



BELLRING BRANDS, INC.

CORPORATE GOVERNANCE GUIDELINES

The Board of Directors (the “**Board**”) of BellRing Brands, Inc. (the “**Company**”) adopted the following Corporate Governance Guidelines (the “**Guidelines**”) to assist the Board in carrying out its duties and responsibilities and to promote a culture of sound corporate governance.

ROLE OF THE BOARD

The responsibility of the Board is to supervise and direct the management of the Company in the best interest of the Company’s stockholders. The Board shall at all times represent the interests of the Company’s stockholders and exhibit high standards of integrity, commitment and independence of thought and judgment. The Board has delegated to the Chief Executive Officer, together with the other officers of the Company, the authority and responsibility for managing the day-to-day business of the Company under the direction of the Board. Each director is expected to spend the time and effort necessary to properly discharge the director’s responsibilities.

BOARD COMPOSITION

The Board should be comprised of individuals who, after considering their skills, expertise, integrity, knowledge of the industries in which the Company operates, and other qualities, have the ability to enhance the long-term interest of the stockholders. The Board will evaluate each individual in the context of the entire Board with the objective of assembling a Board that can enhance the success of the Company and promote the interests of stockholders. The Board is responsible for nominating individuals for election to the Board by the stockholders and for appointing individuals as directors between annual meetings of the stockholders.

Annually (or more often, if necessary), the Corporate Governance and Compensation Committee reviews the qualifications and backgrounds of the directors and makes recommendation to the Board as to the directors to be nominated for election by the stockholders at the next annual meeting or to be appointed as directors between annual meetings of the stockholders.

1. Size of the Board – The Board believes that it should generally have no fewer than five and no more than twelve directors. This range permits diversity of experience without hindering effective discussion or diminishing individual accountability. The size of the Board could, however, be increased or decreased if determined to be appropriate by the Board.
2. Board Membership Criteria – The Corporate Governance and Compensation Committee evaluates the skills and experience needed to carry out the responsibilities of the Board. The Corporate Governance and Compensation Committee identifies, reviews and makes recommendations concerning potential members of the Board.
3. Chairperson of the Board and CEO – The Board selects a Chairperson from among the directors. The Board has no policy with respect to the separation of the offices of Chairperson and Chief Executive Officer. The Board believes that it should have the ability to make this determination on a case-by-case basis in a manner it determines is in the best interest of the Company.

4. Lead Director – A Lead Director may be appointed by the Board under appropriate circumstances determined by the Board. If the Chairperson of the Board is the Chief Executive Officer or is not an independent director, then the Chairperson of the Corporate Governance and Compensation Committee shall serve as Lead Director. If the Chairperson is not the Chief Executive Officer and is an independent director, then there shall be no Lead Director.

The specific responsibilities of the Lead Director are as follows:

- Chair the meetings of the independent directors when the Chairperson is not present;
 - Work with the Chief Executive Officer to develop the Board and Committee agendas and approve the final agendas;
 - Coordinate, develop the agenda for and chair executive sessions of the Board's independent directors; and
 - Work in conjunction with the Corporate Governance and Compensation Committee to identify for appointment the members of the various Board Committees.
5. Term Limits – The Board has not established term limits for directors. The Board believes term limits deprive the Company of the knowledge and expertise developed by directors from extended service on the Board.
6. Retirement of Board Members – A director shall not be eligible for reelection after his or her 72nd birthday unless the Corporate Governance and Compensation Committee determines that such director continues to meet the criteria for board service and recommends to the Board that he or she stand for reelection notwithstanding his or her age.
7. Director Resignation Policy – Promptly following final certification of the election results from the inspector of election relating to an election of directors at an annual meeting of the stockholders (other than elections in which the number of nominees exceeds the number of directors to be elected), any incumbent director nominee who receives a greater number of votes “withheld” from his or her election than votes “for” his or her election, will tender his or her resignation, with resignation will be contingent upon Board acceptance, for consideration by the Board.

