

TIGENIX

Naamloze vennootschap
die een openbaar beroep doet of heeft gedaan op het spaarwezen

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Belgium

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Register of Legal Entities Leuven

Corporate Governance Charter

Last updated on 9 May 2017

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Introduction

On 12 March 2009 the Belgian Corporate Governance Committee published its 2009 edition of the Belgian Code on Corporate Governance (the “CGC”), which is a code of best practice applying to listed companies on a non-binding basis (“comply or explain” approach).

As a company incorporated under Belgian law and listed on Euronext Brussels and the Nasdaq Global Market, TiGenix NV (“TiGenix” or the “Company”) has adopted the CGC as its reference code and is committed to follow the nine corporate governance principles set forth in the CGC.

As required by the CGC, TiGenix has prepared this Corporate Governance Charter in order to describe the main aspects of its corporate governance policy. This Corporate Governance Charter was last updated by the Board of Directors of TiGenix as per 9 May 2017. It shall be further updated and amended from time to time.

However, the Board is of the opinion that the Company is justified in not adhering to certain principles of the Belgian Code on Corporate Governance, considering the nature and size of the Company. Such deviations include:

- Provision 6.1. of the CGC: as there is only one executive director (the Chief Executive Officer, or CEO) and there is no executive committee (*directiecomité / comité de direction*), the Company has not drafted specific terms of reference of the executive management, except for the terms of reference of the CEO.
- Provision 7.7. of the CGC: only the independent directors shall receive a fixed remuneration in consideration of their membership of the Board of Directors and their attendance at the meetings of committees of which they are members. In principle, they will not receive any performance related remuneration in their capacity as director. However, upon advice of the nomination and remuneration committee, the Board of Directors may propose to the shareholders’ meeting to deviate from the latter principle in case in the board’s reasonable opinion the granting of any performance related remuneration would be necessary to attract independent directors with the most relevant experience and expertise. The Board of Directors effectively proposed to the shareholders’ meeting to deviate from this principle and to grant warrants to the independent directors. On February 26, 2013, the shareholders’ meeting approved such deviation and the grant of warrants (which were effectively issued by the shareholders’ meeting on March 20, 2013) to the independent directors. On June 2, 2016 and May 9, 2017, the shareholders’ meeting approved the grant of additional warrants to certain independent directors.

The Corporate Governance Charter is available, together with TiGenix’ Articles of Association, on TiGenix’ website (www.tigenix.com) and will be updated as required in case of any change made to TiGenix’ corporate governance policy.

In addition, TiGenix will provide, in its Annual Report, a Corporate Governance Statement containing factual information relating to its corporate governance policy, including changes to the Corporate Governance Charter together with relevant events that took place during the year under review. If necessary, the Board of Directors shall provide explanations of where it has departed from the provisions laid down in the Corporate Governance Charter or the Corporate Governance Code and why it has done so.

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1 Structure and organization of TiGenix

1.1 General information and legal structure

TiGenix NV is a limited liability company ("*Naamloze Vennootschap*" / "*Société Anonyme*") organized and existing under the laws of Belgium. It is a public company within the meaning of article 438 of the Belgian Companies Code. The shares of the Company are listed on Euronext Brussels and on the Nasdaq Global Market.

1.2 Group structure

The Company has (i) a wholly owned subsidiary in Delaware (USA) named TiGenix Inc, which is a limited liability company organized and existing under the laws of Delaware (USA), (ii) a wholly-owned subsidiary in Madrid (Spain) named TiGenix SAU (formerly: Cellerix S.A.), which is a limited liability company organized and existing under the laws of Spain, and (iii) a wholly-owned subsidiary Coretherapix SLU, which is a limited liability company organized and existing under the laws of the Spain.

1.3 Governance structure

The Company has opted for a "one-tier" governance structure. As a result, the Board of Directors is the ultimate decision-making body and is authorised to carry out all actions that are considered necessary or useful to achieve the Company's purpose. The Board has all powers except for those reserved to the Shareholders' Meeting by law or as set out in the Articles of Association.

The Board's terms of reference including its responsibilities, duties, composition and operation are set out hereafter in Chapter 3.

The Board appointed a Chairman (who must always be different from the CEO) and a Company Secretary whose responsibilities are described hereafter in respectively Chapters 4 and 5.

By decision of the Board, a person who must not be a director may be given a particular mandate to act on behalf of the Company.

The Board has delegated the Company's daily management to a managing director ("*gedelegeerd bestuurder*" / "*administrateur délégué*"), also referred to as the CEO. His powers are further described in section 6.2.

The Board has established an Audit Committee and a Nomination and Remuneration Committee. These Committees have an advisory function. They assist the Board in specific situations it being understood that the final decision making power remains with the Board. Their functioning is described hereafter in Chapter 7.

