



# OUR IMPACT IN ACTION

Primo Water 2023  
Sustainability Progress Report





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## SECTION 1

# INTRODUCTION





# LETTER FROM OUR CEO

I am proud to share this 2023 Sustainability Progress report, which reflects our progress in and continued commitment to our sustainability journey. We made meaningful progress against our priorities and targets, established new initiatives and enhanced the collection of our sustainability data from across our operations.

Through what I have learned from engaging deeply with customers, partners, associates and shareowners, I have set the following "must win" priorities for Primo Water in 2024 and beyond. I believe our continued commitment to and integration of ESG best practices will directly support these business priorities in several ways.

- Superior customer service:** Our associates are embedded in our communities, where we serve our customers. Empowering our 6,000+ associates with a safe, inclusive, meritocratic and inspiring work environment is critical to supplying critical customer service.
- Preferred water solutions partner:** The concept of partnering encompasses all aspects of our business – including associates, suppliers and customers. Safe and high-quality products delivered seamlessly and through a responsible supply chain will be paramount to maintaining our status as a partner of choice.
- Operational excellence:** Primo Water can take advantage of the recent divestment of our international business, to focus its sustainability efforts – such as water stewardship and circular packaging – on its geographically diverse footprint in North America to allow the efficient and cost-effective delivery of broad water solutions.

I believe Primo Water is a leader in providing equitable access to high-quality, sustainably sourced drinking water delivered in circular solutions that reduce plastic waste. It is paramount that we continue to serve our customers with uncompromising commitment to inspiring healthier lives, healthier communities and a healthier planet.

We recently announced a definitive agreement to combine Primo Water with BlueTriton Brands Inc. This strategic union will create a leading publicly traded North American pure-play healthy hydration company, combining complementary businesses across multiple channels, formats, geographies and usage occasions. Together, our premier portfolio of brands will meet hydration needs throughout the day, across various channels and in a variety of convenient formats.

Both companies share a commitment to stewardship, community engagement and energy efficiency. Our combined entity will continue to prioritize sustainability in the beverage industry, driving forward initiatives that support a healthier planet.

In the meantime, Primo Water remains dedicated to business as usual, focusing on developing and implementing a sustainability strategy that inspires healthier lives and communities.

**Robbert Rietbroek,**  
Chief Executive Officer



# PRIMO WATER SUSTAINABILITY BY THE NUMBERS<sup>1</sup>

## Inspiring Healthier Lives

**Equitable access to high quality drinking water:**

**41,000+** access points across North America<sup>2</sup>



**1.5M+** Delivering to water direct customers



**240k+**

annual quality control analyses and tests conducted across source, product, packaging and refill equipment.<sup>3</sup>

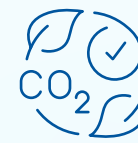
Over **130k** training hours for Primo Water Associates

**47%** reduction in injuries



## Inspiring Healthier Planet

**25%** reduction in CO<sub>2</sub>e<sup>4</sup> and CarbonNeutral<sup>®</sup> company certified



Save **150M** gallons of water by 2030<sup>5</sup>

**6M** gallons of water saved in Los Angeles plant

Reduced **2.4M** miles driven<sup>6</sup>

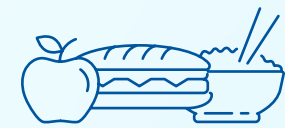
**5M+** kWh saved



**100%** of packaging material is recyclable

## Inspiring Healthier Communities

**\$1M+** in annual donations<sup>7</sup>



**30,000+** meals packaged for Children in Haiti<sup>8</sup>

Creating **Moments that Matter** in our communities:

- Adopt a Family:** Front-line associates supporting 37 unique families, shelters, programs and donation drives across multiple Primo Water locations.
- Los Angeles Missions:** Our Los Angeles based Primo Water Associates prepared hundreds of boxed meals for Thanksgiving.
- Martin Luther King Day, Day of Service:** Primo Water Associates volunteered with Hosea Helps in Atlanta, Georgia to pack and distribute over 500 meal and personal care boxes for those in need.

Increased supplier diversity spend by **140%** and number of diverse suppliers by 355%



1 North America Only, unless otherwise noted.  
 2 Combines retail exchange number and refill numbers in 10K (17,500 and 23,500 respectively).  
 3 Tests performed by accredited, certified laboratories for drinking water.  
 4 Compared to baseline.  
 5 20% improvement in water efficiency.  
 6 Since 2021.  
 7 Represents global donations.  
 8 2023 and 2024 combined.



## SECTION 2

# BUSINESS OVERVIEW





# 2023 QUICK FACTS<sup>9</sup>

**38**

**Production Facilities  
in the US + Canada**

**\$1.77B**

**in Annual Revenue**

**~6,400**

**Employees**

**~1B**

**Gallons of Water Sold**

<sup>9</sup> North America.



# 2023 QUICK FACTS<sup>10</sup>

## Primo Water is a leading North America-focused pure-play water solutions provider that generates approximately \$1.77 billion in annual revenue.



Primo Water is a leading North America-focused pure-play water solutions provider that operates largely under a recurring revenue model in the large-format water category (defined as 3 gallons or greater). This business strategy is commonly referred to as “razor-razorblade” because the initial sale of a product creates a base of users who frequently purchase complementary consumable products. The razor in Primo Water’s revenue model is its industry-leading line-up of innovative water dispensers, which are sold through approximately 10,900 retail locations and online at various price points. The dispensers help increase household and business penetration which drives recurring purchases of Primo Water’s razorblade offering or water solutions. Primo Water’s razorblade offering is comprised of Water Direct, Water Exchange and Water Refill.

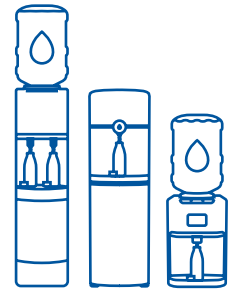
Through our Water Direct business, Primo Water delivers sustainable hydration solutions directly to customers, whether at home or in businesses. Through our Water Exchange business, customers visit retail locations and purchase a pre-filled bottle of water. Once water is consumed, they can exchange empty bottles at our recycling center displays, which provide a ticket that offers a discount on the purchase of a new bottle. Water Exchange is available in approximately 17,500 retail locations. Through our Water Refill business, customers refill empty bottles at approximately 23,500 self-service refill drinking water stations. Primo Water also offers water filtration units across North America.

10 North America.



# 2023 QUICK FACTS

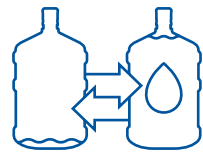
## What We Offer



**~10,900**

### Dispenser Retail Locations

Our water dispensers connect Primo Water's sustainable drinking water solutions to consumers.



**~17.5k**

### Water Exchange Locations

Our pre-filled and reusable 5-gallon water bottles are found at retail locations. Bottles are cleaned and filled in a contaminant-free environment.



**~23.5k**

### Water Refill Stations

Our self-service refill water stations are located at various retail locations and offer filtered water to customers.



**1.5M+**

### Water Direct Customers

Our Water Direct business delivers sustainable hydration solutions directly to customers whether at home or in businesses.



**~12,000**

### Mountain Valley Spring Water Retail Locations

A leading brand on the Natural Food Channel with ~12,000 U.S. retail locations.







## SECTION 3

# OUR SUSTAINABILITY **STRATEGY** **+ PRIORITIES**



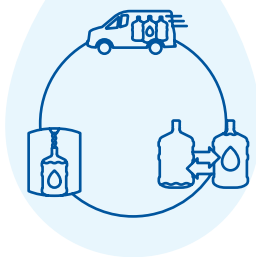


# OUR SUSTAINABILITY STRATEGY AND PRIORITIES

Primo Water's mission is to **Inspire Healthier Lives With Water Your Way**. Caring for natural resources and promoting the health and wellness benefits of high-quality water are at the core of our sustainable drinking water solutions. At Primo Water, sustainable principles directly reinforce our six-pillar global strategy:

1

Water Your Way



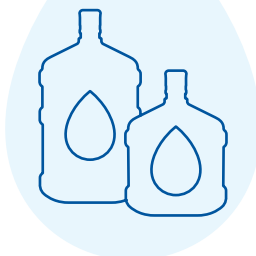
2

Category Leading Innovation



3

Customer for Life Promise



4

Operational Excellence



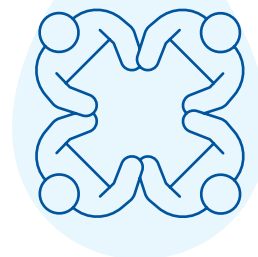
5

ESG Leadership



6

Inspiring Associates



# MATERIAL TOPICS AND GOALS

Primo Water continues to focus on the sustainability topics most material to our business and stakeholders, which are categorized into three core pillars: protecting our planet, serving our people and community and committing to ethical practices.

We are proud to share that several of our original targets have been achieved, as indicated below, and we are developing a new generation of strategic sustainability targets that will be more reflective of Primo Water's consolidated North American business.





PILLAR	PRIORITIES	GOAL
Protecting Our Planet	Climate Change	Reducing our direct greenhouse gas emissions and, through the purchase of accredited carbon offsets, seek to offset our own CO <sub>2</sub> emissions towards carbon neutrality.
	Water Stewardship	Safeguarding sustainable water sources and reaching The Water Council's Water Stewardship Verified (WAVE) program compliance by 2025.
	Packaging and Waste Management	Integrating circular economy principles into our business model, by reusing and reducing packaging materials to the best of our ability.
Serving Our People and Community	Occupational Health and Safety	Providing a safe and healthy workspace for our associates and vendors through a robust global safety management system and zero-injury mindset.
	Preserving a Culture of Respect	Creating a diverse, fair and inclusive culture for our associates.
	Human Capital Development	Recruiting and developing top talent and actively investing in and engaging our associates.
	Responsible Supply Chain	Partnering with suppliers who align with the One Primo Way and minimizing the environmental and social impacts in our supply chain.
	Community Engagement and Investment	Giving back to communities in which we operate and offering support during times of crisis.
Committing to Ethical Practices	Corporate Governance	Ensuring strong oversight of our sustainability priorities, delivery of our actions and accountability in execution.

TARGETS + INITIATIVES	PROGRESS	SDGS
Reduce absolute carbon by 25% in three years, while continuing to invest in credible carbon offset projects with additional benefits that protect and advance clean, safe drinking water.	Achieved	
Announce new goals in 2025.	In progress	
Obtain Alliance for Water Stewardship (AWS) certification across four different owned spring sources.	Achieved	
Reach full enterprise-level WAVE program compliance in 2025.	In progress	
Improve water efficiency (liters withdrawn/liters produced) by 20% by 2030 compared to 2020 levels.	In progress	
Achieve 50% recycled polyethylene terephthalate (rPET) for remaining customer-driven single-use small-format bottle demand by 2030.	In progress	
Achieve zero waste at 50% of our plants by 2030.	In progress	
Implement Path to Zero initiative.	Achieved	
Reduce plant injuries by 47%.	Achieved	
Establish and execute mandatory training for all associates.	In Progress	
Release a supporting company culture guide, accessible to all associates.	Achieved	
Invest in leadership development programs impacting 70% of front-line and senior leaders to upskill in critical leadership competencies.	Achieved	
Increase our spend with diverse suppliers by 140%.	Achieved	
Have 92% of our addressable spend suppliers accept our Supplier Code of Conduct.	Achieved	
Implement a supplier risk management tool.	Achieved	
Donate over \$1 million in product donations, community giving and in-kind engagement.	Achieved	
Obtain better than industry rating for corporate governance from rating agency.	Achieved	



# STAKEHOLDER ENGAGEMENT

We engage with our stakeholders to better understand their concerns and key priorities and to inform our strategies. We define stakeholders as groups and individuals who are impacted by our activities and business strategies and who, in turn, impact our business success.

