



## COMMERCIALIZATION COMMITTEE TERMS OF REFERENCE

21 July 2025

### 1 INTRODUCTION

- 1.1 These terms of reference are the terms of reference (the “**Terms of Reference**”) of the Commercialization Committee (the “**Committee**”) of the board of directors (the “**Board**”) of argenx SE (the “**Company**”).
- 1.2 These Terms of Reference were adopted by the Board on 21 July 2025 and remain in full force and effect until amended or terminated (in whole or in part) as set forth in Section 6 below.

### 2 GENERAL ROLE AND RESPONSIBILITIES

The primary purpose of the Committee is to support the successful commercialization of the innovative therapies developed, acquired, licensed and/or distributed by the Company.

### 3 SPECIFIC DUTIES AND RESPONSIBILITIES

The following are the principal ongoing and recurring responsibilities of the Committee:

#### **Commercialization Strategy and Innovation Encouragement**

- (a) provide advice on the commercialization strategies, including go-to-market approaches, commercialization plans for pipeline assets and indications, and geographic market expansion to ensure value maximization over the long term. Promote and support innovation within commercialization efforts;

#### **Product Launch Readiness**

- (b) provide guidance on the Company's global product launch strategies, including market positioning, value proposition, pricing, and distribution strategy to ensure optimal product uptake and sustained growth;

#### **Commercial Market Trends**

- (c) monitor and assess commercial industry trends, including competitive landscape, pricing and reimbursement, medical affairs, marketing and

patient support and advise management on opportunities to optimize commercial execution;

#### **Corporate Reputation Oversight and Risk Management**

- (d) ensure the commercialization approach contributes positively to the Company's reputation and brand, and identify and advise on potential risks associated with the Company's commercialization strategies. Ensure that mitigation plans are in place for significant commercial risks; and

#### **Non-financial Reporting:**

- (e) review the Company's draft non-financial reporting on the topics which are relevant to the activities of this Committee and providing comments thereto. Provide any recommendations the Committee deems relevant with respect to the Company's non-financial reporting, to the Audit & Compliance Committee.

### 4 COMMITTEE COMPOSITION

- 4.1 The Committee shall consist of members of the Board and other persons, which composition may vary from time to time.
- 4.2 All members of the Committee shall have adequate industrial, academic and/or practical experience with the commercialization of (bio)pharmaceuticals.
- 4.3 The Board shall appoint and dismiss the members of the Committee. The members of the Committee shall serve for such term or terms as the Board may determine or until their earlier resignation or death.
- 4.4 The chairperson of the Committee (the “**Chairperson**”) shall be designated by the Board. The corporate secretary shall act as the secretary to the Committee.
- 4.5 Every Non-Executive Director shall have access to all books and records of the Committee.



## COMMERCIAL COMMITTEE TERMS OF REFERENCE

### 5 MEETINGS OF THE COMMITTEE

- 5.1 The Committee shall meet at least once per quarter, and further as often as requested by the Chairperson or by the chairperson of the Board. Meetings may be held in person, telephonically, by video conference or through any other means in which all attendees can simultaneously hear each other.
- 5.2 The Committee may invite to its meetings, or a part thereof, other Board members, senior members of the management team and such other persons as the Committee deems appropriate in order to carry out its responsibilities.

- 5.3 Interactions of members of the Committee outside of formal meetings shall be reflected in the minutes of the next formal Committee meeting to the extent relevant, and to the extent that these interactions have led to recommendations to the Committee and/or the Board.

### 6 AMENDMENT AND DEVIATIONS

The Board may amend these Terms of Reference and/or revoke any powers granted by it to the Committee. The Board may allow temporary deviations from these Terms of Reference.

\*\*\*