

Cogent Biosciences, Inc.

CORPORATE GOVERNANCE GUIDELINES

The Board of Directors (the “**Board**”) of Cogent Biosciences, Inc. (the “**Company**”) has adopted the corporate governance guidelines set forth below (the “**Guidelines**”) as a flexible framework to assist and guide the Board in the exercise of its responsibilities. These Guidelines should be interpreted in accordance with any requirements imposed by applicable federal or state law or regulation, the Nasdaq Stock Market LLC (“**Nasdaq**”) and the Company’s certificate of incorporation, as amended, restated or otherwise modified from time to time (the “**Certificate of Incorporation**”) and the Company’s bylaws, as amended, restated or otherwise modified from time to time (the “**Bylaws**”). The Board and the Nominating and Corporate Governance Committee (the “**Nominating Committee**”) may review and amend or waive these Guidelines from time to time, with or without public notice.

I. DIRECTOR QUALIFICATION STANDARDS

- **Director Criteria:** The Board shall consider and approve from time to time the criteria that it deems necessary or advisable for prospective Director candidates. The Board shall have full authority to modify such criteria from time to time as it deems necessary or advisable.

The Board has delegated to the Nominating Committee the responsibility for developing and recommending to the Board for its consideration and approval such criteria for prospective Director candidates as the Nominating Committee deems necessary or advisable. The Nominating Committee will recommend to the Board from time to time such criteria for its consideration and approval.

At a minimum, the Nominating Committee must be satisfied that each Nominating Committee-recommended nominee meets the following minimum qualifications:

- The nominee shall have experience at a strategic or policymaking level in a business, government, non-profit or academic organization of high standing.
- The nominee shall be highly accomplished in his or her respective field, with superior credentials and recognition.
- The nominee shall be well regarded in the community and shall have a long-term reputation for high ethical and moral standards.
- The nominee shall have sufficient time and availability to devote to the affairs of the Company, particularly in light of the number of boards of directors on which such nominee may serve.
- To the extent such nominee serves or has previously served on other boards, the nominee shall have a demonstrated history of actively contributing at board meetings.

- **Process For Identifying and Selecting Directors:** The Board has delegated to the Nominating Committee the responsibility of identifying suitable candidates for nomination to the Board (including candidates to fill any vacancies that may occur) and assessing their qualifications in light of the policies and principles in these Guidelines and the Nominating Committee’s charter. The Nominating Committee will recommend prospective Director candidates for the Board’s consideration and review the prospective candidates’ qualifications with the Board. The Board shall retain the ultimate authority to nominate a candidate for election by the stockholders as a Director or to fill any vacancy that may occur.

In identifying prospective Director candidates, the Nominating Committee may consider all facts and circumstances that it deems appropriate or advisable, including, among other things, the skills of the prospective Director candidate, his or her depth and breadth of business experience or other backgrounds and experiences, his or her independence and the needs of the Board.

The Nominating Committee actively seeks to achieve a diversity of viewpoints, occupations, perspectives and backgrounds on the Board.

- **Independence:** At least a majority of the members of the Board shall meet the independence standards of the Stock Market Rules of Nasdaq (the “**Nasdaq Stock Market Rules**”) as set forth in Rule 5605(a)(2) of the Nasdaq Stock Market Rules (or any successor provision thereto).

At least annually, the Board will evaluate all relationships between the Company and each non-employee Director in light of relevant facts and circumstances for the purposes of determining whether a material relationship exists that might signal a potential conflict of interest or otherwise interfere with such Director’s ability to satisfy his or her responsibilities as an independent Director.

- **Limit on Number of Other Boards:** Carrying out the duties and fulfilling the responsibilities of a Director requires a significant commitment of an individual’s time and attention. The Board recognizes that excessive time commitments can interfere with an individual’s ability to perform his or her duties effectively. In connection with its assessment of Director candidates for nomination, the Board will assess whether the performance of any Director has been or is likely to be adversely impacted by excessive time commitments, including service on other boards of directors. Ordinarily, directors may not serve on the boards of more than five public companies, including the Company’s Board. However, directors who are executive officers of public companies may not serve on the boards of more than three public companies, including the Company’s Board. Service on the boards of subsidiary companies with no publicly traded stock (or that issue only debt), non-profit organizations and private companies is not included in this calculation. Moreover, if a director sits on several mutual fund boards within the same fund family, it will count as one board for purposes of this calculation. Directors must notify the Chair of the Nominating Committee in connection with accepting a seat on the board of directors of another business corporation so that the potential for conflicts or other factors compromising the Director’s ability to perform his or her duties may be fully assessed.

