LEVI STRAUSS & CO.

Beyond the blue

2030 Water Strategy | As of 2025

Contents

Our commitment to water stewardship

Water is essential. At every stage of creating our iconic blue jeans and for every community in our value chain, water is a critical resource. But it cannot be taken for granted. The effects of climate change are already visible in many of the countries where we operate. Severe water shortages and unpredictable weather impact access to clean water, disproportionately affecting marginalized communities.

For over a decade, Levi Strauss & Co. (LS&Co.) has worked to reduce our environmental impact and freshwater consumption. From introducing Water<Less® techniques in 2011 that have now become the industry norm to guiding consumers on proper garment care, we implement and promote practices that drive our impact down and our industry forward. Our legacy of innovative water stewardship and what we've learned in the intervening years have inspired us to set a new vision for what we can achieve. That is what our 2030 Water Strategy represents.

To prepare for the future and ensure the long-term health of our company, workers, and ecosystems, we must continue to reduce water consumption and foster resilience across our operations. We must raise the bar for stewardship, enable innovation, and stand by our commitment to transparency. And by sharing insights learned along our journey, we can lead and learn from our industry while collaborating to scale positive water impact.

Please read on and join us as we work toward achieving not only improved water quality, quantity, and access, but also a more resilient future.

Michelle Gass
President and CEO
Levi Strauss & Co.

Why it matters

What is the purpose of a water strategy?

Our water strategy outlines our ambition, approach, and targets to use less of our world's precious natural resources and to continue minimizing our water pollution impact. It captures the critical opportunities and actions we have identified to address the physical risks of climate change on our business and our community between now and 2030.

Our strategy is aligned with best-practice global frameworks and guidance, including from the Science Based Targets for Nature (SBTN) Initiative, the Taskforce on Nature-related Financial Disclosure (TNFD), the Water Resilience Coalition (WRC), and the World Resources Institute (WRI).

In developing our water strategy, we gathered input from Levi Strauss & Co. (LS&Co.)'s stakeholders, including our investors, retail partners, brands, peers both inside and outside the apparel industry, suppliers, and thought leaders. Our progress towards our water targets will be disclosed in our annual Sustainability Report, through regulatory and voluntary reporting mechanisms, and on our Sustainability Reporting Resources webpage.

Why is it important?

By 2030, 40% of global freshwater needs will likely go unmet[1] and by 2025, up to 2.4 billion people will face water shortages.[2] In a 2025 GlobeScan study surveying over 30,000 people across 31 countries, water pollution emerged as the most serious environmental issue.[3] Scarcity of clean water is a growing concern worldwide, as evidenced by the launch of the European Union's Water Resilience Strategy,[4] India's updated National Water Policy,[5] and an updated Water Plan[6] in California, home to LS&Co.'s headquarters.

For LS&Co., we know that the apparel industry requires significant quantities of reliable, clean freshwater throughout our value chains. Denim can be particularly water-intensive, and LS&Co. has a responsibility to mitigate our water impact to support our operations, customers, and the communities where we operate.

Addressing the water-climate nexus

Our public commitments to reduce greenhouse gas (GHG) emissions, support biodiversity, and achieve net-zero by 2050 depend on integrated environmental approaches. Environmental challenges are intersectional, and our solutions must be, too. Addressing water, climate, nature, and community issues in isolation fails to recognize their interconnections and limits the effectiveness and efficiency of our responses.

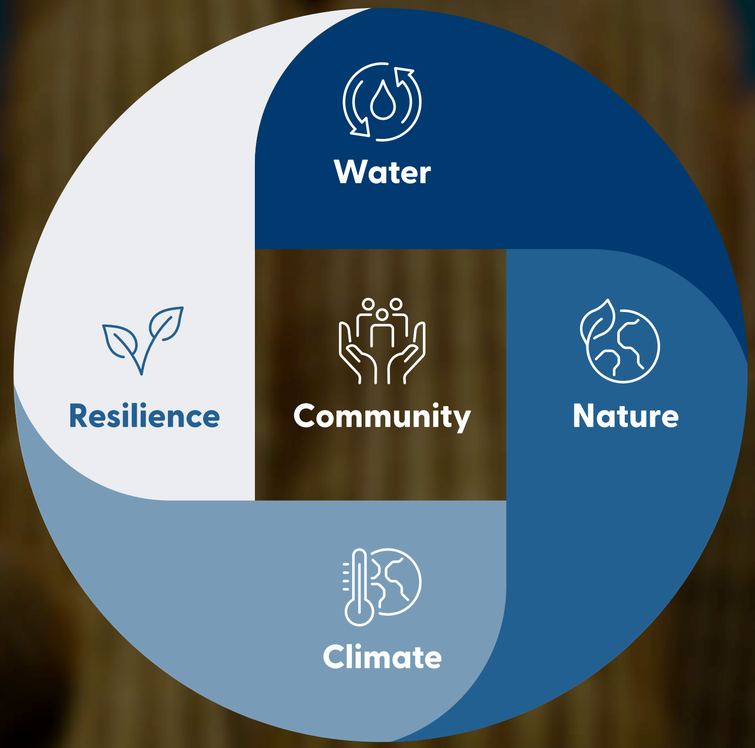
The water-climate nexus highlights the interdependencies between water systems, climate change, human development, nature, communities, and business. In our rapidly changing world, climate, technology and policy landscapes continue to evolve and our approaches and solutions need to adapt accordingly. To effectively support our ecosystems and communities, we must align our sustainability strategies with the interconnected impacts of water, nature, climate, and people.

Our 2024 Climate Action Transition Plan outlines how LS&Co.'s initiatives and strategies affect biodiversity, climate, people, water withdrawals, and water pollution. Our 2030 Water Strategy builds on this foundation, deepening our commitment to water stewardship alongside our targets for climate, biodiversity, responsible chemistry, and worker well-being.

1. Turning the Tide, A Call to Collective Action, UN Global Commission on the Economics of Water, 2023.
2. UN World Water Development Report 2023, UNESCO, 2023.
3. The Future Water Agenda: How water can lead the way for sustainability and collective action, GlobeScan, World Wildlife Fund (WWF), The Water Agenda, March 2025.
4. Towards a Water Resilience Strategy for the EU, European Commission, 2025.
5. New National Water Policy, Ministry of State, India, 2021.
6. California Water Plan, California Department of Water Resources, 2023.

The water climate nexus

Interconnections for a resilient future



Why now?

While we've worked for more than 150 years to make garments that stand the test of time (and help obviate the need to buy new garments), water stewardship has been a heightened priority at LS&Co. for the past decade-and-a-half. We have worked with our mills and laundries to reduce their water impact, track progress, support sustainable innovation investments, and understand challenges.

When we launched our **Water<Less® product program** in 2011, the water-saving techniques used in our factories were both innovative and impactful. In 2016, we open-sourced these techniques to encourage adoption across the apparel industry.

By 2020, it was clear that Water<Less® methods were widely adopted across our supply chain and established as standard practice. While this represented meaningful progress for the industry, we felt it was no longer appropriate to continue attributing water savings specifically to these methods. As a result, we officially phased out the Water<Less® product label in 2023. We are proud that suppliers continue to use Water<Less® techniques in their production—proof of their lasting impact and relevance.

In 2019, we announced a target to reduce freshwater use in manufacturing by **50% in areas of high-water stress by 2025** (against a 2018 base year). At the end of 2024, key wet finishing suppliers in water-stressed regions reduced freshwater usage by 27%—saving an estimated cumulative total of over 7 billion liters since 2018.

Now, we are looking ahead to continue improving our water stewardship practices. In 2025, we conducted a science-based footprint of our impacts on water and nature to prepare for the next chapter in our water journey. The footprint's insights helped us to identify the most water-intensive phases of our value chain and prioritize basin-level protection and restoration.

We are proud to share our 2030 Water Strategy, the next phase of our water journey, outlining our commitments to reduce our water impacts and do our part to address the global water crisis.

Our strategy is built on three key pillars:

Improving our foundation

We will continue improving data quality, deepening our understanding of water impacts and dependencies, prioritizing cobenefits, and addressing major challenges in water use and pollution.

Reducing our impact

We will continue to cut consumption, enhance wastewater treatment, and expand water reuse and recycling (R&R) across our tier 1 and 2 suppliers, driven by collaboration, innovation, and measurement.

Fostering resilience

We will invest in safe access to water, sanitation, and hygiene (WASH) and collaborate on watershed restoration in priority basins. We also plan to develop new industry guidance on water resilience.

Our impact

A snapshot of our operations

To understand the significance of water throughout our value chain, it is useful to first understand our operations.

Our raw materials

LS&Co. products are made with over

90,000

metric tons of fiber.

Cotton represents nearly

90%

of the raw materials sourced for LS&Co. products on an annual basis.

Raw materials account for

75%

of total water withdrawals in our supply chain.

Over

75%

of our cotton is grown in India, Pakistan, the United States and Brazil.[1]

Our extensive value chain presents an opportunity to work with our suppliers and our fans to improve water stewardship through collective action.

Our products

Our garments are manufactured in more than

30

countries. Approximately 80% of our garments are manufactured in Asia,[1] with the rest made in countries including, but not limited to, Mexico, Brazil, Egypt, Turkey, and parts of Africa.

Our garments are sold in more than

110

countries, representing more than 70% of the world's population.[2]

Throughout its lifetime, one pair of Levi's® 501® jeans equates to

3,781

liters of water consumption.[3] That is approximately three days' worth of one US household's total water needs.

Differences in care practices, such as how often and how a garment is washed, dried, and ironed, significantly affect its environmental impact. For example, washing a product every 10 wears instead of every 2 can reduce energy use, climate impact, and water consumption by up to **80%**.[3] Consumer use, including wearing and caring for the garments, is a major contributor to emissions and energy consumption.

1. The percentage of cotton sourced in Asia is based on a survey conducted in December 2023 through January 2024 by our regional sourcing teams of our mills. LS&Co. does not directly source cotton; we work with our supply chain partners to specify any raw material requirements.
2. Country population figures sourced from United States Census Bureau, January 2023. Census.gov
3. Based on findings from our 2014 Life Cycle Assessment (LCA). LS&Co. intends to conduct a new LCA on denim production and consumer care in the near term.

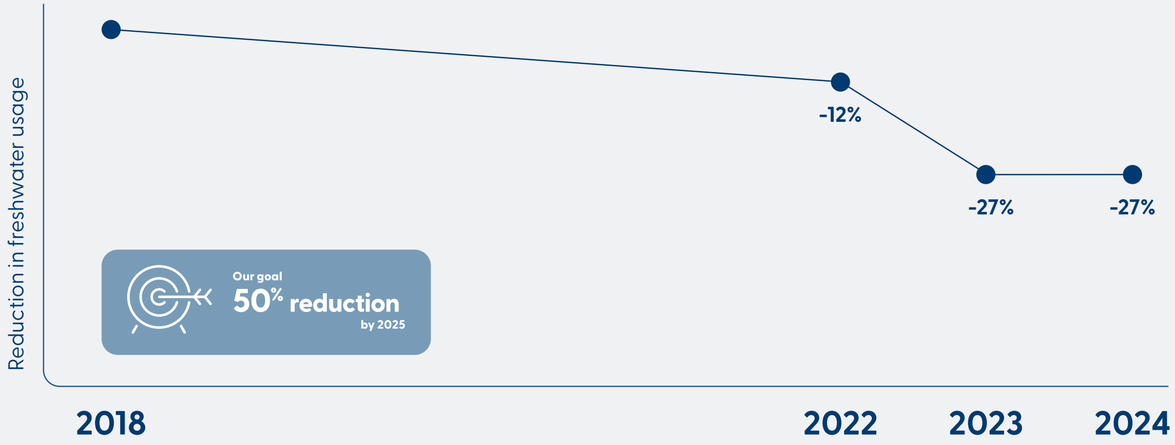
Our 2019 to 2025 target

In 2019, we set an ambitious goal: to reduce freshwater use in manufacturing by 50% in areas of high-water stress by 2025 (against a 2018 base year). The aim was to inspire bold changes across the apparel industry.

By then, our Water<Less® program had already driven systemic improvements in our own supply chain, and in those of some brand peers, through its development and eventual open sourcing.

The 2025 target was also notable for being geographically contextual. We set higher expectations for suppliers operating in areas of high-water stress—an approach that was right then, and remains right today.

Between 2018 and 2024, suppliers embraced wastewater reuse and recycling (R&R), leading to an 85% increase in the total liters of R&R water among in-scope suppliers.[1] As of 2024, we reported a 27% reduction in freshwater use by key wet finishing suppliers in high water-stress regions, compared to the 2018 baseline—equivalent to over 7 billion liters saved.[2] This would fill up over 23 million bathtubs.[3] While we are encouraged by this progress, it falls short of our 50% target. The journey has provided valuable lessons that we will implement to drive greater impact as we pursue our new 2030 water goals.



