



**Theseus Pharmaceuticals, Inc.  
Code of Conduct**

(as adopted by the Board of Directors on September 14, 2021 and  
effective as of the effective date of the Company's registration statement on Form S-1)

## 1. Introduction.

This Code of Conduct (this “**Code**”) covers a wide range of business practices and procedures. It does not cover every issue that may arise, but it sets out basic principles to guide all directors, officers and employees of Theseus Pharmaceuticals, Inc. and its subsidiaries (collectively, the “**Company**”). All directors, officers and employees of the Company should be familiar with this Code, conduct themselves accordingly, seek to avoid even the appearance of improper behavior and report any suspected violations as described in Section 18, Reporting and Enforcement. This Code should also be provided to and followed by the Company agents and representatives, including contractors and consultants.

If you violate the standards in this Code, you may be subject to disciplinary action, up to and including immediate termination of employment.

If a law conflicts with a policy in this Code, you must comply with the law. If you have any questions about these conflicts, ask your manager or the Company’s Chief Financial Officer, designated legal personnel or head of human resources how to handle the situation. This Code supersedes all other codes of conduct, policies, procedures, instructions, practices, rules or written or verbal representations to the extent that they are inconsistent with this Code. We are committed to continuously reviewing and updating our policies and procedures. This Code, therefore, is subject to modification.

Nothing in this Code modifies the Company’s at-will employment relationship with its employees, which may only be modified in an express written agreement signed by the employee and the Company’s Chief Executive Officer.

## 2. Purpose.

This Code seeks to deter wrongdoing and to:

- Promote honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships;
- Promote full, fair, accurate, timely and understandable disclosure in reports and documents that the Company files with, or submits to, the Securities and Exchange Commission (the “**SEC**”) and in other public communications made by the Company;
- Promote compliance with applicable governmental laws, rules and regulations;
- Promote the protection of Company assets, including corporate opportunities and confidential information;

- Promote fair dealing practices;
- Deter wrongdoing;
- Promote prompt internal reporting to an appropriate person or persons identified in this Code of violations of this Code; and
- Ensure accountability for adherence to this Code.

### **3. Compliance With Applicable Laws, Rules and Regulations.**

Obeying the law is the foundation on which the Company's ethical standards are built. You must comply with applicable laws, rules and regulations. Although you are not expected to know the details of these laws, it is important to know enough to determine when to seek advice from managers, the Company's Chief Financial Officer, designated legal personnel, head of human resources or other appropriate personnel.

### **4. Honest and Ethical Conduct.**

The Company's policy is to promote high standards of integrity by conducting its affairs honestly and ethically.

Each director, officer and employee must act with integrity and observe the highest ethical standards of business conduct in such director's dealings with the Company's customers, suppliers, partners, collaborators, service providers, competitors, employees and anyone else with whom such director has contact in the course of performing such director's job.

### **5. Conflicts of Interest.**

A "conflict of interest" exists when a person's private interests (or the interest of a member of such person's family) interfere, or even appears to interfere, or conflict in any way with the interests of the Company as a whole. Examples of when a conflict of interest may arise include, but are not limited to:

- When a director, officer or employee (or a member of such person's family) takes actions or has interests that may make it difficult to perform such person's work objectively and effectively.
- When a director, officer or employee, or a member of such person's family, receives improper personal benefits as a result of such person's position with the Company.
- Almost always, when an employee works simultaneously for a competitor or, except on our behalf, a customer, supplier, partner, collaborator or service provider. You are not allowed to work for a competitor in any capacity.

