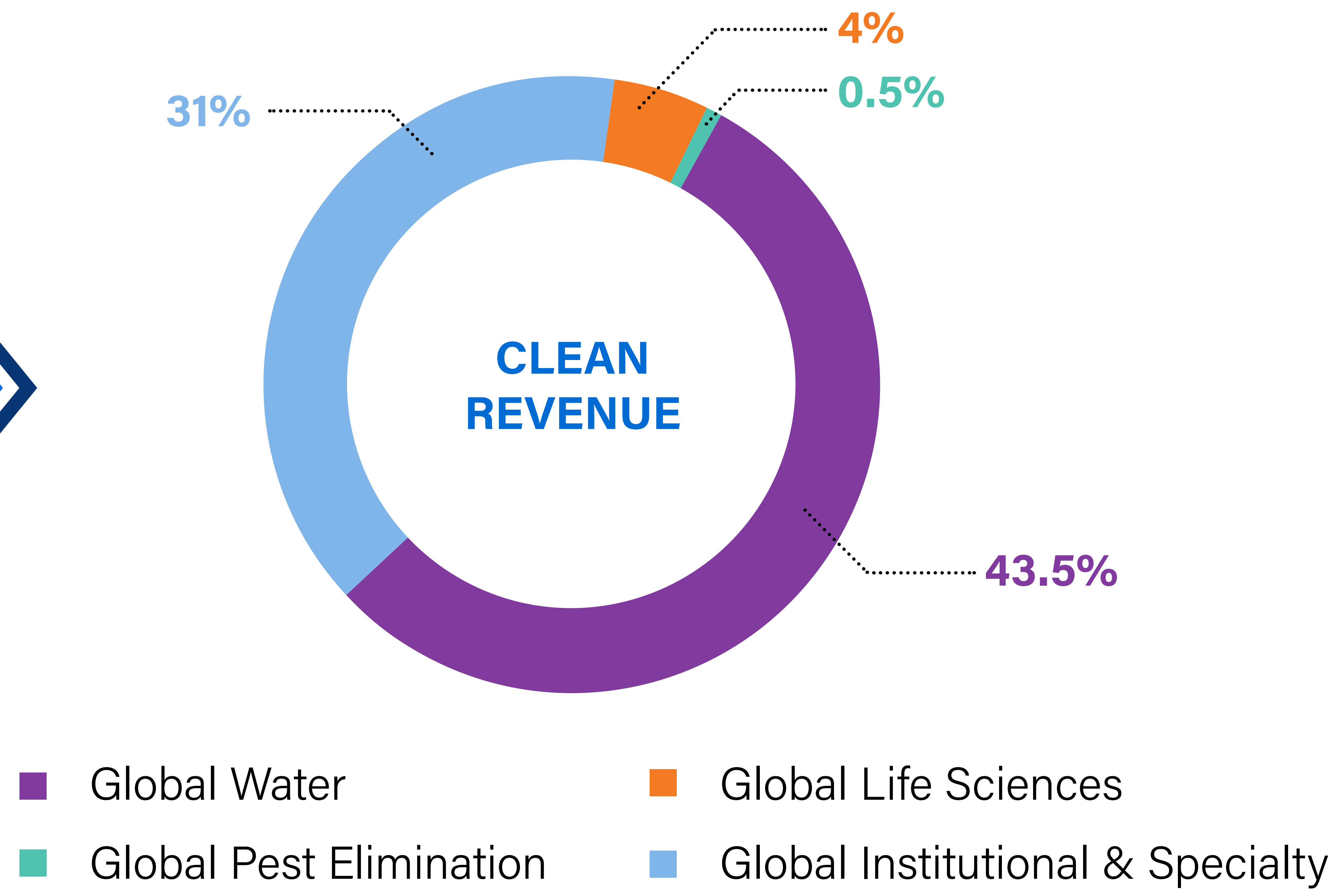
Focus category includes chemical products containing substances on the REACH SVHC authorization list, REACH SVHC candidate list, SIN list, Carcinogenic, Mutagenic and Reprotoxic (CMR) substances according to Globally Harmonized System (GHS) standards substances meeting REACH SVHC hazard criteria not yet added to the candidate list and/or substances with emerging regulatory or stakeholder interest.

