



# **Code of Business Conduct and Ethics**

**February 13, 2024**

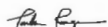
# Dear Colleagues,

At X4 Pharmaceuticals, Inc., we all are responsible for acting with integrity at all times including understanding the important legal and ethical issues that affect our business. Integrity reflects who we are as a company and as individuals and goes beyond simply complying with the law. Conducting ourselves with integrity helps us earn the trust and respect of the people we serve in the communities important to us.

This Code of Conduct and Ethics (**Code**), along with our written compliance policies, are essential resources for all colleagues. They outline X4 Pharmaceuticals' policies on business conduct and identify the people who can answer any questions you might have about compliance-related issues. I am asking that you familiarize yourself with the Code and rely upon it as a reference to help ensure that you remain in compliance with all policies and procedures that apply to your work and, importantly, to help you be your best at demonstrating integrity. Our commitment to doing the right thing, which includes complying with both the spirit and the letter of the laws that govern our industry, is core to the success of our business.

Please know that all of our leaders are available to you if you have any concerns related to company practices or activities. Our open-door policies are in place to encourage and protect colleagues who raise concerns. Seeking advice, raising concerns, or reporting misconduct is expected and embraced as a mutual commitment to integrity; and bringing up these important issues cannot and will not ever be held against you. Acting with integrity depends on each of us giving our full commitment to this important responsibility lies with all of us.

Thank you for all of your hard work and continued commitment to each other, to X4, and most importantly, to the communities that we serve.



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**Paula Ragan, Ph.D.**  
**CEO & President**

# INTRODUCTION

At X4 Pharmaceuticals, Inc. (**X4 Pharmaceuticals** or the **Company**), we value our integrity above all else. As an employee or representative of X4 Pharmaceuticals, we expect you to support our integrity by behaving lawfully and ethically at all times. This Code of Business Conduct and Ethics (**Code**) serves as one of the guideposts for your behavior, along with our Comprehensive Compliance Program (**CCP**), other Company policies and procedures, and your own personal good judgment.

In general, we expect you to:

- Comply with all applicable laws, rules, and regulations;
- Take responsibility for your actions and follow through on your commitments;
- Avoid situations where your personal interests are, or appear to be, in conflict with the Company's interests;
- Protect and properly use X4 Pharmaceuticals' information, assets, and resources;
- Protect information that is owned by our customers and vendors;
- Safeguard non-public information and refrain from using that information for personal gain;
- Communicate in an honest and open manner; and
- Adhere to X4 Pharmaceuticals' standards for protecting the environment and the safety and health of our employees, our customers, our community, and our contractors.

This Code sets forth some general principles that you must apply to your own conduct, using common sense and good judgment. If you have any questions about any of these principles, consult with any member of the management team or the Company's General Counsel.

If you violate the law, this Code, the Company Compliance Program, or another Company policy or procedure, you will be subject to discipline up to and including immediate termination of employment. A good faith effort to comply with this Code will be taken into consideration when determining disciplinary action. Supervisors who ignore or fail to correct misconduct may also be subject to discipline.

This Code applies to all officers, employees, directors, contract representatives, and agents of X4 Pharmaceuticals. This Code is not a contract of employment.

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# PRINCIPLE 1: BE HONEST AND ETHICAL

## Fair Dealing

You must not improperly use business courtesies to gain a competitive advantage. Offering, giving, soliciting or receiving any form of bribe or kickback is strictly prohibited. You must treat customers, suppliers, competitors, fellow employees, and other stakeholders honestly and fairly. Statements regarding the Company's products and services must not be untrue, misleading, deceptive or fraudulent. Never take unfair advantage of anyone through manipulation, concealment, disclosure of confidential information, or false or misleading statements.

## Company Records

All Company books, records and accounts must be accurate and complete, and transactions must be recorded in a timely manner. You are personally responsible for the integrity of the information, reports, and records under your control. You must never make any false or artificial entries for any purpose.

Financial statements must be prepared in accordance with generally accepted accounting principles and must represent, in all material respects, the financial condition and results of the Company.

You must not destroy records that are potentially relevant to a violation of the law, any litigation, or any pending, threatened, or foreseeable government investigation or proceeding. It is a crime to alter, destroy, modify or conceal documentation or other objects that are relevant to a government investigation, or to otherwise obstruct, influence or impede an official proceeding. The law applies equally to all Company records, including formal reports as well as informal data such as e-mail, expense reports and internal memos.

