STRATEGY AND OPERATING COMMITTEE CHARTER

Originating Department:	Legal
Approved By:	Board of Directors of Krispy Kreme, Inc.
Date Issued:	July 1, 2025
Supersedes:	N/A

KRISPY KREME, INC.

STRATEGY AND OPERATING COMMITTEE CHARTER

Adopted as of July 1, 2025

I. PURPOSE

The Strategy and Operating Committee (the "***Committee***") is appointed by the Board of Directors (the "***Board***") of Krispy Kreme, Inc. (the "***Company***") to provide guidance and direction in the development and execution of the Company's strategy, including its strategic plans and initiatives and operations-related issues.

II. COMPOSITION

The Committee shall consist of no fewer than two members, including at least one director and the Company's Chief Executive Officer. Each member should possess the qualifications necessary to carry out the responsibilities of the Committee, including possessing strategic and operational experience and abilities, sound reputation, ethical standards, communication skills and experience. The members of the Committee, including the chair, shall be appointed by the Board. The director members of the Committee may be changed by the Board in its complete discretion, provided that any such changes are made in a manner consistent with the composition requirements set forth in the Company's Amended and Restated By-Laws. The chair shall be responsible for leadership of the Committee, including scheduling and presiding over meetings, preparing agendas, and making regular reports to the Board.

III. COMMITTEE MEETINGS

The Committee shall meet at least two times a year, or more frequently as the Committee considers necessary. The chair, any member of the Committee, or any member of the Board may call meetings of the Committee upon notice given at least forty-eight hours prior to the meeting, or upon such shorter notice as shall be approved by the Committee. Meetings may be held in person or by telephone or video conference call. The attendance of two Committee members is required to constitute a quorum. The Committee may act by unanimous written consent in lieu of a meeting. The Chief Financial Officer, Chief Operating Officer, and the Chief People Officer of the Company may attend meetings and from time-to-time, and other executives may be invited to participate. The Chief Legal Officer or the Chief Legal Officer's designee will serve as the Secretary and minutes of all meetings of the Committee shall be prepared. The Committee will meet in executive session without members of management other than the Chief Executive Officer present at each meeting unless the chair deems otherwise. The chair will report regularly to the Board regarding the Committee's activities.

IV. DUTIES AND RESPONSIBILITIES

Although the Committee may also have other duties as may be assigned to it by the Board from time to time, the general recurring activities of the Committee in carrying out its role are described below.

1. Periodically review and assess, with management, the development and modification of the Company's strategy, including specific strategic initiatives.

2. Review and assess, with management, the impact of external developments and factors on the Company's strategy, including changes in macroeconomic, industry, and market conditions, competitive activity, technology, legislative and regulatory changes, and other external factors.

3. Evaluate, with management, significant opportunities for corporate development, including mergers, acquisitions, full or partial divestitures, joint ventures, strategic partnerships, minority investments, and other strategic transactions.

4. Periodically meet with management to assess and evaluate the Company's performance relative to the implementation and execution of strategic plans and initiatives, and advise the Board of the Company's progress.

5. Assist the Board in overseeing the Company's risk management strategy by examining risks over which the Committee may have purview, including strategy- and operations-related risks.

6. Evaluate the Committee's performance and assess the adequacy of this Charter on an annual basis and recommend changes to the Board as appropriate.

V. OUTSIDE ADVISERS; SUBCOMMITTEES

The Committee shall have the authority, in the Committee's sole discretion, to retain or obtain the advice of such consultants, outside counsel, and other advisers as it determines appropriate to assist it in the full performance of its functions. The Committee will receive appropriate funding, as determined by the Committee, from the Company for payment of compensation to any such advisers and to pay any other ordinary administrative expenses of the Committee that are necessary or appropriate in carrying out its duties. The Committee shall also have the authority to request management to perform studies and to furnish other information, to obtain advice from external firms or other advisers and to make such decisions or recommendations to the Board based thereon as the Committee deems appropriate.

The Committee shall have the authority to make recommendations to the boards of directors of the Company's subsidiaries with respect to such of the above matters as the Committee deems appropriate.

The Committee at its discretion and as appropriate from time to time may delegate duties and responsibilities to a member of the Committee or to a subcommittee.