- When a director, officer or employee serves as a director of any company that competes with the Company.
- When a director, officer or employee has a business or financial interest in a customer, supplier, partner, collaborator, service provider or competitor of the Company. In deciding whether to make such an investment, you should consider the size and nature of the investment, your ability to influence decisions of the Company or of the other company, your access to confidential information of the Company or of the other company, and the nature of the relationship between the Company and the other company.
- When a director, officer or employee conducts the Company business with a relative or significant other, or with a business with which a relative or significant other is associated in any significant role. Relatives include spouse, sister, brother, daughter, son, mother, father, grandparents, aunts, uncles, nieces, nephews, cousins, step relationships and in-laws. Significant others include persons living in a spousal or familial fashion (including same sex) with an employee.
- Loans by the Company to, or guarantees by the Company of obligations of, employees or their family members are of special concern and could constitute improper personal benefits to the recipients of such loans or guarantees, depending on the facts and circumstances. Loans by the Company to, or guarantees by the Company of obligations of, any director or officer are expressly prohibited.

Conflicts of interest are prohibited as a matter of the Company's policy, except in the case of any director, executive officer or member of the Company's management committee, with the informed written consent of the Board of Directors of the Company (the "**Board**") or pursuant to guidelines approved by the Board, or in the case of any other employees, with the informed written consent of the Company's Chief Executive Officer or Chief Financial Officer or pursuant to guidelines approved by the Company's Chief Executive Officer or Chief Financial Officer.

Conflicts of interest may not always be clear-cut, so if you have a question, you should consult with higher levels of management, a Compliance Officer or the Company's head of human resources (as further described in "Compliance Procedures" below). If you become aware of a conflict or potential conflict, you should bring it to the attention of a manager, the Company's Chief Financial Officer, designated legal personnel, the head of human resources or other appropriate personnel or consult the procedures described in Section 20 of this Code.

## **6. Public Disclosure of Information.**

The Company's periodic reports and other documents filed with the SEC, including all financial statements and other financial information, must comply with applicable federal securities laws and SEC rules.

Each director, officer and employee who contributes in any way to the preparation or verification of the Company's financial statements and other financial information must ensure that the Company's books, records and accounts are accurately maintained. Each director, officer and employee must cooperate fully with the Company's accounting and internal audit departments, as well as the Company's independent public accountants and counsel.

Each director, officer and employee who is involved in the Company's disclosure process must:

- be familiar with and comply with the Company's disclosure controls and procedures and its internal control over financial reporting; and
- take all necessary steps to ensure that all filings with the SEC and all other public communications about the financial and business condition of the Company provide full, fair, accurate, timely and understandable disclosure.

In addition, only those authorized to do so may speak to the press and members of the financial community about the Company, in accordance with the Company's Investor Relations and Communications Policy. We do not disclose confidential Company information or the confidential information of our customers, suppliers, partners, collaborator, service providers or employees. Use social media appropriately and responsibly.

## **7. Insider Trading.**

You are not permitted to use or share confidential information for stock trading purposes or for any other purpose, except the conduct of our business. All non-public information about the Company should be considered confidential information. To use "material non-public information" about the Company or the market for the Company's securities for personal financial benefit or to "tip" others who might make an investment decision on the basis of this information is not only unethical, but also illegal, and could result in criminal prosecution in addition to the termination of your employment. "Material non-public information" includes information that has not been broadly disseminated to the public for long enough to be reflected in the price of the Company's or another company's securities and there is a substantial likelihood that a reasonable investor would consider the information to be important in deciding whether to buy, sell or hold the securities or would view the information as significantly altering the total mix of information in the marketplace. In order to assist with compliance with laws against insider

trading, the Company has adopted an Insider Trading Policy. A copy of that policy, which has been distributed to every employee, is available on the Company's internal website. If you have any questions, please consult the Company's Chief Financial Officer, designated legal personnel or head of human resources.

## **8. Corporate Opportunities.**

All directors, officers and employees owe a duty to the Company to advance its interests when the opportunity arises. Directors, officers and employees are prohibited from taking for themselves personally (or for the benefit of friends or family members) opportunities that are discovered through the use of corporate property, information or position without the informed prior consent of the Board. You may not use corporate property or information obtained through your position with the Company for improper personal gain (including gain of friends or family members), and you may not compete with the Company directly or indirectly.