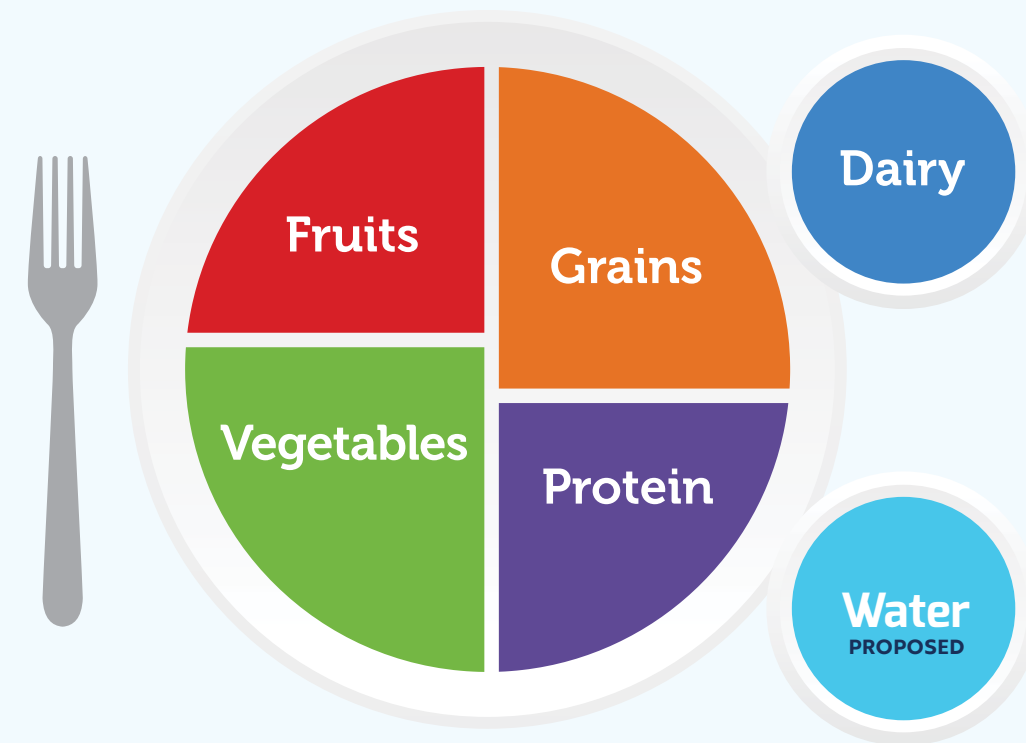
STAKEHOLDERS	ENGAGEMENT APPROACH	KEY PRIORITIES
Customers	Customer satisfaction surveys	Plastics and packaging, safe and healthy products
Associates	Leadership level surveys, Voice of Associate (VOA) surveys, listening sessions, emails and internal social media	Inclusion, respect and human capital development
Suppliers	Acceptance of Primo Water's Global Supplier Code and regular communication with category managers and sourcing teams	Responsible sourcing, business ethics, plastics and packaging
Government	Industry consultations and government relations	Contribution to the economy, access to clean water and safe and healthy products
Local Communities	Local charities, volunteering and events	Access to clean water, local employment and community engagement and investment
Shareowners	Annual General Meeting and direct investor communication such as investor conferences, quarterly earnings calls and financial reports	Sustainability governance and disclosure, business ethics, water security, climate change, responsible sourcing and human rights



## Case Study

In June 2024, Primo Water joined other members of the International Bottled Water Association (IBWA) for IBWA Annual Hill Day in Washington, D.C. This event enabled industry leaders to interact directly with federal elected representatives to discuss issues in the bottled water industry.

The main objective of this year's event is advocating for the addition of the water icon to MyPlate. The MyPlate graphic, visible in doctors' offices and schools nationwide, is a visual representation of the U.S. dietary guidelines set by the U.S. Departments of Agriculture and Health and Human Services. These guidelines provide advice on what to eat and drink to promote health and prevent disease. Various Primo Water associates met with members of Congress to request support in adding the water icon to MyPlate.



This initiative is one of many examples of our cross-cutting stakeholder engagement efforts that support our larger mission and values.



# OUR BOARD AND SUSTAINABILITY GOVERNANCE

Primo Water's Board of Directors is responsible for providing direction and oversight, approving our strategic direction and overseeing the performance of our business and management. Our board is currently composed of 10 directors, nine of whom are independent. The board has the following standing committees: ESG and Nominating Committee, Audit Committee and Human Resource and Compensation Committee (HRCC). The charters of these committees are available on our [website](#).

Since 2022, Primo Water has welcomed four new board members, including:



**Eric J. Foss**

Corporate Director

ESG and Nominating Committee and Audit Committee, director since 2023



**Derek R. Lewis**

Corporate Director

ESG and Nominating Committee, director since 2023



**Lori T. Marcus**

Founder, Courtyard Connections LLC

Human Resources and Compensation Committee, director since 2023



**Robbert Rietbroek**

Chief Executive Officer, Primo Water

Director since January 2024

For board member and committee information, please review our [Corporate Governance website](#).

The board is mindful of the benefit of diversity on the board and management of Primo Water and the need to maximize the effectiveness of the board and management and their respective decision-making abilities. Accordingly, the board has a diversity policy in place, the purpose of which is to outline how Primo Water approaches diversity, particularly when identifying individuals to serve as members of the board or senior management. Primo Water, the ESG and Nominating Committee and the board consider diversity, including the level of representation of women and gender diverse persons, visible minorities (as defined in the Canadian Employment Equity Act), indigenous people, people with disabilities and other historically underrepresented groups, as one of the factors in the identification and nomination of directors and in the hiring of senior management.

**Board Diversity**



Primo Water's sustainability governance structure provides oversight of our sustainability priorities, implementation and accountability in execution. Our approach starts at the top with the Board of Directors' ESG and Nominating Committee, which instructs our CEO and Executive Leadership Team. Our Vice President of ESG is responsible for supporting and coordinating management's sustainability process and activities, including embedding sustainability priorities into our strategic plan.

For more information about our sustainability governance and oversight structure, including the cadence of communication, please read our [2022 ESG Report](#).





# 2023 SUSTAINABILITY HIGHLIGHTS

## Protecting the Planet



Achieved year-over-year reduction in global water withdrawals from our plants, driven by improved efficiency, including the installation of new bottling lines

Increased the number of cleaner, lower carbon-emitting propane trucks in our North American route delivery, reaching 14% of our fleet despite severe supply constraints from manufacturers

Initiated the transition from source-level water stewardship certification by the Alliance for Water Stewardship to The Water Council's enterprise-level Water Stewardship Verified (WAVE) program

Achieved both the IBWA and Canadian Bottled Water Association (CBWA) "Excellence in Manufacturing" Awards in 100% of U.S. and Canada bottling plants

Continued year-over-year reduction in greenhouse gas (GHG) emissions, reaching 25% reduction over baseline

## Serving our People and Communities



Reduced plant total recordable incident rate by 47%



Over 130,000 training hours completed by North American associates



Donated nearly \$1 million to various charities and organizations

## Committing to Ethical Practices



Increased the proportion of women on the board from 30% in 2022 to 40% in 2023



Achieved industry outperform in governance rating



Conducted over 71,000 individual certified quality tests on our refill machines



Completed over 175,000 individual source and product quality control analyses



## SECTION 4

# PROTECTING THE PLANET





# OUR PROGRESS

Primo Water's ambition is to promote the wellness benefits of drinking quality water while being good stewards of the environment. By sourcing and processing responsibly, we aim to protect the planet we inhabit. To achieve this, our environmental strategy is focused on three priorities:

1

**Reducing Climate Change Impacts Through GHG Emissions Management**

2

**Sourcing Water Responsibly**

3

**Reducing Plastic Waste by Integrating Circular Economy Principles in our Business Models**

We continue to build out our environmental management systems. Our North American businesses are members of the IBWA, the CBWA, and the Water Quality Association (WQA). We adhere to the IBWA and CWBA Bottled Water Codes of Practices to meet strict standards of operation, achieve water reduction efficiency standards and select water sources carefully, as well as monitor for quality and sustainable yield.

Primo Water is proud of our environmental accomplishments to date. As we move forward with our new operational footprint, we are committed to dedicating the proper resources to recalculating our environmental baselines with the goal of setting more rigorous targets in the years to come.

GOALS + TARGETS	PROGRESS	MILESTONES ACHIEVED
<b>Safeguard sustainable water sources and achieve The Water Council's WAVE program compliance in 2025.</b>	On target	We completed a gap assessment to identify areas to achieve WAVE program compliance.
<b>Improve water efficiency (liters withdrawn/liters produced) 20% by 2030 compared to 2020 levels.</b>	On target	We achieved 100% primary data collection for bottling plants, improving accuracy of water efficiency ratio for future reporting. We are currently installing new bottling lines in North America. As a result of our 2023 divestiture and increased focus on North America, we intend to recalculate our baseline and focus on achieving this goal across our continuing operations.
<b>Achieve 50% recycled polyethylene terephthalate (rPET) for remaining customer-driven single-use small-format bottle demand by 2030.</b>	On target	We achieved up to 25% rPET for single-use bottles. On-target to achieve 50% rPET for remaining single-use bottles in our portfolio by 2030.
<b>Achieve zero waste at 50% of our plants by 2030.</b>	On target	Primo Water aligned to generally accepted definition of zero-waste, which is a minimum 90% diversion rate from landfill and incineration. <sup>11</sup> First plants to achieve zero waste are planned for 2025.

11 [www.epa.gov/transforming-waste-tool/how-communities-have-defined-zero-waste](http://www.epa.gov/transforming-waste-tool/how-communities-have-defined-zero-waste)

# BIODIVERSITY

## Our Approach

Comprehensive water stewardship practices include understanding the importance of our ecosystems to ensure the longevity and quality of our water sources. Primo Water partners with trade associations, government entities and local stakeholders to engage in forestry projects that protect and preserve biodiversity.

### New Spring Development

Primo Water's water stewardship strategy is grounded in increasing our spring ownership to protect natural habitats from development and enhance biodiversity. In 2023, Primo Water developed our new Mountain Valley spring source, protecting over 1,000 acres of natural habitats from future development.

### Forestry Management

Primo Water's owned spring sources account for over 2,500 acres that we are committed to protecting. A key aspect of caring for this land includes overseeing the forestry. Safeguarding and managing the forestry that surrounds our springs, such as the Mountain Valley Spring, can prevent fires and protect groundwater, both of which can have a profound impact on water quality and availability. For example, our Wekiva Springs Forest Stewardship Management Plan, initiated in 2022, increased our groundwater recharge by 14.9 million gallons annually, three times our annual withdrawal from that spring. Primo Water is dedicated to increasing the protected forested areas within our owned lands from 40 acres in 2022 to over 500 by the end of 2025.

### Carbon Offsetting

In addition to our internal forestry efforts, Primo Water purchases carbon offsets for our CarbonNeutral® certification from projects that protect and enhance forests and watersheds outside of our operations. In 2023, we were proud to support the protection of 6,400 acres of land and water that supplies 6.6 billion gallons of water annually to communities in the U.S. while also advancing access to safe drinking water in vulnerable communities around the world.





# CLIMATE CHANGE

## Our Approach

We remain focused on operating as a carbon-neutral company by reducing our emissions and offsetting the balance. Our U.S. operations have been carbon neutral since 2020, and in 2021, we achieved company wide CarbonNeutral certification<sup>12</sup> which we renew annually. In analyzing our impact on climate change, we have prioritized the following topics to reduce our footprint:

1

Low-Carbon Fleet

2

Route Optimization

3

Carbon Neutrality + Energy Efficiency

For more information on our strategy and approach to minimize our climate impact, see our [2022 ESG Report](#).