The Corporate Governance and Compensation Committee will consider such incumbent director nominee’s resignation and make a recommendation to the Board concerning the acceptance or rejection of such tendered resignation. The Board will make the final determination of whether to accept or reject such incumbent director nominee’s resignation within ninety (90) days following final certification of the election results. The Corporate Governance and Compensation Committee, in making its recommendation, and the Board, in making its final determination, will consider all factors or other information that they determine relevant including, without limitation, the underlying reason for the vote result, if known, the incumbent director nominee’s contributions to the Company during his or her tenure, and the director’s qualifications. The Corporate Governance and Compensation Committee, in making its recommendation, and the Board, in making its final determination, will act in the best interests of the Company and its stockholders.

A director whose resignation is under consideration will not participate in any deliberation or vote of the Corporate Governance and Compensation Committee or the Board concerning his or her resignation or the resignation of any other director nominee who similarly tendered his or her resignation by virtue of the vote at the same annual meeting of the stockholders, but will otherwise continue to serve as a director during the period that his or her contingent resignation is being considered.

If, with respect to the same annual meeting of the stockholders, a majority of the members of the Corporate Governance and Compensation Committee are required to tender their resignation pursuant to this policy, then, provided that there are at least two directors on the Board who the Board has determined to be “independent” pursuant to Section 11 of these Guidelines and who are not required to tender their resignations in connection with the same annual meeting of the stockholders (the “Non-Tendering Directors”), the Board will establish an ad hoc committee comprised of Non-Tendering Directors, and such committee will assume the role of the Corporate Governance and Compensation Committee with respect to this Section 7. If there are not at least two Non-Tendering Directors on the Board, then the Board will consider the incumbent director resignations without the prior recommendation of a Board committee. If an incumbent director nominee’s resignation is accepted by the Board, then the Board, in its sole discretion, may fill any resulting vacancy or may decrease the number of directors comprising the Board, in each case pursuant to the provisions of the Company’s bylaws.

Within four business days of the decision regarding the incumbent nominee director’s resignation, the Company will file with the SEC a report on Form 8-K disclosing the decision with respect to the resignation.

8. Directors Who Change Their Present Job Responsibility – Directors who retire or significantly change the position they held when they became a member of the Board should not leave the Board simply because of such a change. However, Directors are expected to inform the Corporate Governance and Compensation Committee and the Chief Legal Officer (or, if a Chief Legal Officer is not appointed, the Chief Executive Officer) of any change in the Director’s principal occupation or business association or other events that could reasonably be perceived to be relevant to consideration about ongoing independence or service as a Director. The Corporate Governance and Compensation Committee shall review whether it would be appropriate for the Director to continue serving on the Board and recommend to the Board whether, considering the circumstance, the Board should consider requesting that such Director offer his or her resignation. If the Board so requests, the Director must resign.
9. No Specific Limitation on Other Board Service – Directors are not prohibited from serving on boards and committees of other organizations, and the Board has not adopted any guidelines limiting such activities. Instead, each director is expected to ensure that other commitments do not interfere with the director’s discharge of his or her duties. Directors are expected to inform the Chairperson of the Board and the Chairperson of the Corporate Governance and Compensation Committee upon becoming a director of any other public company or becoming a member of the audit committee of any other public company; provided, that no member of the Company’s Audit Committee shall serve on more than two other public company audit committees unless the Board determines, in its judgment, that such simultaneous service would not impair the ability of such member to effectively serve on the Company’s Audit Committee.
10. Director Orientation and Continuing Education – The Company shall provide new directors with a director orientation program to familiarize such directors with, among other things, the Company’s business, strategic plans, significant financial, accounting and risk management issues, compliance programs, conflicts policies, code of business conduct and ethics, corporate governance guidelines, executive officers, internal auditors and independent auditors. The Company encourages and supports continuing director education and shall reimburse directors for reasonable expenses incurred in connection therewith.
11. Director Independence – A majority of the members of the Board shall be independent from the Company and its management. For a director to be deemed independent, the Board shall affirmatively determine that the director has no material relationship with the Company or its affiliates or any member of the senior management of the Company or his or her affiliates. In addition, the director

must meet the independence standards of the New York Stock Exchange. The Board shall undertake an annual review of the independence of all non-employee directors. Directors have an affirmative obligation to inform the Board of any material changes in their circumstances or relationships that may impact their designation by the Board as “independent.”