## **9. Competition and Fair Dealing.**

The Company seeks to outperform its competition fairly and honestly. Using or disclosing, or encouraging others to use or disclose, other companies' proprietary, confidential or trade secret information, without the owner's prior consent, and any theft or misappropriation of such information is strictly prohibited. No director, officer or employee may take unfair advantage of anyone through manipulation, concealment, abuse or privileged information, misrepresentation of facts or any other unfair dealing practice. You should endeavor to respect the rights of and deal fairly with the Company's customers, suppliers, service providers, competitors, employees and anyone else with whom you have contact in the course of performing your job.

## **10. Gifts.**

The purpose of business entertainment and gifts in a commercial setting is to create good will and sound working relationships, not to gain unfair advantage with customers. No gift or entertainment should ever be offered, given, provided or accepted by you unless it:

- is not a cash gift,
- is consistent with customary business practices,
- is not excessive in value,
- cannot be construed as a bribe or payoff, and
- does not violate any laws or regulations.

Please discuss with your manager, the Company's Chief Financial Officer, designated legal personnel or head of human resources any gifts or proposed gifts that you are not certain are appropriate.

## **11. Discrimination, Harassment and Retaliation.**

The diversity of the Company's employees is a tremendous asset. The Company is committed to providing a work environment that is free of discrimination and harassment. The Company is an equal opportunity employer and makes employment decisions on the basis of merit and business needs. The Company is firmly committed to providing equal opportunity in all aspects of employment and will not tolerate any illegal discrimination, harassment or retaliation of any kind. Examples of such behavior include derogatory comments based on racial or ethnic characteristics and unwelcome sexual advances. Please consult the Company's employee handbook for more information on the Company's policy against such conduct.

## **12. Health and Safety.**

The Company strives to provide its employees with a safe and healthy work environment. You are responsible for using good judgment to help ensure a safe and healthy workplace for all employees by following safety and health rules and immediately reporting accidents, injuries and unsafe equipment, practices or conditions.

Violence and threatening behavior are not permitted. Employees must report to work in condition to perform their duties, free from the influence of illegal drugs or alcohol. The abuse of alcohol or illegal drugs in the workplace will not be tolerated.

## **13. Record-Keeping.**

The Company requires honest and accurate recording and reporting of information in order to make responsible business decisions and to comply with the law. For example, employees who must report their hours worked must only report the true and actual number of hours worked (whether for purposes of individual pay or for purposes of reporting such information to customers). The Company also requires each director and employee to disclose any transaction or arrangement among such individual or any family member or affiliated entity of such individual, on the one hand, and any other director, employee or any family member or affiliated entity of such other individual, on the other hand, that in any way relates to or arises out of such individual's professional relationship with the Company.

Many employees regularly use business expense accounts, which must be documented and recorded accurately in accordance with the Company's policies. If you are not sure whether you may seek reimbursement for a certain expense, ask your manager, a Compliance Officer or the Company's head of human resources.

All of the Company's books, records, accounts and financial statements must be maintained in reasonable detail, must appropriately reflect the Company's transactions and must conform both to applicable legal requirements and to the

Company's system of internal controls. Unrecorded or "off the books" funds or assets should not be maintained unless permitted by applicable law or regulation.

Business records and communications often become public, and you should avoid exaggeration, derogatory remarks, guesswork or inappropriate characterizations of people and companies that can be misunderstood. This policy applies equally to e-mail, internal memos and formal reports. Records should always be retained or destroyed according to the Company's record retention policies. In accordance with those policies, in the event of litigation or governmental investigation, please consult the Company's Chief Financial Officer or designated legal personnel.

#### **14. Confidentiality.**

You must maintain the confidentiality of confidential information entrusted to you by the Company or its customers, except when disclosure is authorized by the Company's established written policies or its Chief Financial Officer or designated legal personnel required by laws or regulations. Confidential information includes all non-public information (regardless of its source) that might be of use to the Company's competitors, or harmful to the Company or its customers, if disclosed, and information that suppliers and customers have entrusted to us. The obligation to preserve confidential information continues even after employment ends. In connection with this obligation, every employee is required to sign a confidentiality and proprietary information agreement when such person began their employment with the Company.