Outcome

REVENUE MIX 2025

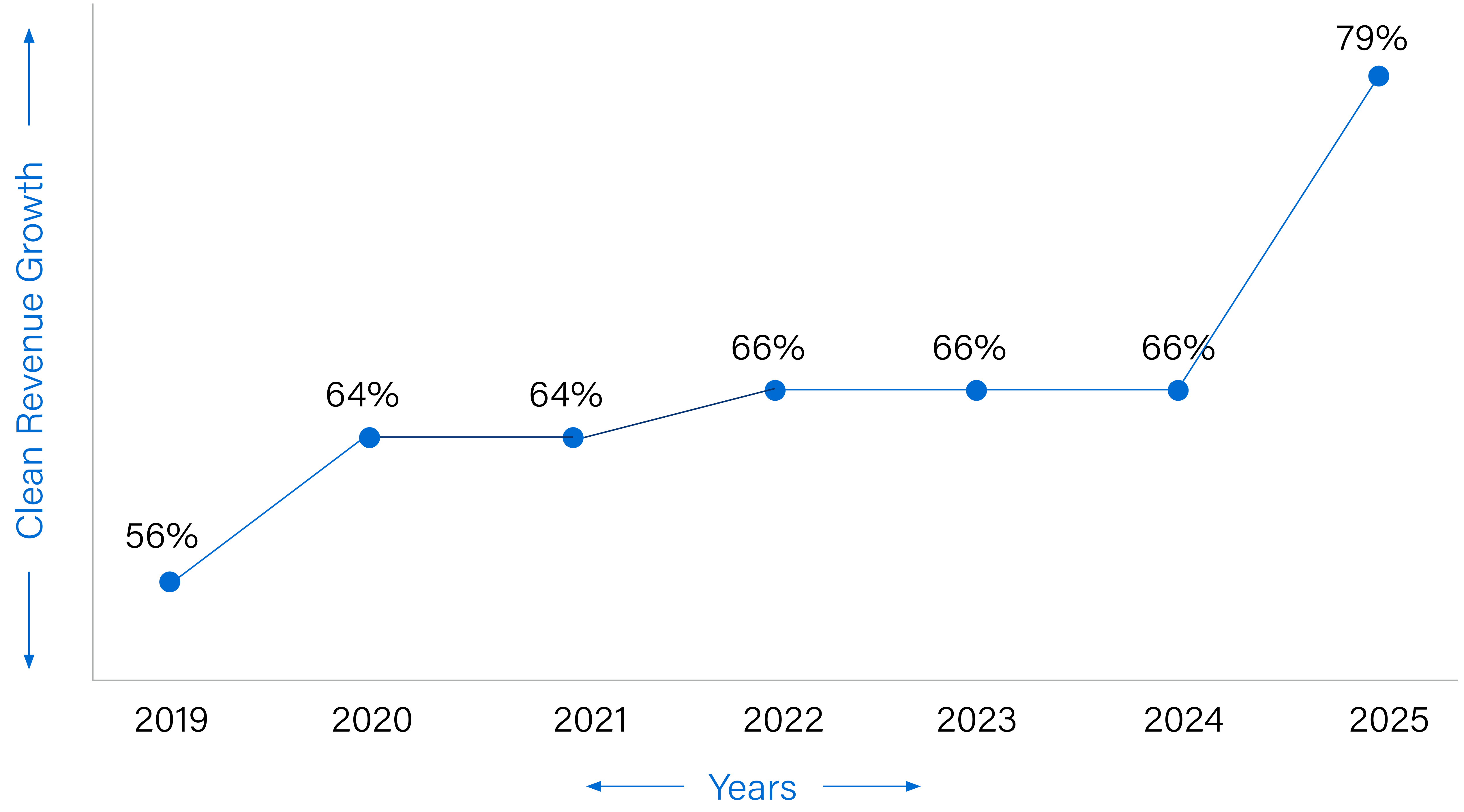


BUSINESS MIX 2025



Using this framework, **79%** of 2025 revenue is classified as Clean, meaning it comes from products and services that meet Standard requirements and deliver a clear and significant environmental or social benefit aligned with one or more sustainability categories defined by Ecolab. The remaining revenue reflects products or services in the categories of Standard or Focus that meet Code of Conduct and Ethical Sourcing Standards.

Clean Revenue Trends



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Appendix

Year-End Closing and Reporting (Sales Portfolio)

Key figures from the Clean Revenue methodology are incorporated into Ecolab's sustainability performance reporting. Clean Revenue is a key performance indicator used to monitor the alignment of Ecolab's commercial portfolio with its sustainability strategy. Clean Revenue is calculated using internally reported product, service and product-application-level sales data, with eligibility assessed at the individual product, service or product-application level in accordance with the Clean Revenue methodology. The resulting proportion of product, service or product application-level sales that is defined as Clean Revenue share is then applied to Ecolab's reported financial revenue figures to determine total Clean Revenue. Clean Revenue is reported as part of Ecolab's annual sustainability disclosures and is based on fiscal year-end data.

Scope

Ecolab's Clean Revenue is determined at the product, service or product application level. For product application-level assessments, chemical products and, where applicable, their associated services are mapped to their respective product applications, and each product application within the defined scope of the sales portfolio is assessed and classified according to the Clean Revenue segmentation framework. The sales to customers at the product-application level are summarized and reported by the Clean Revenue segment. All products and services within the scope are classified into one of three mutually exclusive categories: Focus, Standard or Clean. Clean Revenue is a key performance indicator representing the portion of reported revenue attributable to products and services classified as Clean. The distribution of sales across all segments supports portfolio transparency and internal steering, while the Clean Revenue share is a key indicator for strategic decision-making related to sustainability-led growth and portfolio direction.

Appendix

Segmentation and Year-End Closing

The segmentation of products and the allocation of sales to customers are based on the final classification status at the end of the fiscal year. The final segmentation status and corresponding external sales to third parties, as recorded in the relevant financial and assessment systems at fiscal year-end, represent the authoritative basis for Clean Revenue reporting. Interim changes to product classification or sales during the fiscal year are not reflected in reported Clean Revenue unless they are incorporated into the finalized year-end data.

Reporting Content

The share of sales classified as Clean is applied to the corresponding reported financial revenue base to determine total Clean Revenue, which represents revenue attributable to products and services classified as Clean. In addition, Ecolab discloses the sales to customers, or corresponding percentages, for all Clean Revenue segments as defined in the methodology. Ecolab may disclose additional contextual information when relevant. This information may include total external sales within the reporting scope, the extent of portfolio coverage under the Clean Revenue assessment, and the overall segmentation of the sales portfolio.