- **Term and Age Limits:** The Board does not believe that arbitrary limits on the number of consecutive terms a Director may serve or on the Directors' ages are appropriate in light of the substantial benefits resulting from a sustained focus on the Company's business, strategy and industry over a significant period of time. Each individual's performance will be assessed by the Nominating Committee in light of relevant factors in connection with assessments of candidates for nomination to be Directors.
- **Change in Principal Occupation:** When a Director's principal occupation or business association changes substantially during the director's tenure on the Board, the Director must advise the Chair of the Nominating Committee. In addition, at any time any officer of the Company who serves on the Board ceases to hold that office, he or she is expected to tender his or her resignation from the Board. The Nominating Committee recommends to the Board the action, if any, to be taken with respect to the offer to resign.
- **Director Succession Planning:** The Nominating Committee shall be responsible for developing succession plans for the Board as appropriate in light of relevant facts and circumstances.

II. DIRECTOR RESPONSIBILITIES

- **Role of the Board:** The business and affairs of the Company are managed by or under the direction of the Board, acting on behalf of the stockholders. The Board has delegated to the officers of the Company the authority and responsibility for managing the Company's everyday affairs. The Board has an oversight role and is not expected to perform or duplicate the tasks of the CEO or senior management.
- **Strategic Planning:** The Board reviews the Company's long-term strategic plan at least annually and monitors implementation of the strategic plan throughout the year.
- **Attendance at Meetings:** Each member of the Board is expected to make reasonable efforts to attend regularly scheduled meetings of the Board and to participate in telephone conference meetings or other special meetings of the Board. In the event that a Director is unable to make at least 75% of those regular or special meetings (together with the meetings of committees on which such Director serves) in a particular year, the Company will be required to disclose that fact in its annual proxy statement. In addition, attendance and participation at meetings is an important component of Directors' duties and, as such, attendance rates will be taken into account by the Nominating Committee and the Board in connection with assessments of Director candidates for renomination as Directors. Directors are encouraged to attend the annual meeting of stockholders.
- **Agendas:** The Chairperson of the Board and the CEO work together to establish the agenda for each Board meeting. Agenda items that fall within the scope of responsibilities of a Board committee are reviewed with the chair of that committee. Directors are encouraged to suggest the inclusion of items on the agenda. Directors are also free to raise subjects at a Board meeting that are not on the agenda for that meeting.
- **Time Commitment; Advance Distribution and Review of Materials:** Directors are expected to spend the time needed and meet as frequently as the Board deems necessary or

appropriate to discharge their responsibilities. Senior management is responsible for distributing information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting to the Directors. Directors should review these materials in advance of the meeting when reasonably practicable.

- **Confidentiality**: Directors must protect and hold confidential all non-public information that comes to them, from whatever source, in their capacity as a director of the Company, unless disclosure is authorized or required by law. Proceedings and deliberations of the Board and its committees are confidential.