No employee should knowingly make (or cause or encourage any other person to make) any false or misleading statement in any of X4 Pharmaceuticals' reports filed with the United States Securities and Exchange Commission (SEC) or knowingly omit (or cause or encourage any other person to omit) any information necessary to make the disclosure in any of such reports accurate in all material respects.

Any employee who becomes aware of any departure from these standards has a responsibility to report his or her knowledge promptly to a supervisor, the General Counsel, the Audit Committee of the Board of Directors of the Company (**Board**) or otherwise in accordance with the provisions of X4 Pharmaceuticals' set forth in Principal 5 "Reporting Violations" covering whistleblower protections on reporting complaints regarding accounting and auditing matters.

## Gifts, Meals and Entertainment

In general, you and your immediate family members may not seek, accept, offer, promise, or give (directly or indirectly) anything of value—including gifts, discounts, favors, entertainment,

or services—from or to any person or company with whom the Company does business. This prohibition is intended to prevent the improper exchange of anything of value (even nominal value) to induce or reward doing business with X4 Pharmaceuticals. Subject to this general prohibition:

- You may offer meals or other items of value to Healthcare Professionals (HCPs), if such expenses are reasonable and in accordance with X4 Pharmaceuticals' Meal Policy.
- You may offer or accept meals or items of value to or from non-HCPs with whom X4 Pharmaceuticals does business, as long as these activities are reasonable in cost and frequency.
- X4 Pharmaceuticals will only reimburse documented, reasonable, and actual expenses that are accompanied by valid and legible receipts.
- Business contributions to political campaigns are strictly regulated by federal, state, provincial and local law in the U.S. and many other jurisdictions. Accordingly, all political contributions proposed to be made with the Company's funds must be coordinated through and approved by the General Counsel. Directors, officers and employees may not, without the approval of the General Counsel, use any Company funds for political contributions of any kind to any political candidate or holder of any national, state or local government office.
- Directors, officers and employees may make personal contributions, but should not represent that they are making contributions on the Company's behalf. Specific questions should be directed to the General Counsel.

### **Conflicts of Interest**

You must avoid actual or potential conflicts of interest. A conflict may exist if your personal activities or personal interests, or the personal activities or personal interests of your family members, make it difficult for you to perform your job objectively and effectively.

You must disclose to X4 Pharmaceuticals any interest that could influence or be perceived to influence your job activities or decisions. This includes any of the following interests, either of your own or of a family member:

- A substantial financial interest in a Company supplier, competitor, or customer (this does not include ownership of nominal amounts of stock in publicly-traded companies);
- An employment or consulting relationship with a Company supplier, competitor, or customer;

- Service as a director on the board of any other business organization that is a competitor, customer, vendor or supplier of the Company;
- An interest in a transaction that X4 Pharmaceuticals is known to be, or may be, interested in;
- An outside business activity that is competitive with X4 Pharmaceuticals' business;
- A potential to personally profit from X4 Pharmaceuticals' corporate opportunities; or
- Receipt of fees, commissions, services, or other compensation from a Company supplier, competitor, or customer.

The above list is not exhaustive. Any other actual or potential conflict of interest must be reported via the Conflict of Interest Form. You must report all conflicts to your supervisor. If the supervisor is involved in the potential or actual conflict, you should discuss the matter directly with the General Counsel. Officers and directors may seek authorizations and determinations from the Audit Committee of the Board, or such other committee of the Board that the Board may expressly designate. If the Company determines that a conflict exists, it may take any action that it deems appropriate to resolve the conflict.



## **PRINCIPLE 2: COMPLY WITH THE LAW**

X4 Pharmaceuticals is committed to conducting its business activities in accordance with applicable federal and state laws and regulations. You must have a general understanding of the laws and regulations that apply to X4 Pharmaceuticals' business activities. Contact a member of the management team or General Counsel if you have any questions about whether certain conduct complies with the law.