1.4 Website of the Company

The Board ensures that all information which the Company is obliged to publish pursuant to legal provisions (including the Belgian Companies Code) and this Corporate Governance Charter is posted on and updated in a clearly recognizable part of the Company's website separate from the commercial information.

Any amendments to this Corporate Governance Charter must be promptly reflected in the Company's web site.

The domain name of the Company's web site is www.tigenix.com.

2 Share capital and Shareholders

2.1 Share capital

The detailed number of TiGenix shares currently outstanding and the amount of TiGenix' issued and paid-up capital can be found on www.tigenix.com.

2.2 Form of shares

TiGenix shares can be held as either registered shares or dematerialized shares at the discretion of the shareholders.

For registered shares, the names and addresses of all shareholders or holders of a right of usufruct or pledge are recorded in the shareholder register. On request, holders of registered shares will be provided with an extract from the register at their expense.

Any shareholder can request the conversion of his shares into another form.

Any requests should be made in writing and sent by ordinary mail, duly signed to the registered office of TiGenix for the attention of the Company Secretary.

2.3 Identity of the major shareholders of the Company and description of their voting rights, special control rights and any shareholder agreements, if any.

Each natural or legal person acquiring or transferring TiGenix' shares, is required to notify TiGenix and the Financial Services and Markets Authority in Belgium (*Autoriteit financiële diensten en markten / Autorité des services et marchés financiers*) (FSMA) each time their shareholding crosses a threshold of three percent (3%) of the total number of outstanding shares (the denominator). Such notification is also required each time, as a result of an acquisition or transfer a threshold of five percent (5%) and a multiple of five percent (5%) is crossed. Further information regarding this requirement can be found in Article 14 of TiGenix' Articles of Association.

The transparency declarations received by the Company pursuant to Title II of the law of 2 May 2007 and the Royal Decree of 14 February 2008 on the disclosure of major holdings, as well as the shareholders' structure (as updated from time to time), can be consulted on the Company's website and such information is incorporated herein by reference.

The Company has no knowledge of any outstanding agreements between its shareholders.

The following direct or indirect relationships exist(ed) between the Company or its subsidiary and its major shareholders:

- The Company entered into an agreement with Gri-Cel SA pursuant to which the Company will in the future offer to Gri-Cel SA the possibility to evaluate and negotiate potential partnering opportunities in relation to the development and the commercialization of the Company's products other than ChondroCelect.

- TiGenix SAU has an agreement with CX EBIP Agreement, SLU in relations to TiGenix SAU's equity based incentive plans (EBIPs) CX EBIP Agreement, SLU holds shares in the Company.

The Board has formulated a policy on conflicts of interest situations which is set out hereafter in Chapter 3.9.

2.4 Shareholders' Meetings

TiGenix encourages its shareholders to participate at Shareholders' Meetings. In order to facilitate this, voting in absentia may take place the form of proxy voting. Agendas and all other relevant information are available on the company's website in advance of Shareholders' Meetings.

The Annual Shareholders' Meeting of TiGenix is held each year on the first Thursday of June at 2.00 p.m. If this date is not a working day, the meeting is held at the next working day.

For all further information regarding Shareholders' Meetings (including organization, quorum and majority requirement) reference is made to the Articles of Association of the Company, which are published on the Company's website on: <http://tigenix.com/investors/investor-information>.

Notices of all Shareholders' Meetings and all related documents, such as specific Board of Director's and auditor's reports, are published on the Company's website on: <http://tigenix.com/investors/financial-information/>.

2.5 Agenda of the Shareholders' Meetings

The agenda of the Shareholders' Meetings is set by the Board of Directors subject to the specific powers granted by law to the statutory auditor of the Company.

One or more shareholders holding at least 3% of the capital of the Company may request for items to be added to the agenda of any convened Shareholders' Meeting and submit proposed resolutions in relation to existing agenda items or new items to be added to the agenda, provided that (i) they prove ownership of such shareholding as at the date of their request and record their shares representing such shareholding on the record date and (ii) the additional items on the agenda and/or proposed resolutions have been submitted in writing by these shareholders to the Board of Directors at the latest on the 22nd day preceding the day on which the relevant Shareholders' Meeting is held. The right to request that items be added to the agenda or that proposed resolutions in relation to existing agenda items be submitted does not apply in case of a second Extraordinary Shareholders' Meeting that must be convened because the quorum was not obtained during the first Extraordinary Shareholders' Meeting.

3 TiGenix' Board of Directors

3.1 Role, powers and responsibilities of the Board

As provided by article 521 of the Belgian Companies Code, the Company is headed by a Board of Directors (also referred to as the "Board") acting as a collegial body.

The Board's role is to pursue the long-term success of the Company by providing entrepreneurial leadership and enabling risks to be assessed and managed.

The Company has opted for a "one-tier" governance structure. As a result and as provided for by article 522 of the Belgian Companies Code, the Board of Directors is the ultimate decision-making body in the Company, except with respect to such matters which are reserved to the Shareholders' Meeting by law or by the Company's Articles of Association.

