IN 2019, ECOLAB HELPED

Save
206 BILLION
gallons of water

Equivalent to the drinking water needs of
712 MILLION people

Manage
1.1 TRILLION
gallons of water

Conserve
28 TRILLION
Btu of energy

Avoid
1.5 MILLION
metric tonnes of greenhouse gas emissions

Generate more than
20%
of the world's power

Safely produce more than
36%
of the world's processed food

Safely produce
45%
of the global processed milk supply
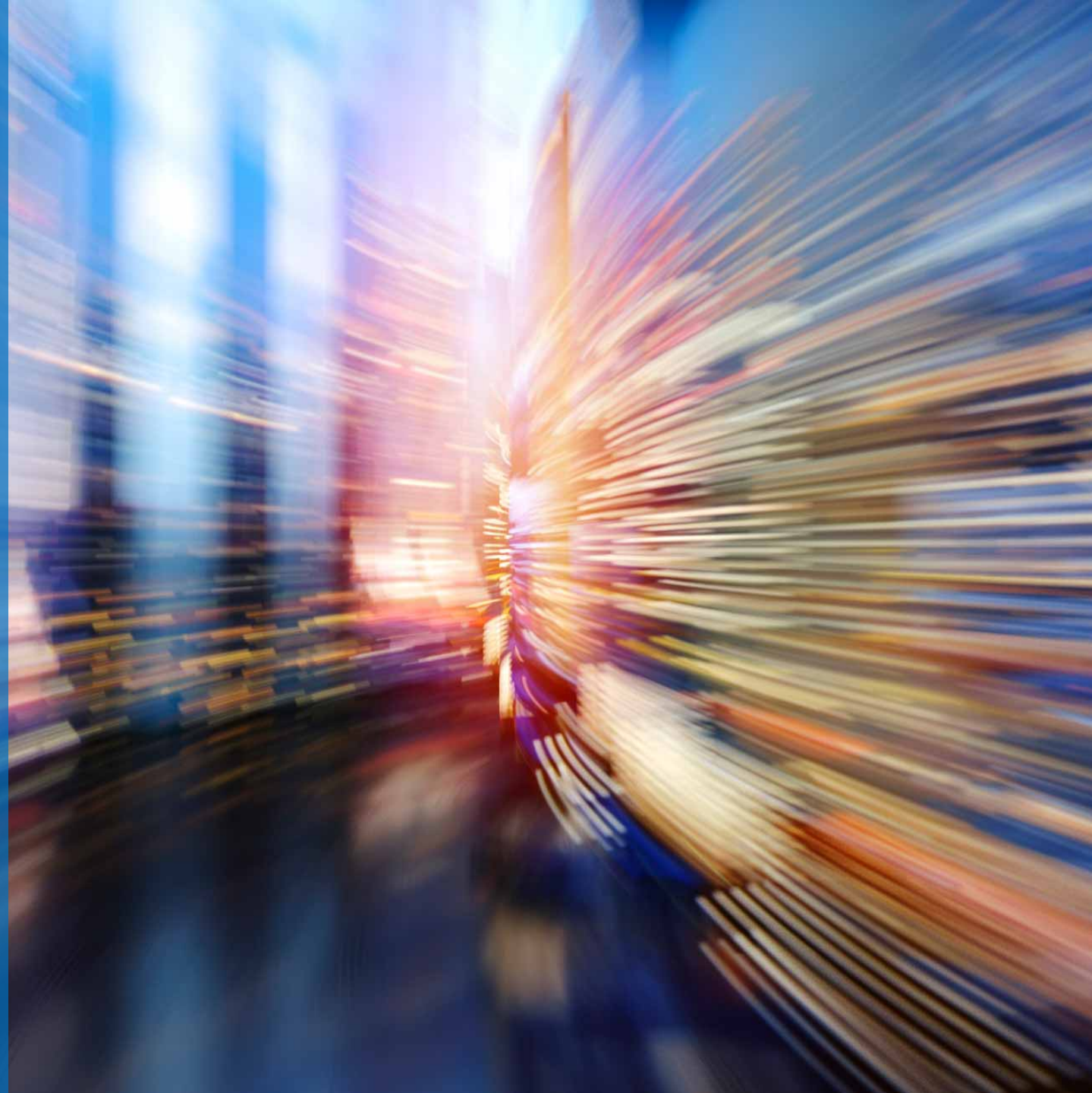
Serve
58 BILLION
Restaurant meals

Clean
40 BILLION
Hands

Clean
1 BILLION+
Hotel rooms

ECOLAB®

Digital technology is driving innovation in every sector of every industry we serve, and our customers are looking to us to lead.