## Action Plans + Initiatives

### Low-Carbon Fleet

Transportation represents our largest emission category, mostly due to water delivery. To reduce emissions from our fleet, we are working to convert all beverage route vehicles in the U.S. from diesel to propane once the diesel trucks have reached the end of their useful lives. Using propane—one of the cleanest forms of energy—lowers emissions and decreases nitric oxide by over 95%.<sup>13</sup> Fuel production emissions for propane are 26% lower than for diesel.<sup>14</sup> From 2020 to 2023, we have been able to reduce our production of CO<sub>2</sub> by over 7,500 metric tons by converting 350 trucks to propane fuel.

Beyond our commitment to propane, we are assessing alternative fuels, such as renewable diesel and electric vehicles (EVs). Currently, there is no commercially available EV solution for our unique water delivery route trucks. However, we are seeking to adopt EVs across other fleet applications, such as refill and filtration.



7,718

(est.) metric tons of CO<sub>2</sub> reduced by converting 350 trucks to propane fuel.<sup>15</sup>

<sup>12</sup> Reference Carbon Neutral Disclaimer at end of report

<sup>13</sup> Data from [https://afdc.energy.gov/vehicles/propane\\_emissions.html](https://afdc.energy.gov/vehicles/propane_emissions.html) | <https://www.roushcleantech.com/propane-autogas-2/>

<sup>14</sup> Department of Energy's Argonne National Laboratory (2022) Greenhouse Gases, Regulated Emissions, and Energy Use Technologies, <https://www.energy.gov/eere/greet>. Diesel 2.1kg CO<sub>2</sub>e/gallon vs Propane 1.55kg CO<sub>2</sub>e/gallon.

<sup>15</sup> Estimated based on ISO-conformant (LCA) study applied to number of propane trucks in 2023 and its average miles driven per year.

## Route Optimization and Transportation Efficiencies

In addition to our low-carbon fleet, Primo Water is working to improve our transportation efficiency as we deliver water from the source to the customer. In 2023, we continued various initiatives, including automatic route optimization (ARO), expansion to a private fleet and a transportation management system.

The ARO system provides optimized last-mile delivery solutions for approximately 2,000 routes a day, capturing emissions efficiencies and improving service. As a result of this process, between 2021 and 2023 the water delivery and exchange businesses decreased mileage by the equivalent of 2.4 million miles in the U.S., equating to a reduction of approximately 5,700 metric tons of CO<sub>2</sub> and a savings of nearly 480,000 gallons of diesel fuel. Furthermore, in 2023, we experienced an annual internal service improvement of 15% and delivered 12% more products than in 2021 with the support of the ARO system.

In 2024, through input from our associates, we introduced ARO 2.0 to water direct and exchange and ARO 1.0 to our water refill business. ARO 2.0 uses an enhanced vehicle routing problem (VRP) solver to find the most efficient and safest route based on key considerations. It also improves the rate and visibility of the optimization and links the full-day routed solve to the turn-by-turn directions to consider a series of stops, not just to the next point. Both efforts—ARO 1.0 and ARO 2.0—will continue to optimize our network and support our sustainability goals.

12%

More products delivered since 2021 while decreasing our mileage by 2.4 million miles, saving 5,700 mt CO<sub>2</sub>.<sup>16</sup>

In our U.S. operations, we are working on converting our trucks and trailers to a private fleet. In 2023, we added 16 private drivers, bringing the percentage of trucks converted to a private fleet to nearly 75%. By working directly with private drivers, we have more control over fleet utilization, vehicle efficiency and ultimately, our fuel consumption.

To further increase efficiency, we implemented a new transportation management system for our U.S. operations in 2023. This will help Primo Water identify opportunities for efficiency, reduce mileage, and provide training to drivers.

For more information on our route optimization and transportation efforts, read our [2022 ESG Report](#).

<sup>16</sup> Assuming 5 miles per gallon and using the source <https://comcar.co.uk/emissions/footprint/>



**2.4M** =

Miles Reduced in the U.S.

**5.7k**

mt of CO<sub>2</sub>  
Reduced and

**480k**

Gallons of Diesel  
Avoided



### Carbon Neutrality and Energy Efficiency Projects

We purchase Energy Attribute Certificate products in the form of a Guarantee of Origins in Europe and a Renewable Energy Guarantee of Origins in the United Kingdom to help meet our carbon neutrality goals. As a result, we have purchased 100% renewable energy across all European operations and received CarbonNeutral® electricity certification. Through our various ongoing energy efficiency projects, we have saved over 15 million kWh since 2019—equivalent to nearly 11,000 metric tons of CO<sub>2</sub>e—with 5 million kilowatt-hours saved in 2023 alone.<sup>17</sup> Of the 5 million kilowatt-hours saved in 2023, over 750,000 kilowatt-hours were saved due to new projects.

# 6.5%

**In 2023, through energy attribute credits and green tariffs, Primo Water achieved 6.5% renewable energy replacing over 5.9 million kilowatt-hours of purchased electricity from non-renewable sources.**

In 2023, 100% of Primo Water Europe's purchased electricity was certified carbon neutral in accordance with the CarbonNeutral® Protocol.<sup>18</sup>

In 2023, between energy efficiency gained with equipment upgrades and targeted LED lighting projects, we have saved over 5 million kilowatt-hours, equivalent to nearly 3,500 metric tons of CO<sub>2</sub>e.



### Case Study

#### Walmart Giga Guru

Primo Water is proud to be a member and 2023 Giga Guru of Project Gigaton, Walmart's collaboration with suppliers to reduce, avoid or sequester 1 billion metric tons of CO<sub>2</sub>e emissions in the global value chain, as well as protect, restore and more sustainably manage 50 million acres of land and 1 million square miles of ocean by 2030.

The project requests suppliers to set and publish targets and performance across one or more of six critical areas: energy use, nature, waste, packaging, transportation, and product use and design. To date, over 6,000 suppliers have joined. As a Giga Guru supplier, Primo Water has set goals and reported progress on at least three of these pillars and disclosed our scope 1 and 2 carbon emissions.

In sharing our environmental goals and performance, Primo Water—along with other Walmart suppliers—has collectively achieved Walmart's goal of reducing, avoiding, or sequestering over 1 gigaton of CO<sub>2</sub>e emissions six years ahead of schedule. This achievement is the equivalent of taking 238 million cars off the road for one year.

<sup>17</sup> Based on metered kilowatt-hour savings from installed projects and the EPA CO<sub>2</sub>e online calculator <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator> for estimated CO<sub>2</sub>e reductions.

<sup>18</sup> Reference Carbon Neutral Disclaimer at end of report

### Global Performance<sup>19</sup>

KPI	2023	2022	2021
Scope 1	117,036	115,137	113,822
Scope 2 (tCO <sub>2</sub> e) <sup>20</sup>			
Location based total	32,944	43,774	50,618
Market Based Total	33,679	45,329	50,000
Scope 3 <sup>21</sup>	90,216	82,975	89,650
<b>Total GHG Emissions (tCO<sub>2</sub>e)</b>			
Location based total	240,196	241,886	254,093
Market based total	240,932	243,441	253,472

### North American Performance

KPI	2023	2022	2021
Scope 1	103,291	96,084	97,412
Scope 2 (tCO <sub>2</sub> e) <sup>20</sup>			
Location based total	22,096	31,129	35,901
Market Based Total	22,570	31,644	36,299
Scope 3	68,554	64,442	60,012
<b>Total GHG Emissions (tCO<sub>2</sub>e)</b>			
Location based total	193,941	191,654	193,325
Market based total	194,415	192,170	193,723

Despite supply constraints slowing our transition to a propane fleet and increasing our scope 1 and 3 emissions to support strong growth in our Mountain Valley brand, we achieved nearly a 30% reduction in scope 2 resulting in a net reduction in total GHG emissions. In 2023, we reached a 25%<sup>22</sup> reduction in global absolute emissions over our 2020 baseline.

For more information on our scope 1, 2 and 3 emissions management, read our [2022 ESG Report](#).

<sup>19</sup> Data precede the divestiture closing of December 31, 2023.

<sup>20</sup> [ghgprotocol.org/sites/default/files/2022-12/Scope2\\_ExecSum\\_Final.pdf](https://ghgprotocol.org/sites/default/files/2022-12/Scope2_ExecSum_Final.pdf)

<sup>21</sup> Scope 3 emission calculations include the following categories: upstream emissions from purchased electricity and fuels; transmission and distribution (T+D) losses; third-party transportation and storage of sold products; other waste, all transport by air; public transport, rented/leased vehicle and taxi and homeworking.

<sup>22</sup> Based on location-based emissions 2020 baseline year (320,773 tCO<sub>2</sub>e)



# WATER STEWARDSHIP

## Our Approach

As a pure-play water company, Primo Water recognizes our responsibility to be good stewards of this resource that is essential to our business, as well as life itself. We take great care to responsibly source water for our products – now with a renewed focus on our North American operations. We also actively support comprehensive, science-based policies that drive preservation and equitable access to water resources. We are committed to improving our water stewardship practices and have set targets to be WAVE<sup>23</sup> Water Stewardship verified in 2025 and to achieve a 20% improvement in water efficiency by 2030.

### Our Priority

1

#### Sustainable Water Sourcing

Securing additional renewable water sources to ensure long-term sustainability.

2

#### Corporate Water Stewardship

Mitigating business risks and maximizing opportunities related to our core product are essential parts of both our business and sustainability strategy.

3

#### Operational Water Efficiency

Increasing our own operational efficiency to use less water per volume produced.

## Action Plans and Initiatives

### Sustainable Sourcing

Maintaining a reliable, sustainable water supply is a key business priority for Primo Water. Our team of licensed hydrogeologists leads our long-term strategy to diversify our water sources, supporting our business growth by focusing on ensuring consistent quality and availability. This approach is particularly important to manage risks and improve resiliency at our sources located in areas facing water stress.

One way we mitigate supply risks is by qualifying multiple spring sources that can support regional factories. This allows us to adjust our sources in response to the changing dynamics within each local watershed to ensure business resiliency and preserve groundwater sustainability. As a result, we currently use less than 25% of the volume we are allowed to withdraw from our wells and springs in North America.

We proactively observe our water sources in areas that face increasing exposure to droughts and water scarcity, including those in California, Texas, and Arizona. For example, we monitor drought conditions, and use remote water levels and telemetry monitoring equipment at spring sites and wells to track trends associated with water levels, which enables us to make well-informed decisions. In 2023, all our monitored sources demonstrated sustainable, renewable water use.



### Case Study

#### Expanding Sustainable Sources in Mountain Valley

In 2023, Mountain Valley completed the acquisition and began development of an additional spring source adjacent to the bottling plant in Garland County, Arkansas. The new spring produces nearly **four times** the sustainable volume of our other Mountain Valley springs and supports long-term sustainability, positioning us very well for the future. We also updated our sanitary, clean-in-place processes to reduce water consumption, saving approximately 80,000 gallons of water per year.



<sup>23</sup> WAVE: Water Stewardship Verified, a program of The Water Council, is a six-step methodology for improving, reporting and recognizing good corporate water stewardship that includes independent verification.



