

BELLUS HEALTH INC.
BOARD OF DIRECTORS MANDATE

1. MANDATE

1.1 In adopting this mandate,

1.1.1 the board acknowledges that the mandate prescribed for it by the *Canada Business Corporations Act* (the “CBCA”) and any other applicable legal and stock exchange listing requirements, is to manage, or supervise the management of, the business and affairs of BELLUS Health Inc. (the “Company”) and that this mandate includes responsibility for stewardship of the Company; and

1.1.2 the board explicitly assumes responsibility for the stewardship of the Company, as contemplated by the corporate governance guidelines adopted by the Canadian securities regulatory authorities (the “Canadian Guidelines”) and any other applicable legal and stock exchange listing requirements.

2. BOARD MEMBERSHIP

2.1 Number of Members – The board shall consist of such number of directors as the board may determine from time to time, provided that such number shall be within the minimum and maximum number of directors set out in the Company’s articles.

2.2 Independence of Members –

2.2.1 At least three of the directors shall not be officers or employees of the Company or any of its affiliates.

2.2.2 At least one-quarter of the directors shall be resident Canadians.

2.2.3 A majority of the directors must be independent as defined under the Canadian Guidelines and any other applicable legal and stock exchange listing requirements.

2.3 Election and Appointment of Directors – Directors shall be elected by the shareholders at each annual meeting of shareholders, provided that if directors are not elected at any annual meeting, the incumbent directors continue in office until their successors are elected.

2.4 Vacancy – The board may appoint a member to fill a vacancy, which occurs in the board between annual elections of directors to the extent permitted by the CBCA and any other applicable legal and stock exchange listing requirements.

2.5 Removal of Members – Any director may be removed from office by an ordinary resolution of the shareholders at a special meeting of shareholders.

2.6 Additional Directors – In addition to filling vacancies on the board, the directors may at any time, without exceeding the number of directors provided by the articles of the Company, appoint one or more additional directors who shall hold office for a term expiring not later than the close of the next annual meeting of shareholders, provided that the total number of directors so appointed may not exceed one-third (1/3) of the number of directors elected at the previous annual meetings of shareholders.

3. **BOARD CHAIR**

3.1 Chairperson of the Board – The chairperson of the board shall, to the extent practicable, be independent within the meaning of the Canadian Guidelines and any other applicable legal and stock exchange listing requirements.

3.2 Chairperson of Meetings – The chairperson of any meeting of the board shall be the first mentioned of such of the following officers as have been appointed and who is a director and is present at the meeting: chairperson of the board, the deputy chairperson, or chairperson of the executive committee of the board (if such a committee is constituted). If no such officer is present, the directors present shall choose one of their number to be chairperson.

4. **MEETINGS OF THE BOARD**

4.1 Quorum – Unless otherwise fixed by resolution of the directors, a quorum of the board shall be a majority of its members.

4.2 Secretary – The secretary of the board shall be designated from time to time in accordance with the by-laws of the Company.

4.3 Time and Place of Meetings – Meetings of the board shall be held from time to time and at such place as the board, the deputy chairperson, the chairperson of the board, the chairperson of the executive committee of the board (if such a committee is constituted) or any two directors may determine.

4.4 Right to Vote – Each member of the board shall have the right to vote on matters that come before the board unless precluded by the CBCA and any other applicable legal and stock exchange listing requirements.

4.5 Invitees – The board may invite officers and employees of the Company or any other person to attend meetings of the board to assist in the discussion and examination of the matters under consideration by the board.

4.6 Meeting of Independent Directors – The independent directors must hold regularly scheduled meetings at which only independent directors are present but, in no event, shall the independent directors meet fewer than two (2) times per year.

4.7 Attendance and Preparedness – Directors are expected to attend regularly scheduled meetings of the board and of the shareholders and to have prepared for the meetings by, at a minimum, reviewing in advance of the meeting the materials delivered in connection

with the meeting. The attendance record of individual directors at meetings of the board will be disclosed in the Company's proxy circular as required by applicable law.

