



NEWS RELEASE

Primo Brands Announces Appointment of Eric Foss as Chairman and Chief Executive Officer

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TAMPA, Fla. and STAMFORD, Conn., Nov. 6, 2025 /PRNewswire/ - Primo Brands Corporation (NYSE: PRMB) ("Primo Brands" or the "Company") today announced the appointment of Eric Foss as the Company's Chairman of the Board of Directors ("Board") and Chief Executive Officer ("CEO") effective immediately, succeeding the Company's CEO, Robbert Rietbroek.

Foss is an experienced executive, having served as Chairman and CEO of global consumer-centric businesses. He is known for his people-first leadership philosophy, brand-building experience, operational and executional expertise, and ability to drive long-term growth through customer focus, innovation, and creating a winning culture. He is ideally qualified to lead Primo Brands through its next phase of growth and shareholder value creation.

"I am delighted to announce Eric has agreed to take up the positions of Chairman and CEO of Primo Brands," said Dean Metropoulos, Director and former Non-Executive Chairman of the Board. "He knows the Company well, having served on our Board (and the board of Primo Water). With his extensive experience as Chairman and CEO of global branded beverage and direct store distribution businesses, Eric is highly qualified to lead Primo Brands' future growth and value creation."

"It is a true privilege to serve as Chairman and CEO of Primo Brands. The Company is well positioned in the large, attractive, and growing healthy hydration market," said Foss. "We have an industry leading brand portfolio, a strong go-to market system and a team of talented and committed teammates. We continue to progress, unlocking the power of last year's business combination and have multiple growth vectors as we move forward. I want to



thank Robbert for his service and contributions. I look forward to continuing to work with Dean as a member of the Board and want to thank the Board for their support and confidence," Foss said.

"Following conversations with the Board as we move into the next phase of the breakthrough merger that established Primo Brands, I believe now is the right time to step away as Non-Executive Chairman. I am confident that Eric's extensive experience in consumer driven at-scale selling and service-oriented business models across the food and beverage industry will drive progress at Primo Brands," Metropoulos said. Metropoulos will remain on the Board as a Director.

"I want to thank Robbert for his leadership and contributions to the Company. Robbert's leadership was foundational in orchestrating the first year as Primo Brands and establishing it as a leader in the North American branded beverage space with a focus on healthy hydration. We wish him continued success," Metropoulos said.

About Primo Brands Corporation

Primo Brands is a leading North American branded beverage company focused on healthy hydration, delivering responsibly sourced diversified offerings across products, formats, channels, price points, and consumer occasions, distributed in every U.S. state and Canada. Primo Brands has a comprehensive portfolio of highly recognizable and conveniently packaged branded water and beverages that reach consumers whenever, wherever, and however they hydrate through distribution across retail outlets, away from home such as hotels and hospitals, and hospitality and food service accounts, as well as direct delivery to homes and businesses. These brands include established "billion-dollar brands" Poland Spring® and Pure Life®, premium brands like Saratoga® and The Mountain Valley®, leading regional spring water offerings such as Arrowhead®, Deer Park®, Ice Mountain®, Ozarka®, and Zephyrhills®, purified water brands including Primo Water® and Sparkletts®, and flavored and enhanced beverages like Splash Refresher™ and AC+ION®. Primo Brands also has an industry-leading line-up of innovative water dispensers, which create consumer connectivity through recurring water purchases. Primo Brands operates a vertically integrated coast-to-coast network that distributes its brands to more than 200,000 retail outlets, as well as directly reaching customers and consumers through its Direct Delivery, Exchange and Refill offerings. Through Direct Delivery, Primo Brands delivers responsibly sourced hydration solutions direct to home and business customers. Through its Exchange business, consumers can visit approximately 26,500 retail locations and purchase a pre-filled, multi-use bottle of water that can be exchanged after use for a discount on the next purchase. Through its Refill business, consumers have the option to refill empty multi-use bottles at approximately 23,500 self-service refill stations. Primo Brands also offers water filtration units for home and business customers across North America. Primo Brands is a leader in reusable beverage packaging, helping to reduce waste through its multi-serve bottles and innovative brand packaging portfolio, which includes recycled plastic, aluminum, and glass. Primo Brands has a portfolio of over 80 springs and actively manages water resources for a steady supply of

quality, safe drinking water today and in the future. Primo Brands also helps conserve over 28,000 acres of land across the U.S. and Canada. Primo Brands is proud to partner with the International Bottled Water Association ("IBWA") in North America, which supports strict adherence to safety, quality, sanitation, and regulatory standards for the benefit of consumer protection. Primo Brands is committed to supporting the communities it serves, investing in local and national programs and delivering hydration solutions following natural disasters and other local community challenges. Primo Brands employs more than 12,000 associates with dual headquarters in Tampa, Florida, and Stamford, Connecticut. For more information, please visit www.primobrand.com.

Safe Harbor Statements

This press release contains forward-looking statements and forward-looking information 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 Brands makes the statements. Forward-looking statements involve inherent risks and uncertainties and Primo Brands 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 press release include, but are not limited to, statements regarding future financial and operating trends and results, anticipated synergies and other benefits from the business combination of BlueTriton and Primo Water, execution of the Company's strategy and Primo Brands' competitive position. 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 press release include, among others: our ability to manage our expanded operations following the business combination; we have no operating or financial history as a combined company; we face significant competition in the segment in which we operate; our success depends, in part, on our intellectual property; we may not be able to consummate acquisitions, or acquisitions may be difficult to integrate, and we may not realize the expected benefits; our business is dependent on our ability to maintain access to our water sources; our ability to respond successfully to consumer trends related to our products; the loss or reduction in sales to any significant customer; our packaging supplies and other costs are subject to price increases; the affiliates of One Rock Capital Partners, LLC own a significant amount of the voting power of the Company, and their interests may conflict with or differ from the interests of other stockholders; legislative and executive action risks; risks related to sustainability matters; costs to comply with developing laws and regulations, including those surrounding the production and use of plastics, as well as related

litigation relating to plastics pollution; our products may not meet health and safety standards or could become contaminated, and we could be liable for injury, illness, or death caused by consumption of our products; risks related to loss of controlled company status; risks related to uncertainties regarding the interpretation of tax laws and regulations; and risks associated with our substantial indebtedness.

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 Brands' Annual Report on Form 10-K and its quarterly reports on Form 10-Q, as well as other filings with the securities commissions. Primo Brands does not undertake to update or revise any of these statements considering new information or future events, except as expressly required by applicable law.

Website: ir.primobrands.com

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