Lumen Technologies, INC.

CORPORATE GOVERNANCE GUIDELINES

(as amended through November 18, 2026)

1. Director Qualifications and Board Size

It is the general policy of the Board that all directors other than the Chief Executive Officer will be independent and that in no case will the Board have less than a substantial majority of independent directors (as defined within this section, "Independent Directors").

The Nominating and Corporate Governance Committee is responsible for (i) reviewing with the Board, on an annual basis, the requisite skills and characteristics of Board members as well as the composition of the Board as a whole and (ii) evaluating candidates for nomination as new directors. In connection with performing these responsibilities, the Nominating and Corporate Governance Committee will assess each individual's independence, character, judgment and talent and endeavor to assemble a Board that has a comprehensive and diverse set of skills, experiences, perspectives and backgrounds in the context of the needs of the Board at that time. All directors must meet any additional qualifications established under the Company's organizational documents.

Nominees for directorship will be selected in accordance with the qualifications, criteria and procedures described in these guidelines and the Company's bylaws, as well as the policies and principles in the Committee's charter and any selection guidelines or criteria adopted thereunder.

Subject to the conditions specified in the Company's bylaws, directors shall be elected by a majority vote of the shareholders and any incumbent director failing to receive a majority of votes cast must promptly tender his or her resignation to the Board.

A director shall notify the Chair of the Nominating and Corporate Governance Committee if there is a significant change in his or her personal circumstances, including a fundamental change in his or her job responsibilities. The Nominating and Corporate Governance Committee shall, in consultation with the Chairman of the Board, review the continued appropriateness of the affected director remaining on the Board under the circumstances. The affected director shall act in accordance with the Nominating and Corporate Governance Committee's recommendation following such review.

No director may serve on more than three other unaffiliated public company boards, unless this prohibition is waived by the Board. No director may serve on the board of a company or organization that competes with the Company or is otherwise likely to raise a significant conflict of interest, unless such service is approved by the Board. Directors should advise the Chairman of the Board and the Chairman of the Nominating and Corporate Governance Committee in advance of accepting an invitation to serve on another public company board.

The Board believes periodic refreshment of skill sets and points of view is vital. Toward that end, we evaluate our director skillsets and our individual directors annually to ensure our Board

reflects a diversity of experience and backgrounds that is aligned to the needs of our business and strategy. We ensure Board refreshment by targeting an average tenure of not more than 10 years. We do not believe directors should have a presumption that their Board service will necessarily extend beyond the then current term. In the absence of compelling reasons to the contrary, as a guideline, it is the general sense of the Board that a director should not stand for election if he or she will have attained the age of 75 or if his or her service on the Board will have exceeded 15 years, in either case at any time during the calendar year of the next annual meeting of shareholders.

Annually, the Board will determine affirmatively which of its directors are independent for purposes of complying with these guidelines and the applicable listing standards of The Nasdaq Stock Market LLC ("Nasdaq"). A member of the Board will be determined to be "independent" if the director does not have any relationship which, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. In making these determinations, the Board will consider all relevant facts and circumstances relating to the director. In no event, however, will a director be determined to be independent if the director does not satisfy the requirements of Nasdaq Listing Rule 5605(a)(2), as such rule may from time to time be amended, restated, supplemented, or re-promulgated. A member of the Audit Committee or the Human Resources and Compensation Committee must meet the standards set forth both in this paragraph and the additional applicable independence requirements for service on the relevant committee, including, with respect to the Audit Committee, Nasdaq Listing Rule 5605(c)(2)(A) and Rule 10A-3(b)(1) under the Securities Exchange Act of 1934, as amended, and, with respect to the Human Resources and Compensation Committee, Nasdaq Listing Rule 5605(d)(2)(A), in each case as such rules may from time to time be amended, restated, supplemented, or re-promulgated.

While the Company's organizational documents may permit a greater number of directors, it is the sense of the Board that the optimal size of the Board should be between 10 and 12 members. The Board may, subject to the Company's organizational documents, allow the size of the Board to fluctuate outside that range should the circumstances or the availability of a particularly attractive director suggest that to be in the Company's interest.