III. BOARD STRUCTURE

- **Classified Board**: The Board is divided into three classes with staggered terms of three years each so that the term of one class expires at each annual meeting of stockholders. Thus, directors typically stand for reelection every three years.
- **Size of Board**: The Board reserves the right to increase or decrease the size of the Board, subject to any relevant provisions in the Bylaws, depending on an assessment of the Board's needs and other relevant circumstances at any given time.
- **Board Leadership**: The Bylaws provide that, if the Board does not designate a presiding officer or director, then the Chairperson of the Board, if one is elected, shall preside at all meetings of the stockholders and the Board. The Chairperson of the Board shall perform such other duties as the Board may from time to time designate. The Board does not have a policy regarding whether the role of the Chairperson of the Board and the CEO should be separate or combined, and the Board believes that the Company should maintain its flexibility to select the Chairperson and CEO and determine the appropriate leadership structure, from time to time, based on criteria that are in the Company's best interests and the best interests of the Company's stockholders. The Board periodically reviews its leadership structure to evaluate whether the structure remains appropriate for the Company. The Board believes that presently it is not in the best interests of the Company for a single person to serve as both the Chairperson and the CEO.
- **Committees**: The Board intends at all times to have an Audit Committee, a Compensation Committee and a Nominating Committee. Each of these standing committees will have a written charter that sets forth the responsibilities of such committee and the qualifications for committee membership. Membership on these standing committees is limited to independent directors meeting the independence requirements of the Nasdaq Stock Market Rules, the Sarbanes-Oxley Act of 2002 and any other related rules or regulations promulgated by the Securities and Exchange Commission and the Internal Revenue Service (as applicable). The Board retains discretion to form new committees or disband current committees depending upon the circumstances. The foregoing is subject to all applicable exemptions or exceptions permitted under Nasdaq Stock Market Rules.
- **Executive Sessions**: The independent Directors will meet at regularly scheduled executive sessions without management participation. If the Chairperson of the Board is an independent director, then the Chairperson of the Board will preside at these meetings. If the

Chairperson of the Board does not so qualify, then the director who presides at these meetings will be chosen by the independent directors. In either case, the director who presides at these meetings, and his or her name, or the process by which he or she is selected, will be disclosed in the annual proxy statement. In order that interested parties may be able to make their concerns known to the independent directors, the Company will also disclose a method for such parties to communicate directly and confidentially with the presiding director or with the independent directors as a group.

IV. DIRECTOR ACCESS TO MANAGEMENT AND INDEPENDENT ADVISORS

- In carrying out its responsibilities, the Board, and each committee thereof, shall be entitled to rely on the advice and information that it receives from management and such experts, advisors and professionals with whom the Board, or any such committee, may consult. The Board, and each committee thereof, shall have the authority to request that any officer or employee of the Company, the Company's outside legal counsel, the Company's independent auditor or any other professional retained by the Company to render advice to the Company, attend a meeting of the Board, or such committee, or meet with any members of or advisors to the Board. The Board or any committee thereof shall also have the authority to engage legal, accounting or other advisors to provide it with advice and information in connection with carrying out its or their responsibilities.

V. DIRECTOR COMPENSATION

- The form and amount of Director compensation will be reviewed periodically, but at least annually, by the Compensation Committee, which shall make recommendations to the Board based on such review. The Board shall retain the ultimate authority to determine the form and amount of Director compensation.
- The Company's executive officers shall not receive additional compensation for their service as Directors.

VI. PERFORMANCE EVALUATION OF THE BOARD AND COMMITTEES

- The Board may conduct a self-evaluation periodically for the purpose of determining whether it and its committees are functioning effectively, and each committee of the Board may conduct a self-evaluation periodically for the purpose of determining whether it is functioning effectively. These evaluations will consider the performance of the Board or the committee, as the case may be, as a unit. The Nominating Committee will oversee any such evaluation process.

VII. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

- The Company has an orientation process for Board members that is designed to familiarize new directors with various aspects of the Company's business, including the Company's strategy, operations, finances, risk management processes, compliance program and governance practices. The Board encourages directors to participate in education programs to assist them in performing their responsibilities as directors.

VIII. STOCKHOLDER ENGAGEMENT

- To enable the Company to speak with a single voice, as a general matter, senior management serves as the primary spokesperson for the Company and is responsible for communicating with various constituencies, including stockholders, on behalf of the Company. Directors may participate in discussions with stockholders and other constituencies on issues where Board-level involvement is appropriate. In addition, the Board is kept informed by senior management of the Company's stockholder engagement efforts.

IX. MISCELLANEOUS

- These Guidelines are not intended to modify, extinguish or in any other manner limit the indemnification, exculpation and similar rights available to the Directors under applicable law and/or the Certificate of Incorporation and/or the Bylaws.
- Although these Guidelines have been approved by the Board, it is expected that these Guidelines will evolve over time as customary practice and legal requirements change. In particular, guidelines that encompass legal, regulatory or exchange requirements as they currently exist will be deemed to be modified as and to the extent such legal, regulatory or exchange requirements are modified.

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Last amended: April 30, 2026