



SkyWater Technology, Inc.

Corporate Governance Principles

The Board of Directors (the “Board”) of SkyWater Technology, Inc. (“the Company”) is committed to the achievement of business success and the enhancement of long-term stockholder value with the highest standards of integrity and ethics. In that regard, the Board has adopted these principles (these “Principles”) to provide an effective corporate governance framework for the Company, intending to reflect a set of core values that provide the foundation for the Company’s governance and management systems and its interactions with others.

Ethics and Values

The Board and management are responsible for managing and operating the Company’s business with the highest standards of responsibility, ethics and integrity. In that regard, the Board expects each director, as well as each member of senior management, to lead by example in a culture that emphasizes trust, integrity, honesty, judgment, respect, managerial courage and responsibility. Furthermore, the Board also expects each director and each member of senior management to act ethically at all times and to adhere to the policies, as well as the spirit, expressed in the Company’s Code of Business Conduct and Ethics. No waiver of the Code of Business Conduct and Ethics for a director or executive officer shall be permitted without the approval of the Board.

Roles of Board and Management

Role of Board of Directors — It is the responsibility of the Board to direct, guide and oversee the conduct of the Company’s business and to promote the interests of the Company’s stockholders. In carrying out that responsibility, the Board considers its primary functions (which, to the extent permitted by applicable law and deemed appropriate by the Board, may be delegated to committees of the Board) to include the following:

- *Management planning and oversight* — Selecting, and upon the recommendation of the Compensation Committee, evaluating and approving the compensation of the Company’s Chief Executive Officer (“CEO”) and planning for CEO succession; providing counsel and oversight in the selection, evaluation and compensation of, and succession planning for, individuals designated as executive officers under the federal securities laws; and providing counsel and oversight in the evaluation and compensation of the Company’s other senior officers.
- *Strategic and operational planning* — Reviewing, understanding and approving the Company’s long-term strategic plans and annual operating plans, and monitoring the implementation and execution of those plans.
- *Major corporate actions* — Reviewing, understanding and approving the Company’s significant financial and business transactions and other major corporate actions.

- *Financial reporting* — Reviewing, understanding and approving the Company's financial statements and reports, and overseeing the establishment and maintenance of controls, processes and procedures to promote accuracy, integrity and clarity in financial and other disclosures.
- *Governance, compliance and risk management* — Overseeing the establishment and maintenance of the Company's governance, compliance and risk management processes and procedures to promote the conduct of the Company's business with the highest standards of responsibility, ethics and integrity.
- *General advice to management* — Providing general advice and counsel to the Company's CEO and senior management in connection with issues arising during the course of managing the Company's business.

Role of Management — It is the responsibility of management, under the direction of the Company's CEO, to assist the Board and its committees in the discharge of their responsibilities, and to conduct the Company's business and affairs in an effective, responsible and ethical manner, consistent with the principles and direction established by the Board. In carrying out that responsibility, management is charged with the following:

- *Organizing management* — Selecting, evaluating and approving the compensation of qualified management personnel (or, to the extent that such matters are the responsibility of the Board or its committees, assisting the Board or its committees in doing so), and implementing an organizational structure that is efficient and appropriate for the Company's operations and culture.
- *Strategic and operational planning and implementation* — Developing the Company's long-term strategic plans and annual operating plans; presenting those plans to the Board; implementing and executing approved plans; and recommending, implementing and executing changes to those plans as necessary or appropriate.
- *Managing risk* — Identifying and managing the risks which the Company undertakes in the course of carrying out its business and managing the Company's overall risk profile.
- *Financial reporting* — Promoting the integrity of the Company's financial statements and reports by designing, implementing and supervising the operation of systems, controls, processes and procedures that allow the Company to record, process, summarize and report information timely and accurately and produce financial statements and other disclosures that fairly present the Company's financial condition and results of operations and permit stockholders to understand the Company's business and performance.