#### **15. Protection and Proper Use of Company Assets.**

You should endeavor to protect the Company's assets and ensure their efficient use. Theft, carelessness and waste have a direct impact on the Company's profitability and are prohibited. All Company assets should be used only for legitimate business purposes. Any suspected incident of fraud or theft must immediately be reported for investigation.

Your obligation to protect the Company's assets includes protecting its proprietary information. Proprietary information includes intellectual property such as trade secrets, patents, trademarks and copyrights, as well as business, marketing and service plans, engineering and manufacturing ideas, designs, databases, records, salary information and any unpublished financial data and reports. Unauthorized use or distribution of such information is prohibited and could also be illegal and result in civil or criminal penalties.

#### **16. Payments to Government Personnel.**

The U.S. Foreign Corrupt Practices Act prohibits directly or indirectly giving anything of value to officials of foreign governments or foreign political candidates in order to obtain or retain business or favorable treatment, and requires the maintenance of accurate books of account, with all company transactions being



properly recorded. It is strictly prohibited to make illegal payments to government officials of any country.

In addition, the U.S. government has a number of laws and regulations regarding business gratuities that may be accepted by U.S. government personnel. The promise, offer or delivery to an official or employee of the U.S. government of a gift, favor or other gratuity in violation of these rules would not only violate the Company's policy, but could also be a criminal offense. State and local governments, as well as foreign governments, may have similar rules. The Company's Chief Financial Officer or designated legal personnel, as well as the Anti-Bribery Policy, can provide guidance to you in this area.

#### **17. Waivers of this Code.**

Waivers of this Code may only be granted by the Company's Chief Executive Officer or Chief Financial Officer; provided, however, that any waiver of this Code for executive officers or directors may be granted only by the Board or a Board committee. Any such waiver of this Code for executive officers or directors, and the reasons for such waiver, will be disclosed in the Company's public filings, as required by law or securities market regulations.

#### **18. Reporting and Enforcement.**

You are encouraged to talk to managers or other appropriate personnel about observed illegal or unethical behavior or when in doubt about the best course of action in a particular situation. You are expected to cooperate in internal investigations of misconduct.

You should promptly report violations or suspected violations of this Code to the Company's Chief Financial Officer, designated legal personnel or head of human resources. You may, on an anonymous basis, submit a good-faith concern regarding observed illegal or unethical behavior or questionable accounting or auditing matters without fear of dismissal or retaliation via our ethics or reporting hotline by phone at 844-782-0436 or online at [theseusrx.ethicspoint.com](https://theseusrx.ethicspoint.com) (or [theseusrxmobile.ethicspoint.com](https://theseusrxmobile.ethicspoint.com)). For additional information regarding the Company's policies and procedures surrounding reports of good faith concerns regarding the Company's business practices, please refer to the Company's Compliance Reporting Policy.

#### **19. Prohibition on Retaliation.**

The Company does not tolerate acts of retaliation against any director, officer or employee who makes a good faith report of known or suspected acts of misconduct or other violations of this Code.

## **20. Compliance Procedures.**

We must all work to ensure prompt and consistent action against violations of this Code. However, in some situations it is difficult to know if a violation has occurred. Since we cannot anticipate every situation that will arise, it is important that we have a way to approach a new question or problem. These are the steps to keep in mind:

