GOVERNANCE PRINCIPLES

Adopted by the Board of Directors on November 5, 2026

The Board of Directors (the "Board") of Consensus Cloud Solutions, Inc. (the "Company") has adopted the corporate governance principles set forth below as a framework for the governance of the Company. The Environmental, Social and Corporate Governance Committee reviews the Principles annually and recommends changes to the Board as appropriate.

1. ROLE AND COMPOSITION OF THE BOARD OF DIRECTORS

Role of the Board

The Board, which is elected by the Company's stockholders, oversees the management of the Company and its business. The Board selects the senior management team, which is responsible for operating the Company's business, and monitors the performance of senior management. 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;
- Overseeing legal and regulatory compliance;
- Engaging in succession planning for the Board and key leadership roles on the Board and its committees;
- Nominating the Company's director candidates and appointing committee members;
- Shaping effective corporate governance; and
- Providing advice and counsel to management regarding significant issues facing the Company and reviewing and approving significant corporate actions.

Size, Composition and Membership Criteria

The Board determines the appropriate size of the Board from time to time as specified in the Company's Bylaws. A majority of the Board is made up of independent directors. An "independent" director is a director who meets The Nasdaq Stock Market LLC definition of independence, as determined by the Board. The Board makes an affirmative determination regarding the independence of each director annually, based upon the recommendation of the Environmental, Social and Corporate Governance Committee.

The Board will consider its size, structure, and composition for its overall effective functioning of the Board. In addition, the Board will engage in succession planning for the Board and key leadership roles on the Board and its committees and for establishing and overseeing processes and procedures for the selection and nomination of directors. The Board will delegate the foregoing to the Environmental, Social and Corporate Governance Committee.

To be considered for membership on the Board, a candidate should possess the highest personal and professional ethics, integrity and values, and be committed to representing the long-term interests of the stockholders. They must also have an inquisitive mind, an objective perspective, practical wisdom and mature judgment.

Board Leadership

The Board regularly reviews its leadership structure to evaluate whether the structure remains appropriate for the Company.

Currently, the roles of the Chairman of the Board and CEO are separate and the Chairman is an independent director.

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 submit an offer to resign for consideration by the Environmental, Social and Corporate Governance Committee. The Committee recommends to the Board the action, if any, to be taken with respect to the offer to resign.

Service on Other Boards and Audit Committees

Ordinarily, directors of Consensus may not serve on the boards of more than four public companies, including the Company's Board unless the Board determines on a case-by-case basis that such simultaneous service would not impair the ability of such director to effectively perform their obligations as a director of the Company. Directors who are chief executive officers or other senior executives of public companies may not serve on the boards of more than two other public companies, in addition to the Company's Board, without the prior consent of the Board. Service on the boards of subsidiary companies with no publicly traded stock (or that issue only debt), non-profit organizations and private companies is not included in this calculation, but must be disclosed to the Board and the Board may determine that, in certain circumstances, such service should not be permitted 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; provided that the Board consents to such service.

Directors shall advise the Chairman of the Board in advance of (i) accepting an invitation to serve on another board of directors and/or audit committee, or (ii) significant commitments involving affiliation with other businesses or governmental units. Directors must obtain written approval from the Chairman of the Board, who shall consult with Environmental, Social and Corporate Governance Committee, in advance of accepting an invitation to serve on the board of another for-profit organization or other boards as contemplated by the preceding paragraph.

Members of the Audit Committee may not serve on the audit committees of more than one other public companies.

Election of Directors

Each director stands for election by the Company's stockholders annually to serve a one-year term.

Majority Voting; Director Resignation Policy

The Company has adopted majority voting in the uncontested election of directors and plurality voting in contested elections. In uncontested elections, directors are elected by a majority of the votes cast, which means that the number of shares voted "for" a director must exceed the number of shares voted "against" that director. Any director who is not elected by a majority of the votes cast is expected to tender his or her resignation to the Board. The Environmental, Social and Corporate Governance Committee will then recommend to the Board whether the Board should accept or reject the resignation offer, or whether other action should be taken. In determining whether to recommend that the Board accept any resignation offer, the Environmental, Social and Corporate Governance Committee may consider all factors that the Committee's members believe are relevant.

The Board will act on the Environmental, Social and Corporate Governance Committee's recommendation within 90 days following certification of the election results. In deciding whether to accept the resignation offer, the Board will consider the factors considered by the Environmental, Social and Corporate Governance Committee and any additional information and factors that the Board believes to be relevant. Thereafter, the Board will promptly publicly disclose its decision regarding the director's resignation offer (including the reason(s) for rejecting the resignation offer, if applicable). If the Board accepts a director's resignation offer pursuant to this process, the Environmental, Social and Corporate Governance Committee will recommend to the Board and the Board will thereafter determine whether to fill the vacancy or reduce the size of the Board. Any director who tenders his or her resignation pursuant to this provision will not participate in the proceedings of either the Environmental, Social and Corporate Governance Committee or the Board with respect to his or her own resignation offer.

2. FUNCTIONING OF THE BOARD

Agendas

The Chairman of the Board, in consultation with the Chief Executive Officer, establishes the agenda for each Board meeting. Agenda items that fall within the scope of responsibilities of a Board committee are reviewed with the chairperson 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.

Meetings

The Board holds regularly scheduled meetings at least four times throughout the year and holds additional meetings as necessary to carry out its responsibilities. Directors are expected to attend Board meetings and meetings of the Board committees on which they serve.