5. **OUTSIDE ADVISORS**

5.1 Retaining and Compensating Advisors – Each director shall have the authority to retain outside counsel and any other external advisors as appropriate with the approval of the Human Resources and Governance Committee.

6. **REMUNERATION OF THE BOARD MEMBERS**

6.1 Members of the board shall receive such remuneration for their service on the board and its committees as the board may determine from time to time.

7. **DUTIES AND RESPONSIBILITIES OF THE BOARD**

7.1 Specific Aspects of Stewardship Function - In adopting this mandate, the board hereby explicitly assumes responsibility for the matters set out below:

- 7.1.1 to the extent feasible, satisfying itself as to the integrity of the CEO and other executive officers and that the CEO and other executive officers create a culture of integrity throughout the organization;
- 7.1.2 adopting of a strategic planning process and approving, on at least an annual basis, a strategic plan which takes into account, among other things, the opportunities and risks of the Company's business;
- 7.1.3 the identification of the principal risks of the Company's business and ensuring the implementation of appropriate systems to manage these risks;
- 7.1.4 succession planning, including appointing, training and monitoring senior management;
- 7.1.5 adopting a communication policy for the Company; and
- 7.1.6 the Company's internal control and management information systems.

7.2 Corporate Governance Matters - The board shall adopt and maintain corporate governance principles and guidelines recommended to it by the Human Resources and Governance Committee and which comply with all applicable legal and stock exchange listing requirements and with such recommendations of relevant securities regulatory authorities and stock exchanges as the board may consider appropriate.

7.3 Nomination and Appointment of Directors –

- 7.3.1 The board shall nominate individuals for election as directors by the shareholders and shall require the Human Resources and Governance Committee to make recommendations to it with respect to such nominations.

7.3.2 The board may fill such vacancies on the board as it is permitted by law to fill and shall require the Human Resources and Governance Committee to make recommendations to it with respect to such vacancies.

7.3.3 The board shall consider recommendations made to it by the Human Resources and Governance Committee with respect to the size and composition of the board.

7.3.4 In selecting candidates for appointment or nomination as directors, the board shall:

(i) consider what competencies and skills the board, as a whole, should possess; and

(ii) assess what competencies and skills each existing director possesses.

7.4 Significant Decisions – The board shall require management to obtain its approval for all significant decisions, including major financings, acquisitions, dispositions, budgets and capital expenditures.

7.5 Information Flow from Management – The board shall require management to keep it aware of the Company's performance and events affecting the Company's business, including opportunities in the marketplace and adverse or positive developments.

7.6 Position Descriptions – The board shall develop clear position descriptions for the chairperson of the board, the deputy chairperson and the chair of each board committee. In addition, the board, together with the CEO, shall develop a clear position description for the CEO.

7.7 Corporate Objectives – The board shall approve specific financial and business goals and objectives, which will be used as a basis for measuring the performance of the CEO.

7.8 Delegation to Committees –

7.8.1 The board shall establish and maintain the following committees of the board, each having charters that incorporate all applicable legal and stock exchange listing requirements and with such recommendations of relevant securities regulatory authorities and stock exchanges as the board may consider appropriate:

(i) Audit Committee; and

(ii) Human Resources and Governance Committee.

7.8.2 Subject to the Company's articles and by-laws, the board may appoint any other committee of directors and delegate to such committee any of the powers of the board, except to the extent that such delegation is prohibited under the CBCA and any other applicable legal and stock exchange listing requirements.

7.8.3 The board will appoint and maintain in office, members of each of its committees such that the composition of each such committee is in compliance with all applicable legal and stock exchange listing requirements and with such recommendations of relevant securities regulatory authorities and stock exchanges as the board may consider appropriate and shall require the Human Resources and Governance Committee to make recommendations to it with respect to such matters.

7.8.4 Subject to applicable legal and stock exchange listing requirements, and in adherence to such requirements, the board will review the charters and the composition of each of its committees on a regular basis and will revise those charters or amend the composition of its committees as it considers appropriate and shall require the Human Resources and Governance Committee to make recommendations to it with respect to such matters.