Board Composition and Structure

General Qualifications — Each director should have demonstrated notable or significant achievements in business, education or public service; should possess the requisite intelligence, education, experience and judgment to make a significant contribution to the Board and bring a range of skills, diverse perspectives and backgrounds to its deliberations; and should have the highest standards of ethics and integrity, a strong sense of professionalism and an intense dedication to serving the interests of the Company's stockholders. Any director nomination policy adopted by the Board shall be considered an integral part of these Principles.

Independence — The Board believes that its primary function is to manage the Company’s business in a manner consistent with the best interests of the stockholders, and that those interests are best served by having disinterested, independent directors on the Board. Consequently, at all times, at least two directors will be “independent.” For this purpose, a director shall be considered to be “independent” only if the Board affirmatively determines that the director does not have any direct or indirect material relationship with the Company that may impair, or appear to impair, the director’s ability to make independent judgments and the director otherwise satisfies the standards of “independence” applicable to directors of Nasdaq-listed companies.

In connection with the Board’s assessment and determination of each director’s independence, the Board shall broadly consider all relevant facts and circumstances and shall apply the following standards:

- (a) A director will not be considered to be “independent” if any of the following conditions exist at the time of determination:
 - (1) the director is, or at any time during the past three years was, employed by the Company;
 - (2) the director accepted or has a family member who accepted any compensation from the Company in excess of \$120,000 during any period of twelve consecutive months within the past three years, other than the following:
 - (i) compensation for Board or Board committee service,
 - (ii) compensation paid to a family member who is an employee (other than an executive officer) of the Company, or
 - (iii) benefits under a tax-qualified retirement plan or non-discretionary compensation;
 - (3) the director is a family member of an individual who is, or at any time during the past three years was, employed by the Company as an executive officer;
 - (4) the director is, or has a family member who is, a partner in, or a controlling shareholder or an executive officer of, any organization to which the Company made, or from which the Company received, payments for property or services in the current or any of the past three fiscal years that exceed five percent of the recipient’s consolidated gross revenues for that year, or \$200,000, whichever is more, other than the following:
 - (i) payments arising solely from investments in the Company’s securities, or
 - (ii) payments under non-discretionary charitable contribution matching programs;
 - (5) the director is, or has a family member who is, employed as an executive officer of another entity where at any time during the past three years any of the executive officers of the Company serves on the compensation committee of such other entity; or

- (6) the director is, or has a family member who is, a current partner of the Company's outside auditor, or was a partner or employee of the Company's outside auditor who worked on the Company's audit at any time during any of the past three years.

For purposes of the above, "family member" includes spouse, parents, children, siblings, mothers-in-law, fathers-in-law, sons-in-law, daughters-in-law, brothers-in-law, sisters-in-law and other persons living in the director's home (not including employees of the director).

- (b) The following relationships will not, in and of themselves, be considered to be material relationships that would impair, or appear to impair, a director's ability to make independent judgments and, therefore, will not alone prevent the director from being considered to be "independent":
 - (1) the director is an executive officer of a company that does business with the Company and the other company's annual sales to, or purchases from, the Company are less than one percent of the Company's annual revenues and less than one percent of the annual revenues of the other company;
 - (2) the director is an executive officer of a company that is indebted to the Company or is an executive officer of a company to which the Company is indebted and, in either case, the aggregate amount of such debt is less than one percent of the Company's total consolidated assets and less than one percent of the total consolidated assets of the other company;
 - (3) the director serves as an executive officer, director or trustee of a charitable organization to which the Company or any of its directors or executive officers contributes and the combined annual contributions to such organization by the Company and its directors and executive officers are less than one percent of that organization's total annual charitable receipts;
 - (4) the director or an family member of the director has a direct or indirect interest in a transaction in which the Company is or is proposed to be a participant under circumstances (*e.g.*, the amount involved in the transaction does not exceed \$120,000 or the interest of the director or his or her family member is immaterial) that do not require disclosure pursuant to Item 404 of SEC Regulation S-K; and
 - (5) any relationship that is similar to, but more attenuated than, any of the relationships described above.

The Board will review annually all commercial and charitable relationships between each director and the Company and will make a determination of such director's independence, and the Company will disclose the Board's determinations in the proxy statement relating to the annual meeting of stockholders.