Such powers and responsibilities include among others:

- to approve and oversee the Company's principal objectives and strategy, as recommended by the CEO;
- to appoint and dismiss the CEO and the Company Secretary;
- to determine the power and responsibilities of the CEO;
- to appoint and dismiss members of the Board committees and their chairmen;
- to review and approve the annual, six-monthly, and if required quarterly, financial and consolidated statements as prepared by the CEO, and where required by law, present those to the Shareholders' Meeting;
- to convene the Shareholders' Meetings and submit resolutions for approval; and
- to oversee the Company's policy with respect to corporate communications, it being understood that communication on behalf of the Company to the outside world is reserved to the Chairman of the Board and the CEO, with the right of delegation.

With respect to its monitoring responsibilities the Board shall:

- review executive management performance and the realization of the Company's strategy;
- monitor and review the effectiveness of the Board's committees;
- take all necessary measures to ensure the integrity and timely disclosure of the Company's financial statements and other material financial and non-financial information disclosed to the shareholders and potential shareholders;
- approve a framework of internal control and risk management set up by the executive management;
- review the implementation of this framework, taking into account the review made by the Audit Committee;
- supervise the performance of the external auditor and supervise the internal audit function, taking into account the review made by the Audit Committee; and
- describe the main features of the Company's internal control and risk management systems.

However, any system of internal control and risk management will be in line with the size of the Company.

3.2 Composition of the Board - appointment - duration

The Company is managed by a Board of Directors, consisting of minimum three (3) directors and maximum thirteen (13) directors, who can be individuals or legal entities and who need not be shareholders. Any shareholder owning 20% or more of the shares of the Company shall be entitled to propose candidates for the appointment of two directors, and if any such shareholder proposes candidates accordingly, two directors shall be appointed among the candidates proposed by such shareholder. Any shareholder owning at least 10% but less than 20% of the shares of the company shall be entitled to propose candidates for the appointment of one director, and if any such shareholder proposes candidates accordingly, one director shall be appointed from among the candidates proposed by such shareholder.

The directors are appointed for a term of no more than four (4) years by the Shareholders' Meeting, which is entitled to dismiss them at any time. The actual number of directors and their term may vary depending on the needs of the Company.

Without prejudice to applicable legal provisions, proposals for the appointment of directors should be communicated to the Board at least 50 days before the Annual Shareholders' Meeting, so as to allow the Nomination and Remuneration Committee to investigate and discuss such proposal and to advise the Board accordingly. Whenever a legal entity is appointed as a director, it must specifically appoint an individual as its permanent representative, chosen from among its shareholders, managers, directors or employees, and who will carry out the office of director in the name and on behalf of such legal entity. The legal entity may not revoke its permanent representative without simultaneously appointing a successor. The appointment and termination of the office of the permanent representative are governed by the same disclosure rules as if he / she were exercising the office on his / her own behalf.

The directors may be re-elected for a new term subject to the provisions hereafter regarding independent directors. Before proposing any director for re-election the Board shall take into account the evaluations made by the Nomination and Remuneration Committee.

The duties of directors who are not appointed for a new term terminate immediately after the Shareholders' Meeting which decided on any re-election.

Should any of the offices of director become vacant, whatever the reason may be, the remaining directors shall have the right to temporarily fill such vacancy until the next Shareholders' Meeting, which shall make a final appointment. In the case of more than one vacancy, the remaining directors shall have the right to fill all such vacancies simultaneously.

As long as the Shareholders' Meeting or the Board of Directors has not filled a vacancy, whatever the reason may be, the director whose term has expired continues to carry out his / her duties if it is necessary for the Board of Directors to consist of the legal minimum number of members.

The composition of the Board will be balanced considering the respective skills, experience, knowledge of each of the Board members, gender diversity and diversity in general. In particular, the nomination and remuneration committee has drawn up a plan to ensure that the composition of the Board of Directors timely complies with the requirement that at least one third of the board members is of another gender than the other members.

Adequacy of size and composition will be regularly assessed by the Board upon the initiative of the Chairman and upon recommendation of the Nomination and Remuneration Committee.

3.3 Independent Directors

At least half of the directors must be non-executive directors and at least three of them must be independent.

All independent directors appointed in accordance with the Companies Code shall meet the criteria set out in article 526ter of the Belgian Companies Code.

The Company shall disclose on its website which directors it considers to be independent.

3.4 Individual requirements of the directors

The directors shall be specifically chosen for their particular professional experience, knowledge and skills upon a recommendation of the Nomination and Remuneration Committee. Any proposal for the appointment of a director by the Shareholders' Meeting shall be accompanied by a recommendation from the Board, based upon such Committee's advice.

Directors undertake that they have sufficient time to exercise their duties, taking into consideration the number and importance of their other commitments. They shall not hold more than five (5) directorships in listed companies, including the directorship in TiGenix, provided that the Board can advise the shareholders to deviate from this rule. Changes in the directorships held by the directors shall immediately be reported to the Chairman of the Board of Directors.

