

CONFLUENT, INC.

CORPORATE GOVERNANCE GUIDELINES

The Board of Directors (the “*Board*”) of Confluent, Inc. (“*Confluent*”) has established these guidelines (these “*Guidelines*”) for the Board’s conduct and operation. These Guidelines are designed to give directors and management a flexible framework for effectively pursuing Confluent’s objectives for the benefit of its stockholders. That is why these Guidelines should be interpreted in the context of all applicable laws, as well as Confluent’s charter documents and other policies.

1. Board Composition and Selection

(a) Size of the Board

The Board will establish the number of directors in accordance with Confluent’s certificate of incorporation and bylaws. The Board and the Nominating and Governance Committee of the Board (the “*Nominating and Governance Committee*”) will periodically review the appropriate Board size, which may vary to accommodate the availability of suitable candidates and Confluent’s needs.

(b) Independence of Directors

There will at all times be a majority of independent directors on the Board. An “independent director” is a person who meets the definition of independent director under rules of any stock exchange on which Confluent’s securities are listed (the “*Exchange*”) and does not have any other relationship that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out director responsibilities. Periodically, as required by the rules of the Securities and Exchange Commission or the Exchange and based on information provided by Board members and advice of counsel, the Board or the Nominating and Governance Committee will affirmatively determine director independence. Directors may be asked from time to time to leave a Board meeting when the Board is considering a transaction in which the director (or another organization for which the director is a director or officer) has a financial or other interest.

(c) Management Directors

Confluent anticipates that its Chief Executive Officer will serve on the Board. Confluent also anticipates that other current or former members of management, who can assist the Board in fulfilling its responsibilities based on their experience and role at Confluent, may serve on the Board.

(d) Board Leadership

The Board may select a chairperson of the Board in the manner and on the criteria that the Board deems appropriate. In the event that the Board does not have an independent chairperson, the independent directors will designate a lead independent director. The name of the chairperson

or lead independent director will be listed in Confluent's proxy statement. The independent chairperson or lead independent director will be responsible for presiding over each executive session of non-management directors in which those directors meet without management participation and perform other duties as the Board may determine from time to time.

(e) Selection of Directors

The Board will be responsible for nominating members for election to the Board by Confluent's stockholders. The Board is also responsible for filling any vacancies on the Board unless the vacancy is filled by Confluent's stockholders. The Nominating and Governance Committee is responsible for identifying, evaluating and recommending candidates to serve as members of the Board, in accordance with Confluent's charter, the Nominating and Governance Committee's charter, and these Guidelines, as applicable.

The Board is divided into three classes. As a result, approximately one-third of the Board will stand for election for a three-year term by the stockholders each year at Confluent's annual meeting of stockholders. Each year, at Confluent's annual meeting of stockholders, the Board will recommend a slate of directors for election by the stockholders. In accordance with Confluent's Bylaws, the Board will also be responsible for filling vacancies or newly-created directorships on the Board that may occur between annual meetings of stockholders. The Nominating and Governance Committee is responsible for identifying and screening candidates for Board membership, and recommending candidates to the entire Board for Board membership.

Confluent's Chief Legal Officer will be notified of all persons proposed to serve as potential candidates for nomination to the Board. For nominations of potential candidates made other than by the Board, the stockholder or other person making such nomination must comply with Confluent's Bylaws, including, without limitation, submission of the information or other materials required with respect to proposed nominees. Each potential candidate must provide a list of references and agree (i) to be interviewed by members of the Nominating and Governance Committee or other directors in the discretion of the Nominating and Governance Committee and (ii) to a background check or other review of the qualifications of a proposed nominee by Confluent. Prior to nomination of any potential candidate by the Board, each member of the Board will have an opportunity to meet with the candidate. Upon request, any candidate nominated will agree in writing to comply with these Guidelines and all other Confluent policies and procedures applicable to the Board.

(f) Board Membership Criteria

The Nominating and Governance Committee works with the Board to determine periodically, as appropriate, the desired qualifications, expertise and characteristics, including such factors as business experience, diversity, professional background, education, skills and other individual qualities and attributes, that contribute to the total mix of viewpoints and experience represented on the Board.