### **Pharmaceutical Laws**

The U.S. Food and Drug Administration (**FDA**) is the federal agency responsible for overseeing the safety of pharmaceuticals, biologics, medical devices, and other products under the Federal Food, Drug, and Cosmetic Act (**FDCA**) and its implementing regulations. The FDA regulates almost every aspect of X4 Pharmaceuticals' business, including the research, development, manufacturing, distribution, marketing, and promotion of our products. The FDA also regulates the export of products manufactured in the United States to international markets. Violation of these laws and regulations can have significant impacts on the Company and its products, including, among other things, severe civil and criminal penalties, adverse publicity for the Company, total or partial suspension of production of a Company product, withdrawal of a Company product from the market or restrictions on our ability to continue selling a Company product. In addition, our current and future arrangements with HCPs, third-party payors, customers, and others make us subject to federal and state fraud and abuse laws and other healthcare laws and regulations. Some of the laws that our activities must comply with are described below, for reference.

### **Labeling, Advertising, and Promotion**

FDA regulations require drug labeling and promotional material to be accurate, balanced, and truthful. Among other things, FDA regulations require all materials and messaging used to promote our products to be fair and balanced and consistent with FDA-approved labeling. To ensure compliance with FDA regulations, you must comply with all Company policies and procedures related to promotional activities.

### **Product Safety and Reporting Adverse Events**

As required by law, X4 Pharmaceuticals closely monitors all reports of adverse events associated with the use of the Company's products to ensure that we consistently adhere to the highest levels of safety and accountability. You are required to identify, record, and report any safety, quality, or performance issues, or any circumstance that suggests the occurrence of any of these issues, within 24 hours of becoming aware of the event.

### **Independent Medical Education Programs**

The FDA does not regulate industry-supported scientific and educational activities that are independent of the supporting company's influence. If a company influences a scientific or

educational activity, however, then the activity may be considered “promotional” and subject to all FDA regulations on product promotion. When we want to support scientific or educational activities without being subject to FDA regulation, we must ensure that the activities are designed and carried out without any influence from X4 Pharmaceuticals. We have policies and procedures in place to ensure that our support of scientific and educational activities is appropriate.

### **The Pharmaceutical Research and Manufacturers of America (PhRMA) Code**

The purpose of the PhRMA Code is to ensure that healthcare decisions are made for the benefit of patients and are not based on undue influence from pharmaceutical companies. It provides examples of proper and improper practices regarding pharmaceutical companies’ interactions with HCPs. Compliance with the PhRMA Code substantially reduces the risk of violating the federal Anti-Kickback Statute. The majority of the pharmaceutical industry, including X4 Pharmaceuticals, has adopted and embraced the PhRMA Code. Therefore, in the absence of any relevant Company policy or procedure, please refer to the PhRMA Code.

### **Federal & State Disclosure Laws**

The federal Physician Payment Sunshine Act (**Sunshine Act**) requires disclosure to the federal government of defined transfers of value to any physicians, healthcare entities and other applicable healthcare providers in the U.S. during the preceding calendar year. In addition, there are some state laws that require us to report information related to payments and other items of value to HCPs. It is X4 Pharmaceuticals’ policy to maintain all records necessary in order to comply with the requirements of the Sunshine Act and applicable state laws.

### **Federal & State Anti-Kickback Laws**

Under the federal Anti-Kickback Statute and certain state laws it is unlawful to offer or receive anything of value with the intent to induce the purchase of or prescription of drugs or devices reimbursable under federal or state healthcare programs (*e.g.*, TRICARE, Medicare or Medicaid). The purpose of these laws is to ensure that money, or anything else of value, does not interfere with our customers’ independent clinical and formulary decisions. The Anti-Kickback Statute is interpreted broadly and prohibits a wide range of activities, including, but not limited to:

- Providing an educational or research grant to an HCP (including a pharmacist) with the goal of encouraging the HCP to prescribe, dispense, or recommend a pharmaceutical product;
- Providing certain services to HCPs or other customers on the condition that they purchase or prescribe a certain amount of pharmaceutical products;
- Providing a grant to a managed care organization with the goal of influencing the formulary position of a product; and

- Paying a HCP a fee above the reasonable fair market value for services, such as participating in a Company-sponsored advisory board, in order to reward or induce purchases or prescriptions.

Some state laws are broader and apply to all items and services, beyond those reimbursed under a government healthcare program. Therefore, X4 Pharmaceuticals treats all HCPs and other customers as if they are subject to the anti-kickback laws, even if they do not participate in government healthcare programs. X4 Pharmaceuticals and its customers are subject to penalties for violating the anti-kickback laws. The penalties for violations include imprisonment and fines.