1. The in-scope suppliers for R&R are a subset of key wet finishing suppliers because not all of these suppliers are realistically capable of doing R&R.
2. Our water goal is measured against a 2018 base year. The goal pertains only to our wet finishing key supplier manufacturing facilities in areas of high-water stress. Key suppliers refer to suppliers covering more than 80% of our global product units. Wet finishing is defined as any processing stage where textiles are treated with chemicals and water. High-water stressed geographies are defined by the World Resources Institute (WRI) aqueduct water risk atlas tool, and each year, the geographies included on this list are updated. Water data is provided by suppliers, through the Higg Facility Environmental Module (FEM), and is based on the calendar year. Therefore, water data does not align with LS&Co. fiscal year dates. We have used the annual data which most closely aligns with our fiscal year. The annual percentage reduction in freshwater usage is calculated relative to each supplier's respective 2018 baseline. For each reporting year, the comparison reflects the change in freshwater usage, in liters, at the subset of active key wet finishing facilities located in that year's high-water stress geographies, compared to those same facilities' 2018 freshwater usage. As a result, the 2018 baseline in liters varies annually to reflect the current year's applicable facilities and high-water stress locations.
3. Assuming 302 liters per standard bathtub.

Our water and nature footprint

In 2025, we conducted a footprint assessment to understand how our business impacts water and nature, using the SBTN framework.[1] The assessment looked at our supply chain sites, including cotton growing and manufacturing, and environmental factors like land use, pollution, and water withdrawal. This helped us understand how our activities affect nature, especially in regions facing water stress, climate change, or biodiversity loss. Using global mapping and data tools, we identified environmental hotspots in key cotton- and fiber-sourcing regions. This work supports the first two SBTN steps: assessing our impact and prioritizing where to act.

Key findings:

Across tiers 1 through 4, approximately

250 billion

liters of freshwater are withdrawn annually to produce LS&Co. garments.

An estimated

16–38%

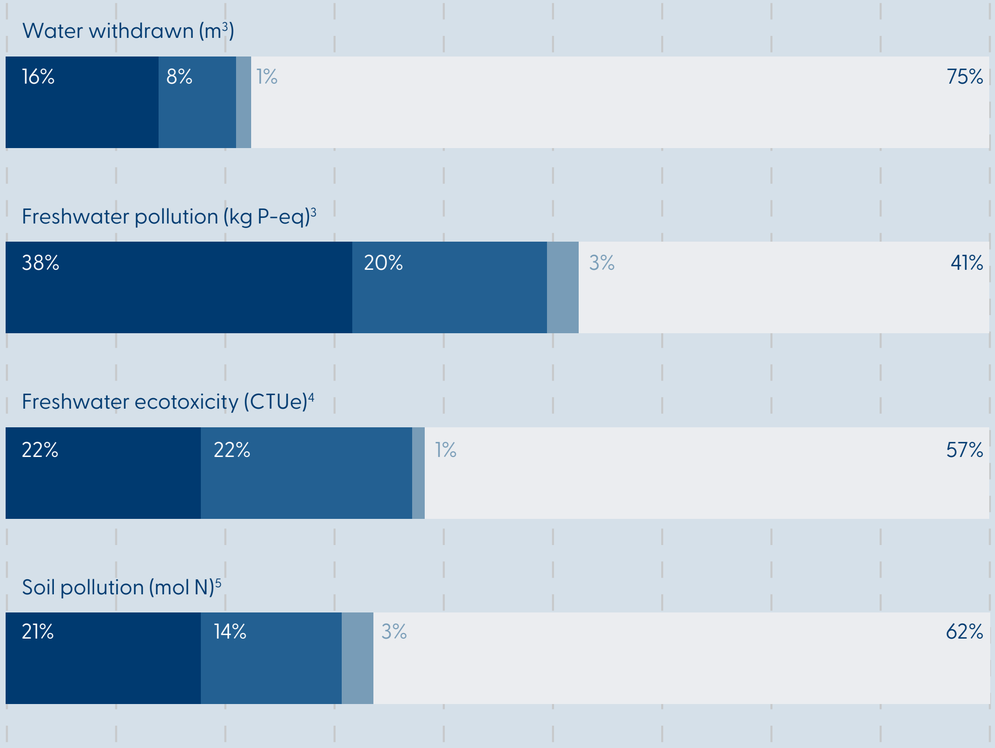
of total freshwater impacts occur at tier 1 of our supply chain, primarily due to water pollution linked to laundry processes.[2]

Approximately

70%

of total freshwater impacts occur from cotton cultivated for LS&Co. products and comes from basins that can be defined as water-stressed.

The largest impacts to water and nature occur at tier 1 (garment manufacturing, including cutting, sewing and laundry processes) and tier 4 (cotton cultivation and ginning).



- **Tier 1** Garment manufacturers (cut and sew, laundry)
- **Tier 2** Processing facilities (fabric dyeing, weaving, and finishing mills)
- **Tier 3** Processing facilities (textile spinning)
- **Tier 4** Raw material suppliers (farming and cotton production) and ginning facilities (lint cotton cleaning and separating seeds from fiber)

1. Direct operations are excluded from the water and nature footprint assessment. To translate volume of raw materials and activities into pressures on nature, LCA methodologies, and databases including World Apparel & Footwear Life Cycle Assessment Database and Eco-invent were used. Assessing the "state of nature" used industry leading LCA and open-source databases recommended by SBTN and TNFD (i.e. Global Forest Watch, Soil Grids, WWF Risk Filter, WRI Aqueduct).
2. 16% refers to the quantity of water withdrawn (volume metric in cubic meters) for laundry processes, whereas the 38% refers to the phosphorus-equivalent (mass in kg) impact, which is a form of freshwater pollution, from treated wastewater.
3. Kg P-eq: Kilogram of phosphorus-equivalent. Nutrient discharges (phosphorus and nitrogen) into freshwater cause eutrophication, harming water quality and ecosystems.
4. CTUe: Comparative toxic unit for aquatic ecotoxicity. Freshwater ecotoxicity includes a variety of chemicals such as herbicides (e.g., pyrithiobac sodium salt), insecticides (e.g., fipronil, chlorpyrifos) and other compounds such as cyanide, silver, and mercury.
5. Mol N: A measure of terrestrial eutrophication occurring due to the discharge of nitrogen into soil.

Our 2030 Water Strategy

Levi Strauss & Co.'s 2030 goal is to create a positive impact across our value chain by setting targets on water quantity, quality, and access, while protecting and restoring nature.

Our 2030 Water Strategy expands upon our 2025 target to include improving water quality and access for communities, investing in nature protection and restoration, and acknowledging the intersection of environmental and human rights issues. Our strategy is structured around three pillars with specific targets and areas of focus. We remain committed to advancing UN Sustainable Development Goal (SDG) 6: Clean Water and Sanitation for All.

Our 2030 Water Strategy

Improving our foundation

We will continue improving data quality, deepening our understanding of water impacts and dependencies, prioritizing co-benefits, and addressing major challenges in water use and pollution.

Areas of focus

Impacts and dependencies
Improve understanding of our nature-related impacts and dependencies, taking a science-based approach for basin prioritization.

Water withdrawal and pollution hotspots
Gain and leverage insights of our raw materials sources to address water withdrawal and pollution hotspots within tiers 3 and 4.

Reducing our impact

We will continue to cut consumption, enhance wastewater treatment, and expand water recycling and reuse (R&R) across our tier 1 and 2 suppliers, driven by collaboration, innovation, and measurement.

Areas of focus

Target: Freshwater reduction
15% absolute reduction in water use across LS&Co. tier 1 and tier 2 manufacturing by 2030.

Target: Water recycling and reuse
40% recycled and reused water across LS&Co. tier 1 and tier 2 manufacturing by 2030.

Target: Wastewater quality
100% of direct discharge facilities achieve Zero Discharge of Hazardous Chemicals (ZDHC) wastewater 'Foundational' level and 25% achieve 'Progressive' level by 2030.

Fostering resilience

We will invest in safe access to water, sanitation, and hygiene (WASH) and collaborate on watershed restoration in priority basins. We also plan to develop new industry guidance on water resilience.

Areas of focus

Watershed restoration
Engage in restoration actions at watershed level for priority basins.

Supplier water resilience
Educate and empower suppliers to prioritize water resilience.

Target: WASH collective action
Invest in three projects that contribute to safe access to water, sanitation and hygiene (WASH) in priority sourcing geographies by 2030.

See respective pages for additional detail.

Principles and approaches

- Supporting a just transition
- Addressing challenges directly
- Strong governance
- Advocating for progress through policy
- Collective action: Our suppliers, industry, fans, and partners
- Transparency and reporting

Pillar 1: Improving our foundation

Understanding impacts and dependencies

Area of focus:
Improve understanding of our nature-related[1] impacts & dependencies taking a science-based approach for basin prioritization.[2]

By evaluating how our supply chain both affects and relies on natural ecosystems, we can sharpen our water-stewardship efforts and continue to improve. Our 2023 biodiversity impact assessment estimated that 97%[3] of LS&Co.'s overall biodiversity impacts stem from our supply chain, with freshwater pollution accounting for 35% of the total.[3]

Water withdrawal was identified as a significant pressure in tier 4, driven by the water-intensive nature of cotton cultivation.[3] We will continue to assess our nature-related impacts and dependencies as our business and sourcing strategies evolve and as new measurement frameworks become available.

Priority basins for impact reduction:

- **Sutlej River Basin (Pakistan)**
- **Indus River Basin (Pakistan)**
- **Meghna River Basin (Bangladesh)**

Key findings:

- Among the 11 basins identified for highest impact reduction potential, three basins were prioritized: the Sutlej River basin (Pakistan), Indus River basin (Pakistan), and Meghna River basin (Bangladesh).
- Tier 1 (garment manufacturing, which includes cut, sew and laundry processes)[4] and tier 4 (cotton cultivation and ginning) are the primary drivers of LS&Co.'s water and nature footprint.

We will use these findings to prioritize strategic interventions to reduce our consumption and impacts on basin water quality.

Key activities: To continue to improve our understanding of our nature-related impacts and dependencies, LS&Co. plans to conduct SBTN-aligned assessments for refreshed findings every three to five years, depending on evolutions in our operational strategy. Key findings from our 2025 assessment are included in the Our water and nature footprint section.

Reporting on our progress: As we conduct updated assessments of our nature-related impacts, our results will be published on our Sustainability Reporting Resources webpage.

Process and criteria used

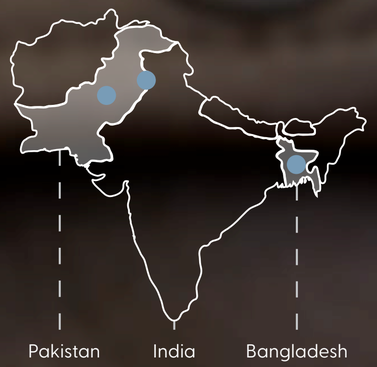
	Examples:
High LS&Co. production & multiple tiers across supply chain	· Number of garments · Kg of cotton
×	
LS&Co. pressures on nature[5]	· M^3 water withdrawn · Kg pollution (P-eq & N-eq)
×	
Local 'State of Nature'	· Water scarcity · Water pollution

11 basins
with highest impact reduction potential

11 basins with high impact-reduction potential

		Tier 1	Tier 2	Tiers 3 or 4
Pakistan	Sutlej	●	●	●
Pakistan	Indus (Arabian Sea)	●	●	●
Bangladesh	Meghna	●	●	
Egypt	Nile	●	●	
Sri Lanka	Mahaweli	●		
Cambodia	Lower Mekong	●		
Bangladesh	Bay of Bengal	●		
Pakistan	Ravi		●	
Mexico	Gulf of Mexico		●	●
Mexico	North Pacific			●
Australia	Murray-Darling			●

Top 3 priority basins



1. Scope of 'nature-related' includes water.
2. Within geographies where LS&Co production occurs and/or raw materials are estimated to be sourced. Consumer care is excluded.
3. LS&Co. 2023 Biodiversity Assessment results. Additional details can be found in LS&Co. Climate Transition Action Plan.
4. Refers to suppliers covering more than 80% of our global product units.
5. Pressure values represent the LS&Co. volume sourced multiplied by a country specific "emission factor" for each of the water indicators.

Water Stewardship in Bangladesh's Meghna River Basin

Bangladesh plays a critical role in the global apparel supply chain, both for LS&Co. and for the wider industry. As a major hub for garment manufacturing, it plays a central role in the production of ready-made garments. However, Bangladesh also faces a range of serious environmental challenges. One of the most pressing concerns is freshwater pollution, particularly from industrial sources such as textile manufacturing and dyeing processes. This contamination affects not only the health of local communities but also the integrity of ecosystems that millions depend on for drinking water, food, and income.[1]

In LS&Co.'s 2025 water and nature footprint assessment, we identified Bangladesh's Meghna River Basin as a priority basin for our water stewardship efforts. The region is not only ecologically significant, but also critical to the livelihoods of millions of people. The convergence of industrial activity, ecological importance, and social vulnerability makes it a key focus area for targeted intervention.

Considering these complexities, we aim to invest in water stewardship efforts that support both people and the planet. By prioritizing the Meghna Basin, we aim to collaborate with suppliers, local communities, and stakeholders to reduce industrial water pollution, improve water efficiency, and strengthen the resilience of ecosystems and livelihoods. The future of fashion depends on sustainable, inclusive solutions, and Bangladesh is at the heart of that vision.

Bangladesh was the world's second-largest apparel exporter in 2024.[2] The ready-made garment sector accounts for

84%

of Bangladesh's exports, employing approximately four million garment workers.[3]

The Meghna River Basin is a **top hotspot** for water withdrawal and freshwater pollution among LS&Co.'s tier 1 suppliers.