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WHY ECOLAB DIGITAL CENTER

GROW GLOBAL DIGITAL TALENT

Growing technical talent needs
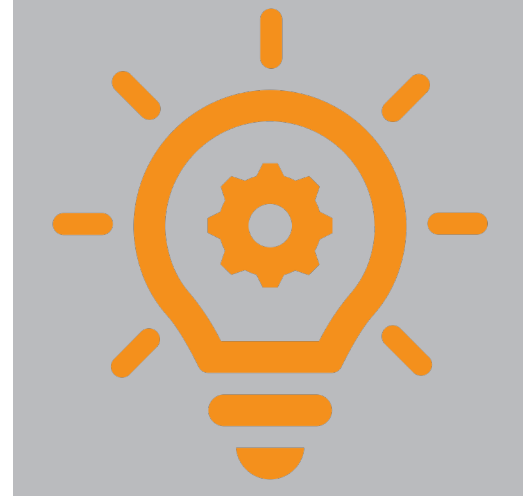
US talent constraint

Access to start up hubs

SLOW GROWING CONTRACTOR SPEND

Exorbitant contractor rates in U.S.

Replace high priced contractors

Incremental additions for in demand skills like Data Science

RETAIN IP FROM INNOVATION

Loss of mindshare, ideas, management, and enhancements with external partners.

ACCELERATE SPEED TO MARKET & SCALE

Global model and deployment capability

Follow the sun

Scale for Proof of Concepts, innovation

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WHY BANGALORE?

- **Silicon Valley of India**

  - Highest concentration of needed digital talent for software development and data science: Analytics, AI, Azure, Salesforce, Dynamics

  - Ability to partner with start-ups to **accelerate innovation**

- **Rich local ecosystem of strategic partners**

  - Accenture, Deloitte, Microsoft etc.

- **Local Government and Tax Favorability**

  - Special Economic Zone (SEZ)

- **Cost effective**

  - Little to no operating cost premium compared to other Indian locations

- **Proven Scalability**

  - Ecolab scaling to more than 350 FTEs

BANGALORE
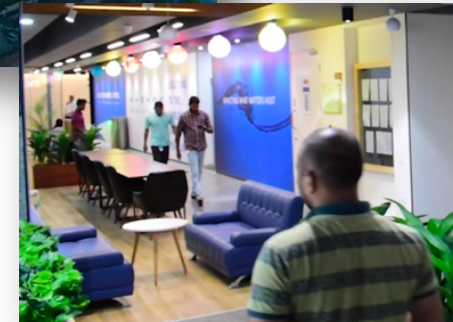
✓ Secure
✓ Green
✓ Cost effective
✓ Tax favorable

Independent location study by: **Gartner.** **Everest Group®**
From *insight* to *action*.

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ECOLAB DIGITAL CENTER

- **165 FTE** in first 8 months
  - Creating more than 300+ digital capabilities
- Currently at 300 FTE & plan to reach **350** in 2021

IMPACTING WHAT MATTERS MOST

(Ecolab)^{IT}
value | speed | quality

GROWING DIGITAL TALENT

- Develop in-house **integrated delivery** to scale
  - Test and drive adoption **for digital solutions**

- **Fill skills and competency gaps** in organization
  - Salesforce, Dynamics, Data science, Digital Architecture, Mobile first, API, Process Automation
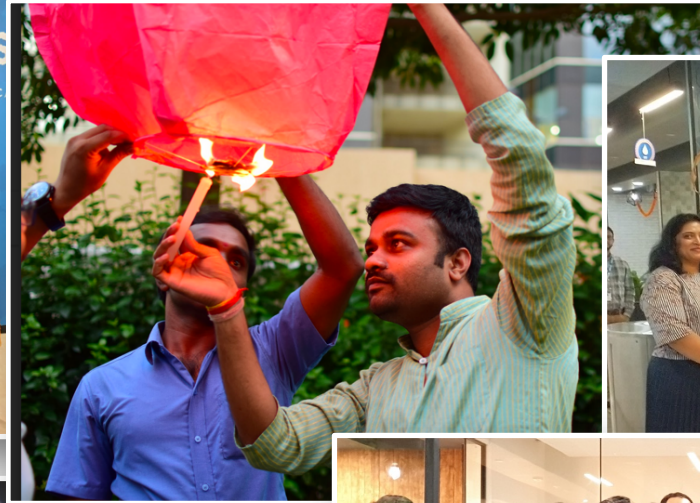

91% Retention!