Executive Sessions

The independent directors meet in executive session without management present at each regularly scheduled meeting of the Board.

Strategic Planning

The Board reviews the Company's long-term strategic plan at least annually and monitors implementation of the strategic plan throughout the year.

Attendance at Annual Meeting of Stockholders

Directors are encouraged to attend the annual meeting of stockholders absent unusual circumstances.

3. STRUCTURE AND FUNCTIONING OF COMMITTEES

Number, Structure and Independence of Committees

The Board has four standing committees: a) Executive, b) Audit, c) Environmental, Social and Corporate Governance and d) Compensation.

The Audit, Environmental, Social and Corporate Governance and Compensation Committees consist solely of independent directors. In addition, directors who serve on the Audit Committee and the Compensation Committee must meet additional, heightened independence criteria applicable to directors serving on these committees under Nasdaq Stock Market LLC listing standards.

The Board may also establish and maintain other committees from time to time as it deems necessary and appropriate.

Assignment of Committee Members

The Environmental, Social and Corporate Governance Committee considers and makes recommendations to the Board regarding committee size, structure, composition and functioning. Committee members and chairpersons are recommended to the Board by the Environmental, Social and Corporate Governance Committee, and these recommendations are then subject to the appointment 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 chairperson 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 to allow the members to review and prepare for discussion of the items at the meeting. All independent directors may attend any committee meeting of the Board, whether they are a member of such committee or not.

4. DIRECTOR ACCESS TO MANAGEMENT AND ADVISERS

At the invitation of the Board, members of senior management may attend Board meetings or portions of meetings for the purpose of presenting matters to the Board and participating in discussions. Directors also have full access to members of the Company's management, subject to reasonable efforts to avoid disruption to the Company's business and operations.

The Board has the authority to retain such outside counsel, experts and other advisers as it determines appropriate to assist it in the performance of its functions. Each of the Audit, Environmental, Social and Corporate Governance and Compensation Committees has similar authority to retain outside advisers as it determines appropriate to assist it in the performance of its functions.

5. DIRECTOR COMPENSATION

The Compensation Committee annually reviews the compensation of directors. Director compensation is set by the Board based upon the recommendation of the Committee. In discharging this duty, the Compensation Committee shall be guided by three goals: (a) compensation should fairly pay directors for work required in their roles as directors and as committee members; (b) compensation should align directors' interests with the long-term interests of stockholders; and (c) the structure of the compensation should be simple, transparent and easy for stockholders to understand. Management directors do not receive compensation for service on the Board. In addition, the maximum number of shares that may be granted during a fiscal year to any non-employee Director, taken together with any cash retainer paid to such non-employee Director in respect of such fiscal year, shall not exceed $750,000.

6. STOCK OWNERSHIP GUIDELINES

In order to align the interests of directors with the long-term interests of the Company's stockholders, the Board has adopted stock ownership guidelines. Non-management directors are expected to acquire and hold during their service on the Board shares of Consensus common stock equal in value to at least five times the annual Board cash retainer paid to non-management directors (excluding any retainer paid for service on a Board committee). Non-management directors have five years from the later of (i) the date the stock ownership guidelines were instituted and (ii) their initial election to the Board, to meet the target ownership level. Upon the request of a director, the Environmental, Social and Corporate Governance Committee will consider if modification of the target ownership level is appropriate in view of a director's personal circumstances.

7. SUCCESSION PLANNING

The Compensation Committee is responsible for oversight of succession planning for certain senior management positions. At least annually, the Compensation Committee reviews with the

Board succession planning and management development, including recommendations and evaluations of potential successors to fill the CEO and other senior management 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 become unable to perform the duties of their positions.

8. FORMAL EVALUATION OF THE CEO

The Compensation Committee is responsible for setting annual and long-term performance goals for the CEO, evaluating the CEO's performance against those goals, and recommending the CEO's compensation to the Board for approval. The results of the evaluation are shared with the CEO and used by the Board in setting the CEO's compensation.

9. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

The Company has an orientation process for Board members that is designed to familiarize new directors with various aspects of the Company's business, including the Company's strategy, operations, finances, risk management processes, compliance program and governance practices. The Board encourages directors to participate in education programs to assist them in performing their responsibilities as directors. These programs may be reimbursed if the director obtains approval in advance from Chairman of the Board.

10. BOARD AND COMMITTEE PERFORMANCE EVALUATIONS

The Board conducts an annual self-evaluation to assess its performance. The Audit, Environmental, Social and Corporate Governance and Compensation Committees conduct annual self-evaluations to assess their performance. The ability of individual directors to contribute to the Board is considered in connection with the re-nomination process.

The Environmental, Social and Corporate Governance Committee is responsible for developing, administering and overseeing processes for conducting evaluations.

11. STOCKHOLDER ENGAGEMENT

To enable the Company to speak with a single voice, as a general matter, senior management serves as the primary spokesperson for the Company and is responsible for communicating with various constituencies, including stockholders, on behalf of the Company. Directors may participate in discussions with stockholders and other constituencies on issues where Board-level involvement is appropriate. In addition, the Board oversees the Company's stockholder engagement efforts, with assistance from Chairman of the Board, the Environmental, Social and Corporate Governance Committee and the Compensation Committee.

[12. POLITICAL CONTRIBUTIONS

The Board oversees the Company's political contributions and any of the Company's policies and practices regarding political contributions.