The directors are individually responsible for acquiring and maintaining their skills and knowledge so as to allow them to carry out their function in the Board and its Committees.

3.5 Induction

The Chairman shall ensure that the newly appointed directors receive an appropriate induction to ensure their contribution to the Company and the Committees to whom they belong.

3.6 Evaluation

Periodically, the Board will undertake a formal evaluation of its own size, composition and performance and that of its Committees and of its interaction with the executive management, in order to (i) assess how the Board and its Committees operate, (ii) check whether important issues are suitably prepared and discussed, (iii) evaluate whether each director makes a constructive contribution to the decision making, (iv) check the Board's or Committee's current composition against the Board's or Committee's desired composition. Such evaluation will be done at least once every three year by the Nomination and Remuneration Committee at the initiative of the Chairman and, if required, with the assistance of external advisors.

The directors shall not attend the discussions on their evaluation.

The number of Board and Board Committee meetings and the individual attendance record of directors shall be disclosed in the Corporate Governance Statement of the annual report.

3.7 Board meetings

The Board of Directors shall meet as frequently as the interests of the Company shall require but in any case not less than 6 times per year. The date, hour and place of such meetings will be agreed upon by the Board, upon a proposal by the Chairman, for the next financial year at the last Board meeting of each financial year.

If an urgent issue arises, the Board can meet by a conference call or similar communications equipment by means of which all persons participating in the meeting can hear each other. Moreover, where duly justified by emergency and by the corporate interest of the Company, decisions may be adopted, without a meeting, by the unanimous written consent of the directors. However, this procedure may not be used for the approval of the annual accounts and the use of the authorized capital.

In addition, special meetings of the Board of Directors may be called and held at any time upon the call of any director, by notice to each director at least five business days before the meeting. Where duly justified by emergency and by the corporate interest of the company, the above notice period of five business days may be waived by the unanimous consent of the directors expressed in writing. If all directors are present or represented at such meeting, they shall be deemed to have waived the above notice period.

Board meetings are based on a detailed agenda specifying the topics for decision and those for information. Board members have the power to raise any question which they consider appropriate concerning the Company and its operations.

The Board of Directors can only deliberate if a majority of its members are present or represented. Each director can appoint another member of the Board to represent him and vote in his name. Any director can represent more than one other director. Decisions are made by a simple majority of the votes cast.

At the request of any director and subject to the approval of the Board, any third party may be invited to attend the whole or any part of a Board meeting.

The Company Secretary drafts minutes of each meeting reflecting the issues which were discussed, the decisions which were taken and, if any, the reservations which were voiced by dissenting directors. The minutes will be approved by the Chairman and subsequently by the Board during its next meeting.

Directors should arrange their personal and business affairs so as to avoid conflicts of interest with the Company.

3.8 Special meeting of non-executive directors

Once a year, the non-executive directors shall meet without the presence of the CEO or any other executive director. In such meeting the non-executive directors shall assess their relationship with the executive directors; no formal Board decisions can be taken at such meeting.

3.9 The policy established by the Board for transactions and other contractual relationships between the Company or its subsidiaries, and its Board members and executive managers, which are not covered by the legal provisions on conflicts of interest

All Board members and executive managers are expected to act at all times in the interest of the Company and its subsidiaries.

Any transaction between the Company or its subsidiaries and any Board member or executive manager, irrespective whether or not falling within the scope of article 523 or 524 of the Belgian Companies Code, shall require the prior approval of the Board of Directors which need to be fully informed of the terms and conditions of the transaction as well as of the corresponding interest of the Company. Such transaction can only be entered into at market conditions.

3.10 Access to management

Non-executive members of the Board shall not intervene directly in the operations of the Company other than in exceptional circumstances and on a "needs only" basis.

Non-executive members of the Board ordinarily shall not give instructions to, or interfere with the activities of Company management and employees. By exception to this principle, members of the Audit Committee shall at all times have full and free access to the CFO and any other employee to whom they may require access in order to carry out their responsibilities.

3.11 Access to advisors

The Board, and the Board Committees shall have the authority, at the reasonable expense of the Company, to retain such independent accounting, financial, legal and other advisors as they deem necessary or appropriate to carry out their mandate after informing and consultation with the Chairman of the Board with due consideration for the financial consequences for the Company.

3.12 Information for directors

Directors have access to all corporate information needed to fulfill their fiduciary duties. This right of access is subject, in the case of personal information concerning employees of the Company, to applicable privacy laws. The Company Secretary is available to supply the requested information.

Directors will only use the information they receive for the purpose of exercising their duties and must preserve the confidentiality of such information. To this effect they will be required to sign confidentiality undertakings before the commencement of their mandate.