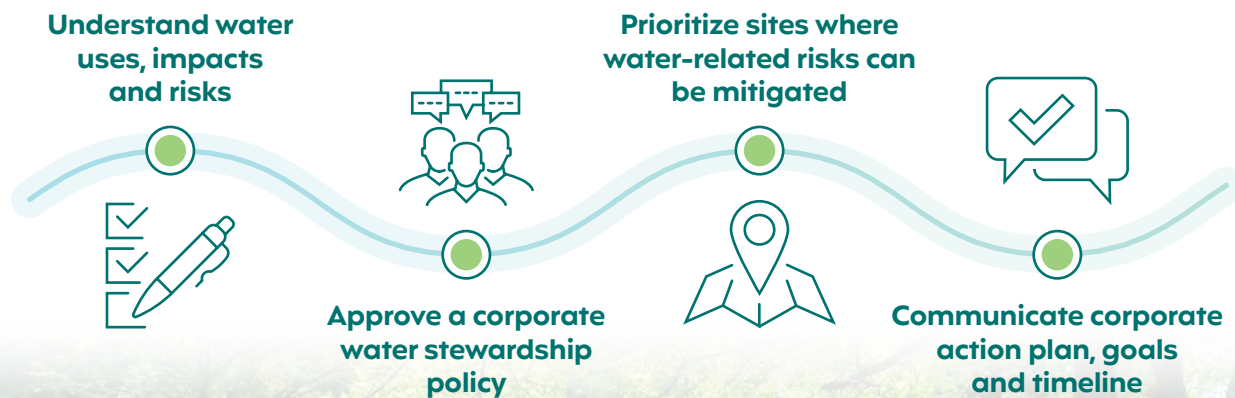
### Committed to Best-in-Class Certifications

Primo Water is committed to meeting internationally recognized standards for water usage and conservation, and we are a leader in pursuing independent verification of our stewardship efforts. In 2020, our Diamond Spring water source in the Cocalico Creek watershed in Stevens, Pennsylvania was the first spring to be certified by the global standard Alliance for Water Stewardship (AWS). AWS is a framework for understanding water use and its impacts that focuses on driving best practices by addressing shared water challenges.

As of 2023, four U.S. Primo Water spring sources have been certified to the AWS standard: Mountain Valley in Arkansas, Georgia Mountain in Georgia, Diamond Spring in Pennsylvania and Wekiva Springs in Florida. The AWS serves as a valuable model to guide individual site-level water stewardship.

Primo Water also addresses water stewardship at the enterprise level by pursuing independent verification through the Water Council's WAVE Water Stewardship program. After conducting a gap assessment in 2023 against the implementation guidelines, we are on track to achieve our goal of WAVE Water Stewardship verification in 2025. This intensive program helps us to strategically prioritize water stewardship activities and independently verify company wide goals, targets and outcomes.

Additionally, the WAVE program has taught us more about our water usage and related impacts and risks. Learnings from this program will help us strengthen our corporate water stewardship policy, prioritize sites where water-related risks can be mitigated and create a corporate action plan that includes targets and a timeline to achieve those targets.



### Understanding and Managing Our Inventory

We continue to focus on better understanding our water inventory and water risks across our operations through improved data collection efforts. In 2023, we worked with [Anthesis](#) to conduct our fourth in-depth water inventory and risk assessment, which indicates that 49% of our bottling plant water withdrawals come from renewable groundwater sources while the remainder are withdrawn from third-party sources. By monitoring these water sources annually, we can make data-driven, informed decisions that support sustainable water withdrawal.

### Direct Operations Water Inventory

Primo Water's water inventory data for 2023 reflect our operational shift to focus only on North America. For context and transparency, the charts below include both the year-over-year global data and the North America-only data.

#### Global Performance<sup>24</sup>

KPI	2023	2022	2021
Company wide water withdrawals (m <sup>3</sup> )	8,724,035	8,812,170	8,793,340
Bottling plant water withdrawals (m <sup>3</sup> )	4,289,152	4,305,681	4,981,150
Bottling plant water efficiency (L withdrawn/L produced)	1.64	1.59	1.51
Bottling plant water withdrawals from water stressed areas, Aqueduct BWS (m <sup>3</sup> , %)	52%	39%	32%

#### North America Performance

KPI	2023	2022	2021
Company wide water withdrawals (m <sup>3</sup> )	7,466,399	7,410,142	7,826,831
Bottling plant water withdrawals (m <sup>3</sup> )	3,123,359	3,095,352	4,236,343
Bottling plant water efficiency (L withdrawn/L produced)	1.55	1.59	1.63
Bottling plant water withdrawals from water stressed areas, Aqueduct BWS (m <sup>3</sup> , %)	46%	39%	27%

<sup>24</sup> 2023 reporting boundary precedes the international business divestiture that closed on December 29, 2023.

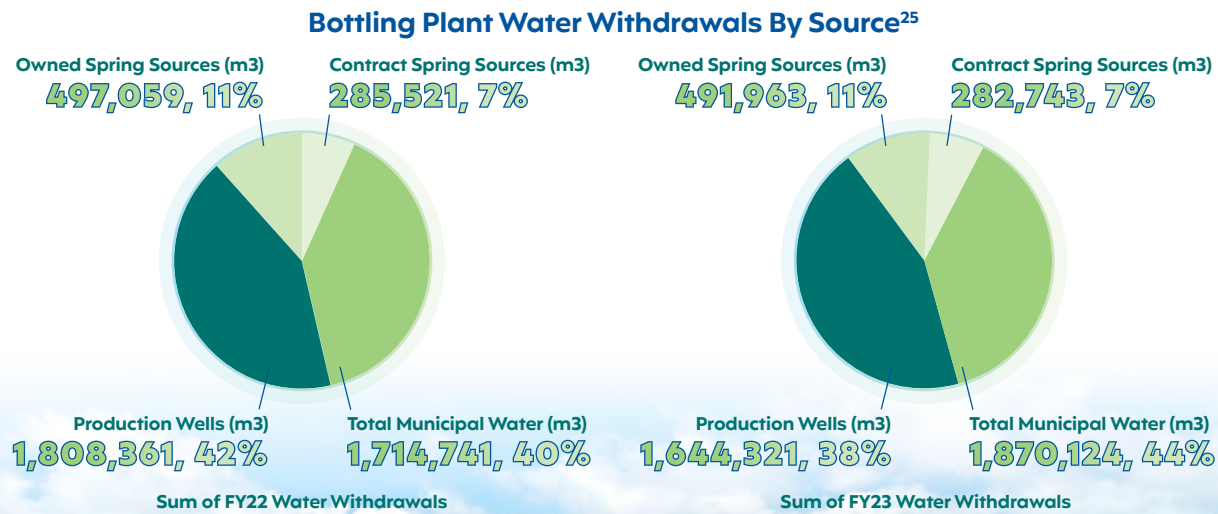


In 2023, we recorded an overall decrease in withdrawals from spring sources and groundwater, with a slight increase in third-party sources. This shift highlights our commitment to sustainability and resilience.

The reduced reliance on spring sources allows for increased natural recharge, promoting long-term water availability and ecosystem health. Additionally, this shift helps lower our scope 1 emissions by reducing the number of tanker deliveries, which in turn diminishes our carbon footprint. By leveraging third-party sources, we also optimize our supply chain and reduce costs associated with transporting spring water.

This strategic approach underscores our mission of Inspiring Healthier Lives by offering water in ways that align with diverse consumer preferences and sales promotions. Our ability to adapt our water sources to support a varied product mix not only meets changing consumer demands but also enhances our resilience against climate change impacts. This diverse source availability is a cornerstone of our strategy to maintain a robust and adaptable water supply, ensuring we can continue to deliver high-quality products while prioritizing sustainability and cost efficiency.

Water quality is paramount in supporting our source diversification and water resiliency strategy. Primo Water produces several types of high-quality drinking water, all subject to FDA, local and state regulations, including hundreds of thousands of quality control analyses and tests conducted by accredited, certified laboratories for drinking water.



<sup>25</sup> Predivestiture close December 29, 2023.

Globally, in 2023, 22 of our bottling plants achieved a water efficiency ratio below the IBWA's average of 1.47 liters withdrawn per liter produced (L/L). Our plant water efficiency ratio increased ~3% from 1.59 L/L in 2022 (based on 57 plants) to 1.64 L/L in 2023 (based on 54 plants).

In North America, where we are now focused exclusively, our water efficiency ratio decreased 2.5% from 1.59 L/L in 2022 to 1.55 L/L in 2023. We plan to improve this ratio in the future through several efficiency improvements, including installing new R. Bardi bottling lines at additional sites.

Furthermore, as a result of the divestiture of a significant portion of our international business at the end of 2023, we intend to establish a new water efficiency baseline supporting new goals in the future.

### Basin-Level Water Risk Assessment

Primo Water collaborated with Anthesis to conduct a basin-level water risk assessment that covered all company operations including the portion of our international business that was sold at the end of 2023. The study utilized select indicators from two water risk tools: the World Resources Institute's (WRI's) Aqueduct Water Risk Atlas (Aqueduct) and the World Wildlife Fund for Nature's Water Risk Filter (WRF), alongside operational data to evaluate basin-level water risk. The water risk assessment identified facilities facing inherent water-related risks and prioritized these facilities for future water stewardship initiatives. Site prioritization was based on the level of water risk as identified by the Aqueduct or the WRF, the volume of water withdrawals and the importance to the overall business.

Based solely on Aqueduct's baseline water stress, 27% of Primo Water's global total water withdrawals are in water stressed basins. However, when considering all criteria listed above, 31 facilities, representing 39% of total water withdrawals and 80% of global revenue, were identified as operating in 13 potentially 'at risk' basins. These sites encompass various plant locations across the United States, Canada and Israel.

Applying the same criteria exclusively to North America reveals that 21% of Primo Water's water withdrawals occur in water-stressed basins, according to the Aqueduct Water Risk Atlas Baseline Water Stress (BWS) indicator. Analysis identified 30 facilities, accounting for 38% of total water withdrawals and 77% of North America's total revenue, operating in 12 potentially 'at-risk' basins. These facilities are distributed across various locations in the United States and Canada.

A more detailed assessment of local/operational water risks and shared water challenges in potentially 'at risk' basins in North America is being conducted in 2024. This analysis will determine residual risk remaining after mitigation measures are implemented and will further prioritize facilities for future water stewardship initiatives. We are incorporating these risks into our WAVE efforts.





### Plant Efficiency

Primo Water is actively working to reduce wasted water and increase water use efficiency at our bottling plants. To this end, in 2023, we continued to expand the installation of new R. Bardi bottling lines, a global leader in manufacturing returnable, reusable plastic and glass bottle washing, and filling production line equipment.

**2.5%**  
**Water efficiency ratio improvement in North America bottling plants, with**  
**45%**  
**of our plants, globally, achieving improved ratios year-over-year.**

R. Bardi lines are a non-contact, metered precision filling system that improves efficiency, safety, and environmental cleanliness. We first installed an R. Bardi bottling line in our Calgary plant, which resulted in a ~40% improvement in efficiency ratio. We continue to expand this partnership as we upgrade more returnable filling lines, which will reduce the amount of wastewater during the filling process. In addition to the two newly upgraded lines, we expect to install four additional bottling lines in North America by the end of 2024.



### Case Study

#### R. Bardi Bottling Lines

In 2023, we expanded our investment in R. Bardi bottling lines, a global leader in manufacturing returnable, reusable plastic and glass bottle washing and filling production line equipment. After successfully installing the R. Bardi lines in our plant in Calgary, Alberta, Canada, in December 2022, we completed our new line installment in our Los Angeles plant in early 2023. Preliminary results from the new line in Los Angeles include the following:



Water savings of nearly **6 million gallons**



Needing fewer spring water tankers dispatched to the plant, reducing mileage by over **17,000 miles** and saving **3,400 gallons of diesel** or roughly **40 mt of CO<sub>2</sub>e**



Avoidance of over **100,000 kWh**, equating to about **70 mt of CO<sub>2</sub>e**

We will continue to upgrade our returnable filling lines using R. Bardi equipment in the coming years, including new installations in our Sacramento, Kentwood, and Pennsylvania locations in 2024.