2. Director Responsibilities

The basic responsibility of the directors is to exercise their business judgment to act in what they reasonably believe to be in the best interests of the Company and its shareholders. In discharging that obligation, directors should be entitled to rely on the honesty, integrity and expertise of the Company's senior executives and its outside advisors and auditors. The directors shall also be entitled to have the Company purchase reasonable directors' and officers' liability insurance on their behalf, to the benefits of indemnification to the extent permitted by law and the Company's bylaws and any indemnification agreements, and to exculpation as provided by state law and the Company's articles of incorporation. Directors are expected to attend Board meetings and meetings of committees on which they serve and spend the time needed and meet as frequently as necessary to properly discharge their responsibilities. Information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting should generally be distributed in writing to the directors before the meeting, and directors should review these materials in advance of the meeting. Absent extraordinary circumstances, directors are required to attend the annual shareholders' meeting, held virtually or in-person.

Each Board member is free to suggest the inclusion of items on the agenda. Each Board member is free to raise at any Board meeting subjects that are not on the agenda for that meeting. The Board will review the Company's long-term strategic plans and the principal issues and risks that the Company will face in the future at least once a year, preferably in a planning session dedicated primarily to such issues and will regularly monitor the Company's performance with respect thereto.

The Board believes that management speaks for the Company. Individual Board members may, from time to time, respond to inquiries from or meet or otherwise communicate with various constituencies that are involved with the Company. However, absent unusual circumstances, it is expected that Board members would do this with the knowledge of management.

Directors are required to protect and hold confidential all non-public information obtained due to their directorship position absent the express permission of the Board to disclose such information. Accordingly, (i) no director shall use non-public information for his or her own personal benefit or to benefit persons or entities unaffiliated with the Company and (ii) no director shall disclose non-public information outside the Company, either during or after his or her service as a director of the Company, except with express authorization of the Board or as may be otherwise required by law. "Non-public information" encompasses all confidential information relating to the Company and includes competitive or proprietary information, as well as discussions and communications among directors, whether during meetings or otherwise.

If a director wishes to resign, retire or not to stand for reelection at the end of his or her current term, the director will notify the Chair of the Nominating and Corporate Governance Committee in writing, with a copy to the Secretary. Unless otherwise determined by the Board, when a management director retires or ceases to be an active employee for any other reason, that director will be considered to have resigned concurrently from the Board.

3. Board Committees

The Board will have at all times an Audit Committee, a Human Resources and Compensation Committee, and a Nominating and Corporate Governance Committee. All of the members of these committees will be Independent Directors. The Board may establish such other committees as it deems appropriate to properly carry out the Board's responsibilities.

Committee members will be appointed by the Board upon recommendation of the Nominating and Corporate Governance Committee with consideration of the desires of individual directors. It is the sense of the Board that consideration should be given to rotating committee members periodically. It is also the sense of the board that the chairperson of each of the Board's committees will rotate approximately every 5 years, although the Nominating and Corporate Governance Committee may elect to extend the service of any chairperson should they decide it is in the Company's interest to do so. Any appointments or removals of committee members will be made by the Board in accordance with the Company's bylaws.

Each key committee will have its own charter. The charters will set forth the purposes, goals and responsibilities of the committees as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations

and committee reporting to the Board. The charters will also provide that each key committee will annually evaluate its performance.

The Chair of each committee, in consultation with the committee members, will determine the frequency and length of the committee meetings consistent with any requirements set forth in the committee's charter. The Chair of each committee, in consultation with members of the committee and others specified in the committee's charter, will develop the committee's agenda.

The Board and each committee have the power to hire independent legal, financial or other advisors as they may deem necessary, without consulting or obtaining the approval of any officer of the Company in advance.

Each committee may meet in executive session as often as it deems appropriate, and shall have the power to obtain and review any information that the committee deems necessary to perform the functions described in its charter.

4. Chairman; Lead Outside Director

The Board shall elect from among its members a Chairman. The Chairman may be a director who also has executive responsibilities, including the CEO (an "Executive Chair"), or may be one of the Company's Independent Directors (a "Non-Executive Chair"). The Board believes it is in the best interests of the Company for the Board to remain flexible with respect to whether to elect an Executive Chair or a Non-Executive Chair so that the Board may provide for succession planning and respond effectively to changes in circumstances. It is the sense of the board that the role of Chairman should rotate approximately every 5 years, although the Board may elect to extend the service of any chairperson should they decide it is in the Company's interest to do so

The Chairman's responsibilities include:

(a) presiding at meetings of the Board;

(b) overseeing the management, development and functioning of the Board;

(c) in consultation with the CEO (if different), planning and organizing the activities of the Board and the schedule for Board meetings; and

(d) in consultation with the CEO (if different), establishing the agendas for Board meetings.

The Independent Directors will meet in executive session without non-independent directors or management present at least quarterly in conjunction with regularly-scheduled Board meetings and will, subject to the other terms of this paragraph, elect from among the Independent Directors a lead outside director at least annually. The lead outside director may call additional meetings of the Independent Directors at any time. At all times during which the Chairman is a Non-Executive Chair, all of the functions and responsibilities of the lead outside director shall be performed by the Non-Executive Chair.