3.13 The remuneration of directors

Only the independent directors shall receive a fixed remuneration in consideration of their membership of the Board of Directors and their attendance at the meetings of Committees of which they are members. Without prejudice to the remuneration of the directors entrusted with daily management (CEO), which is decided by the Board of Directors, the

other directors will not receive any fixed remuneration in consideration of their membership of the Board.

The non-executive directors (including the independent directors) will in principle not receive any performance related remuneration in their capacity as director. However, upon advice of the Nomination and Remuneration Committee, the Board of Directors may propose to the Shareholders' Meeting to deviate from the latter principle in case in the Board's reasonable opinion the granting of any performance related remuneration would be necessary to attract or retain independent directors with the most relevant experience and expertise.

Notwithstanding the above, all directors (including those who are not independent) will keep the warrants granted to them prior to the listing of the Company on Euronext Brussels, a list of which was published in the listing prospectus of the Company.

The Nomination and Remuneration Committee recommends the level of remuneration for directors, including the Chairman of the Board, subject to approval by the Board and, subsequently, by the Shareholders' Meeting.

The Nomination and Remuneration Committee benchmarks directors' compensation against peer companies to ensure that it is competitive. Remuneration is linked to the time committed to the Board and its various Committees. Currently, each of the independent directors shall receive a fixed annual fee of €25,000, based on six Board of Directors' meetings a year, supplemented with an amount of €2,000 for each additional meeting that they attend. However, the Chairman of the Board of Directors, to be appointed by the Board of Directors among the independent directors, shall instead receive a fixed annual fee of €40,000, based on six Board of Directors' meetings a year, supplemented with an amount of €2,000 for each additional meeting that he attends. An additional fixed annual fee of €5,000, or €7,500 for the chairman of a board committee, is granted to each independent director who is a member of a board committee, based on two committee meetings per year. An additional fee of €2,000 is granted for each Board meeting exceeding six meetings per year and for each committee meeting exceeding two meetings per year, provided that the Board of Directors determines that such additional meetings qualify for this additional fee. Changes to these fees will be submitted to the Shareholders' Meeting for approval.

The Board sets and revises, from time to time, the rules and level of compensation for directors carrying out a special mandate or sitting on one of the Board Committees and the rules for reimbursement of directors' business-related out-of-pocket expenses. Remuneration for directors will be disclosed to shareholders in accordance with applicable laws and stock exchange rules.

3.14 Corporate governance in the annual report

As set out in article 95 and 96 of the Belgian Companies Code, each year the directors draw up a report in which they account for their management over the previous year.

This report shall also contain a Corporate Governance Statement in accordance with article 96, §2 of the Belgian Companies Code describing all relevant corporate governance events that took place during the year under review. The Corporate Governance Statement shall include at least the elements listed in Annex F of the CGC.

If the Company does not fully comply with one or more provisions of the CGC, it shall explain the reasons thereof in this Corporate Governance Statement.

3.15 Representation of the Company by its directors

The Company is validly represented by any two of its directors acting jointly. For acts within the scope of their specific powers, the Company is also validly represented by special representatives who are appointed by the Board of Directors.

4 Chairman of the Board

4.1 Appointment

The Board of Directors elects the Chairman of the Board from amongst its members meeting the criteria for an independent director. For the appointment of the Chairman of the Board, the Nomination and Remuneration Committee will prepare a job specification, including an assessment of the time commitment expected, recognizing the need for availability in the event of crises. The CEO will not be the Chairman of the Board.

4.2 Powers and responsibilities

The Chairman of the Board is responsible for the proper and efficient functioning of the Board.

The Chairman of the Board of Directors is responsible for the leadership of the Board of Directors. He takes the necessary measures to develop a climate of trust within the Board of Directors, contributing to open discussion, constructive dissent and support for the decisions of the Board of Directors. The Chairman of the Board promotes effective interaction between the Board and the executive management. He establishes a close relationship with the CEO, providing support and advice, while fully respecting the executive responsibilities of the CEO.

The Chairman of the Board determines the agenda of the Board meetings after consultation with the CEO (and taking into account the request from the directors) and chairs Board meetings.

He ensures that directors receive prior to each meeting complete timely and accurate information and where necessary, between meetings.

The Chairman of the Board will also make sure that all directors receive the same Board information and that there is sufficient time for consideration and discussion before making decisions.

The Chairman of the Board will ensure that new directors receive an appropriate induction to the Company prior to joining the Board.

The Chairman of the Board represents the Board from a public relations standpoint to the shareholders and the public at large and chairs the Shareholders' Meetings. The Chairman of the Board will serve as interface between the Board and major shareholders of the Company on matters of corporate governance.

5 Company Secretary

The Company Secretary shall be appointed by the Board of Directors which can also decide to dismiss him/her at any time.

The Company Secretary shall advise the Board on all governance matters. He/she shall assist the Chairman of the Board in the logistics associated with the affairs of the Board (information, agenda, etc.). Individual directors have direct access to the Company Secretary.