Millions

of Bangladeshi livelihoods depend on the ecosystem services provided by the Meghna River basin.[4]

Bangladesh ranks

9th

on the 2024 World Risk Index of countries vulnerable to climate impacts such as extreme weather, sea-level rise, and flooding.[5]

1. Surface water quality, public health, and ecological risks in Bangladesh–a systematic review and meta-analysis over the last two decades, National Library of Medicine, 2023.
2. Bangladesh retains second spot in global apparel exports, Prothom Alo, 2025.
3. What's next for Bangladesh's garment industry, after a decade of growth?, McKinsey, 2021.
4. Beyond economics: The multitude of benefits from ecosystem services in the Meghna River basin, Regional Studies in Marine Science, 2025.
5. How the climate crisis is impacting Bangladesh, The Climate Reality Project, 2025.

Pillar 1: Improving our foundation

Addressing water withdrawal and pollution hotspots

Area of focus:
Gain and leverage insights of our raw material sources to address water withdrawal[1] and pollution[2] hotspots within tiers 3 and 4.

Cotton represents nearly 90% of the raw materials sourced for LS&Co. products annually and is a water-intensive crop. Deeper insights into water sources, including basins and watersheds, for the production of cotton will help us to reduce our water consumption[1] and pollution[2] in these areas. In addition to the sources of raw materials (tier 4), the facilities where materials are processed, such as spinning (tier 3), provide a comprehensive view of the water pollution hotspots at a sub-regional level. With this information, along with our 2025 water and nature footprint assessment, we can implement more targeted nature-based solutions and actions to address water withdrawal and pollution hotspots in basins, particularly in high-water stress areas such as India, Pakistan, and regions of the United States (U.S.).

Priority impact areas for freshwater withdrawal and pollution hotspots include:

- Cotton from three countries accounts for **60% of our pressure on nature**, including from Pakistan, USA, and India. These countries produce a high volume of ginned cotton used for LS&Co. products. These growing regions are also ranked high on State of Nature risk levels. Therefore, we will prioritize these hotspots in our initiatives for freshwater-related impacts.
- Our analysis identified **six priority sub-basis** as top priorities for action across both water scarcity and pollution risks for our tier 4 suppliers. Five of these six sub-basins are located in Pakistan.

Key activities: LS&Co. will develop sub-basin assessments of select tier 3 and tier 4 suppliers to understand regional practices across key sourcing geographies. Learning from their best practices, we will encourage knowledge sharing between suppliers in tier 3 and tier 4 to improve water management practices.[3] We are committed to engaging in collective action projects focused on water withdrawal and nutrient pollution in relevant basins,[4] in line with our previously published biodiversity targets, since water and biodiversity are deeply interconnected.

Reporting our progress: The sub-basin assessments, developed with the guidance of credible third-party organizations including The Nature Conservancy (TNC) and WWF and advanced supply chain tools, will be published on our Sustainability Reporting Resources webpage on a biennial basis starting in 2027. We also plan to share the impact of collective action projects.[4]

1. The gross consumption of water from a freshwater basin.
2. Nutrient load pressure: activities, such as use of chemical fertilizers, that contribute to an increased rate of pollutant input to freshwater sources.
3. Sharing of best practices will be done to the extent feasible based on visibility to specific tier 3 and 4 locations.
4. See our approach in the Collective action section of this report.

Tier 4

Cotton from Pakistan, U.S., and India

are priorities for freshwater-related impacts because of their high volumes ginned and the high State of Nature risk levels.

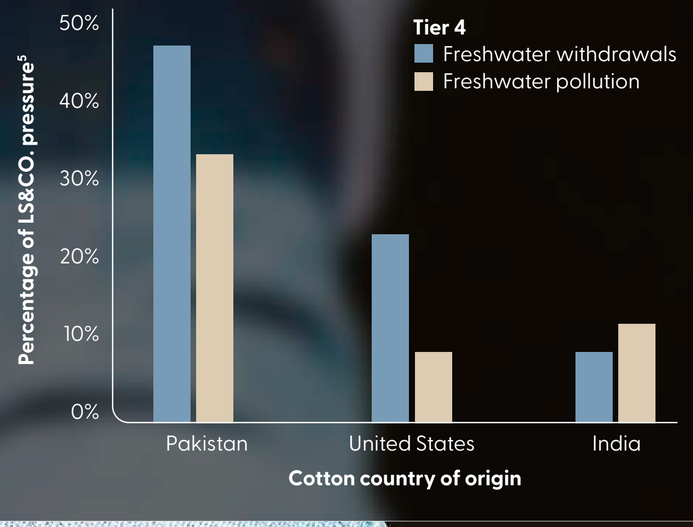
Within Tier 4

76 commodity-location pairings were analyzed, with these three pairings prioritized for water-related indicators.

Three cotton-producing countries account for

~60%

of our pressures on water pollution



Pillar 2: Reducing our impact

Achieving freshwater reduction

Target:
15% absolute reduction in water use[1] across LS&Co. tier 1 and tier 2 manufacturing[2] by 2030.[3]

LS&Co. is committed to reducing freshwater[1] usage, especially in water-stressed areas.

To understand the potential for continued absolute freshwater reductions, LS&Co. completed detailed and comprehensive supply chain intervention modeling, which included:

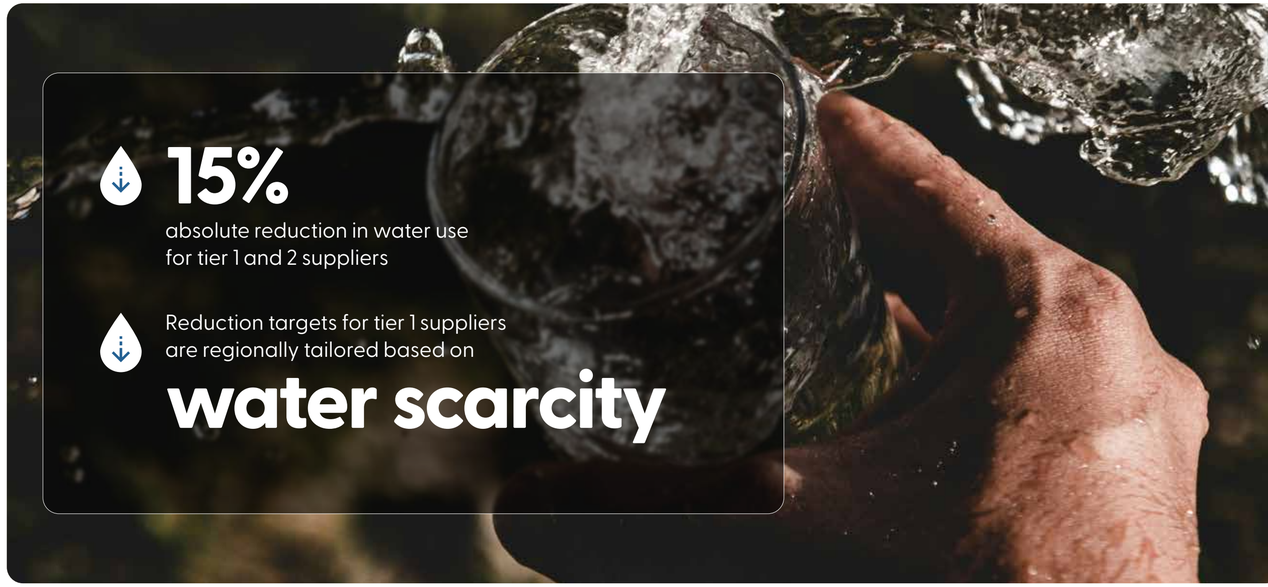
- Evaluating our current water footprint and supplier performance.
- Assessing risk through a geographically contextual approach.
- Leveraging our lessons learned from our water strategy from 2018 to 2025.
- Incorporating third-party analyses to identify opportunities for equipment upgrades in facilities.
- Accounting for forecasted growth in product categories and evolving sourcing strategies.
- Engaging LS&Co. subject matter experts—from finishing engineers to operations and sourcing leaders—to validate the model and its projections.

The model revealed:

- A one-size-fits-all-approach to suppliers is unlikely to be effective in the short-term. Instead, strategically **prioritizing a small number of suppliers** with the greater reduction potential can yield more significant progress towards our target.
- A combination of **recycling and reuse** (R&R) strategies and **efficiency measures** represents the most cost-effective and readily implementable path forward.
- Considering LS&Co.'s growth ambitions, maintaining our absolute water usage at current levels will be a considerable challenge. Yet, we know that we can—and must—**do more than the status quo** to protect water resources in the regions where we operate.

Based on these considerations, we have set our target for a 15% absolute reduction in freshwater use by 2030 for our tier 1 and 2 suppliers. This builds on the reductions achieved since we set our initial target in 2018.

To support progress towards our 15% reduction goal, we have established internal-facing water intensity targets for our tier 1 suppliers (i.e., laundries), measured in litres per garment. For Tier 2 suppliers (i.e., mills), rather than setting intensity-based targets, we have implemented specific water R&R targets, as these interventions are more effective in delivering measurable impact at that stage of the supply chain. Similar to our previous 2025 water target, our tier 1 intensity targets are geographically contextual



so that suppliers based in high-water stress regions[4] are held to more stringent targets and are expected to achieve greater levels of performance, in alignment with local water risk conditions.

Key activities: To support our suppliers[2] to reach a 15% reduction compared to a 2022 base year, we will initially focus on reducing water usage through measures such as equipment retrofits (e.g., UP systems, eFlow), replacements, and process optimization to decrease total water consumption. Our models have indicated that these efficiency initiatives offer a strong return on investment and could reduce water use per machine by an average of 32%.

We recognize that achieving water and energy reduction goals requires both technical and financial support for our suppliers. With this in mind, we will invest in conducting energy and water assessments at nominated fabric mills and will contribute to the development of facility-level technical intervention and investment plans. We will also continue to explore financial mechanisms to help suppliers implement higher-capital investment projects that can deliver substantial water savings.

Reporting our progress: Efficiency targets will be contextual as we know that a drop of water in one geography of high-water stress matters more than a drop of water in a low-water stress region. Water stress levels will be in accordance with the WRI Aqueduct Water Risk framework. We will collect primary data through Cascale's Higg FEM to assess liters per garment, as well as through direct engagement with facilities to understand and support site level intervention and investment plans. Our accounting methodology will align with guidance outlined in WRI's Volumetric Water Benefits Accounting 2.0 (VWBA)[5] regarding withdrawal indicators. We will report on our annual progress in the LS&Co. Sustainability Report.

1. For technical water audiences, "water" here refers to freshwater (which includes surface water, ground water, and municipal water sources). Also, the word "use" here is preferred over "consumption" because the latter implies 'evaporation' in technical terms, which is not our intent.
2. Supplier scope included: Global production, local for local, wet finishing manufacturing (laundries). Excluded: cut/sew facilities, licensees. No distinction between "key vendors" and "non-key vendors." Product scope included: denim bottoms only. Excluded: All tops, non-denim, Beyond Yoga, LFA. Tier 2 scope included: nominated fabric mills, any vertically integrated tier 1 and tier 2 suppliers (e.g. both laundry and fabric dyeing activities). In rare cases, some mills also do yarn spinning (which is considered Tier 3). Excluded: non-nominated mills (full package). Cotton production is excluded from manufacturing.
3. Compared to 2022 base year.
4. These suppliers are categorized into areas of low, medium, & high-water stress based on the raw Aqueduct Overall Water Risk–Textile indicator from the the WRI Aqueduct tool. LS&Co. defines "high-water stress" as either the 'high' or 'extremely high' rating from the WRI tool. This intensity target refers to finishing stages of manufacturing only (laundry), not fabric mills.
5. WRI's Volumetric Water Benefits Accounting 2.0 (VWBA).

Pillar 2: Reducing our impact

Increasing recycling and reuse (R&R)

Target:
40% recycled and reused[1] water across LS&Co. tier 1 and tier 2 manufacturing by 2030.

LS&Co. has supported suppliers in wastewater R&R[1] for over a decade. In 2016, we developed and open-sourced technical standards to help manufacturing facilities implement recycled wastewater systems.

Our supply chain modeling shows that using treated wastewater for production is a highly effective intervention, with R&R systems reducing freshwater use by up to 65%—nearly twice the savings of water efficiency initiatives alone. While infrastructure limitations may prevent full adoption across all facilities, we continue to work with suppliers to expand R&R where feasible.

As climate change intensifies, R&R systems can also build site-level resilience to drought and water scarcity, creating greater stability for both suppliers and LS&Co.