There are a number of exceptions and “safe harbors” which protect some common activities from prosecution. However, these safe harbors and exceptions are very narrowly written, and require strict compliance in order to offer protection. For additional guidance on what activities may or may not be permitted when interacting with HCPs, please see X4 Pharmaceuticals’ policies on interacting with HCPs.

### **False Claims Act**

The federal False Claims Act prohibits entities and individuals from submitting or causing someone to submit, a false claim for reimbursement to the federal government. A claim for items or services resulting from a violation of the federal Anti-Kickback Statute constitutes a false or fraudulent claim for purposes of the civil False Claims Act. Violating the False Claims Act can result in criminal prosecution and steep fines for each false claim. In addition, some state false claims laws are broader than the federal False Claims Act and may apply to claims for items or services that are reimbursed by non-government healthcare programs. Therefore, it is important to ensure that all claims for reimbursement are accurate and adhere to X4 Pharmaceuticals’ policies and procedures.

### **Medicaid Best Price Law**

Under federal law, Medicaid is entitled to quarterly rebates based in part on the lowest price a pharmaceutical company offers to any non-government customer for a particular product. This is generally referred to as the “best price” of the product. X4 Pharmaceuticals must calculate and report the metrics it uses to calculate these rebates to the federal government.

If X4 Pharmaceuticals does not accurately account for discounts or other price concessions, it might result in the Company reporting an inaccurate best price to the federal government. This could violate the Medicaid Best Price Law, in which case X4 Pharmaceuticals would have to pay significant penalties and be subjected to operating restrictions and criminal penalties.

Most states also have a version of pricing legislation and impose stiff penalties for violations of those laws.

## **Additional State Laws**

In addition to the state laws described above, there may be other state laws which further limit or restrict the way pharmaceutical companies interact with HCPs, especially with respect to marketing practices and items of value provided to HCPs. For example, there may be state laws that require the reporting of information related to drug pricing, or that require the registration of pharmaceutical sales representatives. The recent trend is for state marketing and disclosure laws to place greater restrictions and requirements on companies than the PhRMA Code or federal laws (*e.g.*, Vermont).

## **Privacy Laws**

In the course of conducting certain aspects of its business, X4 Pharmaceuticals may collect and process various types of personal information. You may also have incidental or inadvertent contact with a patient's personal information in the course of your activities with X4 Pharmaceuticals. Regardless of the source, X4 Pharmaceuticals safeguards the confidentiality of personal information in accordance with federal, state privacy laws and regulations, including General Data Privacy Regulation in Europe. The spirit of all privacy laws is that individuals should know when companies are using their personal information, how the personal information is being used, and how the personal information is protected. Personal information may include, but is not limited to, medical histories or records and personal identifiers such as names, birth dates, and Social Security Numbers.

To ensure compliance with federal and state privacy laws, the Company has adopted comprehensive policies and procedures with which you are required to comply.

## **Fair Competition Laws and Fair Dealing**

Fair competition laws are designed to prohibit activities that reduce market competition and harm consumers. X4 Pharmaceuticals strives to outperform competition in a fair, honest and legal manner. You must never engage in illegal or unethical business practices. You should never attempt to improperly obtain proprietary information, including trade secret information, from another company. In addition, you should not obtain trade secret information from past or present employees of other companies.

X4 Pharmaceuticals is committed to conducting all of its business dealings in compliance with applicable antitrust laws. Pursuant to this policy, you may never:

- Collaborate with a competitor or take other actions that have the effect of improperly discouraging competition. If you have any questions about the potential impact of an action or communication, first discuss such questions with the General Counsel;
- Make an agreement or have an informal understanding with competitors, either directly or indirectly, to fix prices, divide customers or territories, or restrict sales;

- Exchange information on pricing, discounting, allowances, royalties, costs, quotas, allocation of customers or territories, contract terms, or other similar proprietary information, with competitors;
- Attempt to monopolize or dominate markets with anything other than the use of superior products, service, or performance;
- Engage in illegal tying (*i.e.*, an agreement to sell one product on the condition that the customer also purchase a different product, or agrees to forego purchasing the product from another supplier), illegal price discrimination, or refusals to deal;
- Enter into agreements with distributors regarding resale prices; or
- Discuss any of these topics with competitors. If a competitor initiates a similar conversation with you, you should politely decline to reciprocate and report the incident to the Compliance Department.

