



PRIMO BRANDS CORPORATION  
 1150 ASSEMBLY DRIVE  
 SUITE 800  
 TAMPA, FLORIDA 33607



**SCAN TO**  
**VIEW MATERIALS & VOTE**



**VOTE BY INTERNET**

*Before The Meeting* - Go to [www.proxyvote.com](http://www.proxyvote.com) or scan the QR Barcode above  
 Use the Internet to transmit your voting instructions and for electronic delivery of information up until 11:59 p.m. ET on April 27, 2026 for shares held directly. Have your proxy card in hand when you access the web site and follow the instructions to obtain your records and to create an electronic voting instruction form.

*During The Meeting* - Go to [www.virtualshareholdermeeting.com/PRMB2026](http://www.virtualshareholdermeeting.com/PRMB2026)

You may attend the meeting via the Internet and vote during the meeting. Have the information that is printed in the box marked by the arrow available and follow the instructions.

**VOTE BY PHONE - 1-800-690-6903**

Use any touch-tone telephone to transmit your voting instructions up until 11:59 p.m. ET on April 27, 2026 for shares held directly. Have your proxy card in hand when you call and then follow the instructions.

**VOTE BY MAIL**

Mark, sign and date your proxy card and return it in the postage-paid envelope we have provided or return it to Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717.

TO VOTE, MARK BLOCKS BELOW IN BLUE OR BLACK INK AS FOLLOWS:

V84323-P46884

KEEP THIS PORTION FOR YOUR RECORDS  
 DETACH AND RETURN THIS PORTION ONLY

**THIS PROXY CARD IS VALID ONLY WHEN SIGNED AND DATED.**

**PRIMO BRANDS CORPORATION**

The Board of Directors recommends you vote FOR the election of the below director nominees and FOR Proposals 2 and 3:

For All  Withhold All  For All Except

To withhold authority to vote for any individual nominee(s), mark "For All Except" and write the number(s) of the nominee(s) on the line below.

1. **Election of Directors.**

**Nominees:**

- |                    |                         |
|--------------------|-------------------------|
| 01) Britta Bomhard | 06) Tony W. Lee         |
| 02) Susan E. Cates | 07) Minsok Pak          |
| 03) Michael Cramer | 08) Billy D. Prim       |
| 04) Eric J. Foss   | 09) Allison Spector     |
| 05) Jerry Fowden   | 10) Steven P. Stanbrook |

2. **Appointment of Independent Registered Certified Public Accounting Firm.** Appointment of PricewaterhouseCoopers LLP as the independent registered public accounting firm for the fiscal year ending December 31, 2026.
3. **Advisory Vote to Approve Executive Compensation.** Approval, on an advisory (non-binding) basis, of the compensation of Primo Brands Corporation's named executive officers.

For Against Abstain

Please sign exactly as your name(s) appear(s) hereon. When signing as attorney, executor, administrator, or other fiduciary, please give full title as such. Joint owners should each sign personally. All holders must sign. If a corporation or partnership, please sign in full corporate or partnership name by authorized officer.

Signature [PLEASE SIGN WITHIN BOX]

Date

Signature (Joint Owners)

Date

**Important Notice Regarding the Availability of Proxy Materials for the Annual Meeting:**

The Notice & Proxy Statement and Annual Report are available at [www.proxyvote.com](http://www.proxyvote.com).

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**PRIMO BRANDS CORPORATION  
THIS PROXY CARD IS SOLICITED ON BEHALF OF THE BOARD OF DIRECTORS  
ANNUAL MEETING OF STOCKHOLDERS  
APRIL 28, 2026**

**This proxy is solicited by the Board of Directors**

The stockholder(s) hereby appoint(s) Eric Foss and Hih Song Kim, and each of them, as proxies, each with the power to appoint his or her substitute, and hereby authorize(s) each to represent and to vote, as designated on the reverse side of this ballot, all of the shares of Class A common stock of PRIMO BRANDS CORPORATION that the stockholder(s) is/are entitled to vote at the Annual Meeting of Stockholders to be held at 9:30 AM, Eastern Time on April 28, 2026, at [www.virtualshareholdermeeting.com/PRMB2026](http://www.virtualshareholdermeeting.com/PRMB2026) and any adjournment or postponement thereof, with all powers which the undersigned would possess if present at the meeting.

Such proxies are authorized to vote in their discretion (x) for the election of any person to the Board of Directors if any nominee named herein becomes unable to serve or for good cause will not serve, (y) on any matter that the Board of Directors did not know would be presented at the Annual Meeting by a reasonable time before the proxy solicitation was made, and (z) on such other business as may properly be brought before the meeting or any adjournment, continuation, or postponement thereof.

**This proxy, when properly executed, will be voted in the manner directed herein. If no such direction is made, this proxy will be voted in accordance with the Board of Directors' recommendations, as indicated on the reverse side, and in the discretion of the proxies with respect to such other matters as may properly come before the Annual Meeting.**

**CONTINUED AND TO BE SIGNED ON REVERSE SIDE**