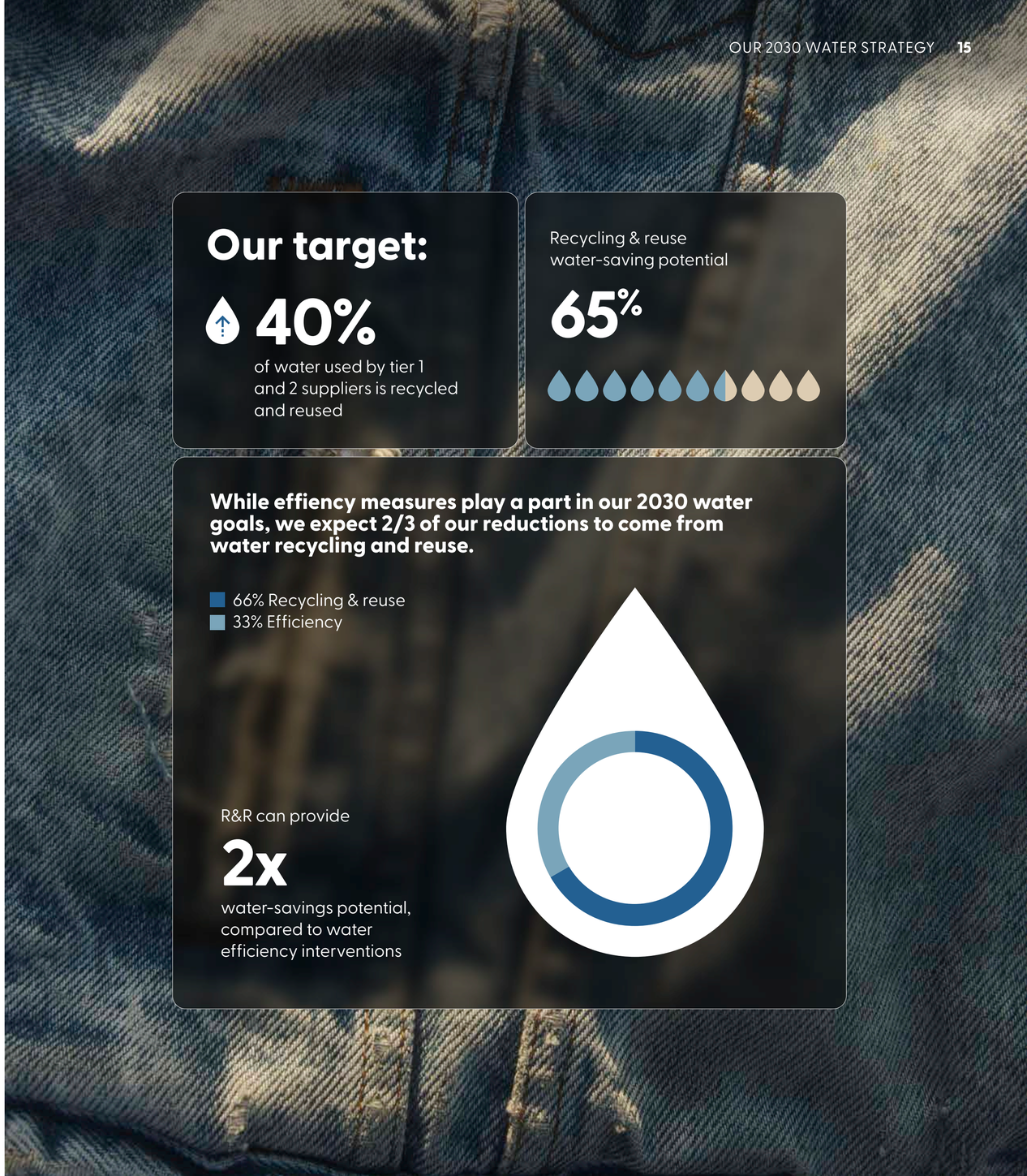
Water recycling and reuse can also encourage supplier resilience to drought, water scarcity, and climate change.

By 2030, we aim for 40% of the water used in production by our tier 1 and 2 suppliers[2] to come from R&R sources. As with our 2025 freshwater reduction target, our supplier-level R&R targets will be geographically contextual to drive greater performance among suppliers in high water-stress regions where we can have the greatest benefits.[3]

The 40% R&R target is directly tied to our 15% absolute freshwater reduction target. Since increasing R&R use is one of the most effective ways for suppliers to reduce freshwater use, any increase in R&R water above the 2022 baseline supports progress towards both targets.

Key activities: LS&Co. will partner with technical experts and suppliers to develop an updated, open-source version of our R&R guidance for suppliers that we would share with the broader apparel and textile industries to use. We also aim to collaborate with other apparel brands to share best practices of R&R adoption for our suppliers.

Reporting our progress: R&R targets per supplier will be contextual, based on their geographic level of water stress,[4] informed by the WRI Aqueduct Water Risk framework. We will collect primary data through Cascale's Higg FEM to assess liters per garment,[4] as well as through direct engagement with facilities to understand and support site level intervention and investment plans. We will report on our annual progress in our Sustainability Report.



1. "Recycling" and "reuse" are often used interchangeably. Technically, "recycling" here refers to using treated wastewater for production, whereas "reuse" here can refer to using untreated (but still fairly "clean") wastewater for production purposes. This specific wording has been used by LS&Co. since 2013 and is now part of our water reputation in stakeholders' minds.
2. Supplier scope included: Global production, local for Local, laundries and mills. Excluded: cut/sew facilities, licensees. No distinction between "key vendors" and "non-key vendors". Product scope included: denim bottoms only. Excluded: All tops, non-denim, Beyond Yoga, Levi's Footwear and Accessories. Tier 2 scope included: nominated fabric mills, any vertically integrated tier 1 and tier 2 suppliers (e.g. both laundry and fabric dyeing activities). In rare cases, some mills also do yarn spinning (which is considered tier 3). Excluded: non-nominated fabric mills (full package) because we have limited business leverage to encourage improved performance with these suppliers. Cotton production is excluded from manufacturing.
3. These suppliers are categorized into areas of low, medium, and high-water stress based on the raw Aqueduct Overall Water Risk–Textile indicator from the WRI Aqueduct tool. LS&Co. defines "high-water stress" as either the 'high' or 'extremely high' rating from the WRI tool.
4. Liters/garment figures differentiation by facilities located in high, medium, and low water-stressed geographies, based on data from publicly available WRI Aqueduct tool. Target refers to finishing stages of manufacturing only (laundry), not fabric mills.

CASE STUDY

Facilitating investment for our suppliers

LS&Co. continues to offer financing to our direct vendors through the Sustainable Supply Chain Finance (SSCF) program with HSBC and the Global Trade Financing Program with the International Finance Corporation (IFC). These programs reward suppliers that meet environmental and social performance requirements as laid out in our Supplier Code of Conduct with preferred payment terms and interest rates. All suppliers enrolled cannot exceed an outstanding $195 million USD in aggregate from IFC and an outstanding $150 million from HSBC at any point in time. We will continue to leverage and expand on programs like this to directly offer support for climate and water related interventions with competitive financing. From 2022 to 2024, participating suppliers received over $2 billion USD payments through these programs.

Additionally, LS&Co. fully funds select laundry and mills suppliers' participation in the Apparel Impact Institute's Carbon Leadership Program. As a part of this program, local technical partners evaluate facility operations to establish water baselines, set water targets, and develop climate and water action plans. LS&Co. is also co-funding energy and water assessments for other select mills, enabling facilities to develop stronger business cases and improve our understanding of where additional resources are most needed. Looking ahead, we aim to offer a broader range of financial mechanisms to support our suppliers with implementation costs.

CASE STUDY

Innovative water R&R at Arvind Limited in Bangalore, India

Arvind Limited, a leading textile manufacturer in India, is committed to cutting its water use. Driven by a strong sustainability ethos and the belief that clean water is a basic human right, the company has adopted innovative technologies and processes to reduce its consumption. Arvind's most impactful water-saving initiative is its comprehensive R&R infrastructure.

The company operates a Zero Liquid Discharge (ZLD) system that enables 100% recycled water to be used for textile production.

To compensate for water losses due to evaporation and other operational needs, approximately 10% to 15% of the incoming water comes from rainwater harvesting and externally-sourced municipal wastewater. This closed-loop system ensures zero of the water used in production is discharged.

These initiatives reflect Arvind's environmental responsibility and deliver business value through cost savings, regulatory compliance, and strengthened customer trust. Looking ahead, Arvind is piloting waterless dyeing technologies and advises other companies to integrate water reuse into their core sustainability and business strategies by investing in proven technologies and setting clear targets.

> "It's important to align the initiative with sustainability goals and overall business strategy. Investing in reliable technology, conducting feasibility studies, and setting clear sustainability targets to increase the use of R&R will drive meaningful progress."
>
> **Naik Shrinivas, Senior General Manager Sustainability | Arvind Limited**

Pillar 2: Reducing our impact

Improving wastewater quality

Target:
100% of direct discharge facilities[1,2] achieve Zero Discharge of Hazardous Chemicals (ZDHC) wastewater 'Foundational'[3] level and 25% achieve 'Progressive'[4] level by 2030.

In 2025, a GlobeScan study found that in most countries across Europe, Asia Pacific, Africa, and Latin America, the majority of people felt personally impacted by water pollution.[5] This highlights the urgency of investing in water quality, particularly from direct discharge facilities, to protect community health and ecosystems globally. As a signatory member of the ZDHC, LS&Co. has actively contributed to the development of ZDHC wastewater guidance and its implementation with our key wet finishing suppliers.[6] ZDHC has acknowledged LS&Co. as one of the few brands to attain ZDHC Brands to Zero Champion level status for five consecutive years (2021 to 2025).

ZDHC has established a Supplier to Zero program where facility performance is assessed based on their wastewater testing standards for conventional parameters at wet finishing facilities, including laundries and mills. In 2024, 86% of the key wet finishing facilities in our supply chain were wastewater discharging facilities. Based on their wastewater testing performance, each in-scope facility receives a ranking of Foundational, Progressive, or Aspirational level. By 2030, we aim to have all our suppliers with direct discharge facilities achieve the Foundational level and 25% to go beyond that to achieve the Progressive level or above.

Key Activities: To help suppliers meet ZDHC standards and improve chemical and wastewater management towards progressive levels, LS&Co. developed a Chemical Supplier Handbook, which is updated annually. We also provide monthly engagement and training about best practices at facilities with direct discharge. We request factories to comply by testing, sampling, and reporting their wastewater and sludge results twice a year, following ZDHC Wastewater Guidelines. Factories must register on the ZDHC Gateway Wastewater Module, link to LS&Co., and upload test data from ZDHC-approved labs along with corrective action plans if needed. All direct discharge facilities must have the appropriate permits for wastewater discharge depending on their local requirements.

Reporting our Progress: LS&Co. will track progress through the ZDHC Gateway module on all suppliers with direct discharge facilities. We will publish data on factory wastewater performance in line with ZDHC guidelines. We will report our progress annually in our Sustainability Report. Supplier ZDHC performance is also available on Detox.live.[7]

Our target:

Level 1: Foundational requirements

100%

Level 2: Progressive requirements

25%

LS&Co. has achieved Champion level status for five consecutive years (2021 to 2025) meeting ZDHC's highest performance standards under Brands to Zero.

Champion level status includes:

Measurable impact
Meeting ZDHC's key thresholds for sustainable chemical management

Progress over time
Adhering to milestones on the Roadmap to Zero program

True integration
Demonstrating meaningful integration of ZDHC guidelines into LS&Co.'s corporate and value chain strategies

ZDHC in our value chain

100%
of key wet finishing facilities are registered on the ZDHC Gateway Wastewater Module

90%
of LS&Co. key wet finishing facilities with direct discharge and zero liquid discharge (ZLD) facilities conformed to ZDHC's Wastewater Guideline in 2024[8]

57%
of LS&Co. key wet finishing facilities in our supply chain were direct discharge only facilities in 2024

1. Direct discharge is a process in which the wastewater treated and generated by a supplier through its owned and operated effluent treatment plant is discharged directly to the land, municipal sewers, or water bodies such as streams, lakes and oceans. Facilities that discharge their wastewater to off-site publicly owned treatment plants are out of scope.
2. Direct discharge facilities include Levi's® and Levi Strauss Signature™ wet finishing tier 1 (including disclosed subcontractor and Local for Local facilities that also are directly contracted with LS&Co. for global production) and tier 2 facilities (including disclosed nominated mills), as well as Zero Liquid Discharge facilities. Out of scope: LS&Co. brand Beyond Yoga, Licensees, non-disclosed mills, full package mills, cut and sew facilities, and Local for Local facilities that only do local production.
3. ZDHC Foundational Level: Facility performance based on the ZDHC wastewater testing standard for conventional parameters only, including heavy metals. Note that this is distinct from the broader ZDHC 'Roadmap to Zero Program' definition of 'Foundational'.
4. ZDHC Progressive Level: The basic level of requirement that should be met in order to achieve the fundamental principles of sustainable chemical management.
5. The Future Water Agenda: How water can lead the way for sustainability and collective action, GlobeScan, WWF, The Water Agenda, March 2025.
6. Key Wet Finishing facilities: Key refers to facilities/suppliers covering more than 80% of our global product units. Wet finishing is defined as any processing stage where textile is washed or treated with chemicals and water.
7. Detox Live is a public platform with color-coded indicators on a map that show whether suppliers meet ZDHC's requirements
8. ZLD (Zero Liquid Discharge): A facility in which no industrial wastewater is discharged from a supplier's site in liquid form to the environment. An on-site ZLD treatment system treats and recovers almost all wastewater such that the only water lost is through evaporation or as moisture in the sludge from treatment plant operations

Pillar 3: Fostering resilience

Contributing to watershed restoration

Area of focus:
Engage in restoration actions[1] at watershed level for priority basins.[2]

Watersheds affect everyone, providing essential resources for communities, farms, ranches, and forests. They function as interconnected land-water systems that direct water to rivers, lakes, wetlands, or estuaries[3] as they interact with sediment, wood, and nutrients.[4]

LS&Co.'s operations and suppliers are embedded in these watersheds, reflecting both our impact and our dependency on these ecosystems. For example, LS&Co. owns and operates a factory in Cape Town, South Africa, that experienced the headline-making "Day Zero" 2018 water shortage firsthand. We knew that we needed to take bold action here. In addition to implementing extensive use of recycled and reused (R&R) water for production in our factory, we also joined TNC's Greater Cape Town Water Fund. The fund addresses Cape Town's urgent freshwater challenges by focusing on nature-based solutions to control water-intensive invasive plants upstream and restore native habitats to release more water supply back into the watershed.