### Water Quality

Primo Water is committed to ensuring that our water meets the highest quality standards expected by our customers. We adhere to all quality and safety regulations where we operate, including maintaining relevant certifications, and complying with any required testing. Our rigorous testing includes more than 175,000 individual source and product quality control analyses annually. Our North American operations follow the food safety requirements of the U.S. Food and Drug Administration (FDA) and the Canadian Food Inspection Agency. Additionally, we comply with stringent member association quality and safety requirements of the International Bottled Water Association (IBWA), Water Quality Association (WQA), and the Canadian Bottled Water Association (CBWA).

**100%**

**of Primo Water's U.S. and Canada bottling plants achieved both the IBWA and CBWA Excellence in Manufacturing Award in 2023.**

We are proud that all our North America Primo Water Bottling Plants achieved the IBWA "Excellence in Manufacturing" Award.

For additional information on our water quality practices, please read the [Product Safety and Quality](#) section of this report.



# PACKAGING AND WASTE MANAGEMENT

## Our Approach

Primo Water is on a mission to advance reuse and refill as a sustainable solution for equitable access to high-quality drinking water. With our industry partners, we support uniform recycling initiatives at the local, state and federal levels. Our packaging and waste management strategy emphasizes circularity, with a focus on reusing, reducing and recycling. In select operations, when our bottles reach the end of their usable life, they are recycled, melted down and used to make new bottles. This closed-loop system reduces our carbon footprint and prevents bottles from ending up in landfills and oceans.

## Action Plans + Initiatives

### Recycled Content in Packaging

We are working to increase our use of polyethylene terephthalate (PET) to ensure a higher recyclability rate for our bottles. Over the last three years we have increased our PET large format (defined as 3 gallons or greater) purchases from ~50% to ~70% of total large format bottle purchases in North America. In the U.S., we completed the conversion to 17% recycled polyethylene terephthalate (rPET) for the remaining 0.5-liter and 1.5-liter Mountain Valley business aligning with rPET content regulations. In other 0.5-liter brands across our 2023 global portfolio we have reached upwards of 25% rPET content.

In 2021, we became signatories to the Canada Plastics Pact (CPP), which aims to achieve a world without plastic waste or pollution. The CPP joins plastics pacts in Europe, Africa, North America and South America in a network of national and regional initiatives working toward a circular economy for plastics. Becoming a member of the CPP is part of our continuous engagement with our Canadian suppliers to ensure they align with our recycling content goal.

### Recycled Bottles

At Primo Water, we value recyclability, and we continue to enhance supplier programs that support this tenet. All our 3- and 5-gallon plastic packaging is 100% recyclable, from bottles to caps, no matter the bottle type. In the U.S., our primary supplier for 3- and 5-gallon bottles takes back our scrap polycarbonate (PC) bottles, grinds them up and adds them into the production of new bottles at their Irwindale, California plant. As a result, new bottles contain nearly 10% recycled PC. This cycle is infinite because old bottles are returned and reground to be included in new bottles. In 2023, Altium received over 469,536 pounds of PC material from West Coast Primo Water sites, all of which was used to make new polycarbonate bottles used by both Primo Water and others.

### Reusable Bottles

Our business model is based primarily on a deposit system—applied to our 3- and 5-gallon bottles—that incentivizes customers to recycle empty bottles. The deposit system is a closed-loop process, where we clean, sanitize, and reuse bottles. Bottles reaching their expected useful life can save over 1,500 0.5-liter single-serve plastic water bottles from landfills and oceans. Customers have multiple ways to recycle bottles through this system, including our Water Delivery service, exchanging their empty bottles for full ones at our retail locations, or using our self-service Refill Stations to refill empty bottles.

## Innovation in Packaging + Equipment



In 2022, Primo Water committed to Energy Star-rated hot and cold dispensers in the North American market, helping reduce consumers' energy consumption. Today, all new hot and cold dispensers sold in the United States are Energy Star-rated.



## Case Studies

### Mountain Valley Spring Water

No other brand highlights Primo Water's commitment to innovative packaging more so than our Mountain Valley Spring Water brand.

Located in the valley of the Ouachita Mountains in Arkansas, this brand sources water straight from the natural springs that filter through granite-based aquifers. This naturally occurring mineral-rich, crisp water is bottled at the source. The glass bottles not only preserve the quality and taste but offer an easily reusable, returnable and recyclable product for consumers.

Mountain Valley Spring Water is also available in convenient recyclable plastic bottles and 100% reusable and recyclable aluminum bottles. In 2023, Mountain Valley released a 16.9-ounce aluminum package. Like our signature glass bottles, aluminum is sustainable, while offering lightweight portability. Aluminum bottles will not shatter and can be refilled endlessly until the customer is ready to recycle them.

### Partnering with CHEP Pallets to Reduce the Environmental Impact of Our Operations

At Primo Water, our packaging and waste management initiatives extend beyond our own products to include the pallets we use in our operations worldwide.

To this end, we are proud to announce that we were awarded the Excellence in Sustainability Environmental Certificate in 2023 by CHEP, our pallet supplier. CHEP's circular business model allows its customers to share and reuse shipping solutions, such as pallets and industrial containers on a rental basis. CHEP's high-quality, durable pallets are made from 100% reusable or recycled materials, creating less waste and utilizing fewer natural resources.

As a result of this partnership, in FY2023, Primo Water was able to reduce the following:



Wood use by **20,771 board feet**, saving **47 trees**



Emissions by **1,198,914 pounds**, the equivalent of sequestering carbon from **663 acres of forests**



Waste by **118,203 pounds**





## SECTION 5

# SERVING OUR PEOPLE AND COMMUNITY





# SERVING OUR PEOPLE AND COMMUNITY

## Our Progress

At Primo Water, our associates are our strongest assets. Empowering and developing our people is directly linked to our ability to deliver excellent products and services to our customers. To this end, we are committed to cultivating a workplace where everyone feels safe, respected and valued. We strive to promote an inclusive environment and provide associates with learning opportunities and the right support. Serving our people extends beyond our associates to include our customers, supply chain and the communities in which we operate.

For more information on governance mechanisms and oversight of human resources, health and safety, and our supply chain, as well as recently achieved goals, please read our [2022 ESG Report](#).

GOALS + TARGETS	PROGRESS	COMMENTS
Invest in leadership development programs impacting 70% of front-line and senior leaders to upskill in critical leadership competencies by 2025.	Achieved	As of 2023, Primo Water has invested in leadership development programs impacting 75% of front-line and senior leaders to upskill in critical leadership competencies.

# OCCUPATIONAL HEALTH AND SAFETY

## Our Approach

Safety is paramount to us, which is why we are proud to announce our realigned "Path to Zero" safety and risk strategy. We are guided by our tenet that states *Safety, Security and Quality Are Always #1*.

Our Safety and Risk team leads the Path to Zero initiative by introducing new policies, procedures, written programs, communication and training to affirm our commitment to safety as an organization. This approach symbolizes a philosophy focused on driving accountability and collaboration to eliminate unsafe behaviors and actions. Our goal is to reinforce and embrace safety together with zero tolerance for anything less.



- 1 Safety is a Condition of Employment
- 2 Safety is Everyone's Responsibility
- 3 All Accidents and Injuries are Preventable
- 4 All Associates Have the Right to Stop Unsafe Work

We all play a critical role in fostering a world-class safety culture by making responsible decisions, proactively preventing accidents and injuries, and speaking up when harm may be imminent, as noted in the principles underlying our Path to Zero. Recognizing and praising safe behaviors is equally essential in paving the way for continuous improvement and our Path to Zero. Our success relies on our ability to connect, engage and own our decisions and actions as one team with one mission. As we walk this ambitious and sustained Path to Zero, we anticipate Primo Water will deliver world-class safety results while protecting our people, customers and communities.





## Action Plans + Initiatives

### Safe Driving

In North America, we have continued implementing safe driving initiatives to avoid injuries and accidents.

1. We have increased investments in driving cameras to outfit every company vehicle with a camera and regularly conduct associate driving behavior coaching and observations to ensure safe driving behavior. By the end of 2024, every company vehicle will have an in-cab video camera.
2. We have also certified 88 Smith System (Defensive Driving System) Instructors in 2023 to certify our drivers in Smith System, with another 77 Smith System instructors being certified in 2024 to conduct Smith System Training with drivers. This enables us to provide Smith System Training to all our drivers.
3. We continue to utilize DriverCheck, a system in which bumper stickers with a 1-800 number are placed on the rear of our vehicles, which allows other drivers on the roadway to call in to this number to report unsafe issues or provide recognition of safe driving. Our third-party, DriverCheck, monitors the 1-800 number and provides reports to our internal safety team.
4. We continue to improve and add to our new hire program, which has safety woven into training and onboarding. All our drivers are required to follow driving standards concerning safe driving speeds and other safe behaviors.

### Plant Safety

Primo Water remains steadfast in our commitment to safety, a core value and our first of ten tenets used to empower our associates and teams in their decision making. In 2023, we greatly increased our efforts to increase safety within our plants and saw a 47% reduction in injuries with a TRIR of 2.77. We continue our efforts to enhance safety within our plants and are currently performing job hazard assessments, a tool to identify risks and solutions pertaining to a specific job. By the end of 2024 we will complete hazard assessments at 100% of our plants in North America.

In addition, we have in place several proactive tools and programs to drive our safety culture

# 47%

**In 2023, our efforts to improve safety within our plants resulted in a 47% reduction in injuries and more than 50% decrease in our accidental frequency rate in North America.**

for the organization, reduce exposure to injury and improve overall safety performance.

- **Worklete:** a custom ergonomic training platform with content designed specifically for Primo Water North America, helping address our top injury category of strains and sprains.
- **Hazard identification:** empowering associates to identify and mitigate potential hazards before they cause incidents.
- **Behavior-based safety observations:** helping us identify unsafe behaviors and quickly take corrective action.
- **Improved associate training and onboarding programs:** providing our associates with the knowledge and skills they need to work safely.
- **Regular facility inspections:** ensuring that our facilities are safe and in compliance with applicable regulations.
- **In-cab video cameras equipped with AI technology:** providing data on safe and unsafe driving behaviors and allowing us to coach our drivers to operate more safely and to recognize model performance.

As we continue to advance our safety culture, our organization looks forward to enabling leadership, collaboration and accountability at all levels while providing visibility into Primo Water's progress so we can continue to identify and correct our challenges together.

In 2023, Primo Water strengthened its North American safety strategy, expanding our core set of metrics. The updated performance table reflects the three-year trend in these new safety metrics.

### Performance<sup>26</sup>

KPI	2023	2022	2021
Total recordable incident rate (TRIR) in North America <sup>27</sup>	7.83	8.95 <sup>28</sup>	6.70
Plant total recordable incident rate (TRIR)	2.77	5.23	5.40
Accident frequency rate in North America <sup>29</sup>	14.28	14.13	20.70

<sup>26</sup> North America only. Updated to align with business changes and updated safety strategy. Plant TRIR is a new KPI, not previously reported.

<sup>27</sup> Since 2021, maturity in our safety program is improving reporting accuracy which is contributing to the uptick in TRIR.

<sup>28</sup> Updated to reflect 1) improved data collection, 2) correction to # of hours used in calculation.

<sup>29</sup> Accident Frequency Rate (AFR) is number of incidents times 200,000 hours divided by number of labor hours. Updated AFR numbers reflect 1) improved data collection, 2) recalculated with labor hours.