The Board recognizes that members of certain Board committees may be subject to more stringent standards of "independence" pursuant to applicable rules and regulations, including The Nasdaq Stock Market listing requirements, accounting and auditing rules and federal securities or tax laws. Any such more stringent standards will be reflected in the charter of the applicable committee.

Size of Board and Selection Process — The number of directors constituting the full Board shall be determined from time to time by the Board, within any limits prescribed by the Company's Bylaws, taking into account the size and breadth of the Company's business and the need for Board diversity.

Retirement or Withdrawal of Directors; Conflicting Commitments — The Board believes that directors should serve only so long as they add value to the Board. A director's contributions to the Board and ability to continue to contribute productively will be considered by the Nominating and Corporate Governance Committee each time a director is considered for renomination. No director will be asked to retire or withdraw from the Board without the approval of a majority of the remaining independent directors.

Recognizing that the most important factor in renomination considerations is a director's contributions to Board deliberations and processes rather than length of service, the Board has not established any term limits on Board service. However, directors will not be nominated for election to the Board after their 75th birthday.

Each director must be willing and able to devote sufficient time and attention to carrying out his or her duties and responsibilities effectively. While the Board acknowledges the value in having directors with significant experience in other businesses and activities, it also understands that effective service requires substantial commitment. Generally, a director should not serve on more than six public company boards, including the Company's. The nature and extent of a director's non-Company activities will be taken into account in annual renomination considerations, as well as in determining the propriety of the director's continued service on the Board, as described below.

Each director shall notify the Nominating and Corporate Governance Committee (a) prior to accepting a directorship or other position of responsibility with another company and (b) prior to or promptly following a significant change in personal circumstances (including a change in employment or principal job responsibilities). The Nominating and Corporate Governance Committee will review and evaluate the circumstances and will determine whether the director's continued service on the Board would be appropriate under those circumstances. If the Nominating and Corporate Governance Committee determines that the director's continued service on the Board would not be appropriate under the circumstances, the director shall be requested to resign and, for as long as such debilitating circumstances persist, the director shall not be nominated for election to the Board.

Conduct of Board Meetings

Number of Meetings and Attendance — The Board shall be responsible for determining the appropriate number of regular meetings to hold each fiscal year. Each director is expected to attend all regular meetings of the Board and of the committees of which he or she is a member and is expected to make every effort to attend any specially called Board or committee meetings. In addition, each director is encouraged to attend the annual meeting of stockholders each year.

Except for the executive sessions of independent directors (as discussed below) and unless otherwise requested by the Board, the Chief Executive Officer, the Chief Financial Officer and the General Counsel shall attend all Board meetings. In addition, the Board Chair may request other members of management to attend all or any portion of any Board or committee meeting for discussion purposes or to make appropriate presentations.

Meeting Agenda — The Board shall be responsible for its agenda, and each director is encouraged to suggest agenda items to the Board Chair or, for executive sessions of independent directors, the applicable presiding director at any time.

Pre-Meeting Materials — Prior to each regularly scheduled Board meeting, the Board Chair shall distribute or cause to be distributed appropriate written materials relating to the substantive agenda items to be discussed at that meeting (unless confidentiality or sensitivity concerns warrant that materials be distributed only at the meeting). Each director is expected to review such materials prior to the applicable meeting, if practicable. Each director is encouraged to offer suggestions to the Board Chair regarding the nature or extent of information or materials that are regularly distributed in advance of Board meetings.

Executive Sessions of Independent Directors — The “independent” directors (as determined pursuant to these Principles) shall meet regularly, and in any case, at least two times each year, in executive session. At each executive session of the independent directors, a presiding director shall be elected by majority vote of such directors to preside over the next executive session of independent directors.