6 Chief Executive Officer

6.1 Appointment

The Board of Directors appoints and removes the managing director ("*gedelegeerd bestuurder*" / "*administrateur délégué*") also referred to as Chief Executive Officer (or CEO).

6.2 Role and Powers

The role of the CEO of TiGenix is to implement the mission, strategy and targets set by the Board of Directors and to assume responsibility for the day-to-day management of the Company. The CEO reports directly to the Board of Directors.

As the chief manager of TiGenix, the CEO is responsible for:

- examining, analyzing and proposing to the Board of Directors strategic business opportunities that can contribute to the further growth of the group;
- executing the decisions of the Board of Directors;
- preparing proposals to the Nomination and Remuneration Committee concerning the appointment, remuneration and evaluation of the members of the executive management;
- setting up, chairing and leading the management team;
- managing the members of the management team as they discharge of their individual responsibilities, as determined by the CEO;
- determining the objectives to be achieved by the management;
- communicating with the outside world;
- ensuring the day-to-day management of the Company and accounting to the Board of Directors for such management at regular intervals;
- maintaining a continuous dialogue and interaction with the members of the Board of Directors in an atmosphere of openness and a climate of trust;
- maintaining excellent relationships with important customers, suppliers and the authorities.

In addition, the CEO must enable the Board of Directors and the Chairman to exercise their responsibilities as directors. The CEO must therefore:

- prepare proposals on topics for which decision-making is the preserve of the Board of Directors;
- meet the Chairman of the Board of Directors at regular intervals, consult him/her and involve him/her in strategic projects from the outset;
- provide the Board of Directors with all the possible relevant information it needs to exercise its powers.

The Board of Directors allocates to the CEO the powers that are appropriate and necessary for the correct discharge of its tasks and responsibilities. The CEO is accountable to the Board of Directors for the discharge of the tasks and responsibilities allocated to him/her.

6.3 Representation of the Company by the CEO

The Company is duly represented by the CEO, acting alone, in all matters relating to day-to-day management. The CEO can delegate authority for daily management matters to one or more persons (irrespective whether or not they are employees).

6.4 Appointment

The CEO is appointed on the basis of a recommendation by the Nomination and Remuneration Committee. The person designated by the Board of Directors as the CEO shall be appointed as a director by the Shareholders' Meeting upon proposal of the Board of Directors.

6.5 Remuneration

The remuneration of the CEO is determined by the Board of Directors on the basis of recommendations of the Nomination and Remuneration Committee which shall benchmark such remuneration to ensure that it is competitive and allows to attract the best person for the job

6.6 Evaluation

Each year, the Nomination and Remuneration Committee evaluates the performance of the CEO and makes proposals to the Board of Directors for the targets to be achieved by the CEO in the following year.

7 Board Committees

The Board is assisted by several Board Committees to analyze specific issues, *i.e.*, the Audit Committee and the Nomination and Remuneration Committee, which are solely composed of directors of the Company.

7.1 Nomination and Remuneration Committee

7.1.1 Role

The Nomination and Remuneration Committee makes recommendations to the Board of Directors on the appointment and remuneration of the members of the Board of Directors, the CEO and the executive managers.

7.1.2 Powers

The Nomination and Remuneration Committee is authorised to:

- (a) For the purpose of appointments & assessments:
 - prepare selection criteria and procedures for the appointment of members of the Board of Directors, the CEO and the other members of the executive management;
 - review appropriate candidates for vacant directorships as proposed by the CEO or a shareholder in accordance with the Articles of Association;
 - review appropriate candidates for vacant top executive management positions as proposed by the CEO;
 - prepare reappointment proposals;
 - periodically evaluate the size and composition of the Board of Directors and, if applicable, prepare recommendations for changes to its size and composition.
- (b) With respect to the remuneration policy:
 - prepare proposals to the Board of Directors concerning the remuneration policy for directors and executive managers, as well as, where appropriate, on the resulting proposals to be submitted by the Board to the shareholders;
 - prepare proposals to the Board of Directors concerning the remuneration of directors and executive managers, including, depending on the situation, variable remuneration and long-term incentives, whether or not stock-related, in the form of stock options or other financial instruments and regarding the arrangements on early termination, and where applicable on the resulting proposals to be submitted by the Board to the shareholders.

7.1.3 Composition

The Nomination and Remuneration Committee comprises at least three directors. All members of the Nomination and Remuneration Committee must be non-executive directors, a majority of whom must be independent. The composition of the Nomination and Remuneration Committee may deviate from the above if, in the reasonable opinion of the Board of Directors, a different composition can bring more relevant experience and expertise to the Committee.

The members of the Nomination and Remuneration Committee are appointed and may be dismissed at any time by the Board of Directors. The duration of the appointment of a member of the Nomination and Remuneration Committee must not exceed the duration of his/her directorship.