To date, the project has cleared more than 41,000 hectares of invasive species and returned 34 billion liters per year to the regional water system, with a goal of 100 billion liters by 2050. The project also monitors ecological health impacts and has yielded significant social benefits, creating more than 1,300 green job opportunities since 2019—half of which are held by women. Long-term employment has contributed to improved household incomes and strengthened local communities.

Key Activities:

Over the next five years, we will assess the watershed conditions in priority basins where our suppliers are concentrated. We will also participate in collective action nature-based restoration projects in priority basins and invest catalytic funding to drive large watershed level transformation. Through our water and nature assessment, we have already taken the first step in understanding the 11 basins where we have the greatest impact across all four tiers of suppliers as well as the greatest potential from our tier 1 and 2 suppliers, specifically. We found that over 60% of water pressures among both tier 1 and 2 suppliers were concentrated in just eight sub-basins.

Collective action efforts must be carefully designed and involve a wide range of stakeholders. As a member of the Water Resilience Coalition (WRC), our watershed-level projects are intended to contribute to the coalition's long-term goal of achieving a Positive Water Impact (PWI) in 150 basins by 2050.[6]

To guide and prioritize our watershed efforts, we apply the following criteria for basin selection:

- Large amount of LS&Co. garment production.
- Local state of nature that indicates the watershed is at risk of further degradation (such as water stress and eutrophication potential).
- Confidence in local governments for partnerships, co-financing, and regulatory certainty.
- Presence of local non-governmental organization (NGO) partners with a track record of successfully launching and maintaining nature-based solutions projects, while meaningfully engaging with local stakeholders during the design and implementation phases. To learn more about our approach to collective action, see the Principles and approaches section.

These efforts are separate but related to LS&Co.'s 2030 Biodiversity Goals, which include supporting ecosystem protection and restoration programs beyond our supply shed. Specifically, we have committed to investing in at least three projects in high-water stressed basins that support the reduction of freshwater withdrawal pressures and nutrient load pressures in our raw material supply chain. The existing biodiversity target focuses on the impacts of raw materials. Our new commitment takes this a step further and focuses on catalyzing watershed-level collective action in geographies where our production is concentrated. We anticipate synergies in terms of project partners and lessons learned.

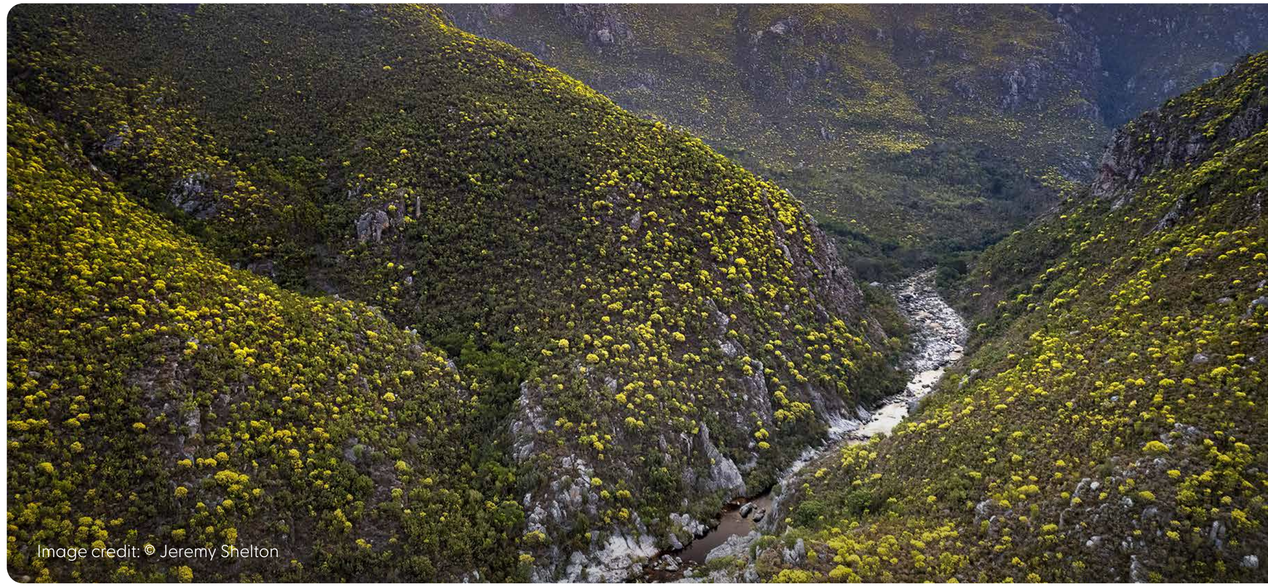


Image credit: © Jeremy Shelton

Reporting our progress: We will report on the project and its impact on at least a biennial basis starting in 2027 on our Sustainability Reporting Resources webpage.

Key sub-basins with LS&Co. laundry and cut-sew facilities at risk for water scarcity include:

- **Meghna, Bangladesh**
- **Sutlej, Pakistan**
- **Indus, Pakistan**
- **Nile, Egypt**
- **Lower Mekong, Cambodia**
- **Bay of Bengal, Bangladesh**
- **Caledon, Lesotho**
- **Mahaweli, Sri Lanka**

1. Examples of potential projects include improving soil health, wetlands restoration, reforestation, etc.
2. Watershed basins will be selected by water/drought risk locations, our 2022 LS&Co. baseline biodiversity assessment, and 2025 water and nature footprint assessment.
3. Watershed Programs | Natural Resources Conservation Service, USDA 2025.
4. Watershed Restoration Program Overview, US Forest Service, 2025.
5. Greater Cape Town Water Fund report, January 2025.
6. 150 basins were determined by WRC, which is an initiative of the CEO Water Mandate.

Freshwater withdrawal and pollution hotspots

Tier 1

Meghna Basin in Bangladesh and Sutlej Basin in Pakistan

are top hotspots for basin impacts, especially water withdrawals and pollution

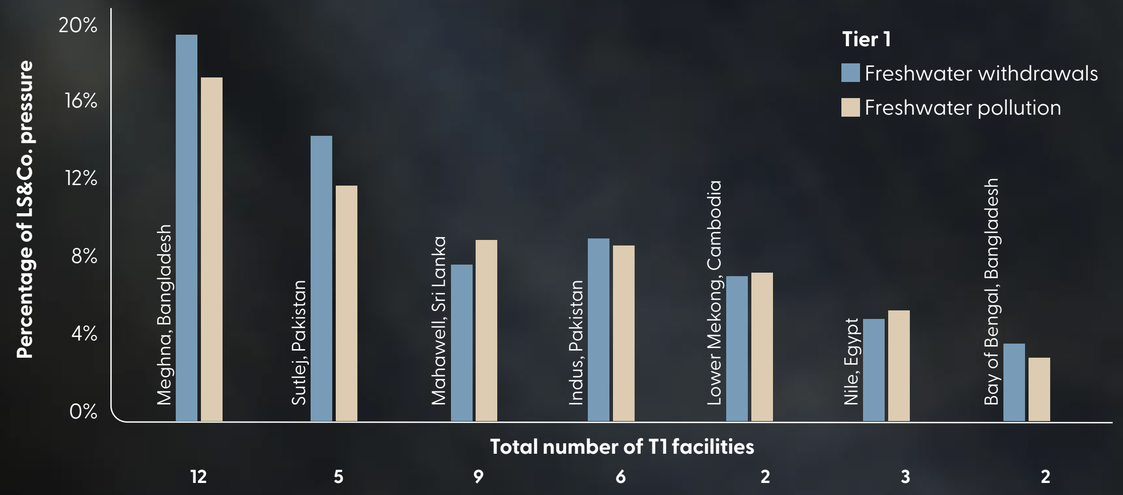
Strategic basin-level engagement in Bangladesh, Pakistan, and Sri Lanka offers opportunities to:

- **Mitigate tier 1 water risks**
- **Strengthen supply chain resilience**
- **Enhance nature stewardship outcomes**

7 priority sub-basins account for

~60%

of the water pressure in tier 1



Tier 2

Top priorities for tier 2 water withdrawal and pollution are three basins in Pakistan:

- **Sutlej Basin**
- **Indus Basin**
- **Ravi Basin**

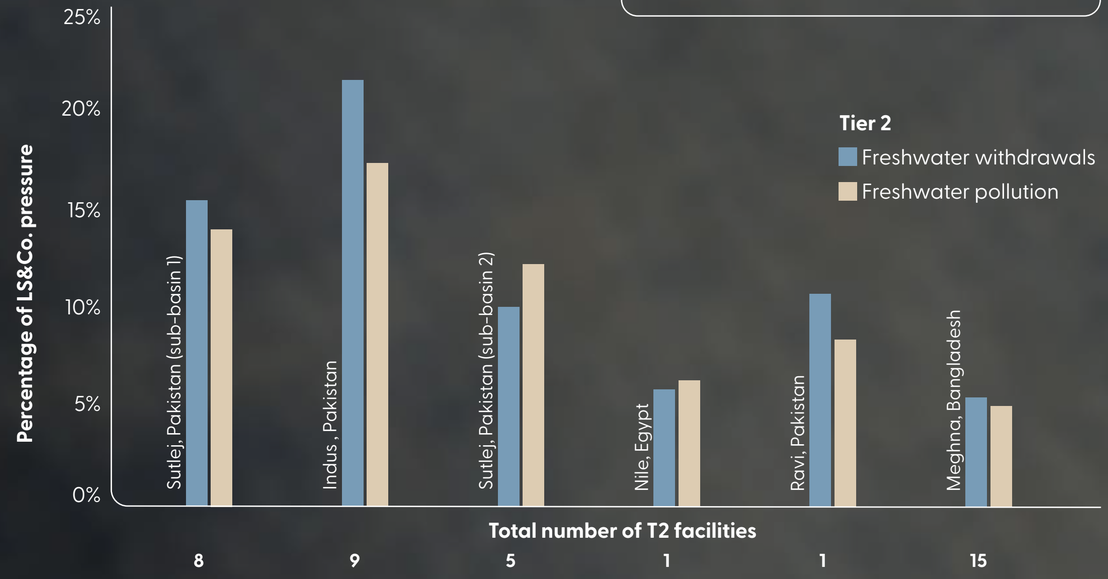
6 priority sub-basins account for

~60%

of the water pressure in tier 2

~75%

of LS&Co.'s tier 2 facilities are located in basins with high risk for water withdrawals and freshwater pollution



CASE STUDY

Prioritizing Pakistan's Basins

Pakistan is a critical geography for LS&Co., both as a major cotton sourcing region and a hub of global textile production. It is also highly vulnerable to water-related risks. Based on our 2025 water and nature footprint assessment and strong supplier relationships, LS&Co. has identified Pakistan as a priority region for watershed restoration initiatives.

- Pakistan is the **5th largest cotton producer** globally[1] and the 3rd largest yarn producer.[2]
- It was among the **top 5 exporters of denim** apparel to the U.S. in 2021.[2]
- Approximately **30% of LS&Co.'s cotton** was sourced from Pakistan in 2023.[3]
- Nearly **60%** of Pakistan's global exports are textiles, 57% of while are apparel.[2]

Why watershed protection matters:

- 5 of the 6 priority sub-basins LS&Co. identified across water scarcity and pollution risks for tier 4 production are located in Pakistan.
- Over half the population and industries rely on agriculture, making freshwater essential to Pakistan's economy.
- The Indus River and its tributaries irrigate the critical areas of Punjab and Sindh, supporting key crops like wheat, rice, and cotton.[4]
- Approximately 150 million native species and 5 million people live in or rely on wetlands and floodplains.[5]
- The country experiences both severe floods and prolonged droughts, making watershed management critical.

Watersheds play a vital role in:

Controlling soil erosion and filtering pollutants

Regulating river flow and stabilizing banks

Absorbing excess water during monsoon season and mitigating downstream flooding

1. Country Report of Pakistan for International Cotton Advisory Committee, Pakistan Central Cotton Committee Ministry of National Food Security & Research Government of Pakistan, 2020.
2. Enhancing Competitiveness of Pakistan's Denim Sector, The Pakistan Business Council, 2017.
3. The percentage of cotton sourced in Asia is based on a survey conducted in December 2023 through January 2024 by our regional sourcing teams of our mills. LS&Co. does not directly source cotton; we work with our supply chain partners to specify any raw material requirements.
4. Pakistan Watershed Maps, Whiteclouds, 2025.
5. Shakeel Ahmad et al. Water resources and their management in Pakistan: A critical analysis on challenges and implications, Water-Energy Nexus, Volume 6, 2023, Pages 137-150, ISSN 2588-9125.