You should always be fair in your dealings with clients, customers, suppliers, competitors, and any other third-parties. You may not engage in the practice of manipulation, concealment, abuse of privileged information, misrepresentation, or any other unfair-dealing practice.

### **Insider Trading**

Employees, officers and directors who have material non-public information about the Company or other companies, including our suppliers and customers, as a result of their relationship with the Company are prohibited by law and Company policy from trading in securities of the Company or such other companies, as well as from communicating such information to others who might trade on the basis of that information. To help ensure that you do not engage in prohibited insider trading and avoid even the appearance of an improper transaction, the Company has adopted an Insider Trading Policy, which is distributed to employees and is also available from the Legal Department.

If you are uncertain about the constraints on your purchase or sale of any Company securities or the securities of any other company that you are familiar with by virtue of your relationship with the Company, you should consult with the General Counsel before making any such purchase or sale.

### **Export and Trade Laws**

The U.S. and other countries have laws that restrict or prohibit even ordinary sales, research, manufacturing, and other commercial relationships with certain countries or parties. Even the simple act of carrying laboratory equipment from the U.S. to a European facility may constitute an export and be subject to applicable trade laws and controls. In addition, disclosing (including oral or visual disclosures) or transferring controlled data to a non-U.S. person, even if the disclosure or transfer occurs within the U.S., would be deemed an export to the home country or countries of the non-U.S. person and could require a license or other authorization. You are

encouraged to contact your supervisor when interacting with any person or entity with a presence outside the U.S. to ensure that your actions are in compliance with these trade laws.

### **Anti-Bribery and Corruption Laws**

You must comply with the letter and spirit of the U.S. Foreign Corrupt Practices Act and all other applicable anticorruption statutes. This means that you must not, either directly or indirectly, make any bribes or corrupt payments on behalf of the Company. Bribes not only take the form of money, but also favors, entertainment, promises to pay, and anything else that has value. Violations of anti-corruption laws can subject X4 Pharmaceuticals and its representatives to criminal and civil penalties.

# PRINCIPLE 3: COOPERATE WITH INVESTIGATIONS AND INQUIRIES

## Government Requests and Investigations

It is X4 Pharmaceuticals' policy to cooperate with all government agencies with respect to any request for information or facility visits in connection with a government investigation.

If an employee is contacted by any government agency, he or she should immediately notify his or her supervisor, who will notify the General Counsel. If an employee is approached in the field (*e.g.*, at a customer's office, or at the employee's home) by an investigator, the employee has the right to obtain legal representation before allowing the investigator to proceed.

If an investigator requests to see Company documents, immediately notify the Chief Executive Officer and General Counsel and obtain approval before providing any materials. If the investigator presents a search warrant or a subpoena, the warrant or subpoena should be delivered immediately to the Chief Executive Officer and General Counsel, but the employee must not obstruct a search pursuant to a search warrant.

During a facility visit, employees and directors should cooperate fully with inspectors throughout the inspection process, answering any appropriate questions the inspectors may have.

If an employee receives an inquiry, a subpoena, or other legal document regarding X4 Pharmaceuticals' business, whether at home or in the workplace, from a governmental agency, the Company requests that the employee notify his or her supervisor and the Chief Executive Officer and General Counsel immediately. At times, we may be involved in litigation and, because we are in a heavily regulated business, we may be subject to government reviews. As a result, X4 Pharmaceuticals employees and directors may receive summons, subpoenas and requests for production of documents.

**Before** accepting a summons, subpoena or other service of process or signing a summons, contact the Chief Executive Officer and General Counsel. You are not authorized to accept service of process on behalf of the Company. Do not release any documents or discuss the case without first notifying the Chief Executive Officer.

Employees and directors should never provide false or misleading statements to any government official or fail to disclose or take efforts to conceal any information pertinent to an investigation.

## Internal Audits and Investigations

As part of the Company Comprehensive Compliance Program, from time to time the Company will audit our compliance with internal policies as well as laws and regulations. You are

expected to and must cooperate with all audits and be truthful and accurate when responding to audit requests.

In addition, the Company promptly investigates all reports of misconduct. As with audits, you are expected to cooperate with any investigation of a potential violation of the Code, any other Company policy or procedure, or any law, rule or regulation and provide truthful and accurate information if you are questioned in the course of an investigation. You must not mislead an investigator, alter or destroy any relevant documents, or otherwise impede or interfere with the investigation in any way.