Committees of the Board

Standing Committees — The Board shall maintain the following committees to assist it in discharging its oversight responsibilities:

- **Audit Committee** — The Audit Committee assists the Board with overseeing, and taking appropriate action with respect to (a) the Company’s accounting and financial reporting processes and the integrity and audit of the Company’s financial statements; (b) the independent registered public accounting firm engaged for the purpose of preparing or issuing an audit report as to the Company’s financial statements, or performing other audit, review or attest services for the Company (the “independent auditor”), including the independent auditor’s qualifications, independence and performance; (c) the performance of the Company’s systems of internal control over financial reporting and disclosure controls and procedures; (d) the design, implementation and performance of the Company’s Internal Audit function, if any; (e) the preparation of any reports required of the Committee under the rules of the Securities and Exchange Commission (the “SEC”); (f) certain finance and treasury matters; (g) the Company’s compliance with legal and regulatory requirements, and compliance by the Company’s directors and executive officers with the Company’s code of conduct; and (h) the Company’s risk assessment, risk management and risk mitigation policies and programs, including matters relating to privacy and cybersecurity. In so doing, the Committee will provide a focal point for free and open communications among the Company’s independent directors, management, internal auditors and independent auditors. The Audit Committee shall have the specific powers, authority, duties and responsibilities set forth in its written charter and as may otherwise be delegated and/or assigned to it from time to time by the Board.
- **Compensation Committee** — The Compensation Committee assists the Board in fulfilling its responsibilities to (a) review, determine and implement the Company’s compensation philosophy and the compensation of executive officers, including to (i) review and recommend to the full Board for approval corporate goals and objectives relevant to the compensation of the CEO, evaluate the CEO’s performance in light of those goals and objectives and determine

and recommend to the full Board for approval the CEO's compensation based on the Compensation Committee's evaluation and (ii) review and recommend to the full Board the compensation of all other executive officers; (b) administer the Company's equity and other incentive compensation plans and make recommendations to the Board regarding the adoption of or any amendment to the Company's incentive-compensation and equity-based plans; and (c) prepare and approve any Compensation Committee report required by the rules of the SEC to be included in the Company's annual proxy or information statement or annual report on Form 10-K. The Compensation Committee shall have the specific powers, authority, duties and responsibilities set forth in its written charter and as may otherwise be delegated and/or assigned to it from time to time by the Board.

- **Nominating and Corporate Governance Committee** — The Nominating and Corporate Governance Committee assists the Board in fulfilling its responsibilities to (a) identify individuals qualified to become Board members, consistent with criteria approved by the Board, and recommend to the Board for selection director nominees for each annual meeting of the Company's stockholders and otherwise when necessary; (b) develop and recommend to the Board a set of Corporate Governance Principles applicable to the Company and appropriate amendments thereto; (c) oversee, and advise the Board with respect to, the Company's corporate governance matters, including Board and committee structure and composition and the Company's corporate governance policies and practices; and (d) oversee the evaluation of the Board, its committees and the Company's management. The Nominating and Corporate Governance Committee shall have the specific powers, authority, duties and responsibilities set forth in its written charter and as may otherwise be delegated and/or assigned to it from time to time by the Board.

The Board shall convene other standing or special committees as it deems appropriate.

Each committee is governed by a written charter approved by the full Board. Once approved, each committee charter shall be considered to be an integral part of these Principles. Each committee shall review its charter at least annually and shall report the results of such review (including any recommended changes) to the full Board.

Whenever a committee, pursuant to its charter, makes a decision or takes an action on behalf of the Board, the committee, through its chair, shall promptly make a report to, or otherwise notify, the full Board of such decision or action.

Membership — The membership of each committee (including the number and identity of directors comprising the committee and the director designated to serve as committee chair) shall be determined by the full Board, acting with the recommendation of the Nominating and Corporate Governance Committee. The membership of the committees shall be rotated on a periodic basis.

The Audit Committee shall be composed entirely of directors who (a) are considered to be "independent" pursuant to the standards described above under "Board Composition and Structure — Independence" and (b) satisfy any additional or supplemental independence standards applicable to the particular committee that have been established under any applicable law, rule or regulation, in each case subject to the Audit Committee transition period permitted by Rule 10A-3 under the Securities Exchange Act.