Pillar 3: Fostering resilience

Promoting supplier water resilience

Area of focus:
Educate and empower suppliers to prioritize water resilience.[1]

Water is deeply interconnected with industry, energy, agriculture, human and ecosystem health, and human rights. The global water crisis is being intensified by factors such as population growth and climate change. In some sub-regions where LS&Co. operates, including Mexico, South Africa, and Pakistan, water supplies have already been depleted, requiring the transportation of billions of liters of water to satisfy local demand.[2]

To address this volatile and uncertain future, water resilience has emerged as a critical response. According to the Pacific Institute, resilience is defined as the capacity of water systems to function in such a way that both nature and people, particularly those on the frontlines and disproportionately affected, can thrive amidst shocks, stresses, and changes. Furthermore, the Pacific Institute emphasizes that the pursuit of water resilience must not compromise water security and sustainability.[3]

The stability of our supply chain and business health depend on the resilience of production facilities where we operate. We aim to enable our suppliers to respond to and adapt their operations to water-related shocks, stresses, and changes.

Key activities: We will collaborate with the CEO Water Mandate to adapt their 2021 Water Resilience Assessment Framework[4] for the apparel sector and author a new guidance document for our industry. This process will involve consulting suppliers, piloting approaches, and incorporating insights. In the coming years, we will work with our industry peers to further this initiative across shared supply chain partners and make this assessment framework widely available for adoption and use in the industry.

Reporting our progress: Updates on the progress of this framework will be available on Sustainability Reporting Resources webpage.

Water resilience enables functional water systems to support nature and people despite shocks, stresses, and changes.

Water resilience assessment framework by the CEO Water Mandate[4]

Step 1:
Visualize the system

Understand the boundaries and connections of the interconnected socio-economic and biophysical system.

Step 2:
Develop a resilience strategy

Create a systematic approach to addressing drivers, shocks, and stresses within the system to promote resilience.

Step 3:
Test the resilience strategy

Examine the resilience actions through stress testing to determine challenges and effective interventions.

Step 4:
Evaluate

Review and refine the resilience strategy through an iterative process to identify improvement opportunities.

1. Water resilience defined as supporting suppliers to respond and adapt their operations to water-related shocks (i.e. droughts, floods).
2. The Future Water Agenda: How water can lead the way for sustainability and collective action, GlobeScan, WWF, The Water Agenda, March 2025.
3. Water Resilience, Definitions, Characteristics, Relationships to Existing Concepts and Call to Action for Building a Water Resilient Future. Issue Brief, Pacific Institute, 2021.
4. Water Resilience Assessment Framework, CEO Water Mandate, 2021.

Pillar 3: Fostering resilience

Improving water, sanitation, and hygiene (WASH)

Target:
Invest in three projects that contribute to safe access to water, sanitation and hygiene (WASH) in priority sourcing geographies[1] by 2030.

According to WaterAid, one in 10 people lack access to safe drinking water,[2] 1.7 billion people do not have access to sanitation facilities,[3] and approximately 2 billion people are unable to wash their hands with soap and water.[4] Exacerbated by climate change, inadequate public policies, and limited infrastructure, many countries are currently facing a WASH crisis.

WASH issues disproportionately impact women. For example, women and girls are responsible for collecting water in seven out of 10 households without water on the premises globally. Women and girls also have specific WASH needs in relation to menstruation and safe maternity care. LS&Co. is proud of our history of empowering women in our supply chain. Over a decade ago, we undertook a worker and community needs-based assessment and spurred the development of workplace-based programs and experiences to positively impact workers, their families, and their communities. As part of our Worker Well-being program, we partnered with our key suppliers to implement programs on gender equity and acceptance.

Robust WASH policies in worker communities of the apparel supply chain is not only the ethical approach for our suppliers, particularly for female workers, but is also vital for our business continuity. WaterAid reports that supporting WASH initiatives can lead to increased productivity, more resilient supply chains, and improved dignity, health, and wellbeing for workers.

In 2025, we conducted a preliminary baseline assessment of WASH efforts within our supply chain, identifying several areas for improvement. Our findings indicated that WASH issues were most common among supplier facilities in India and China. We also found that suppliers' facilities in Bangladesh and Vietnam often do not have local legal requirements around water access, sanitation, and hygiene that are common in other sourcing countries.

Key activities: Through our Supplier Code of Conduct, we require our suppliers to abide by rigorous labor, health and safety, and environmental guidelines, including our expectations related to WASH and anti-discrimination. In 2024, we enhanced our approach to WASH by aligning guidance across various policies, programs, and code of conduct assessments. We are committed to working with facilities to address corrective actions related to inadequate WASH practices across all our facilities.

Beyond our own suppliers, we commit to investing in at least **three collective action projects** to improve local WASH outcomes in communities in our priority sourcing areas by 2030. Based on the results of our initial supplier WASH baseline assessment, we understand that there are significant WASH issues in communities in India and China, which are important sourcing countries for LS&Co. These regions will serve as a starting point for selecting and investing in WASH projects and outcomes.

Reporting our progress: Investment and project impact details will be shared annually in our LS&Co. Sustainability Report and on our Sustainability Reporting Resources webpage.

Invest in 3 WASH collective action projects in priority areas including India and China

To select these projects, we'll consider these criteria and our collective action principles:

Gender equity
A strong focus on gender equity and empowerment of women as the principal change agents of any local engagement

Community engagement
Participation of local communities in the planning process

Collaboration
Cross-sector and/or public-private partnerships

Project longevity
Duration of the project that demonstrates impact over time

Strong governance
Including a clear management structure and oversight

Measurable results
Robust reporting on quantifiable metrics regarding WASH outcomes

1. Priority sourcing geographies are the 10 countries that produce the greatest LS&Co. volume.
2. Facts and statistics | WaterAid, leading water charity, est. 1981. 25.9 million people reached with clean water, 2025.
3. Global Water, Sanitation, and Hygiene (WASH), CDC, 2025.
4. Water Sanitation and Health, 2024.

CASE STUDY

Women + Water Collaborative

The Women + Water Collaborative is a cross-sector collective action project with WaterAid that addresses WASH issues in India. The initial focus of the collaboration is on the Krishna and Godavari basins, which are important cotton-growing regions for LS&Co.

Their goal is to positively impact three river basins and 150,000 people between 2023 and 2025, and ultimately 5 million people by 2030. The project aims to prioritize sustainable, climate-resilient WASH access, enhance women's agency, and improve water quality and availability through women-led community interventions.

The collaboration leverages the Jal Jeevan Mission, a government program that provides tap water connections to every rural household, as well as other government investments. In 2024, WaterAid provided infrastructure support that improved water access for over 8,000 community members.

Since the project's inception in 2023, WaterAid has increased representation of women from marginalized castes and communities and enhanced their participation in governance and decision-making processes, including over 1,800 women leaders across four districts in 2024 alone. LS&Co. began contributing to the project in 2023, highlighting how companies can effectively support local water initiatives with multiple co-benefits.

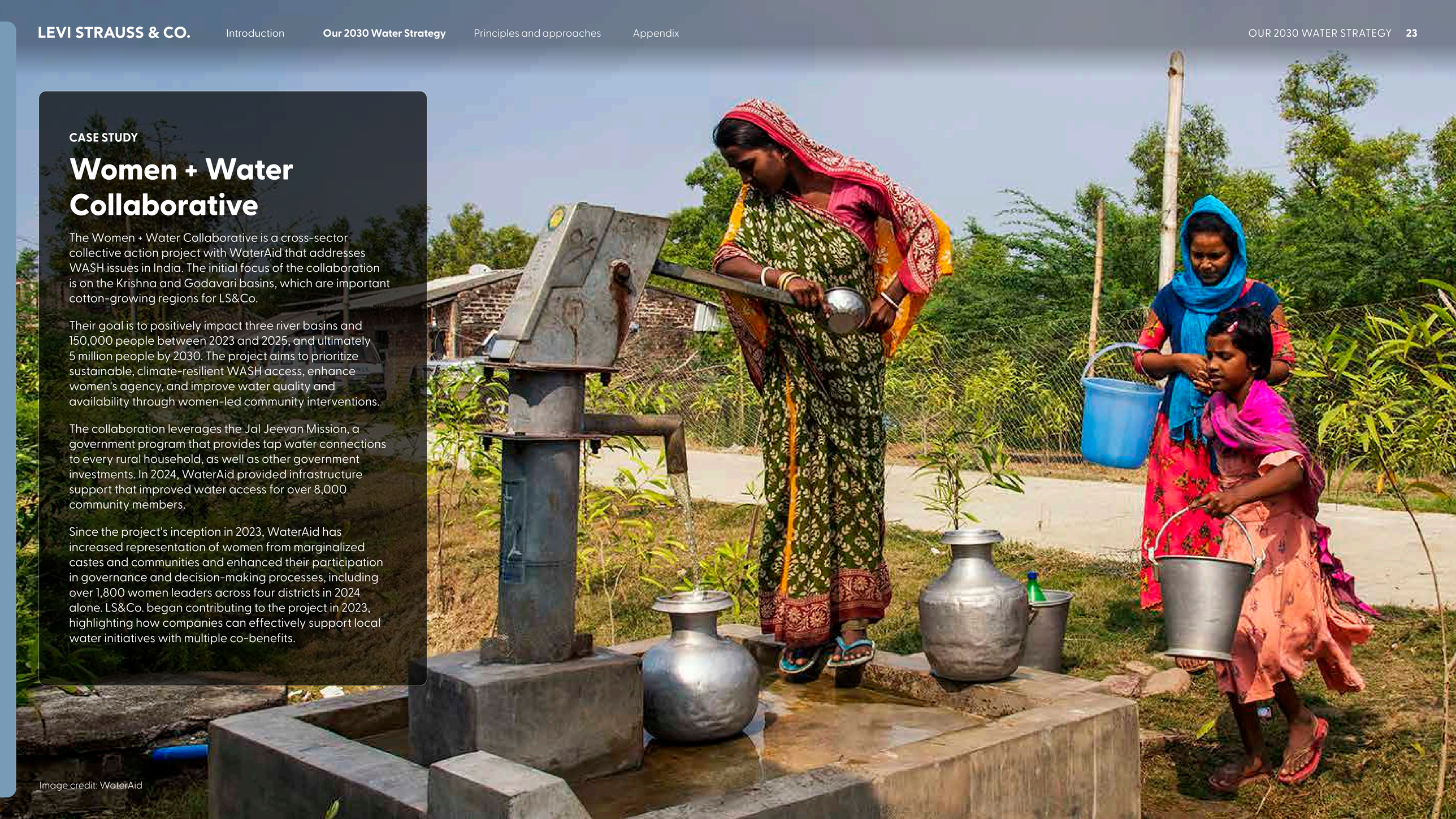
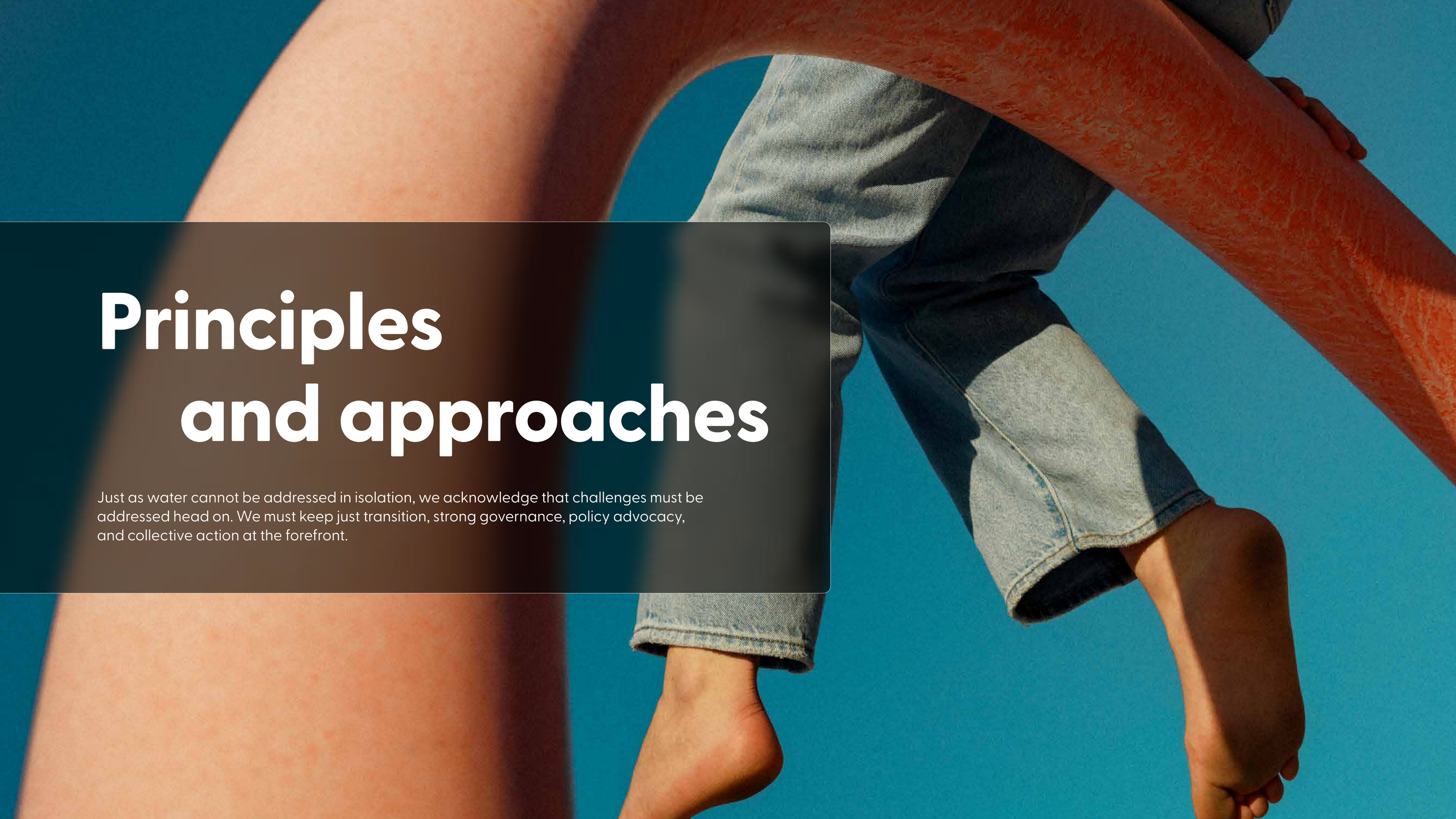


Image credit: WaterAid



Principles and approaches

Just as water cannot be addressed in isolation, we acknowledge that challenges must be addressed head on. We must keep just transition, strong governance, policy advocacy, and collective action at the forefront.