- Make sure you have all the facts. In order to reach the right solutions, we must be as fully informed as possible.
- Ask yourself: What specifically am I being asked to do? Does it seem unethical or improper? These questions will enable you to focus on the specific question you are faced with and the alternatives you have. Use your judgment and common sense; if something seems unethical or improper, it probably is.
- Clarify your responsibility and role. In most situations, there is shared responsibility. Are your colleagues informed? It may help to get others involved and discuss the problem.
- Discuss the problem with your manager. This is the basic guidance for all situations. In many cases, your manager will be more knowledgeable about the question and will appreciate being brought into the decision-making process. Remember that it is your manager's responsibility to help solve problems.
- Seek help from the Company's resources. In the rare case where it may not be appropriate to discuss an issue with your manager or where you do not feel comfortable approaching your manager with your question, discuss it with the Company's Chief Financial Officer, designated legal personnel or head of human resources.
- You may report ethical violations in confidence and without fear of retaliation. If your situation requires that your identity be kept secret, your anonymity will be protected to the greatest extent possible. The Company does not permit retaliation of any kind against employees for good-faith reports of ethical violations.
- Always ask first, act later. If you are unsure of what to do in any situation, seek guidance.

## **21. Investigations and Disciplinary Action.**

The Board or its designated committee will be responsible for investigating and determining appropriate disciplinary action for matters involving members of the Board or executive officers. The Board or its designated committee may designate others to conduct or manage investigations on its behalf and recommend disciplinary action.

Subject to the general authority of the Board to administer this Code, the Chief Executive Officer, the Chief Financial Officer and any designated legal personnel will be jointly responsible for investigating violations and determining appropriate disciplinary action for other employees, agents and contractors. The Chief Executive Officer, the Chief Financial Officer and any designated legal personnel may designate others to conduct or manage investigations on their behalf and recommend disciplinary action. The Chief Executive Officer, the Chief Financial Officer and any designated legal personnel will periodically report Code violations and the corrective actions taken to the Board of Directors or its designated committee. The Board of Directors reserves the right to investigate violations and determine appropriate disciplinary action on its own and to designate others to do so in place of, or in addition to, the Chief Executive Officer, the Chief Financial Officer and any designated legal personnel.

The Company will promptly investigate any suspected violations. If it is determined that evidence of a violation exists, the individual subject to investigation will be notified. The subject of an investigation will have an opportunity to respond to any allegations made against that person. A person suspected of violating this Code may be suspended with or without pay while an investigation is conducted. The Company will follow local grievance procedures in jurisdictions where such procedures apply.

The Company will take appropriate action against any employee, agent or contractor whose actions are found to violate this Code. Disciplinary actions may include, at the Company's sole discretion, oral or written reprimand, suspension or immediate termination of employment or business relationship, or any other disciplinary action or combination of disciplinary actions as deemed appropriate to the circumstances. A record of the disciplinary action will be retained in the employee's personnel file.

In determining what disciplinary action is appropriate in a particular case, the Company will take into account all relevant information, including the nature and severity of the violation, any history of warnings and violations, whether the violation appears to have been intentional or inadvertent and whether the violator reported their own misconduct. The Company will strive to enforce this Code in a consistent manner while accounting for all relevant information. An alleged violator may make a written request for reconsideration within 14 days of notification of the final disciplinary decision.

Where the Company has suffered a loss, it may pursue its remedies against the individuals or entities responsible. Certain violations of this Code may also be subject to civil or criminal prosecution by governmental authorities and others. Where laws have been violated, the Company will report violators to the appropriate authorities.

## **22. Publication of this Code; Amendments and Waivers of this Code.**

The most current version of this Code will be posted and maintained on the Company's website. The Company's Annual Report on Form 10-K shall disclose that this Code is maintained on the website and shall disclose that substantive amendments and waivers will also be posted on the Company's website. Any substantive amendment or waiver of this Code (i.e., a material departure from the requirements of any provision) particularly applicable to or directed at executive officers or directors may be made only after approval by the Board after receiving a recommendation from a committee comprised of a majority of independent directors and will be disclosed within four (4) business days of such action on the Company's website as well as via other means then required by Nasdaq listing standards or applicable law. Such disclosure shall include the reasons for any waiver. The Company shall maintain disclosure relating to such amendment or waiver on its website for at least twelve (12) months.