The Nomination and Remuneration Committee is chaired by the Chairman of the Board of Directors or by another non-executive director appointed by the Committee.

7.1.4 Secretary

The Secretary of the Nomination and Remuneration Committee or another person designated by the Chairman of the meeting prepares a report on the findings and recommendations of the meeting of the Nomination and Remuneration Committee. The Secretary sends the report to all the members of the Board of Directors as soon as possible after a meeting.

7.1.5 Operation

The Nomination and Remuneration Committee meets as frequently as is necessary for the efficient operation of the Nomination and Remuneration Committee and is called at least twice a year. The meetings are as far as possible arranged in advance for each year.

Meetings of the Nomination and Remuneration Committee are in principle called by the Chairman of the Nomination and Remuneration Committee. Each member of the Nomination and Remuneration Committee may request that a meeting be called.

Except in cases requiring rapid action, the agenda for the meeting as well as all supporting documentation is sent to the members of the Nomination and Remuneration Committee at least seven (7) calendar days in advance of the meeting.

A meeting is quorate if it is attended in person by at least two members.

Decisions are taken by a majority of votes cast by the members of the Committee. The Committee invites other persons to attend its meetings, at its discretion.

No individual director shall be present at the meeting of the Nomination and Remuneration Committee at which his/her own remuneration is discussed nor shall an individual director be involved in any decision concerning his/her own remuneration.

7.1.6 Reporting and Assessment

The Nomination and Remuneration Committee provides the Board of Directors with clear regular information about the discharge of its functions. It submits a remuneration report to the Board of Directors and informs the Board about any areas in which the Nomination and Remuneration Committee considers action or improvement to be necessary. The Nomination and Remuneration Committee prepares recommendations concerning the necessary steps to be taken.

The Nomination and Remuneration Committee reviews its terms of reference and its own effectiveness regularly (and at least every two to three years). It reports on its assessment to the Board of Directors and submits to the Board of Directors proposals for changes where necessary.

The Nomination and Remuneration Committee should consider proposals with regard to the appointment of directors. In particular the CEO shall be entitled to submit proposals to, and to be adequately consulted by the Nomination and Remuneration Committee, especially when dealing with issues related to executive directors or executive management.

As regards remuneration, the CEO shall participate in the meetings of the Nomination and Remuneration Committee when it deals with the remuneration of members of the executive management.

7.2 Audit Committee

7.2.1 Role and powers

The Audit Committee supervises financial reporting and the observance of administrative, legal and fiscal procedures and the follow-up of financial and operational audits and advises on the choice and remuneration of the external auditor. The committee, which reports directly to the Board of Directors, has per se a supervisory and advisory role.

Without prejudice to the legal responsibilities of the Board of Directors, the Audit Committee roles shall include the following:

- (a) Monitoring the financial reporting process:
 - the Audit Committee ensures that financial reporting gives a truthful, honest and clear picture of the situation and prospects of the Company, on both an individual and a consolidated basis;
 - the Audit Committee checks the accuracy, completeness and consistency of financial information before it is announced;
 - the Audit Committee assesses the choice of accounting policies and the impact of new accountancy rules;
 - the Audit Committee discusses significant matters relating to financial reporting both with the executive managers and the external auditor.
- (b) Monitoring the effectiveness of the company's internal control and risk management systems:
 - the Audit Committee evaluates at least once a year the effectiveness of the internal control and risk management system installed by the executive management;
 - the Audit Committee also examines the statements relating to internal control and risk management included in the Corporate Governance Statement of the Company;

- the Audit Committee investigates the specific arrangements to enable staff to express concerns in confidence about any irregularities in financial reporting and other areas (whistleblower arrangements). The Audit Committee ensures that all the staff of the Company and its subsidiaries are aware of such arrangements.
- (c) If there is an internal audit, monitoring the internal audit and its effectiveness:
- the Audit Committee decides on the appointment and dismissal of the internal auditor. The Audit Committee approves annual budgets and the internal audit budget. The responsibilities of the Audit Committee also include evaluation of the effectiveness of the internal audit function and the follow-up given by executive management to the findings and recommendations made by the internal auditor.
- (d) Monitoring the statutory audit (“*wettelijke controle*” / “*contrôle legal*”) of the annual and consolidated accounts, including any follow-up on any questions and recommendations made by the external auditor:
- the Audit Committee supervises the relationship between the Company and the external auditor and makes recommendations to the Board of Directors concerning the selection, appointment, reappointment, dismissal and terms of engagement of the external auditor, taking into account the requirements of the Belgian Companies Code and Regulation (EU) 537/2014 on specific requirements regarding statutory audit of public-interest entities (the “**Audit Regulation**”);
 - the Audit Committee monitors the external auditor's schedule and ensures the effectiveness of the external audit process. The Audit Committee examines the extent to which the executive management complies with the recommendations made by the external auditor in its management letter.
- (e) Reviewing and monitoring the independence of the external auditor, in particular regarding the provision of additional services to the Company:
- the Audit Committee supervises the independence of the external auditor, in particular in the light of the provisions of the Belgian Companies Code;
 - the Audit Committee examines which additional (non-audit) services have been entrusted to the external auditor and the scope of such services, subject to the limitations set out in Article 4, §2 of the Audit Regulation. The Audit Committee determines and updates a formal policy with regard to the types of additional services that: a) are excluded; b) are permissible after verification by the Committee and c) are permissible without being referred to the Committee, taking account of the specific requirements of the Belgian Companies Code.