The Nominating and Governance Committee and the Board evaluate each director in the context of the composition of the Board overall, with the objective of having a Board that can best perpetuate the success of the business and represent stockholder interests through the exercise of sound judgment using its diversity of background and experience. Each director should be an individual of high character and integrity. In determining whether to recommend a director for reelection, the

Nominating and Governance Committee also considers the director's past attendance at meetings and participation in and contributions to the activities of Confluent and the Board.

Each director must ensure that other existing and anticipated future commitments do not materially interfere with the director's service as a director. It is expected that any employee director will submit his or her offer of resignation from the Board in writing to the Nominating and Governance Committee upon termination of employment with Confluent. The Nominating and Governance Committee will consider the circumstances and make a recommendation to the Board as to whether to accept or reject the offer of resignation, or whether other action should be taken.

Candidates for director nomination are evaluated in the context of the current composition of the Board, Confluent's operating requirements, and the long-term interests of the stockholders. In conducting this assessment, the Nominating and Governance Committee and Board will consider character, integrity, judgment, diversity, skills and areas of expertise, and other factors that they deem appropriate to maintain a balance of knowledge, experience and capability on the Board.

(g) Term Limits

Term limits may result in the loss of long-serving directors who over time have developed unique and valuable insights into Confluent's business and therefore can provide a significant contribution to the Board. Because each director is periodically subject to election by the stockholders, the Board does not believe it is in the best interests of Confluent to establish term limits.

(h) Limits on Other Board Memberships

Prior to accepting a new directorship, directors should notify the Chief Executive Officer, Chief Legal Officer, and the Chair of the Nominating and Governance Committee of any invitations to join the board of directors of any other company. Service on board and board committees of other companies should be consistent with Confluent's Code of Conduct and other conflict-of-interest policies. In selecting nominees for election or re-election to the Board, the Board shall take into account other demands on the time of a candidate. No director should serve on more than four (4) additional public company boards without the approval of the Board.

(i) Directors Who Have a Change in Job Responsibility or Other Circumstances

When a director, including any director who is currently an officer or employee of Confluent, becomes aware of circumstances that may adversely reflect upon the director, any other director, or Confluent, the director should notify the Nominating and Governance Committee of such circumstances. The Nominating and Governance Committee will consider the circumstances, and may in certain

cases request the director to cease the conflicting activity, or in more severe cases, request that the director submit his or her resignation from the Board if, for example, continuing service on the Board by the individual is not consistent with the criteria deemed necessary for continuing service on the Board. A director who retires or materially changes his or her present job (other than an ordinary course promotion), including a change of his or her principal employer, should notify the Chair of the Nominating and Governance Committee and Confluent's CEO. While the Board does not believe any director who retires or materially changes his or her present job should necessarily leave the Board, there should be an opportunity for the Nominating and Governance Committee to review their continuing qualifications.

2. Role of the Board of Directors

Stockholders select directors to provide oversight and strategic guidance to senior management. A director's responsibility is to fulfill his or her fiduciary duties of care and loyalty, and otherwise to exercise his or her business judgment in the best interests of Confluent and its stockholders. Board service requires significant time and attention. More specifically, the Board has responsibilities to review, approve, and monitor fundamental financial and business strategies, assess Confluent's major risks and consider ways to address those risks, select and oversee management, and establish and oversee processes to maintain its integrity. To fulfill their duties, directors must prepare for meetings and discussions with management, participate in Board meetings, review relevant materials, and serve on committees. Confluent expects directors to maintain an attitude of constructive involvement and oversight, ask relevant and incisive questions, and demand honest and accurate answers. Directors must act with integrity and demonstrate a commitment to Confluent, its values, business and long-term stockholder value.

3. Director Orientation and Education

The Nominating and Governance Committee or its designees may implement an orientation process for directors that includes background material on Confluent's policies and procedures and meetings with senior management. Confluent may also suggest continuing education programs to assist the directors in maintaining the level of expertise necessary to perform their duties.