Addressing challenges directly

LS&Co. has worked on water strategies for more than a decade. We've learned a lot that will be applied to our strategy moving forward and we must continue to address challenges directly to achieve our goal. Some of the main challenges we anticipate and lessons we have learned include:

Changes in the sourcing base

Global supply chains often fluctuate according to business requirements and needs, which can influence progress toward targets due to changes in suppliers. In some cases, advanced facilities might be replaced by less efficient ones, potentially skewing short-term progress until water efficiency measures are implemented at the new facility. Additionally, changes in the sourcing base may affect investments and actions in prioritized basins, impacting issues such as water withdrawal, pollution hotspots, and restoration projects. Progress towards a target is a direct reflection of our in-scope suppliers. Given the dynamic nature of the sourcing base, we've learned we must forecast in a way that includes potential new suppliers who have made less progress on water reduction than their peers.

Inconsistent regulatory landscape

Given the critical importance of water for both people and nature, its management has become a focal point at the policy level. However, there has been a lack of extensive policy guidance and action plans concerning water stewardship—beyond wastewater quality—that translate into enforceable regulatory requirements. In the absence of such regulations, the private sector must take on the responsibility of developing guidelines, establishing testing protocols, and setting water reduction or efficiency targets that can be enforced through business contracts. While contractual mechanisms are beneficial, strong and consistently enforced regulations are essential. Policies can encourage responsible corporate behavior, mitigate pollution impacts, conserve water resources, promote healthier ecosystems, and develop effective water infrastructure.

Targets, methodology, and accounting

Similar to carbon accounting, water footprint measurement is a complex process. Global frameworks and methodologies such as the Green House Gas Protocol and the Science Based Targets Initiative provide guidance for corporations on emissions accounting and target setting. However, global standards for corporate water accounting are limited. We leveraged WRI's VWBA guidance, drew insights from the SBTN initiative, and the best data available to develop our water accounting methodology. When setting external targets, we've learned that they need to be supported by detailed plans that leverage our business capabilities, build on internal initiatives, and are adaptable when improvements are made to the methodology or accounting standards. Details regarding our targets, accounting methodology, and any changes therein will be disclosed in our annual LS&Co. Sustainability Report.

Collective action

Achieving large-scale impact often requires engagement across the public and private sectors. Collective action on watershed restoration can be challenging, as stakeholders from different industries within the same basin may not be familiar with one another. Investment is further hindered by unclear methods for accounting and attributing environmental benefits across sectors. In addition, there are a limited number of projects currently available for investment. Corporations often favor "shovel-ready" projects to meet target reporting and communication needs, which limits the pipeline of future opportunities.

Supporting a just transition

Aligned with our 2024 Climate Transition Action Plan, we worked with an independent consultancy to prioritize climate justice in the development of our 2030 water strategy.

We completed an assessment to evaluate our water strategy against our just transition principles—proactive due diligence, meaningful engagement with potentially affected stakeholders, collaboration, and knowledge sharing.

> "Brands have to talk to factories and workers during the planning stage and consult with the worker representatives. Workers can be helpful in bringing new ideas and reducing risks."
>
> **Sampreety Ali | Awaj Foundation**

The assessment included a detailed review to identify adverse impacts and barriers of water sustainability initiatives, programs, and investments on our stakeholders, including workers and local communities across LS&Co.'s value chain. We considered decent jobs and work, community and legacy, vulnerable groups, and upstream and downstream impacts as factors that could lead to potential adverse effects.

From this exercise, five potential adverse impact themes emerged as well as 15 potential transition gaps and opportunities. We consulted with internal subject matter experts and external stakeholders from civil society and academia to gather feedback and suggestions on these themes and how to best approach them.

To learn more about our approach to just transition, take a look at our 2024 Climate Transition Action Plan.

The main areas identified across our three pillars and our ambition efforts to address these impacts include:

	Improving our foundation	Reducing our impact	Fostering resilience
Potential adverse impacts	Poor or sub-standard implementation of collective action projects focused on priority water basins could lead to unintended consequences and adverse impacts on workers and local communities.	Machine and equipment retrofits, replacements, and other innovations could impact some workers if they are not retrained or upskilled for other roles in the same facilities or elsewhere in the local community. High capital investment projects could impact suppliers' financial conditions and their ability to maintain decent jobs and work, which could adversely impact workers. The use of new materials in garment production will likely result in significant positive environmental benefits, but it is unclear whether these materials could have adverse impacts on garment workers and on upstream and downstream workers and communities.	Workers and local communities in geographies that are not priority sourcing regions for LS&Co.—and, therefore, not prioritized for WASH projects—could be left behind.
LS&Co. ambitions	Evaluate collective action projects using just transition criteria and develop questions to assess their impact during implementation including meaningful stakeholder engagement to local authorities and rightsholders.	Partner with other brands for an industry-wide commitment to a just transition. Leverage existing worker communication structures and platforms such as worker management committees for feedback on LS&Co.'s factory water sustainability plan.	Include just transition considerations in LS&Co.'s Supplier Code of Conduct for guidebook and procedures. Support factories in achieving long-term positive return on water efficiency investments.

Strong governance

Like our climate work, oversight and governance of our water strategy sits at the highest levels of our organization, starting with the board and cascading through our executive leadership team into the organization, signifying its critical importance to our business.

Board

LS&Co. has multiple Board committees with responsibility for oversight of water-related and sustainability issues. This includes the Nominating, Governance & Corporate Citizenship (NGCC) Committee, Audit Committee, and Finance Committee. As reported in the LS&Co. 2024 Proxy Statement, six of thirteen board members hold expertise related to corporate citizenship or sustainability. Experience in sustainability issues strengthens the board's oversight and assures that the strategic business imperatives and long-term value creation for shareholders are achieved in alignment with our company mission of profits through principles to make an outsized impact on the world.

The NGCC Committee assists our Board of Directors with oversight and review of corporate citizenship and sustainability matters which may have a significant impact on us, including water and sustainability-related goals and targets. Progress on sustainability is presented to this committee on a quarterly basis. The LS&Co. NGCC has reviewed this 2030 water strategy.

The Audit Committee assists our Board of Directors in overseeing the integrity of our financial statements and disclosures related to the environment; health and safety; corporate citizenship; public policy and community involvement; accounting and financial reporting processes; systems of internal control over financial reporting; and compliance with legal and regulatory requirements. It also evaluates risk and policies for risk management and assessment, including material litigation instituted against the Company and resolution of any ethics issues.

Executive management

Our management addresses climate-related issues through two main groups: the Enterprise Risk Management Committee, which is responsible for identifying and mitigating enterprise-level risks, and the sustainability team, which oversees climate-related risks and the development of our sustainability strategies. While these groups do not maintain formal reporting lines to the Board of Directors, they provide regular updates and communicate relevant developments directly to the Board.

Our Enterprise Risk Management Committee and risk management process enable LS&Co. to identify and manage risks entity-wide, improve resource deployment and enhance our enterprise resilience. The findings are reviewed with the Executive Leadership Team, and the top identified risk themes, which may include climate-related and water issues, are reported to the Audit Committee at least annually.

The sustainability team is responsible for managing our climate and water-related risks, opportunities, and strategies. They manage our direct supplier engagement and set and monitor our sustainability goals. The Chief Sustainability Officer and the Chief Supply Chain Officer report to the NGCCC at least quarterly on sustainability issues, including updates on water.

To ensure alignment between the company's policy actions and its business strategies, LS&Co. conducts regular leadership meetings focused on enterprise-wide policy matters. These meetings—which include the President and CEO, Chief Financial and Growth Officer, Senior Vice President and General Counsel, Chief Supply Chain Officer , Chief Human Resource Officer and Senior Vice President of Corporate Affairs—serve as a standing forum to review and coordinate company policies. While sustainability topics are addressed as needed, they are discussed on an ad hoc basis when relevant to ongoing sustainability-related activities or policy developments. This structure enables executive leadership to confirm that policy activities support all aspects of the corporate strategy in a dynamic policy environment.

Technical advisory group

The Sustainable Water Finishing Team (SWFT) is a cross-functional group of finishing engineers, fabric developers, and sustainability team members. Together, they drive technical innovation and promote best practices to address key sustainability challenges within the denim industry. A primary focus of SWFT is reducing freshwater usage for production processes, particularly at fabric mills and laundry facilities. As part of the former Water<Less® program, SWFT developed a range of water-saving techniques that were later open-sourced to the wider apparel industry in 2015 to encourage broader adoption and impact.

Advocating for progress through policy

To achieve our ambition for a positive impact across the value chain on water quantity, quality, and access, we recognize the critical role that both governments and corporations can play. Policy can serve as a critical enabler to set performance standards, protect vulnerable populations, and accelerate systemic change.

With this in mind, LS&Co. will support water-related policies that are science-based, cost effective, and designed to build more resilient and secure water systems. Our focus includes policies that protect water sources from contamination and promote public health through WASH services. Key sourcing and operational geographies currently experiencing high water stress are where we will prioritize supporting these water-related policies, including, but not limited to, India, Pakistan, Texas, and Nevada.

Near-term advocacy priorities:

- Sustain and/or increase investment in reliable water infrastructure critical to economic health and addressing the effects of climate change.
- Advocate for regional collaboration, voluntary measures, the strategic use of environmental laws to protect source water and reduce contamination of wastewater and drinking water.
- Accelerate technology adoption, standards development, and nature-based solutions through collaboration between public and private expertise and investment.

Collective action

We are committed to working with NGOs, peer apparel brands, companies in other sectors, civil society, governments, and other stakeholders to make tangible progress towards our company goals and to achieve the goals outlined in UN SDG 6: Clean Water and Sanitation. Indeed, the scale and complexity of global water challenges cannot be solved by one brand alone. We need a collaborative approach to make a difference on these interconnected challenges.

From our experience over the past decade, we have learned that successful collective action includes engaging with a wide range of stakeholders such as cross-sector brand representation and involving local communities in the planning process. We've also learned to leverage our strengths when LS&Co. may be the key driver of activities due to our position in the value chain and relationship with our stakeholders. However, in other cases, we know other stakeholders are in a better position to lead collective action initiatives and we are ready to be an active participant. Finally, collective action projects also need multi-year plans and strong oversight for effective implementation.

As we work towards our 2030 strategy, we know our potential impact is greater by working with the network involved in our day-to-day operations, our garment production, and those who wear our products out in the world. We will work closely with our suppliers, our fans, our industry and our partners in our commitment to improving our foundation, reducing our impact, and fostering resilience.

Some of the ways that we include collective action in our water strategy include:

Community-level

WASH is often a hyperlocal issue and thus local stakeholders need to both be consulted and engaged as implementing partners in any solution, which is consistent with our approach to just transition. The Women + Water Collaborative is an example of this and we are committed to investing in a total of three collective action projects that improve WASH outcomes by 2030.

Industry-level

LS&Co. has a long history of learning from peer brands and open-sourcing our own approaches (such as Water<Less®) to help move the industry forward. We will develop an updated version of our R&R guidance for suppliers and will open-source it for the entire industry to use. We also plan to collaborate with the CEO Water Mandate to adapt their 2021 Water Resilience Assessment Framework for the apparel sector and author a new guidance document to help improve the resilience of suppliers throughout our industry.

Basin-level

As members of the Water Resilience Coalition (see more under Our partners), we will work collectively with other brands through the 100 Priority Basins campaign, focusing our efforts on the basins where LS&Co. has the most impact reduction potential based on the results from our water and nature footprint assessment. We commit to engaging in a collective action nature-based restoration project in a priority basin and investing catalytic funding to drive large watershed level transformation.

Value chain-level

In 2024, LS&Co. joined the Fashion for Good and Microfiber Consortium project Behind the Break to address the issue of fiber fragmentation. The project includes brands, manufacturers, as well as testing labs to analyze fiber fragmentation of various fabric types and identify an appropriate standard to assess microfiber shedding. The results of this work will help to fill knowledge gaps that can inform future regulations and policy.

Our suppliers

Our business is inherently linked to the operations of our suppliers, so our impact and progress mirrors theirs. To fulfill our 2030 water ambition, we need to maintain deep and trusting relationships with our suppliers. We will continuously strive to understand the opportunities, constraints, and workforce priorities of our suppliers, as well as the communities and watershed basins in which they operate. We will consider the perspectives of our suppliers, ensuring their needs are understood and their efforts are recognized and incentivized. From technical resources, guidance, and frameworks to funding–partnering with suppliers is essential to drive progress.