Conduct of Committee Meetings — Consistent with its purpose (as stated in its charter), each committee shall be responsible for determining the frequency and length of committee meetings and the agenda of items to be discussed. The chair of each committee, in consultation with appropriate members of management, shall develop the agenda for each committee meeting and shall prepare and distribute appropriate written materials prior to the meeting. Each committee shall maintain written minutes of its meetings, reflecting matters considered and actions taken, which will be filed with the minutes of the Board. Each committee shall regularly report to the full Board regarding matters reviewed and actions taken by the committee and make appropriate recommendations for action by the Board.

Other Board Operations and Practices

Access to Senior Management — Each director shall have complete and open access to management. Directors are encouraged to coordinate such access or contact with management through the Board Chair.

Director Orientation and Education — The CEO, the Chief Financial Officer and the General Counsel, shall be responsible for providing orientation materials and arranging orientation meetings for new directors, as well as periodically providing materials or briefing sessions for all directors on subjects that would assist them in discharging their Board duties.

Self-Evaluation — The Board will conduct an annual self-evaluation to identify areas of concern or potential issues relating to the processes, performance and effectiveness of the Board or such committee, as the case may be. These evaluations will be administered by the Nominating and Corporate Governance Committee and will be reviewed and discussed with the full Board.

Evaluation of CEO — On an annual basis, the Board shall evaluate the performance and effectiveness of the CEO.

Management Succession and Development Planning — The Board, with recommendations from the Compensation Committee, shall approve and maintain a succession plan for the CEO.

Compensation of Board — The Compensation Committee shall be responsible for reviewing and recommending to the full Board all compensation and benefits for non-employee directors. The Board believes that the amount of director compensation should be fair and competitive in relation to director compensation at other companies with businesses similar in size and scope to the Company's businesses; the type of compensation should align directors' interests with the long-term interests of stockholders; and the structure of the compensation program should be simple, transparent and easy for stockholders to understand. On an annual basis, the Compensation Committee shall review non-employee director compensation and benefits (including insurance and indemnification) with the full Board.

Reporting of Concerns to Independent Directors or the Audit Committee — Anyone who has a concern about the Company's conduct, accounting, financial reporting, internal controls or auditing matters may communicate that concern to the Company's General Counsel or Chief Human Resources Officer or directly to the independent directors (as a group) or to the Audit Committee (through the committee chair). Such communications may be confidential and anonymous, and may be e-mailed, submitted in writing or reported by phone. All such concerns will be reviewed and addressed by the General Counsel

and/or the Chief Human Resources Officer, as appropriate, as well as the independent directors and/or Audit Committee where appropriate or required, in the same way that other concerns are addressed by management. The status of all outstanding concerns addressed to the independent directors or the Audit Committee will be reported to the full Board on a quarterly basis. The independent directors or the Audit Committee may direct special treatment, including the retention of outside advisors or counsel, for any concern addressed to them. The Company's Code of Business Conduct and Ethics prohibits any employee from retaliating or taking any adverse action against anyone for raising or helping to resolve an integrity concern.

Access to Independent Advisors — The Board and its committees, as well as the independent directors acting in executive session as described under "Conduct of Board Meetings — Executive Sessions of Independent Directors," shall have the right at any time to retain and compensate independent outside financial, legal or other advisors.

Stockholder Ratification of Independent Auditors — Although the Board acknowledges that current law, rules and regulations, as well as the charter of the Board's Audit Committee, require the Company's independent auditors to be engaged, retained and supervised by the Audit Committee, the Board considers the selection of independent auditors to be an important matter of stockholder concern and considers a proposal for stockholders to ratify such selection to be an important opportunity for stockholders to provide direct feedback to the Board on an important issue of corporate governance. Consequently, the Board will present such a proposal to the stockholders in the proxy statement related to each annual meeting of stockholders.

Board Interaction with Institutional Investors, the Press and Others — The Board believes that management should speak for the Company. Individual directors may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Company. However, it is expected that directors will do so only with the knowledge of the Board Chair.

Review of Board Operations — The Nominating and Corporate Governance Committee shall periodically review the Board's operations under these Principles and shall report to the full Board any material deviations.

Adopted by the Board of Directors on March 19, 2021