The lead outside director's responsibilities include:

(a) coordinating, developing an agenda for, and presiding at each meeting of the Independent Directors; and

(b) providing direction to the CEO on the quality, quantity, and timeliness of the flow of information from management that is necessary for the Independent Directors to perform their duties effectively and responsibly, with the understanding that Independent Directors will receive any information requested on their behalf by the lead outside director.

5. Director Access to Officers and Employees

Directors have full and free access to officers and employees of the Company. Any meetings or contacts that a director wishes to initiate may be arranged through the CEO or the Secretary or directly by the director. The directors will use their judgment to ensure that any such contact is not disruptive to the business operations of the Company and will, to the extent not inappropriate, copy the CEO on any written communications between a director and an officer or employee of the Company.

The Board welcomes regular attendance at each Board meeting of the executive officers of the Company and such other Company personnel as the Board or the CEO may designate.

6. Director Compensation

The Human Resources and Compensation Committee shall review annually director compensation and benefits, and recommend any proposed changes to the Board for approval, subject to the terms, conditions and exceptions set forth in the committee's charter. The Human Resources and Compensation Committee will consider whether directors' independence may be jeopardized if director compensation and perquisites exceed customary levels, or if the Company makes substantial charitable contributions to organizations with which a director (or one of the director's immediate family members) is affiliated.

7. Director Orientation and Continuing Education

The Nominating and Corporate Governance Committee shall maintain an Orientation Program for new directors. All new directors must participate in the Company's Orientation Program, which should be conducted as soon as practicable after new directors are elected or appointed. This orientation may include presentations by senior management to familiarize new directors with the Company's strategic plans, its significant financial, accounting and risk management issues, its corporate compliance programs (which include its code of business conduct and ethics), its principal officers, and its internal and independent auditors. All other directors are also invited to attend the Orientation Program.

The Company will also maintain a Continuing Education Program for directors, pursuant to which it will endeavor to periodically update directors on industry, technological and regulatory developments, and to provide adequate resources to support directors in understanding the Company's business and matters to be acted upon at Board and committee meetings. Directors will endeavor to attend such programs as are both aligned to the Company's interest and do not involve unreasonable expense to the Company.

8. CEO Evaluation and Management Succession

The Nominating and Corporate Governance Committee will conduct an annual review of the CEO's performance. The Nominating and Corporate Governance Committee will provide a report of its findings to the Board of Directors (with appropriate recusals of the CEO and other management directors, as necessary) to enable the Board to ensure that the CEO is providing the best leadership for the Company in the long- and short-term.

The Nominating and Corporate Governance Committee should report periodically to the Board on succession planning. The entire Board will consult periodically with the Nominating and Corporate Governance Committee regarding potential successors to the CEO. The CEO should at all times make available his or her recommendations and evaluations of potential successors, along with a review of any development plans recommended for such individuals.

9. Annual Evaluation

The Board of Directors will conduct an annual self-evaluation to determine whether it and its committees are functioning effectively. The Nominating and Corporate Governance Committee will receive comments from all directors and report annually to the Board with an assessment of the Board's performance, which will be discussed with the full Board. The assessment will focus on the Board's contribution to the Company and specifically focus on areas in which the Board or management believes that the Board could improve. At the election of the Nominating and Corporate Governance Committee this assessment may be conducted by an outside party. The Nominating and Corporate Governance Committee will also, no less than annually, review these guidelines and recommend any proposed changes to the Board for approval.

10. Recoupment of Compensation

In addition to any other remedies available to the Company and subject to applicable law, if the Board or any committee of the Board determines that any bonus, incentive payment, commission, equity award or other compensation awarded to or received by an executive officer was based on any financial or operating result that was impacted by the executive officer's knowing or intentional fraudulent or illegal conduct, the Board or a Board committee may recover from the executive officer the compensation it considers appropriate under the circumstances. The Board has sole discretion to make any and all determinations under this paragraph.

11. Stock Ownership Guidelines

The Company requires its executive officers to beneficially own Lumen stock equal in market value to specified multiples of their annual base salary. These ownership multiples will be set from time to time by the Human Resources and Compensation Committee and will be disclosed in the Company's annual proxy statement. Each executive officer has three years from the date they first become subject to a particular ownership level to attain that target.