Collective action with our supply chain is key to improving water impacts, as well as mitigating our Scope 3 emissions—as outlined in our Climate Transition Action Plan.

Our fans

The environmental impact of jeans doesn't end once it leaves our shelves. Everyone who wears a pair of Levi's® jeans is part of our community, our footprint, and our chance to make a more positive impact. By helping our fans care for their clothing more responsibly, we can extend the life of Levi's® jeans, allowing them to be worn and loved for decades. Durable, quality clothing paired with thoughtful care is key to building a more sustainable apparel industry.

In 2024, LS&Co. conducted a Global Consumer Insights study to better understand how our customers care for their jeans. We found that most people wash their jeans every few wears, often due to stains or odors. Jean care habits vary across regions, influenced by factors such as personal hygiene norms, garment fit and shape preferences, and energy costs. We learned that globally 57% of our fans line dry their jeans, but in the U.S., 72% of respondents said they opt for a dryer, which requires more energy. The study showed that most people rely on garment tags and labels for care guiding, presenting a key opportunity to provide updated information that promotes more sustainable care practices.

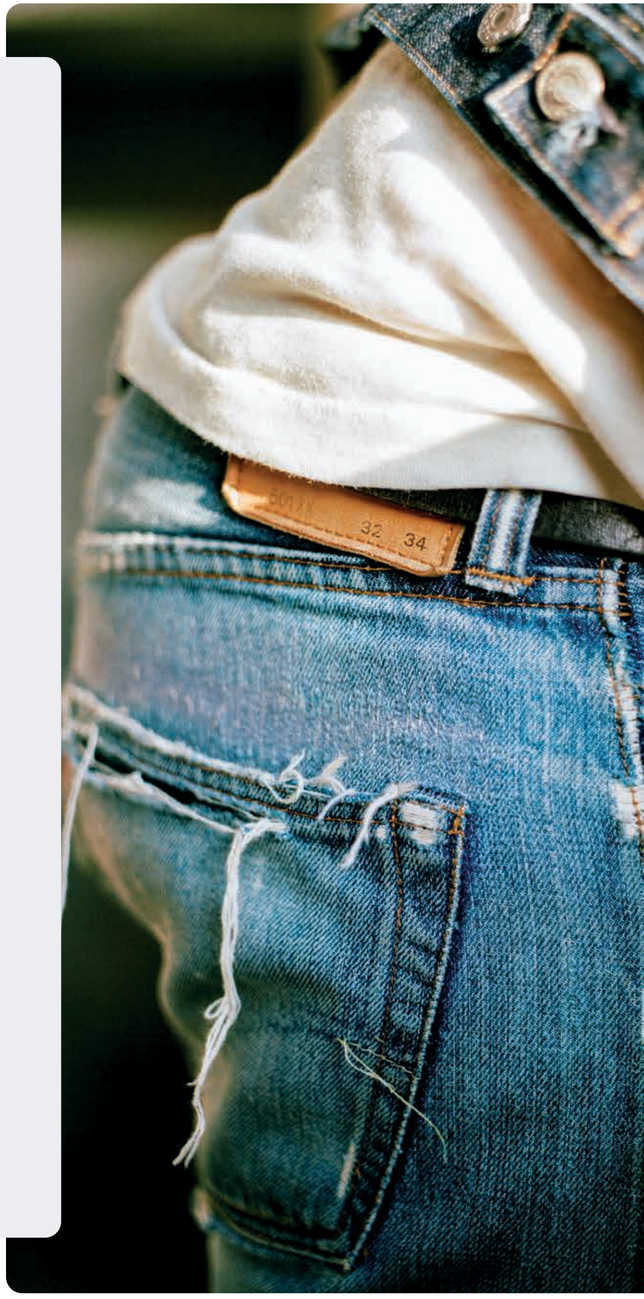
We are committed to supporting our fans in reducing the impact of their clothing, starting with what's already in their closets. One of our ongoing initiatives is the Levi's® care tag, developed in collaboration with Goodwill. The tag encourages consumers to care for their clothing more sustainably, including: **wash less, wash cold, line dry, donate, or recycle**. These simple actions, across millions of garments, can make a significant difference over time.

Our industry

The apparel industry operates as a network of interconnected value chains, spanning from-raw material sourcing to product manufacturing and ultimately to the hands of retailers and consumers. This complexity brings together a wide variety of key stakeholders and presents a remarkable opportunity: by engaging more fully with our industry peers, and even organizations beyond the apparel sector, we can magnify our collective impact.

Shared challenges, like ensuring water quality, managing water availability, and improving equitable access, transcend company and sector boundaries. Addressing these problems in isolation often leads to fragmented progress and can place undue strain on suppliers navigating different expectations, reporting requirements, and data platforms. However, when we participate in joint initiatives, we can streamline processes and leverage resources more effectively across the value chain.

We will continue to nurture such partnerships, aware that collective engagement is key to driving systemic change. This means actively participating in industry-wide frameworks, sharing best practices, investing in research and innovation, and supporting the implementation of unified approaches. By working together, rather than in silos, we are better positioned to deliver meaningful progress for the environment, our suppliers, and the communities that rely on healthy water systems.



Our partners

The following are other critical partners that will be engaged as we work towards our 2030 ambition.

Cascale and Worldly

Cascale, formerly known as the Sustainable Apparel Coalition (SAC), is a global non-profit alliance that drives collective action toward equitable and restorative business practices in the consumer goods industry. They promote industry accountability, and own the Higg Index tool suite. Worldly, a global platform provider, hosts and enables data collection, performance tracking, and advanced analytics using the Higg Index tools.

The Higg FEM standardizes facilities' environmental performance measurement, including water use, waste management, chemical and energy use, and social impact. This tool is vital for tracking progress toward our targets amd we aim for 100% of tier 1 key suppliers and selected tier 2 facilities to complete the Higg FEM.

CEO Water Mandate and Water Resilience Coalition (WRC)

Since 2007, the UN Global Compact CEO Water Mandate has aimed to address global water challenges through corporate water stewardship. It leads the WRC, a commitment platform for businesses to advance water stewardship, reduce water risks, and contribute to water security and the SDGs.

The Mandate and WRC call on businesses to achieve positive water impact (PWI) in their value chains by 2050 to build resilient operations, communities, and ecosystems. Our ambition aligns with WRC's goal of PWI across water availability, water quality, and water accessibility. We will continue to work with the Mandate and WRC on the development of the water resilience assessment framework for the apparel sector.

Ceres

Ceres, founded in 1989, is a nonprofit advocating for a cleaner, just, and sustainable economy. It hosts the Valuing Water Finance Initiative, which engages companies with significant water footprints to address water as a financial risk, driving large-scale change to protect water systems. The initiative aligns with the UN's 2030 SDG 6 through six science-based actions for companies.

Ceres has been a long-time partner of LS&Co. We will continue to use their freshwater expertise to guide our actions. Additionally, Ceres has greatly helped in engaging stakeholders throughout the value chain and thought leaders to provide feedback on our water strategy and plans. strategic initiatives and stakeholder engagement throughout our value chain.

The Nature Conservancy (TNC)

TNC, a leading global environmental non-profit, was founded in 1951 to conserve lands and waters globally. LS&Co. collaborated with TNC in South Africa to create a pipeline to return recycled water to an industrial area, reducing freshwater use. A grant to TNC also supported the Greater Cape Town Water Fund that provides training for local women to remove invasive shrubs, saving over 120 million liters of water annually. In FY21, LS&Co. committed to continuing support for this program through a three-year agreement.

Looking ahead, we will continue to work with TNC to support the Greater Cape Town Water Fund to implement nature-based and people-centric solutions in South Africa. We will also explore other opportunities in the regions where we operate.

WaterAid

WaterAid began in 1981 and focuses on helping people break free from poverty and change their lives for good through the three essentials of clean water, decent toilets and good hygiene. Now operating in 22 countries around the world, the organization aims to transform ambitions, partnerships and approaches to help bring an end to the water, sanitation and hygiene crisis, forever.

In 2024, LS&Co. commenced a multi-year contribution to the Women + Water Collaborative in India to enhance water availability and quality. The project focuses on water replenishment and conservation through rainwater harvesting and provides safe drinking water, sanitation, and hygiene infrastructure to communities.

World Resources Institute (WRI)

The WRI is a global research non-profit focused on water security, resilience building, nature-based solutions, data accessibility, and corporate water stewardship. The organization collaborates with governments, communities, and companies to combat poor water management, ecosystem degradation, and climate change, ensuring clean water and enhanced water security for all.

The Aqueduct tools developed by WRI allow LS&Co. to map, analyze, and act on current and future water risks. As members of WRI's Corporate Consultive Group, we will engage with experts and utilize science-based data, research, and tools to inform our strategic initiatives.

Zero Discharge of Hazardous Chemicals (ZDHC)

ZDHC is a global non-profit organization made up of over 100 one hundred brands, retailers, and chemical manufacturers committed to eliminating hazardous substances from textile, leather, and footwear supply chains. Guided by their Roadmap to Zero, ZDHC has developed programs to support suppliers, brands, and chemical companies to reduce their impact from hazardous chemicals.

Implementing ZDHC guidelines and helping suppliers achieve Foundational and Progressive levels are essential to LS&Co.'s goal of improving wastewater quality and cutting pollution from direct discharge facilities. We will continue to apply these guidelines for suppliers and aim to maintain champion status in the Brand to Zero program.

Appendix

Here is a selection of resources and definitions that you may find useful for further details. For more information, please visit our Sustainability Resources webpage.

Resources

Resources	Description
2024 Climate Transition Action Plan	The 2024 LS&Co. Climate Transition Action Plan lays out how an organization will pivot existing assets, operations, and business model toward holding global temperatures to a 1.5°C trajectory along with actionable steps.
2024 Sustainability & Metrics Report	The 2024 LS&Co. Sustainability Report showcases our commitment and approach to sustainability, along with our priorities and performance results in three areas: climate, consumption and community. The report includes our 2024 response to Task Force on Climate-related Financial Disclosures.
2025 Water Action Strategy	2019-2025 water action plan published by LS&Co. detailing insights and actions to be taken to reduce freshwater use.
LS&Co. Supplier Map	Provides the names and addresses of the factories and mills in our supply chain using an interactive map, updated quarterly.
LS&Co. progress towards UNGC Principles	Our 2022 communications to the United Nations Global Compact.
LS&Co. 2024 CDP Report	Our 2024 Climate and Water CDP report.

Glossary

The apparel supply chain traditionally comprises four tiers:

Supplier Tiers

Tier 1
Garment manufacturers (cut and sew, laundry)

Tier 2
Processing facilities (fabric dyeing, weaving, and finishing mills)

Tier 3
Processing facilities (textile spinning)

Tier 4
Raw material suppliers (farming and cotton production) and ginning facilities (lint cotton cleaning and separating seeds from fiber)

Acronyms

FEM
Higg Index's Facility Environmental Module

GHG Emissions
Greenhouse gas emissions

LCA
Life Cycle Assessment

NGCC Committee
LS&Co.'s Nominating, Governance & Corporate Citizenship Committee

NGO
Non-governmental organization

PWI
Postive Water Impact

R&R
Recycling and reuse

SBTN
Science-Based Targets for Nature

SWFT
LS&Co.'s Sustainable Water Finishing Team

TNC
The Nature Conservancy

TNFD
Taskforce on Nature-related Financial Disclosure

UN SDG
United Nations 2030 Sustainable Development Goal

VWBA
WRI's Volumetric Water Benefit Accounting

WASH
Water, Sanitation, and Hygiene

WRC
Water Resilience Coalition

WRI
World Resources Institute

WWF
World Wildlife Fund

ZDHC
Zero Discharge of Hazardous Chemicals

ZLD
Zero Liquid Discharge

LEVI STRAUSS & CO.

Transparency and reporting

The LS&Co. sustainability strategy, underpinned by our Climate Transition Action Plan, 2030 Water Strategy, and annual Sustainability Report reflects our guiding philosophy of profits through principles. We seek to be a leader in transparency and impact. To do this we are committed to creating a positive water impact and doing so through increased collaboration, sharing knowledge and frameworks, reducing our impact, and inspiring others to join our journey toward a just and water secure apparel industry.

Forward-looking statements

This water strategy plan and related website content contain forward-looking statements (words such as “expects”, “aims”, “plans”, “may”, “will”, “believes,” “anticipates” or variations of words and similar expressions), including statements related to our sustainability strategies, initiatives targets, commitments, and goals. We based these forward-looking statements on our current assumptions, expectations, and projections. These forward-looking statements are estimates and involve a number of risks and uncertainties that could cause actual results to differ materially. These risks and uncertainties are detailed in our filings with the U.S. Securities and Exchange Commission, including our Annual Report on Form 10-K and may be updated from time to time via additional filings on Forms 10-Q or 8-K. Other unknown or unpredictable factors also could have material effects on our future results, performance, or achievements.

In light of these risks, uncertainties, assumptions and factors, the forward-looking events discussed in this water strategy and related website content may not occur. You should not place undue reliance on forward-looking statements, which speak only as of the date they are originally presented, are not guarantees of future performance or results, and are subject to risks, uncertainties and assumptions that are difficult to predict or quantify. We undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as may be required by law.