

03/17/2020

Dear Valued Customer,

Our Commitment

For decades, Ecolab has taken pride in helping customers address big challenges and succeed in good times as well as difficult times. We've been there when you needed us the most, working with you through SARs, MERS or H1N1, to mention just a few challenging situations. And, as we face today's coronavirus pandemic, we will remain steadfast in our commitment to help you maintain clean, safe and healthy operations anywhere around the world.

I'm writing to you today to affirm how we are keeping our people safe to serve you best, provide information on our COVID-19 expertise, and explain how we are managing the increased demand for our products.

Keeping Our People Safe to Serve You Best

By taking care of our people, we protect our ability to serve you best. Our Goal Zero safety commitment remains in place, and we've taken a number of additional measures to keep our people safe during this pandemic.

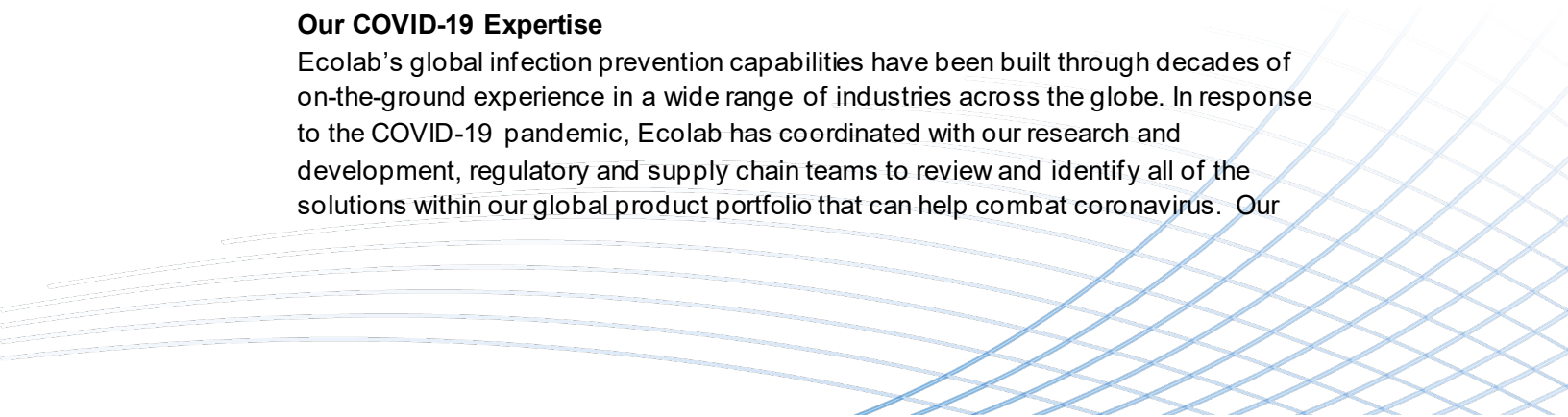
For all our associates who visit customer sites, we have provided the necessary personal protection supplies and equipment, we have stepped up our cleaning and sanitizing protocols and strengthened our hand hygiene practices.

We have clear and stringent protocols regarding exposure to COVID-19. If an associate has had contact with an infected person, even if they are symptom-free, they must self-isolate for 14 days and cannot return to work until they are symptom-free.

We have tested and even in some cases implemented our business continuity plans to ensure service at all times. And all Ecolab associates who can do their work from home are telecommuting, and we have restricted all non-essential travel. We've also prohibited non-essential visits to Ecolab locations by outside parties.

Our COVID-19 Expertise

Ecolab's global infection prevention capabilities have been built through decades of on-the-ground experience in a wide range of industries across the globe. In response to the COVID-19 pandemic, Ecolab has coordinated with our research and development, regulatory and supply chain teams to review and identify all of the solutions within our global product portfolio that can help combat coronavirus. Our



field sales and service teams are dedicated to bringing you products and programs that have been approved by regulatory authorities as effective against this new virus, and support training to help your staff execute rigorous sanitation and hygiene programs.

How We're Managing Increased Demand

We have a global supply chain, producing products in or close to the countries where they will be used, and are running all of our manufacturing facilities worldwide at full capacity to meet the demand for our products. We are also investing significantly in new capabilities and are increasing our staffing with night and weekend shifts. Serving our current customers is our priority even if this means a major increase in costs.

In spite of our extensive measures, the exponential demand for our products will exceed our current supply. We're striving to provide the right products, in the right quantities, to the places that need them most, but we won't be able to meet in time demands that vastly exceed normal volumes.

We Will Keep You Continuously Informed

To help you plan effectively, we will provide you with weekly supply quantities until the end of June. We will update you continuously as capacity ramps up and demand evolves. And, if we believe there may be a disruption to your product delivery, our team will reach out to you in advance to discuss and address the situation.

We are proud to be your partner as we work together to fight the coronavirus pandemic. These are difficult times, but as we've done in the past, we will overcome this new challenge together.

Thank you for the opportunity to serve you and please stay safe,

A handwritten signature in black ink, appearing to read 'Doug Baker', with a stylized flourish at the end.

Doug Baker
Chairman and Chief Executive Officer