7.2.2 Composition

The Audit Committee consists of at least three directors. All the members of the Audit Committee are non-executive directors, with a majority of independent directors. At least one of the members who are independent directors shall have the necessary expertise in the field of accounting and audit. Subject to the legal requirements set out in article 526bis of the Belgian Companies Code, the composition of the Audit Committee may deviate from the above if, in the reasonable opinion of the Board of Directors, a different composition can bring more relevant experience and expertise to the Committee.

The members of the Audit Committee are appointed on the proposal of the Chairman of the Board of Directors and may be dismissed by the Board of Directors at any time. The duration of the appointment of a member of the Audit Committee must not exceed the duration of his/her directorship.

The Audit Committee is chaired by one of the members of the Audit Committee appointed by the Committee. The Chairman of the Board of Directors may not chair the Audit Committee, unless decided otherwise by the Board of Directors.

The members of the Audit Committee shall have sufficient relevant expertise, in particular in accounting, auditing and finance, to effectively discharge their functions.

7.2.3 Secretary

The Company Secretary is also the Secretary of the Audit Committee. The Secretary of the Audit Committee prepares a report on the findings and recommendations of the meetings of the Audit Committee. The Secretary sends the report to all the members of the Board of Directors as soon as possible after a meeting.

7.2.4 Operation

The Audit Committee meets as frequently as necessary to ensure effective operation of the Audit Committee, but at least four times a year. An annual schedule is determined for meetings of the Audit Committee. The meetings are preferably held shortly before meetings of the Board of Directors.

Meetings of the Audit Committee are in principle called by the Chairman of the Audit Committee. Each member of the Audit Committee may convene a meeting of the Audit Committee.

Except in cases requiring rapid action, the agenda for the meeting as well as all supporting documentation is sent to the members of the Audit Committee at least seven (7) calendar days in advance of the meeting.

A meeting is quorate if it is attended in person by at least two members.

The decisions of the Audit Committee in its supervisory and advisory role are taken by a majority of the votes cast.

The Audit Committee invites other people to attend its meetings at its discretion. The Audit Committee meets the external and internal auditors at least twice a year, in order to discuss with them matters relating to its terms of reference and any

matters arising from the audit process, and in particular any material weakness in the internal control.

The internal auditor has unlimited access to the Chairman of the Audit Committee to discuss matters concerning the internal audit of the Company.

7.2.5 Reporting and Assessment

The Audit Committee provides the Board of Directors with clear regular information about the exercise of its duties and at least when the Board draws up the annual accounts, the consolidated annual accounts and where applicable the condensed financial statements intended for publication. It informs the Board of Directors about all areas in which action or improvement is necessary in the opinion of the Audit Committee. The Audit Committee produces recommendations concerning the necessary steps that need to be taken. The audit review and the reporting on that review should cover the Company and its subsidiaries as a whole.

The Audit Committee reviews its terms of reference and its own effectiveness regularly (and at least every two to three years). It reports on its evaluation to the Board of Directors and submits to the Board of Directors proposals for changes where necessary.

8 Rules preventing market abuse

A Dealing Code, attached hereto as Annex I, ensures that all employees, and particularly the members of the Board do not abuse, nor place themselves under suspicion of abusing, and maintain the confidentiality of inside information that they may have or be thought to have, especially in periods leading up to an announcement of financial results or of price-sensitive events or decisions.

To implement and monitor this Dealing Code, the Board of Directors shall designate one or more Compliance Officers who shall have the rights and obligations set out in the Dealing Code.

9 Miscellaneous

9.1 Changes to the Corporate Governance Charter

The Board of Directors may amend this Corporate Governance Charter from time to time without prior notice. It may also decide at any time to deviate from this Charter subject to disclosure thereof in the Corporate Governance Statement of the annual Board report.

Any such modification or deviation will be published on the Company's website.

Third parties shall not derive any rights from such modification or deviation.

9.2 Priority

In case of any contradiction between a provision of this Corporate Governance Charter and an applicable mandatory law or regulation, such law or regulation shall supersede the provision of this Corporate Governance Charter.

9.3 Governing law and jurisdiction

This Corporate Governance Charter shall be governed by and construed in accordance with Belgian law.

The courts of Leuven (Belgium) shall have exclusive jurisdiction to settle any dispute which may arise out of or in connection with this Corporate Governance Charter.

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