HOW SMC² HELPED GROW CAPABILITIES

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CURRENT CAPABILITIES

300+ digital capabilities and skills

Visualization

Mobile first Web app	Native Mobile App	Admin Web App

Application

API	Logging	Business Logic
Authentication	User Session	Validation
Authorization	Controllers	Sanitization

Computation

Transactions	Analytics	Algorithms	Machine Learning

Data

Data Storage	Search Engine	Content Storage

DESIGN THINKING

Dev Ops
code plan build release deploy Operate monitor test

ei

PROCESS AUTOMATION

AI

Innovation

5 **Cognitive Analytics** Cause something to happen. Automated
4 **Prescriptive Analytics** What should we do?
3 **Predictive Analytics** What could happen?
2 **Diagnostic Analytics** Why did it happen?
1 **Descriptive Analytics** What happened? Manual
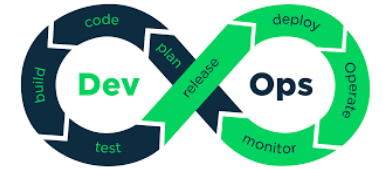
AI Augmentation

Global Insource Center (GIC)

- Dedicated team, recruited to fit
- GIC & PMO best practices
- Dedicated leased space, branded
- Discounts on rates years 2 and 3, as costs optimize
- Flexible growth using SMC^2's wave planning for resources
- Right to hire BOT after 3 years, growth pattern
- No capital up front, no valuation, no acquisition fees
- 90%+ retention, measured monthly

SMC²
A "Challenger" to Traditional Outsourcing

-Gartner 2020, Stephanie Stout Hanson

GIC Managed Service Option

- Flexible growth using SMC's wave planning for resources
- Same approach with GIC & PMO best practices
- Same Dedicated technical Team, recruited to fit
- Same retention rates at 90%+
- Cost optimizes offshore, savings, no overtime
- SMC^2 absorbs operational costs including startup capital

- **Slash costs by over 40%**
- **True-rate targets below $20/hour**
- **Retain talent by over 90%**
- **Ensure 1:1 productivity to US teams**

Traditional Outsourcing Common Problems:

- Hourly billable focused, overtime, late delivery
- Poor quality & productivity
- Locked in contracts
- No incentives to perform as a team member
- Retention issues
- Intellectual property and mindshare risk
- Increasing cost year over year

"We now see a fork in the road, an alternative that gives us talent to innovate _and_ cost optimize."

- Director, Strategic Sourcing

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ROADMAP
GLOBAL INSOURCING: MANAGED SERVICE OR PATHWAY TO OWNED ENTITY

SMC²

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
START-UP Months 1-3	**ESTABLISH** Year 1	**SCALE** Year 2	**OPTIMIZE** Year 3	**GIC** Ongoing

Phase 1 — START-UP
- **Initial Ramp Plan**
- Teams, roles, JDs
- Early adopters
- Start recruiting
- **Site Selection**
- India, based on expected size of team
- **H/W Procurement**
- Monthly rate fully inclusive of laptops, network and all aspects of team ops

Phase 2 — ESTABLISH
- **Launch Teams**
- Onboard & establish highly productive teams
- Transition work from other vendors
- **GIC PMO**
- Leverage best practices on talent hiring, retention, operations, global IT best practices
- **Wave Planning**
- Talent forward looking plan for JIT hiring

Phase 3 — SCALE
- **Expand Teams & Rollout Competencies**
- **Continue Onboarding**
- Fresher program for college talent
- **Training & Skills Development**
- Continuous learning & skills development to ensure versatile resources, optimize offshore model

Phase 4 — OPTIMIZE
- **Cost Optimization as Team Grows**
- **Potential growth**
- Agile model ads value chair develops within your organization
- Business capabilities
- IT competencies
- **Consider Option to Transition**

Phase 5 — GIC
- **Continue as Managed Service GIC or Right-to-Hire Transition to Owned GIC**
- No valuation
- No capital up front
- No capital at transition
- Acquire Lease & depreciated assets
- **Targeted True Cost**
- Becomes your operational cost post transition
- Sub $20/hour,

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