## **PRINCIPLE 4: PROTECT OUR RESOURCES AND EMPLOYEES**

### **Confidential Information**

You are responsible for safeguarding confidential information. This includes confidential information that belongs to X4 Pharmaceuticals, its suppliers, its customers, and even fellow employees and directors. X4 Pharmaceuticals' information, products, services, ideas, and concepts are important proprietary assets for our Company. Various laws enable us to protect these assets. Examples of confidential or proprietary information include marketing plans and strategies, sales and marketing data, customer and employee records, research and technical data, manufacturing techniques, pricing information, information pertaining to business development opportunities, and new products and services.

Help protect X4 Pharmaceuticals' confidential information by following these principles:

- Be careful when using the telephone, e-mail, fax, and other electronic means of storing and sending information.
- Do not forward confidential or proprietary information to non-Company email accounts.
- Delete any sensitive data that you no longer need to perform your job.
- Do not discuss confidential information in public places where others may overhear.
- Never provide confidential information to outsiders without first getting a written confidentiality agreement and approval from your supervisor.
- Beware of informal telephone or email requests from outsiders seeking information.

In addition, you must not use, disclose to the Company, or induce the Company to use any confidential, proprietary, or trade secret information that belongs to any of your prior employers or any other third party without that party's written consent.

Further, third parties may ask you for information concerning the Company. Subject to the exceptions noted below regarding the whistleblower protections set forth in Principal 5 "Reporting Violations," employees, officers and directors (other than the Company's authorized spokespersons) must not discuss internal Company matters with, or disseminate internal Company information to, anyone outside the Company, except as required in the performance of their Company duties and, if appropriate, after a confidentiality agreement is in place. This prohibition applies particularly to inquiries concerning the Company from the media, market professionals (such as securities analysts, institutional investors, investment advisers, brokers and dealers) and security holders. All responses to inquiries on behalf of the Company must be made only by the Company's authorized spokespersons. If you receive any inquiries of this

nature, you must decline to comment and refer the inquirer to your supervisor or one of the Company's authorized spokespersons. The Company's policies with respect to public disclosure of internal matters are described more fully in the Company's Disclosure Policy.

You also must abide by any lawful obligations that you have to your former employer. These obligations may include restrictions on the use and disclosure of confidential information, restrictions on the solicitation of former colleagues to work at the Company and non-competition obligations.

## **Intellectual Property**

Protecting X4 Pharmaceuticals' intellectual property is essential to maintaining the Company's competitive advantage. X4 Pharmaceuticals' intellectual property includes its patents, trade secrets, and copyrights, as well as the trademarks, scientific and technical knowledge, know-how, and the experience developed in the course of the Company's activities. You are expected to support the establishment, protection, maintenance, and defense of X4 Pharmaceuticals' rights in all commercially significant intellectual property and to use those rights in a responsible way.

In addition to protecting the Company's intellectual property rights, you must respect the valid intellectual property rights of others. Unauthorized use of the intellectual property rights of others, including any lawful obligations that you have to your former employer, may expose the Company to civil lawsuits and damages. Theft and misappropriation of intellectual property may result in significant fines and criminal penalties for the Company and you.

## **Company Property and Opportunities**

In general, you must not use Company property or services for your own personal benefit. Directors, officers and employees owe a duty to the Company to advance its legitimate business interests when the opportunity to do so arises.

Each employee, officer and director is prohibited from:

- diverting to himself or herself or to others any opportunities that are discovered through the use of the Company's property or information or as a result of his or her position with the Company unless that opportunity has first been presented to, and rejected by, the Company;
- using the Company's property or information or his or her position for improper personal gain; or
- competing with the Company.

## **Discrimination**

X4 Pharmaceuticals bases employment decisions on business needs, skills, experience, and work performance. We do not discriminate based on race, color, gender, marital status, disability, age, sexual orientation, religion, citizenship, ancestry, nationality, military history, or any other legally protected status.

## **Harassment**

You are required to treat your colleagues with dignity and respect. Harassment of any kind is strictly prohibited. Harassment can take many forms, including unsolicited and unwelcome comments about race, color, gender, marital status, disability, age, sexual orientation, religion, citizenship, ancestry, nationality, military history, or any other legally protected status. You should report any act of harassment to your supervisor or Human Resources.