# HUMAN CAPITAL DEVELOPMENT

## Our Approach

At Primo Water, we care about our associates across their entire career cycle, from recruitment and onboarding, through career development, recognition and reward, to departure. We are committed to creating an inclusive organization in which we embrace differences and empower our associates to be authentic and transparent. Our human capital development priorities are summarized in four key pillars:

1

Attract and Retain Talent

2

Develop and Optimize Performance

3

Engage, Motivate and Recognize

4

Farewell and Customer for Life

## Action Plans + Initiatives

### Attract and Retain Talent

Our talent acquisition program prioritizes people, processes, and technology. We seek to recruit and retain top talent, and in 2023, we prioritized talent acquisition optimization and efficiency. These efforts included the following:

- Implementing new talent acquisition technology, including a new applicant tracking system and a cloud-based talent acquisition software to more effectively manage the hiring process
- Building Primo Water’s employer branding on online job boards through the development of talent acquisition videos
- Ensuring an inclusive talent acquisition process from start to finish by creating inclusive job descriptions and postings, sharing job postings with community organizations representing underrepresented groups, implementing unconscious bias training for hiring managers, and ensuring diverse interview panels

45,000

In 2023, Through Our Partnership with Circa, We shared Over 45,000 Job Postings with Community Organizations Across the U.S., Including 16,000 Job Postings Shared to Local Veteran Employment Representatives and Disabled Veteran Outreach Programs.

## Develop and Optimize Performance

At Primo Water, we are cultivating a culture of development and growth for all associates and continuously seeking ways to drive engagement across our organization.

In 2023, our talent development efforts focused on expanding leadership development training while maintaining the strong development programs already in place. Through these efforts, we achieved our goal to invest in leadership development programs impacting 70% of front-line and senior leaders to upskill in critical leadership competencies by 2025.

75%

In 2023, 75% of front-line and senior leaders accessed leadership development programs.

In service of our goal, over the past year we expanded our leadership development program to include a Leading the One Primo Way scenario-based eLearning program, and the Leadership Essentials program, a program designed to build frontline leaders’ leadership skills while connecting them with the Primo Water community and culture. We continued to offer the Leadership Academy training and LinkedIn Learning for associates to support growth and development.

In 2023, we continued our Performance Management Cycle, which includes annual mid-year reviews, performance evaluation and rating calibration sessions for associates. The Performance Management Cycle aims to incentivize, motivate, and retain our associates while increasing commitment and action toward the right goals and behaviors.





### Engage, Motivate and Recognize

At Primo Water, we strive to provide associates with the opportunity to voice their thoughts, all in service of creating a safe work environment for ourselves and others at work and in our community. We use our annual Voice of the Associate engagement survey to hear directly from our associates. Responses to the survey were used to guide investments in the associate experience. We look forward to conducting Voice of the Associate or other types of engagement surveys in the future.

Additional 2023 priorities included the following:

- The launch of our One Primo Way Culture Guide, a tool for Primo Water leaders to become informed on the culture, values and principles at Primo Water that helps to inform decision making, interactions, and treatment of associates, customers and communities.
- Engaging associates through various activities, events, and communication channels such as monthly Primo Power Hours, monthly Seminars for Success, roundtables, town halls, newsletters, and webcasts.

For more information on how we engage, motivate, and recognize our associates, read our [2022 ESG Report](#).

### Performance

KPI	2023 <sup>30</sup>	2022	2021
Total number of full time and part time employees			
Full time employees	6,269	9,211	9,248
Part time employees	64	88	35
Employee turnover rate (%)			
Voluntary	26%	27%	25%
Involuntary	8.7%	9%	10%

<sup>30</sup> North America only.

# RESPONSIBLE SUPPLY CHAIN

### Our Approach

Primo Water's global supply chain revolves primarily around packaging (bottles, labels, closures, etc.) and equipment (dispensers, refill), as well as the logistics and administrative services required to manage operations.

Our responsible supply chain strategy is grounded in our [Supplier Code of Conduct](#) and ensures that our suppliers comply with all federal, state, and local laws and regulations. We oppose human trafficking in all its forms, and we are committed to the goals of the California Transparency in Supply Chains Act of 2010. In 2020, we began requiring suppliers to adhere to our Code of Conduct. Since then, suppliers representing 92% of our addressable spend have accepted our Code of Conduct.

Our Supplier Code of Conduct is publicly available on our [website](#).

92%

Supplier acceptance of our supplier code of conduct grew from 40% in 2022 to 92% in 2023.

### Action Plans + Initiatives

Primo Water consistently engages with suppliers to identify opportunities to enhance responsible business practices. To this end, in 2023, we implemented a risk management tool to help us track our top 300 suppliers across sustainability performance metrics. This tool allows us to proactively manage top suppliers to ensure issues and concerns are assessed promptly and to address any areas for improvement. Furthermore, we will be able to continue to hold suppliers accountable for adherence to all international laws and regulations, as well as our own values.

In 2023, Primo Water continued to strengthen its supplier diversity efforts. We are actively working to advance this initiative by implementing reporting capabilities and engaging with key stakeholders, including certifying agencies (NMSDC<sup>31</sup>, CGCLL<sup>32</sup>, NGLCC<sup>33</sup>, WBE<sup>34</sup>, WeConnect). Moving forward, suppliers must be certified as a diverse entity by a certifying agency to be included in our supplier diversity program. As a result of our efforts, our diverse spend has grown by 140% from 2022 to 2023, reaching 237 suppliers. We have increased the number of diverse suppliers by 355% in 2023.

<sup>31</sup> NMSDC (National Minority Supplier Diversity Council)

<sup>32</sup> CGCLL (Canadian Gay and Lesbian Chamber of Commerce)

<sup>33</sup> NGLCC (National Gay and Lesbian Chamber of Commerce)

<sup>34</sup> WBE (Women Business Enterprise)



# COMMUNITY ENGAGEMENT

## Our Approach

At Primo Water, our mission to promote hydration and wellness extends beyond the customers we serve to our associates and the communities where they live and work. We recognize the importance of hydration as a contributor to good health and believe that everyone should have access to high-quality drinking water during a disaster or crisis. We are proud to support our communities one drop at a time by donating products and offering our time.

We are steadfastly committed to creating Moments that Matter, centering our efforts on thinking globally and acting locally. This strategy allows our associates to choose to engage where they see the most need. By encouraging our associates to get involved, we aim to enhance our internal culture, drive better customer experiences, and make an impact on our local geography.

## Action Plans + Initiatives

### Moments That Matter

We provide sponsorships and bottled water products for local sporting events, culinary and hospitality programs, schools, fundraisers, and other community events. We also capture peer-to-peer and customer-to-associate recognition throughout the year. In 2023, as part of our Moments that Matter program, we documented over 50 peer-to-peer and customer-to-associate recognition and impact stories.

In May, Primo Water sponsored the Spring Fever Chase event in Mobile, Alabama, in support of area schools' physical education programs. This enabled the fulfillment of six grant requests for essential program equipment for schools in the Mobile area. In the winter, our associates in Gatineau, Quebec, Canada donated and assisted in loading over 100 pallets which were used to build winterized shelters for displaced individuals.

Our teams in Los Angeles, California hosted tours of our plant to inspire elementary students and rocked pink shirts every Friday in October 2023 in support of Breast Cancer Awareness Month. Additionally, in November 2023, 12 associates volunteered at LA Missions, an organization that serves homeless and disadvantaged men and women, to box 450 meals for families to prepare for the Thanksgiving holiday. The team also met with the president and CEO of LA Missions, served lunch to the community and installed hydration stations for the staff and shelter residents using Primo Water's portable pumps.

The Los Angeles branch also inspired additional branches to support the Adopt a Family program, which was first initiated by the Los Angeles team. In 2023, our Memphis, San Diego, and Nashville branches supported over 37 unique families, shelters, programs and drives during the holiday season. We are excited to continue building this program in the year to come, as well as our Moments that Matter program.



## Case Study

### Martin Luther King Jr. Day: A "Day On" of Service

In line with our commitment to do the right thing always, Primo Water was honored to support Hosea Helps this year in recognition of Martin Luther King Jr. Day. Hosea Helps is an Atlanta, GA-based organization dedicated to feeding the hungry.

Shepherded by talent advisor Santiago Miller, Primo Water associates in Georgia gathered on January 6, 2023, to celebrate a "Day On" of service. Team members spent the day packing and distributing food boxes and personal care items to those in need. Primo Water also donated 30 cases of bottled water to the organization.

This event was a true embodiment of Primo Water's Moments that Matter program as we honored the life and legacy of Dr. Martin Luther King Jr. and created positive change in our community.

## Case Study

### Celebrating World Health Day 2023

On April 4, 2023, Primo Water partook in our inaugural celebration of World Health Day, a global health awareness day sponsored by the World Health Organization to promote health, ensure safety, and serve vulnerable populations.

To commemorate this event, the Primo Water team based in Tampa, Florida, partnered with Mission of Hope to package over 10,000 meals for children in Haiti, a country with one of the world's highest levels of chronic food insecurity. Mission of Hope is a nonprofit organization affiliated with Dr. Alveda King, niece of Dr. Martin Luther King Jr., that aims to provide healthy meals and other services to Haitians.

This event was a meaningful way for team members to demonstrate Primo Water's healthy living values and commitment to building a healthier world. We look forward to celebrating this annual event in the years to come!

## Global Disaster Relief

While our Moments that Matter program focuses on local impact, we are also involved in global disaster relief, providing our water products in times of crisis.

**\$1M+**

**In 2023, Primo Water donated nearly \$1 million to various charities and organizations.**



## SECTION 6

# COMMITTING TO **ETHICAL** PRACTICES





# BUSINESS ETHICS AND RISK MANAGEMENT

## Our Approach

One Primo Way is our governing principle for advocating the behavior of accountability and promoting transparency. It covers a series of objectives, including the following:

- 1 Ensuring Compliance with Local, State, and Federal Regulatory Requirements**
- 2 Advocating for Legislation that Helps Us Provide Safe, Quality, and Secure Products**
- 3 Using Our Code of Business Conduct and Ethics**

For more details related to Primo Water's approach to risk management, business continuity, ethics reporting, and ethics-related training, please refer to our [2022 ESG Report](#) and [Code of Business Conduct and Ethics](#).

In 2023, the Board and Audit Committee paid particular attention to risks related to global and regional events and their impact on supply and information security and privacy.

## Policies

We have established a series of policies and guidelines for our associates and business partners to ensure we always engage in responsible practices. We continually review the following policies to ensure current regulations and best practices are reflected.

- [Code of Business Conduct and Ethics](#)
- [Global Supplier Code of Business Conduct](#)
- [Code of Ethics for Senior Officers](#)
- [Diversity Policy](#)
- [Corporate Governance Guidelines](#)
- [Anti-bribery and Corruption Policy](#)

Certain relevant policies are available on our [Governance webpage](#).

## Product Safety and Quality

### Our Approach

As a leading manufacturer of bottled and refill drinking water solutions, Primo Water is dedicated to ensuring that safety and quality are effectively managed and maintained throughout our business. To guarantee that our water meets the highest quality standards and complies with U.S. FDA regulations, our sources and products are routinely tested by accredited laboratories certified to perform testing on our water sources, refill stations, and bottled water products.

For more details related to Primo Water's approach to product quality and safety, please refer to our [2022 ESG Report](#).







# ABOUT THIS REPORT

Our 2023 Sustainability Progress Report represents Primo Water Corporation's third sustainability report, covering our fiscal year 2023, from January 1, 2023, to December 31, 2023, unless otherwise stated.

This report covers our operations in the United States, Canada, Europe, and Israel except for the GHG emissions and water data, which cover both pre-divestiture global data and North America-only data. Safety and certain data in the appendix tables cover North-America only and are noted accordingly. This report was written with reference to the 2021 Global Reporting Initiative (GRI) and is aligned with the Sustainability Accounting Standards Board (SASB) nonalcoholic beverages industry standards and the United Nations Sustainable Goals (SDGs).