The Company requires its outside directors to beneficially own Lumen stock equal in market value to five times the annual cash retainer payable to outside directors. Each outside director has five years from the date they are elected or appointed to the Board to attain the ownership target.

For any year during which an executive officer or outside director does not meet his or her ownership target, the executive or director is required to hold a specified percentage (disclosed in the Company's proxy statement) of the Lumen stock that the executive or director acquires through the Company's equity compensation programs, excluding shares sold to pay taxes associated with the acquisition thereof. Unvested restricted stock and shares held through the Company's benefit plans count towards the ownership targets, which are calculated based on trailing average stock prices and reviewed at least every three years. The Human Resources and Compensation Committee administers these stock ownership guidelines, and may modify their terms and grant hardship exceptions in its discretion.

12. Standards of Business Conduct and Ethics

All of the Company's directors, officers and employees are required to abide by the Company's long-standing ethics and compliance policies and programs, which include standards of business conduct. The Company's program and related procedures cover all areas of professional conduct, including employment policy, conflicts of interests, protection of confidential information, as well as strict adherence to all laws and regulations applicable to the conduct of the Company's business. The Board endeavors to cultivate a corporate culture that promotes the goals reflected in these programs and policies.

Any waiver of the Company's policies, principles or guidelines relating to business conduct or ethics for executive officers or directors may be made only by the Board or a duly authorized committee thereof, and will be promptly disclosed as required by applicable law or stock exchange regulations.

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- Originally adopted by the Nominating and Corporate Governance Committee and the Board of Directors on February 17, 2003 and February 25, 2003, respectively.

- Sections 1, 3, 6 and 7 amended by the Nominating and Corporate Governance Committee and the Board of Directors on November 18, 2003 and November 20, 2003, respectively.

- Sections 1, 3 and 9 amended by the Nominating and Corporate Governance Committee and the Board of Directors on February 19, 2004 and February 25, 2004, respectively.

- Section 1 amended by the Nominating and Corporate Governance Committee and the Board of Directors on February 18, 2005 and February 22, 2005, respectively.

- Sections 1, 2, 4, 5, 8 and 9 amended by the Nominating and Corporate Governance Committee and the Board of Directors on February 16, 2006 and February 21, 2006, respectively.

- Section 1 (last sentence of the fourth paragraph) amended by the Nominating and Corporate Governance Committee and the Board of Directors on August 17, 2007 and August 21, 2007, respectively.

- Sections 1 and 2 amended, Sections 4 and 10 added, and former Sections 4 to 9 renumbered, in each case by both the Nominating and Corporate Governance Committee and the Board of Directors on June 30, 2009.

- Section 1 (first, sixth and former seventh paragraphs) amended by the Nominating and Corporate Governance Committee and the Board of Directors on August 11, 2009 and August 24, 2009, respectively.

- Sections 6 and 12 amended and Section 11 added by the Nominating and Corporate Governance Committee and the Board of Directors on February 19, 2010 and February 23, 2010, respectively.

- Section 1 amended by the Nominating and Corporate Governance Committee and the Board of Directors on March 10, 2010 and April 7, 2010.

- Section 11 amended by the Human Resources and Compensation Committee, the Nominating and Corporate Governance Committee and the Board of Directors on November 8, 2010, February 17, 2011 and February 22, 2011, respectively.

- Sections 1, 2 and 12 amended by the Nominating and Corporate Governance Committee and the Board of Directors on February 19, 2013 and February 27, 2013, respectively.

- Sections 1 and 3 amended by the Nominating and Corporate Governance Committee and the Board of Directors on February 6, 2014 and February 21, 2014, respectively.

- Sections 3, 6 and 11 amended (to correct committee references) by the Nominating and Corporate Governance Committee and the Board of Directors on August 22, 2017 and August 24, 2017, respectively.
- Section 1 amended by the Nominating and Corporate Governance Committee and the Board of Directors on February 28, 2019 and March 1, 2019, respectively.
- Section 1 amended by the Nominating and Corporate Governance Committee and the Board of Directors on August 21, 2019 and August 22, 2019, respectively.
- Sections 1, 2, 3, 4, 7 and 9 amended by the Nominating and Corporate Governance Committee and the Board of Directors on December 27, 2019 and December 28, 2019, respectively.
- Parent Co. name change, effective January 22, 2021
- Section 2 amended by the Nominating and Corporate Governance Committee and the Board of Directors on February 21, 2024.
- Section 1 amended by the Nominating and Corporate Governance Committee and the Board of Directors on February 19, 2025.
- Sections 1 and 4 amended by the Nominating and Corporate Governance Committee and the Board of Directors on November 18, 2026