## **Employee Health and Safety**

X4 Pharmaceuticals is committed to protecting the health and safety of its employees. To ensure that employees are kept healthy and safe, you must not only follow all health and safety requirements but must also take personal responsibility for your safety and the safety of those you work with. This includes never reporting to work in a state that could impair your ability to work safely and conscientiously (such as under the influence of drugs or alcohol).

If you are involved in, or know of, an accident or dangerous situation in the workplace, you must report it to your supervisor immediately.

## **PRINCIPLE 5: COMPLY WITH COMPANY POLICIES AND PROCEDURES**

### **Policies and Procedures**

In addition to this Code, the Company has adopted policies and procedures that govern all aspects of our business. Policies provide detailed legal and compliance standards. Procedures set forth specific processes to follow.

While some policies and procedures apply to all Company employees and directors, others are tailored to specific job functions. You must know and comply with all internal policies and procedures that apply to you.

### **Waivers**

Any waiver of this Code for executive officers or directors may be authorized only by the Board or, to the extent permitted by the rules of any stock exchange on which X4 Pharmaceuticals' capital stock is listed, a committee of the Board, and will be disclosed to stockholders as required by applicable laws, rules and regulations.

### **Seeking Guidance**

If you are unsure whether particular conduct is consistent with a Company policy or procedure, you should consult your supervisor or the General Counsel before engaging in the conduct.

### **Reporting Violations**

You must immediately report any violations or potential violations of this Code, a law or regulation, or a Company policy or procedure to your supervisor. You may report violations or potential violations by using the Company's reporting hotline at 866-314-5656 or <https://www.whistleblowerservices.com/xfor>. You must also cooperate with any investigations of wrongdoing.

You will not be disciplined or retaliated against for making a good faith report of a violation or potential violation, unless it is your own.

**Whistleblower Protection:** Nothing contained in this Code, any agreement you have entered into with the Company, or any other Company policy limits your ability, with or without notice to the Company, to: (i) file a charge or complaint with any federal, state or local governmental agency or commission (a "Government Agency") such as the Equal Employment Opportunity Commission, the National Labor Relations Board or the SEC; (ii) communicate with any Government Agency or otherwise participate in any investigation or proceeding that may be conducted by any Government Agency, including by providing information or documents not subject to attorney-client privilege; (iii) exercise any rights under Section 7 of the National Labor

Relations Act, which are available to non-supervisory employees, including assisting co-workers with or discussing any employment issue as part of engaging in concerted activities for the purpose of mutual aid or protection; (iv) share compensation information concerning you or others (provided that this does not permit you to disclose compensation information concerning others that you obtain because your job responsibilities require or allow access to such information); (v) discuss or disclose information about unlawful acts in the workplace, such as harassment or discrimination or any other conduct that you have reason to believe is unlawful; or (vi) testify truthfully in a legal proceeding. Any communications and disclosures related to these matters must be consistent with applicable law and the information disclosed must not have been obtained through a communication that was subject to the attorney-client privilege (unless disclosure of that information would otherwise be permitted consistent with such privilege or applicable law). The Company will not limit any right you may have to receive an award pursuant to the whistleblower provisions of any applicable law or regulation for providing information to the SEC or any other Government Agency. Any provisions of any agreement between the Company and any current or former employee that is inconsistent with the above language or that may limit or interfere with the ability of any person to receive an award under the whistleblower provisions of applicable law will not be enforced by the Company.

## CERTIFICATION

I certify that I have received and read the X4 Pharmaceuticals Code of Business Conduct and Ethics dated February 13, 2024 and that I have had an opportunity to ask questions before signing this form. I certify that I will comply with the Code in all respects.

I understand that my employment is “at will” and that neither this Code nor any other writing or statement creates a promise or representation of continued employment (express or implied), and that my employment may be terminated at any time and I may be demoted with or without notice, cause, or reason. I understand that no experience with the Company, including any oral statements, longevity of employment, performance reviews, promotions, salary increases, and disciplinary measures, may be regarded as implicitly changing my employment at-will status.

I understand that, except for my employment at-will status, any and all Company policies and practices, including those reflected in this Code, can be changed at any time and that I am responsible for adhering to any such changes once I am notified of them.

Employee Name (Print Name Legibly): \_\_\_\_\_

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_