The data provided in this report have not been subject to third party assurance. We will be considering third party assurance in future years to continue to strengthen our reporting processes, controls, and systems. The information presented in this report has been subject to internal review processes.

For inquiries, please contact Jon Kathol, Vice President Investor Relations or Eric Austermann, Vice President ESG at [investorrelations@primowater.com](mailto:investorrelations@primowater.com)

## Forward-Looking Statements

This report contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 conveying management's expectations as to the future based on plans, estimates and projections at the time Primo Water makes the statements. Forward-looking statements involve inherent risks and uncertainties, and Primo Water cautions you that several important factors could cause actual results to differ materially from those contained in any such forward-looking statement. You can identify forward-looking statements by words such as "may," "will," "would," "should," "could," "expect," "aim," "anticipate," "believe," "estimate," "intend," "plan," "predict," "project," "seek," "potential," "opportunities," and other similar expressions and the negatives of such expressions. However, not all forward-looking statements contain these words. The forward-looking statements contained in this report include, but are not limited to, statements regarding sustainability measures and targets and related matters. The forward-looking statements are based on assumptions regarding management's current plans and estimates. Management believes these assumptions to be reasonable, but there is no assurance that they will prove to be accurate.

Factors that could cause actual results to differ materially from those described in this report include, among others: Primo Water's ability to compete successfully in the markets in which it operates; Primo Water's ability to manage supply chain disruptions and cost increases related to inflation; fluctuations in commodity prices and Primo Water's ability to pass on increased costs to its customers or hedge against such rising costs, and the impact of those increased prices on its volumes; Primo Water's ability to maintain favorable arrangements and relationships with its suppliers; Primo Water's ability to manage its operations successfully; currency fluctuations that adversely affect the exchange between currencies including the U.S. dollar and the Canadian dollar; the impact on Primo Water's financial results from uncertainty in the financial markets and other adverse changes in general economic conditions, including inflation and interest rates; any disruption to production at Primo Water's manufacturing facilities; Primo Water's ability to maintain access to its water sources; the impact of climate change on Primo Water's business; Primo Water's ability to protect its intellectual property; the seasonal nature of Primo Water's business and the effect of adverse weather conditions; the impact of national, regional and global events, including those of a political, economic, business and competitive nature, such as the Russia/Ukraine war or the Israel/Hamas war; the impact of a pandemic, such as COVID-19, related government actions and Primo Water's strategy in response thereto on our business; Primo Water's ability to fully realize the potential benefit of transactions or other strategic opportunities that it pursues; Primo Water's ability to realize cost synergies of its acquisitions due to integration difficulties and other challenges; Primo Water's exposure to intangible asset risk; Primo Water's ability to meet its obligations under its debt agreements, and risks of further increases to its indebtedness; Primo Water's ability to maintain compliance with the covenants and conditions under its debt agreements; fluctuations in interest rates, which could increase Primo Water's borrowing costs; Primo Water's ability to recruit, retain and integrate new management; the impact of increased labor costs on Primo Water's business; Primo Water's ability to renew its collective bargaining agreements from time to time on satisfactory terms; disruptions in Primo Water's information systems; Primo Water's ability to securely maintain its customers' confidential or credit card information, or other private data relating to Primo Water's employees or the Company; compliance with product health and safety standards; liability for injury or illness caused by the consumption of contaminated products; liability and damage to Primo Water's reputation as a result of litigation or legal proceedings; changes in the legal and regulatory environment in which Primo Water operates; Primo Water's ability to adequately address the challenges and risks associated with its operations and address difficulties in complying with laws and regulations including the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act of 2010; the impact on Primo Water's tax obligations and effective tax rate arising from changes in local tax laws or countries adopting more aggressive interpretations of tax laws; Primo Water's ability to maintain its quarterly dividend; and credit rating changes.

The foregoing list of factors is not exhaustive. Readers are cautioned not to place undue reliance on any forward-looking statements, which speak only as of the date hereof. Readers are urged to carefully review and consider the various disclosures, including but not limited to risk factors contained in [Primo Water's Annual Report](#) on Form 10-K and its quarterly reports on Form 10-Q, as well as other filings with the securities commissions. Primo Water does not undertake to update or revise any of these statements considering new information or future events, except as expressly required by applicable law.



## SECTION 7

# APPENDIX





## ESG Data Tables

Data applies to our U.S., Canada, Europe and Israel operations combined, unless indicated otherwise.

Metric	Unit	2023	2022	2021
<b>ECONOMIC<sup>35</sup></b>				
Total number of operations	#	227	397	388
Net sales/revenues from continuing operations	Billions of \$	1.77	2.22	2.07
Gallons of water sold from continuing operations	Billions of gallons	1,079	1,310	1,444
Cash contributions; product donations <sup>36</sup>	\$	~571,696	~315,730	~168,021
<b>GOVERNANCE</b>				
<b>BOARD OF DIRECTORS</b>				
Total number of Board members	#	10	10	12
Percent women	%	40	30	25
Percent of independent directors	%	90	70	75
Board tenure	Average # of years	3.7	9.3	9.2
<b>COMPLIANCE</b>				
Number of inquiries, complaints, or issues received by the legal or compliance office	#	39	28	47
Amount of legal and regulatory fines, and settlements associated with violations of bribery, corruption, or anticompetitive standards	#	0	0	0
Total amount of monetary losses as a result of legal proceedings associated with product safety	\$	0	0	0
Percentage of advertising impressions made on children and made on children promoting products that meet dietary guidelines	%	0	0	0
Revenue from products labeled as containing genetically modified organisms (GMOs) and non-GMO	#	0	0	0

35 2021 and 2022 economic data include global operations. In contrast, 2023 economic data include North America-only operations.

36 Cash contributions and product donations data for 2023, 2022, and 2021 represent North American only.

Metric	Unit	2023	2022	2021
<b>COMPLIANCE (CONT)</b>				
Number of incidents of noncompliance with industry or regulatory labeling and/or marketing codes	#	0	0	0
Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling processes	\$	0	0	0
<b>COLLECTIVE BARGAINING</b>				
Non-Unionized employees covered by collective bargaining agreements	%	93.4	89.0	94.0
Unionized employees covered by collective bargaining agreements	%	6.2	11.0	6.0
<b>SOCIAL<sup>37</sup></b>				
<b>WORKFORCE</b>				
Total employees	#	6,333	9,299	9,283
Permanent	#	6,260	9,299	9,283
Full-time	#	6,269	9,211	9,248
Part-time	#	64	88	35
<b>WORKFORCE BY GENDER<sup>38</sup></b>				
Female	%	27.6	15.8	15.8
Male	%	72.3	84.0	84.1
Not specified	%	0.1	0.1	0.1
<b>WORKFORCE BY ETHNICITY<sup>39</sup></b>				
White	%	43.1	46.0	47.0
Hispanic	%	23.5	26.6	26.4
Black/AA	%	27.1	20.9	20.0
Asian	%	2.0	2.4	2.6
HI/Pac Islander	%	0.6	0.6	0.7
Am Ind/Alskn	%	0.5	0.5	0.6
Two or more	%	3.1	2.3	2.3
Not specified	%	0.1	0.8	0.5
<b>WORKFORCE BY AGE<sup>40</sup></b>				
<30 years old	%	13.8	11.6	12.6
30-50 years old	%	54.1	53.4	52.7
50+ years old	%	32.1	34.8	34.5
<b>HEALTH AND SAFETY</b>				
Fatalities <sup>37</sup>	#	0	0	0
Plant total recordable incident rate (TRIR) (employees and contractors) <sup>38</sup>	%	2.77	5.23	5.40

37 Social table, 2023 data represents North America only.

38 All three reporting years applies to North America.

39 Applies to global operations, pre-divestiture.

40 North America only. Consistent with safety maturity curve, we experienced an increase in incident reporting after 2021.



Metric	Unit	2023	2022	2021
<b>PROFESSIONAL DEVELOPMENT<sup>41</sup></b>				
Training and development investments	Average \$ by employee	117	104	106
Training hours all associates	Average hours by employee	21 <sup>42</sup>	2.49	Did not track
Training hours production/operation roles <sup>43</sup>	Average hours by employee	30	30	Did not track
<b>EMPLOYEE TURNOVER</b>				
Voluntary	%	26	27	25
Involuntary	%	8.7	9.0	10.0
<b>ENVIRONMENT</b>				
<b>WATER<sup>44</sup></b>				
Company wide water consumption	m <sup>3</sup>	4,338,251	4,481,297	4,225,193
Company wide water withdrawal	m <sup>3</sup>	8,724,035	8,812,170	8,793,340
Bottling plant water withdrawal	m <sup>3</sup>	4,289,152	4,305,681	4,981,150
Third-party sources – municipal water	m <sup>3</sup>	6,289,631	6,186,698	6,450,314
Third-party sources – contract spring sources	m <sup>3</sup>	282,743	285,521	254,190
Renewable Groundwater – owned Spring sources	m <sup>3</sup>	491,963	497,059	372,680
Renewable Groundwater – well water	m <sup>3</sup>	1,659,697	1,842,893	1,716,155
Company wide water discharges	m <sup>3</sup>	4,385,784	4,330,874	4,568,147
Bottling plant water discharges	m <sup>3</sup>	1,685,175	1,596,224	2,181,111
Third-party destinations – municipal water	m <sup>3</sup>	4,320,994	4,235,498	4,391,445
Fresh surface water	m <sup>3</sup>	62,212	92,650	173,966
Groundwater – septic system/ infiltration pond	m <sup>3</sup>	2,578	2,725	2,736
Company wide water consumption	m <sup>3</sup>	4,338,251	4,481,297	4,225,193
Bottling plant water consumption	m <sup>3</sup>	2,603,977	2,709,457	2,800,039
Company wide water efficiency	liters withdrawn/ liters produced	1.95	1.91	1.77
Bottling plant water efficiency	liters withdrawn/ liters produced	1.64	1.59	1.51

41 2023 applies to North America.

42 North America only, reflects improved tracking of training hours.

43 Hours include both safety and quality training requirements for production and operational roles ~ 15 hours for each.

44 Water data represents global operations, pre divestiture.

Metric	Unit	2023	2022	2021
Company wide water withdrawal from areas with water stress, Aqueduct BWS (m <sup>3</sup> ,%)	%	27	20	20
Bottling plant water withdrawal from areas with water stress, Aqueduct BWS (m <sup>3</sup> ,%)	%	52	39 <sup>45</sup>	32
Company wide water withdrawal from areas with potentially high/extremely high basin water risk (m <sup>3</sup> ,%)	%	39	43	47
Bottling plant water withdrawal from areas with potentially high/extremely high basin water risk (m <sup>3</sup> ,%)	%	79	88	84
Number of AWS certified plants	#	4	4	4

**GREENHOUSE GAS (GHG) EMISSIONS<sup>46</sup>**

Total GHG emissions - location-based	tCO <sub>2</sub> -e	240,196	241,886	254,093
Total GHG emissions - market-based	tCO <sub>2</sub> -e	240,932	243,441	253,472
Scope 1	tCO <sub>2</sub> -e	117,036	115,137	113,822
Scope 2, location-based	tCO <sub>2</sub> -e	32,944	43,774	50,618
Scope 2, market-based	tCO <sub>2</sub> -e	33,679	45,329	50,000.00
Scope 3	tCO <sub>2</sub> -e	90,216	82,975	89,650
Emissions intensity	tCO <sub>2</sub> -e/ production	.00019	0.00019	0.00018

**PACKAGING**

Packaging that is recyclable, reusable, and/or compostable	%	100	100	100
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45 2022 report 42%. 42% calculation mistakenly captured company-wide withdrawal instead of bottling plant water withdrawal.