4. Director Compensation

The Compensation Committee of the Board (the "***Compensation Committee***") will review and recommend to the Board the type and amount of director compensation for Board and committee service for non-management directors in accordance with applicable legal and regulatory guidelines. Compensation for non-management directors and committee members should be designed to be aligned with the long-term interests of Confluent's stockholders and consistent with market practices of similarly situated companies. In determining compensation, the effect of such compensation arrangements on a director's independence and objectivity will be considered. Confluent employees will not receive additional compensation for their service on the Board.

5. Board Meetings

(a) Attendance and Preparation

The Board will meet on a periodic basis, in person or by teleconference, at such times and places as the Board determines. In addition, special meetings may be called from time to time. Directors are expected to attend each meeting and to invest the time and effort necessary to understand Confluent's business and financial strategies and challenges. The basic duties of the directors include being prepared for and attending Board meetings and actively participating in Board discussions. Directors are also expected to make themselves available outside of Board meetings for advice and consultation. A director who is unable to attend a Board or committee meeting should notify the chairperson of the Board or lead independent director or committee chairperson, as applicable, and the Chief Executive Officer in advance of the meeting.

(b) Agenda

Confluent's Chief Executive Officer and chairperson or lead independent director will create a schedule of topics to be discussed during the year and an agenda for each Board meeting. Each Board member is encouraged to suggest topics to the chairperson or lead independent director for an agenda presented at each Board meeting at any time, and each Board member is free to raise subjects that are not on the agenda.

(c) Advance Receipt of Meeting Materials

Information regarding the topics to be considered at a meeting is essential to the Board's understanding of the business and the preparation of the directors for a productive meeting. To the extent feasible, the meeting agenda and any written materials relating to each Board meeting will be distributed to the directors sufficiently in advance of each meeting to allow for review of the agenda and materials. Directors are expected to have reviewed and be prepared to discuss all materials distributed in advance of any meeting.

(d) Annual Meeting of Stockholders Attendance

Each director is strongly encouraged to attend Confluent's annual meetings of stockholders.

(e) Attendance of Non-Directors

The Board encourages invitations to management and outside advisors or consultants from time to time to participate in Board and/or committee meetings to (i) make presentations and provide insight into items being discussed by the Board that involve the invitee and (ii) bring managers with high potential into contact with the Board. Attendance of any non-directors at Board meetings is at the discretion of the Board.

(f) Executive Sessions

The independent directors will meet in executive sessions without management present on a periodic basis but no less than two times a year.

(g) Committee Reports

At each regular Board meeting, if requested by the Board, each committee will present a brief summary of the principal subjects discussed, any conclusions reached and the final actions of the committee. The chairperson of the appropriate committee, if present, will make such report. Minutes of committee meetings will be maintained in Confluent's minute books and will be available to any director.

6. Board Committees

(a) Number of Committees; Independence of Members

The Board currently has four standing committees: the Audit Committee, the Compensation Committee, the Nominating and Governance Committee and the Mergers & Acquisitions Committee. The Audit Committee, the Compensation Committee, and the Nominating and Governance Committee are each composed of independent directors. From time to time, the Board may form or disband an ad hoc or standing Board committee, depending upon the circumstances. Each committee will perform its duties as assigned by the Board in compliance with Confluent's Bylaws and the committee's charter.

(b) Assignment and Rotation of Committee Members

Based on the recommendation of the Nominating and Governance Committee, the Board appoints committee members and committee chairpersons in accordance with applicable law and according to criteria set forth in the applicable committee charter and other criteria that the Board determines to be relevant to the responsibilities of each committee. Committee membership and the position of committee chairperson will not be rotated on a mandatory or regular basis unless the Board determines that rotation is in Confluent's best interests.

(c) Committee Meetings and Agenda

Each committee chairperson, in consultation with that committee's members, will determine the processes, frequency, length and agenda for each committee meeting and the appropriate attendees in light of that committee's charter, the authority delegated by the Board to that committee, and the legal, regulatory, accounting and governance principles applicable to that committee's functions.

7. Board Access to Management; Use of Outside Advisors

Board members will have access to Confluent management in the ordinary course and in order to fulfill their duties and responsibilities. Board members are expected to use their judgment to ensure that this contact is not distracting to Confluent's operations or to management's duties and responsibilities.

