



CORPORATE GOVERNANCE PRINCIPLES

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KRISPY KREME INC.

CORPORATE GOVERNANCE PRINCIPLES

The Board of Directors (the “**Board**”) of Krispy Kreme Inc. (the “**Company**”) has adopted the Corporate Governance Principles set forth below (the “**Principles**”) as a framework for the governance of the Company.

1. **ROLE AND COMPOSITION OF THE BOARD OF DIRECTORS**

Role of the Board

The Board, which is elected by the stockholders, is the ultimate decision-making body of the Company, except with respect to those matters reserved for the stockholders. Directors’ basic responsibility is to exercise their business judgment to act in what they reasonably believe to be the best interests of the Company and its stockholders. The Board selects, advises, and monitors the performance of the senior management team, which is responsible for operating the Company’s business. Consistent with the oversight function of the Board, the Board’s core responsibilities include:

- Assessing the performance of the Chief Executive Officer (the “**CEO**”) and other senior management and setting their compensation;
- Planning for CEO and senior management succession and overseeing senior management development;
- Reviewing the Company’s strategies and monitoring their implementation and results;
- Overseeing the integrity of the Company’s financial statements and the Company’s financial reporting process;
- Overseeing the Company’s processes for assessing and managing risk;
- Ensuring the Company operates ethically, and complies with laws, regulations, and internal policies;
- Overseeing the Company’s environmental sustainability and social responsibility strategies and commitments;
- Determining the appropriate size, structure, and composition of the board, and nominating the Company’s director candidates and appointing committee members; and
- Providing advice and counsel to management regarding significant issues facing the Company and reviewing and approving significant corporate actions, including mergers, acquisitions, or divestitures.

Size, Composition and Membership Criteria

The Board shall consist of such number of directors as is determined by the Board from time to time. The Board shall consist of a majority of directors who qualify as “independent directors” under the listing rules of the Nasdaq Global Select Market (“**Nasdaq**”), subject to applicable transition periods. The Board makes an affirmative determination regarding the independence of

each director annually, based upon the recommendation of the Compensation, Nomination, and Governance Committee.

Board Leadership

The Board elects the Chair of the Board (the “**Chair**”) and the CEO. At each meeting of the Board or the stockholders, the Chair, or, in the absence of the Chair, the Lead Director (as defined below), shall act as Chair. The Board believes that it is in the best interests of the Company for the Board periodically to evaluate and make a determination regarding whether or not to separate the roles of Chair and CEO based upon the circumstances. If the Chair is not an independent director, the Company’s independent directors will designate one of the independent directors on the Board to serve as a lead independent director (the “**Lead Director**”). The Lead Director’s responsibilities include: (i) presiding at any meetings of the Board at which the Chair is not present, (ii) chairing executive sessions of the non-employee or independent directors, (iii) serving as a liaison between the independent directors and the Chair and otherwise facilitating communications among the members of the Board, (iv) providing input to the Chair on meeting agendas, schedules and other information sent to the Board, (v) being available for consultation with investors, regulators or other significant stakeholders, and (vi) assisting the Compensation, Nomination, and Governance Committee with evaluation of Board and management performance.

Change in Principal Occupation

When a director’s principal occupation or business association changes substantially during the director’s tenure on the Board, the director must promptly inform the Compensation, Nomination, and Governance Committee and must submit an offer to resign from the Board. The Compensation, Nomination, and Governance Committee must recommend to the Board the action, if any, to be taken with respect to the offer to resign.

Service on Other Boards

Directors are expected to limit the number of other boards on which they serve so as not to interfere with their service as directors of the Company. Ordinarily, a director may not serve on the board of more than three other public companies in addition to the Company’s Board. A director who currently serves as chief executive of a public company may not serve on more than one other public company board in addition to the Company’s Board. Service on the boards of subsidiary companies with no publicly traded stock, non- profit organizations, and non-public for-profit organizations is not included in this calculation. Moreover, if a director sits on several mutual fund boards within the same fund family, it will count as one board for purposes of this calculation. Directors should advise the chair of the Compensation, Nomination, and Governance Committee in advance of accepting an invitation to serve on another corporate board.

2. FUNCTIONING OF THE BOARD

Agendas

The Chair establishes the agenda for each Board meeting. Agenda items that fall within the scope of responsibilities of a Board committee are reviewed with the chair of that committee. Directors

are encouraged to suggest the inclusion of items on the agenda. Directors are also free to raise subjects at a Board meeting that are not on the agenda for that meeting.

Distribution and Review of Board Materials

Board materials related to agenda items are provided to directors sufficiently in advance of Board meetings to allow directors to review and prepare for discussion of the items at the meeting. In some cases, due to timing or the sensitive nature of an issue, materials are presented only at the Board meeting.

Executive Sessions

At each regularly scheduled Board meeting, the non-employee directors meet in executive session, both with and without the CEO present. If the non-employee directors include directors who are not independent, the independent directors meet in executive session at least annually. The Chair or the Lead Director presides over executive sessions of non-employee or independent directors.

Attendance

Directors are expected to regularly attend meetings of the Board and committees on which such director sits for the full length of such meetings. Any circumstance that would cause a director to attend fewer than 75% of all meetings of the Board or a committee on which such director serves should be discussed with the Chair and the chair of the Compensation, Nomination, and Governance Committee. Directors also are expected to attend the annual meeting of stockholders absent unusual circumstances.