46 GHG Emissions date represents global operations, pre divestiture.



## Global Reporting Initiative (GRI) Content Index

Data applies to our U.S., Canada, Europe and Israel operations combined, unless indicated otherwise.

GRI Standard	Disclosure	Location
<b>NON-ALCOHOLIC BEVERAGE</b>		
GRI 2: General Disclosures 2021	2-1 Organizational details	Letter from the CEO p. 6 Sustainability Strategy and Priorities, p. 16-27 2023 Annual Report, p. 65
	2-2 Entities included in the organization's sustainability reporting	About this Report, p. 64-65
	2-3 Reporting period, frequency and contact point	About this Report, p. 64-65
	2-4 Restatements of information	Not Applicable
	2-5 External assurance	About this Report, p. 64-65
	2-6 Activities, value chain and other business relationships	Business Overview, p. 8-15 2023 Annual Report, p. 65
	2-7 Employees	Human Capital Development, p. 54-56 Performance Data Tables, p. 68-71
	2-9 Governance structure and composition	Our Board and Governance, p. 24-25 2024 Primo Water Proxy Statement, p. 63-65
	2-10 Nomination and selection of the highest governance body	Our Board and Governance, p. 24-25 2024 Primo Water Proxy Statement, p. 63-65
	2-11 Chair of the highest governance body	2024 Primo Water Proxy Statement, p. 63-66
	2-12 Role of the highest governance body in overseeing the management of impacts	2024 Primo Water Proxy Statement, pp. 66-69
	2-13 Delegation of responsibility for managing impacts	2024 Primo Water Proxy Statement, p. 63-70
	2-14 Role of the highest governance body in sustainability reporting	2024 Primo Water Proxy Statement, p. 63-70
	2-15 Conflicts of interest	Code of Business Conduct and Ethics
	2-16 Communication of critical concerns	Code of Business Conduct and Ethics
	2-17 Collective knowledge of the highest governance body	2024 Primo Water Proxy Statement, p. 11
	2-18 Evaluation of the performance of the highest governance body	2024 Primo Water Proxy Statement, p. 70-71
	2-19 Remuneration policies	2024 Primo Water Proxy Statement, p. 28-43
	2-20 Process to determine remuneration	2024 Primo Water Proxy Statement, p. 28-34
	2-21 Annual total compensation ratio	Annual total compensation of the CEO compared to the median employee as determined under SEC regulations: 41 to 1. 2024 Primo Water Proxy Statement, p. 53

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Letter from the CEO, p. 6
	2-23 Policy commitments	Governance Documents
	2-24 Embedding policy commitments	Our ESG Strategy and Priorities, p. 16-27 Governance Documents
	2-25 Processes to remediate negative impacts	Code of Business Conduct and Ethics
	2-26 Mechanisms for seeking advice and raising concerns	Governance Documents
	2-27 Compliance with laws and regulations	Governance Documents
	2-28 Membership associations	2023 Annual Report, p. 7
	2-29 Approach to stakeholder engagement	Our ESG Strategy and Priorities, p. 16-27
	2-30 Collective bargaining agreements	2023 Annual Report, p. 7
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our ESG Strategy and Priorities, p. 16-27
	3-2 List of material topics	Our ESG Strategy and Priorities, p. 16-27
	3-3 Management of material topics	Our ESG Strategy and Priorities, p. 16-27
<b>ADDITIONAL DISCLOSURES</b>		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Performance Data Table, p. 68-71
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Climate Change, p. 32-37
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Climate Change, p. 32-37
	305-2 Energy indirect (Scope 2) GHG emissions	Climate Change, p. 32-37
	305-4 GHG emissions intensity	Climate Change, p. 32-37
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Performance Data Table, p. 68-71
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Occupational Health and Safety, p. 51-53 Performance Data Table, p. 68-71
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Performance Data Table, p. 68-71
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Performance Data Table, p. 68-71
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Occupational Health and Safety, p. 51-53 Performance Data Table, p. 68-71
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Responsible Supply Chain, p. 57



## SASB Index

Data applies to our U.S., Canada, Europe and Israel operations combined, unless indicated otherwise.

Code	Accounting Metric	Information
<b>NON-ALCOHOLIC BEVERAGE</b>		
<b>FLEET FUEL MANAGEMENT</b>		
FB-NB-110a.1	Fleet fuel consumed, percentage renewable	9,667,232 US Gallons, <1%
<b>ENERGY MANAGEMENT</b>		
FB-NB-130a.1	(1) Operational energy consumed, (2) percentage grid electricity and (3) percentage renewable	(1) 216,376 MWH, (2) 42%, (3) 6.5%
<b>WATER MANAGEMENT</b>		
FB-NB-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	(1) 8,724,036 m <sup>3</sup> (27%), (2) 4,338,251 m <sup>3</sup> (31%)
FB-NB-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	<p>Managing our water sources is of utmost importance. Our water sources are carefully selected and closely monitored by a team of licensed hydrogeologists to ensure consistent safety, quality and sustainable output.</p> <p>In 2023, we worked with Anthesis to conduct our fourth in-depth water inventory and risk assessment, which indicates that 49% of our bottling plant water withdrawals came from renewable groundwater sources while the remainder was withdrawn from third-party sources. By monitoring these water sources annually, we have access to data that helps us make informed decisions that support sustainable water withdrawals.</p> <p>Primo Water collaborated with Anthesis to conduct a basin-level water risk assessment that covered all company operations including the portion of our international business which was sold at the end of 2023.</p> <p>Based solely on Aqueduct's baseline water stress, 27% of Primo Water's total water withdrawals are in water stressed basins. Based on a broader set of criteria, 31 facilities, representing 39% of total water withdrawals and 80% of global revenue, were identified as operating in 13 potentially 'at risk' basins. These sites encompass various plant locations across the United States, Canada and Israel. A more detailed assessment of local/operational water risks and shared water challenges in potentially 'at risk' basins in North America will be conducted this year to determine residual risk remaining after implementing mitigation measures and to further prioritize facilities for future water stewardship initiatives. We are incorporating these risks in our WAVE efforts.</p>

Code	Accounting Metric	Information
<b>HEALTH + NUTRITION</b>		
FB-NB-260a.1	Revenue from (1) zero- and low-calorie or energy-free and low-energy, (2) no-added sugar, and (3) artificially sweetened beverages	Primo Water had \$1.77 billion in net revenue for continuing operations in FY2023, including the sale of water and associated products and services (i.e., water delivery, water dispensers, etc.). We do not produce or sell artificially sweetened beverages.
FB-NB-260a.2	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	<p>We ensure our water meets the highest quality standards by adhering to all relevant certifications, complying with quality and safety regulations where we operate, and testing anything we produce. Each year, Primo Water completes over 71,000 individual certified quality tests on our Refill Machines and over 175,000 individual source and product quality control analyses. Our North American operations follow the federal Food and Drug Administration (U.S. FDA) and the Canadian Food Inspection Agency (CFIA) food safety requirements. Additionally, we comply with stringent member association quality and safety requirements of the International Bottled Water Association (IBWA), Water Quality Association (WQA), and the Canadian Bottled Water Association (CBWA). Our European division is a member of the Watercooler Europe (WE) association.</p> <p>Our water bottling facilities routinely and consistently rank among the best in the industry achieving the highest audit rating of "Excellence in Manufacturing".</p>



Code	Accounting Metric	Information
<b>PRODUCT LABELING + MARKETING</b>		
FB-NB-270a.1	Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines	Not applicable – Primo Water does not use any disaggregate advertising metrics for children.
FB-NB-270a.2	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) and (2) non-GMO	Not applicable
FB-NB-270a.3	Number of incidents of non-compliance with industry or regulatory labeling or marketing codes	0
FB-NB-270a.4	Total amount of monetary losses as a result of legal proceedings associated with marketing or labeling practices	\$0
<b>PACKAGING LIFECYCLE MANAGEMENT</b>		
FB-NB-410a.1	(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable	(1) data not available, (2) Primo Water's small format portfolio uses between 17-25% rPet, (3) 100%
FB-NB-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	<p>Our packaging and waste management strategy emphasizes circularity, with a focus on reusing, reducing and recycling. When our bottles reach the end of their usable life, they are recycled, melted down and used to make new bottles. This closed-loop system reduces our carbon footprint and prevents bottles from ending up in landfills and oceans.</p> <p><b>Recycled Content</b> We are working to increase our use of Polyethylene terephthalate (PET) to ensure a higher recyclability rate of our bottles. Over the last three years we have increased our PET large format (defined as 3 gallons or greater) purchases from ~50% to ~75% of total large format bottle purchases in North America. In the U.S., we completed the conversion to 17% recycled polyethylene terephthalate (rPET) for the remaining 0.5L and 1.5L Mountain Valley business in Q1 2023, aligning with rPET content regulations.</p> <p><b>Recycled Bottles</b> All our 3- and 5-gallon plastic packaging is 100% recyclable, from bottles to caps, no matter the bottle type. In the U.S., our primary supplier for 3- and 5-gallon bottles takes back our scrap polycarbonate (PC) bottles and grinds it in the production of new bottles at their Irwindale, California plant. As a result, new bottles contain nearly 10% recycled PC. This cycle is infinite as old bottles are returned and re-grounded into making new bottles. In 2023, Altium received over 469,536 lbs. of PC material from west coast Primo Water sites.</p> <p><b>Reusable Bottles</b> Our business model is based primarily on a deposit system—applied to our 3- and 5-gallon bottles—that incentivizes customers to recycle empty bottles. The deposit system is a closed-loop process, where we clean, sanitize, and reuse bottles. Bottles reaching their expected useful life can save over 1,500 0.5-liter single-serve plastic water bottles from landfills and oceans for every 5-gallon bottle recycled.</p>

Code	Accounting Metric	Information
<b>ENVIRONMENTAL + SOCIAL IMPACTS OF INGREDIENT SUPPLY CHAIN</b>		
FB-NB-430a.1	Suppliers' social and environmental responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) major and (b) minor nonconformances	Audits on suppliers' social and environmental responsibility are limited to our bottled water co-packers currently.
<b>INGREDIENT SOURCING</b>		
FB-NB-440a.1	Percentage of beverage ingredients sourced from regions with High or Extremely High Baseline Water Stress	79%
FB-NB-440a.2	List of priority beverage ingredients and discussion of sourcing risks related to environmental and social considerations	Please see response under FB-NB-140a.2: Description of water management risks and discussion of strategies and practices to mitigate those risks.
<b>ACTIVITY METRIC<sup>47</sup></b>		
FB-NB-000.A	Volume of products sold	1.079 billion gallons of water sold
FB-NB-000.B	Number of production facilities	38 production facilities
FB-NB-000.C	Total fleet road kilometers traveled	~126,858,175 kilometers <sup>48</sup>

47 North America only.

48 Based on 1) Automated Route Optimization (ARO) data and 2) fuel spend conversion.

**Carbon Neutral Disclaimer:** Primo Water has achieved a carbon neutral certification via The CarbonNeutral Protocol in part through its purchase of carbon offsets, in which Primo Water seeks to offset its own CO<sub>2</sub> missions by funding an equal amount CO<sub>2</sub> reductions elsewhere. For certification details, see <https://www.carbonneutral.com/the-carbonneutral-protocol>. In terms of Primo Water's ongoing and forward-looking activities, Primo Water seeks to reduce its carbon footprint through operational efficiencies and the purchase of carbon offsets but cannot guarantee it will continue to be successful in doing so for the reasons described in its periodic reports filed with the SEC and other regulators.



## CONTACT INFORMATION

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