BOARD MEETINGS

1. Frequency of Meetings – The Board determines its schedule of board meetings each year. The current schedule is for four regular meetings each year. A director is expected to regularly attend (in person, telephonically or by other means of remote communication) meetings of the Board and of the committees on which the director serves, and to review materials distributed in advance of meetings.
2. Selection of Agenda Items – The Chairperson of the Board, in consultation with the Lead Director, establishes the agenda for each meeting. Each member of the Board may suggest additional items for the agenda.
3. Distribution of Materials – The minutes of the prior Board meeting, an agenda for the forthcoming meeting, and selected Company financial information and agenda item background materials must be distributed to Board members in advance of the meetings.
4. Access to Management and Advisors – Board members shall have unrestricted access to management of the Company. The Board shall have the authority to retain independent legal, accounting or other consultants to advise the Board and Board members shall have unrestricted access to such advisors.
5. Executive Session of Independent Directors – The independent directors of the Company shall meet in regularly scheduled executive sessions without management no fewer than four times a year. The presiding director at these meetings shall be the Lead Director or other Board appointed independent director in the event the Lead Director is unavailable.

DIRECTOR COMPENSATION

The Company believes that the compensation paid to directors should be competitive and should encourage ownership of the Company’s stock by directors. The Corporate Governance and Compensation Committee shall periodically review the compensation paid to directors by the Company and make recommendations to the Board concerning such compensation.

Employees of the Company serving as directors shall not receive any additional compensation for service on the Board of Directors.

COMMITTEES OF THE BOARD

1. Number and Names of Board Committees – The Board shall establish committees from time to time to assist it in discharging its obligations. There are currently three standing committees:
 - Audit Committee
 - Corporate Governance and Compensation Committee
 - Executive Committee

Each committee shall have a written charter, adopted and periodically reviewed by the Board and such committee. The purpose and responsibility of each committee shall be described in its respective charter. After each of its meetings, the committee shall report on the meeting to the Board.

2. Independence of Committee Members – The Audit and Corporate Governance and Compensation Committees shall be composed entirely of independent directors. The membership of each committee

and the compensation paid to the members of each committee will comply with all applicable laws and regulations and the listing standards of the New York Stock Exchange.

3. Committee Agendas – The Chairperson of each committee, in consultation with appropriate members of management, establishes the agenda for each meeting. Each member of the committee may suggest additional items for the agenda.
4. Assignment of Committee Members – The Chairperson of the Board, after consideration of the advice, experience and expertise of individual directors and in consultation with the Chairperson of the Corporate Governance and Compensation Committee, recommends to the Board the assignment of directors to the committees of the Board, including the Chairpersons of the committees.

The Board does not mandate rotation of committee assignments or chairpersons. The Board believes that the knowledge and expertise developed by directors through extended service on a committee outweigh the benefits obtained through mandatory rotation.

PLANNING

1. Management Succession – The Board, with the review and advice of the Corporate Governance and Compensation Committee, plans for the succession to the position of the Chief Executive Officer. To assist the Board, the Chief Executive Officer annually provides to the Board an assessment of the Company's executive officers and their potential to succeed him or her. The Chief Executive Officer must also provide to the Board an assessment of persons considered potential successors to the other executive officers. In addition, the Chief Executive Officer must prepare a short-term succession plan providing for temporary delegation of authority in the event the Chief Executive Officer becomes unexpectedly unable to perform his or her duties.
2. Performance – Annually, the Corporate Governance and Compensation Committee shall:
 - evaluate the performance of the Board and each committee thereof;
 - discuss the results of their evaluations with the Board; and
 - evaluate executive officer performance on an annual basis in connection with compensation determinations.

The Corporate Governance and Compensation Committee will review these Corporate Governance Guidelines on an annual basis and recommend such changes to the Board as it determines to be necessary or appropriate.

These Guidelines shall be posted to the Company's website.

Effective Date: July 29, 2026