Strategic Planning

The Board reviews the Company's long-term strategic plans and monitors the implementation of such plans throughout the year.

Confidentiality

Directors must protect and hold confidential all non-public information received, from whatever source, in their capacity as a director of the Company, unless disclosure is authorized or required by law. Proceedings and deliberations of the Board and its committees are confidential.

Communications with the Board

Any interested party may communicate with the Board, the Chair, the Lead Director, or the independent directors on a Board-related issue by sending an email to ir@krispykreme.com or sending a written communication to: Corporate Secretary, Krispy Kreme, Inc., 2116 Hawkins Street, Suite 101, Charlotte, NC 28203. Relevant communications will be distributed to the Board, or to any individual director or directors as appropriate, depending on the facts and circumstances outlined in the communication. Communications that are unrelated to the duties and responsibilities of the Board will not be forwarded.

3. STRUCTURE AND FUNCTIONING OF COMMITTEES

Number, Structure, and Independence of Committees

The Board has two standing committees: the Audit and Finance Committee and the Compensation, Nomination, and Governance Committee. The Board may also establish and maintain other committees from time to time as it deems necessary and appropriate. The Audit and Finance Committee consists solely of independent directors, and its members must meet additional, heightened independence criteria applicable to directors serving on this committee under the Nasdaq listing rules. Subject to the applicable transition rules of Nasdaq, the Compensation, Nomination, and Governance Committee will consist solely of independent directors who must meet additional, heightened independence criteria applicable to directors serving on a compensation committee under the Nasdaq listing rules.

Assignment of Committee Members

The Compensation, Nomination, and Governance Committee considers and makes recommendations to the Board regarding committee size, structure, composition (including independence and qualifications), and functioning. Committee members and chairs are recommended to the Board by the Compensation, Nomination, and Governance Committee and appointed by the full Board.

Responsibilities

Each standing committee operates under a written charter that sets forth the purposes and responsibilities of the committee as well as qualifications for committee membership. Each standing committee assesses the adequacy of its charter annually and recommends changes to the Board as appropriate. All committees report regularly to the full Board with respect to their activities.

Meetings and Agendas

The chair of each committee determines the frequency, length, and agenda of the committee's meetings. Materials related to agenda items are provided to committee members sufficiently in advance of meetings where necessary to allow the members to review and prepare for discussion of the items at the meeting.

4. DIRECTOR ACCESS TO MANAGEMENT, EMPLOYEES, AND ADVISORS

At the invitation of the Board, members of senior management may attend meetings of the Board or the committees or portions of meetings for the purpose of presenting matters to the Board or the committees and participating in discussions. Directors also have full and free access to other members of management and the employees of the Company.

The Board and each committee have the authority to retain such outside counsel, experts, and other advisors as it determines appropriate to assist the Board or such committee in the performance of its functions.

5. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

New directors will meet with senior operating and functional managers of the Company in order to become familiar with the Company's strategic plans, financial statements, and key policies and practices. The Board encourages directors to participate in continuing education programs to assist them in performing their responsibilities as directors.

6. DIRECTOR COMPENSATION AND STOCK OWNERSHIP

The Compensation, Nomination, and Governance Committee reviews the compensation of directors at intervals not exceeding three years. Director compensation is set by the Board based upon the recommendation of the Compensation, Nomination, and Governance Committee. A substantial portion of director compensation is equity-based to assist in aligning directors' interests with the long-term interests of stockholders. Directors who are employees of the Company do not receive additional compensation for their service on the Board.

7. SUCCESSION PLANNING

The Board is responsible for oversight of succession planning for the CEO and the Compensation, Nomination, and Governance Committee is responsible for oversight of succession planning for senior executives. The Board or Compensation, Nomination, and Governance Committee, as applicable, reviews at least annually succession planning and management development, including recommendations and evaluations of potential successors to fill these positions. The succession planning process includes consideration of both ordinary course succession, in the event of planned promotions and retirements, and planning for situations where the CEO or another member of senior management unexpectedly becomes unable to perform the duties of his or her position.

8. EVALUATION OF THE CEO

The Board conducts an annual review of the performance of the CEO. The results of the evaluation are shared with the CEO and used by the Board in setting the CEO's compensation. The Compensation, Nomination, and Governance Committee is responsible for providing input to the Board on individual and corporate goals and objectives for the CEO and an evaluation of the CEO's performance in consideration of those goals, and recommending to the Board the CEO's compensation level based on this evaluation. The CEO may not be present during any portion of a Board or Committee meeting in which deliberation or any vote regarding his or her compensation occurs.

9. BOARD AND COMMITTEE PERFORMANCE EVALUATIONS

The Board, as well as each committee, conducts an annual self-evaluation to assess its performance. The ability of individual directors to contribute to the Board is considered in connection with the re-nomination process. The Compensation, Nomination, and Governance Committee periodically appraises the framework for assessment of Board performance and self-evaluation process.

10. ENVIRONMENTAL SUSTAINABILITY AND SOCIAL RESPONSIBILITY

The Board reviews and monitors the development and implementation of the Company's goals, established from time to time, related to environmental, sustainability, and other corporate responsibility matters; reviews and monitors the development of metrics and procedures to gauge progress toward achievement of such matters; and evaluates the Company's performance with respect to such matters.

11. REVIEW OF THESE PRINCIPLES

The Compensation, Nomination, and Governance Committee reviews these Principles annually and recommends changes to the Board as it deems appropriate.