7.9 Delegation to Management – Subject to the Company’s articles and by-laws, the board may designate the offices of the Company, appoint officers, specify their duties and delegate to them powers to manage the business and affairs of the Company, except to the extent that such delegation is prohibited under the CBCA and any other applicable legal and stock exchange listing requirements.

7.10 Residual Authority – The board retains responsibility for any matter that has not been delegated to management or to a committee of the directors.

7.11 Financial Statements – The board shall review and, if appropriate, approve the Company’s annual financial statements after the Audit Committee has reviewed and made a recommendation on those statements to the board.

7.12 Compensation Matters –

7.12.1 Executive Compensation Policy – The board shall review the executive compensation policy submitted to it by the Human Resources and Governance Committee.

7.12.2 Compensation and Benefits – The board shall review and approve, as appropriate:

- (i) the overall structure of the Company’s total compensation strategy, including the elements of the Company’s annual and long-term incentive plans, including plan design, performance targets, administration and total funds/shares reserved for payments;
- (ii) the CEO’s total compensation in light of the performance assessment by the Human Resources and Governance Committee;
- (iii) the individual elements of total compensation for the executives named in the annual proxy statement and the total compensation of such other members of senior management not named in the annual proxy statement;

- (iv) the total compensation for the members of the board, in light of director compensation guidelines and principles established by the Human Resources and Governance Committee;
- (v) and shall require the Human Resources and Governance Committee to make recommendations to it with respect to such matters.

7.12.3 Organizational Responsibilities – The board shall review and approve as appropriate:

- (i) appointments for all mission critical positions (as such positions are defined by the Human Resources and Governance Committee from time to time) and compensation packages for such appointments;
- (ii) executive compensation disclosure that is required to be publicly disclosed by the Company;
- (iii) and shall require the Human Resources and Governance Committee to make recommendations to it with respect to such matters.

7.12.4 Pension Plan Matters – The board shall receive and review reports from management and from the Human Resources and Governance Committee covering administration, investment performance, funding, financial impact, actuarial reports and other pension plan related matters.

7.13 Code of Ethics –

7.13.1 The board shall adopt a written code of business conduct and ethics (the “Code”) recommended to it by the Human Resources and Governance Committee and which complies with all applicable legal and stock exchange listing requirements and with such recommendations of relevant securities regulatory authorities and stock exchanges as the board may consider appropriate.

7.13.2 The board shall be responsible for monitoring compliance with the Code. Any waivers from the Code that are granted for the benefit of directors or executive officers of the Company shall be granted by the board (or a committee of the board) only.

7.14 Communication Policy – The Board shall periodically review the Company’s overall communications policy, including measures for receiving feedback from stakeholders.

8. **REGULAR BOARD ASSESSMENTS**

8.1 Establish Process – The board shall establish a process to be carried out by the Human Resources and Governance Committee for regularly assessing the effectiveness and contribution of the board, its committees and each individual director.

8.2 Amendments to Mandate – The board will review and reassess the adequacy of its mandate on a regular basis.

9. **ORIENTATION AND CONTINUING EDUCATION**

9.1 The board shall ensure that all new directors receive a comprehensive orientation.

9.2 The board shall provide continuing education opportunities for all directors, so that individuals may maintain or enhance their skills and abilities as directors, as well as to ensure their knowledge and understanding of the Company's business remains current.

10. **INTERPRETATION**

10.1 The provisions of this mandate shall at all times be subject to the provisions of the CBCA, the articles and the by-laws of the Company, and any other applicable legal and stock exchange listing requirements.

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This mandate is intended as a component of the flexible governance framework within which the board, assisted by its committees, directs the affairs of the Company. While it should be interpreted in the context of all applicable laws, regulations and listing requirements, as well as in the context of the Company's articles and by-laws, it is not intended to establish any legally binding obligations. The Directors have the right to derogate from the provisions of this mandate where the circumstances warrant it, to the extent permitted by applicable laws, regulations and listing requirements and the Company's articles and by-laws.