The Board and each committee of the Board will have the power to hire, at Confluent's expense, independent legal, financial or other advisors that they may deem necessary or advisable in performing their responsibilities, without consulting or obtaining the advanced approval of any officer.

8. Annual Self-Evaluation

The Nominating and Governance Committee will oversee an annual self-evaluation by the Board and each committee of the Board. The Nominating and Governance Committee will be responsible for establishing the evaluation criteria and implementing the process for this evaluation, as well as considering other corporate governance principles that may, from time to time, merit consideration by the Board.

The Nominating and Governance Committee will utilize the results of the Board evaluation process in assessing and determining the characteristics and critical skills required of prospective candidates for election to the Board and for current directors seeking re-election in an effort to further the interests of Confluent and its stockholders in a manner consistent with its mission and core values. Each committee and the full Board will consider and discuss the findings of their respective evaluations.

9. Leadership Development

(a) Annual Review of Chief Executive Officer

The Compensation Committee, together with the other independent directors of the Board, will conduct a review at least annually of the performance of Confluent's Chief Executive Officer in light of corporate goals and objectives applicable to Chief Executive Officer compensation. The Compensation Committee will oversee the evaluation process including any criteria on which the performance of the Chief Executive Officer is evaluated in accordance with the charter and principles of the Compensation Committee.

(b) Succession Planning

The Compensation Committee or the Board, in the Board's discretion, will conduct a periodic review of Confluent's succession planning process for (i) together with the other independent directors of the Board, Confluent's Chief Executive Officer, including developing plans for interim succession for the Chief Executive Officer in the event of an unexpected occurrence and assisting the Board in evaluating potential successors to the Chief Executive Officer, and (ii) any other members of Confluent's executive staff. In addition to the succession planning, there should periodically be a report to the Board on management development by the Chief Executive Officer.

10. Stockholder-Director Communications

The Board believes that stockholders should have an opportunity to send communications to non-management members of the Board. Any such communication should be made in accordance with Confluent's Policies and Procedures for Stockholder Communications to Independent Directors.

11. Board Responsibilities

A director should discharge his or her duties, including duties as a member of any committee of the Board on which he or she serves, in good faith and in a manner the director reasonably believes to be in the best interests of Confluent and its stockholders. Board members will comply with the laws and requirements of the Exchange and other applicable regulatory

agencies and with all of Confluent's policies and guidelines, including, without limitation, the Code of Conduct.

Each director is expected to disclose promptly to the Board and respond promptly and accurately to periodic questionnaires or other inquiries from Confluent regarding any existing or proposed relationships, including compensation and stock ownership, which could affect the independence of the director. Each director is also expected to promptly inform the Board of any material change in such information, to the extent not already known by the Board.

Directors have an obligation to protect and keep confidential all of Confluent's non-public information unless Confluent has authorized public disclosure or unless otherwise required by applicable law. Confidential information includes all non-public information entrusted to or obtained by a director by reason of his or her position on the Board. This includes information regarding Confluent's strategy, business, finances and operations, and will include minutes, reports and materials of the Board and committees, as well as other documents identified as confidential by Confluent. The obligations described above continue even after service on the Board has ended.

Directors may not use confidential information for personal benefit or to benefit other persons or entities other than Confluent. Unless authorized by Confluent or applicable law, directors will refrain from disclosing confidential information to anyone outside of Confluent. These obligations continue even after service on the Board has ended. Any questions or concerns about potential disclosures should be directed to Confluent's Chief Legal Officer, who then may communicate with the Chief Executive Officer or the Nominating and Governance Committee regarding the potential disclosures.

12. Aircraft Policy

From time to time, Confluent's directors and executive officers may be required to leave their principal work location for business objectives on behalf of Confluent. Confluent's Chief Executive Officer, Chief Financial Officer, and President, Field Operations, shall not fly together, and no more than two directors shall fly together, at any time.

13. Review of Governance Guidelines

The Nominating and Governance Committee will periodically review and assess the adequacy of these Guidelines and recommend any proposed changes to the Board for approval.