COMMERCIALIZATION COMMITTEE

TERMS OF REFERENCE

24 JULY 2023

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 [24 July] 2023 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:

(a) Product Launch Oversight: Provide guidance on and oversee the Company's global product launch strategies, including market positioning, value proposition, pricing, and distribution strategy;

(b) Product Lifecycle Supervision: Monitor and advise on all stages of the product lifecycle, with emphasis on maintaining commercial viability of the Company's innovation mission;

(c) Innovation Encouragement: Promote innovation within commercialization efforts;

(d) Market Analysis Review: Ensure that market trends and competitive landscape are routinely analyzed to keep Company products competitive. This includes validating patient population analyses, understanding disease landscapes, competitive intelligence, and the identification of new opportunities;

(e) Regulatory Compliance Review: Ensure commercial strategies adhere to regulatory obligations in all operating markets, and that strategies are adapted accordingly when regulations change;

(f) Stakeholder Relationship Governance: Ensure the Company maintains positive relationships with key stakeholders, such as clinicians, patients, payors, and other relevant entities;

(g) Sales and Marketing Strategy Oversight: Review and guide the Company's global sales and marketing strategy to ensure optimal product uptake and sustained growth;

(h) Medical Affairs Oversight: Review and guide the Company's global medical affairs strategy to ensure that medical and commercial strategies are closely aligned, reflecting a comprehensive approach to product commercialization;

(i) Partnerships and Collaborations Review: Assess the potential benefits and risks of the Company's partnerships relevant to its commercialization efforts including licensees and distributors and advise on their establishment and management of such partnerships;

(j) Health Economics and Outcomes Research (HEOR) Guidance: Advise on the Company's HEOR strategies to ensure the clinical and economic value of its products is effectively communicated to payors and health systems;

(k) Access and Reimbursement Strategy Review: Validate and guide the development of access and

reimbursement strategies for the Company's products globally;

(l) Corporate Reputation Oversight: Ensure the commercialization process contributes positively to the Company's reputation and brand;

(m) Risk Management Guidance: Identify and advise on potential risks associated with the Company's commercialization strategies.

Environmental, Social and Governance ("ESG")

(n) ESG Reporting: Review the Company's draft ESG 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 ESG 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.

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.

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