

# LIGAND PHARMACEUTICALS, INCORPORATED

## HUMAN CAPITAL MANAGEMENT AND COMPENSATION COMMITTEE CHARTER

### I. Purpose

The purpose of the Human Capital Management and Compensation Committee (the “Committee”) of the Board of Directors (the “Board”) of Ligand Pharmaceuticals Incorporated (the “Company”) is to (a) oversee the Company’s compensation and human resources philosophy generally and seek to ensure the Company’s culture, talent, development and succession planning align with the Company’s strategy, values and mission, and (b) to oversee the discharge of the responsibilities of the Board relating to compensation of the Company’s executive officers and directors.

### II. Composition

The Committee must consist of at least two directors, each of whom must satisfy the independence requirements of the Nasdaq Stock Market LLC (“Nasdaq”), except as otherwise permitted by applicable Nasdaq rules, and meet all other eligibility requirements of applicable laws. Committee members must be appointed and may be removed, with or without cause, by the Board. Unless a Chair is designated by the Board, the Committee may designate a Chair by majority vote of the full Committee membership.

### III. Meetings, Procedures and Administration.

1. *Meeting Procedures.* The Committee has the authority to establish its own rules and procedures for notice and conduct of its meetings so long as they are not inconsistent with any provisions of the Company’s bylaws that are applicable to the Committee.

2. *Authority to Retain Consultants and Advisers.* The Committee may, in its sole discretion, retain or obtain advice from compensation consultants, legal counsel or other advisers (independent or otherwise), provided that, preceding any such retention or advice, the Committee must take into consideration the applicable factors under Nasdaq rules. The Committee will be directly responsible for the appointment, compensation and oversight of any adviser it retains. The Company must provide for appropriate funding, as determined by the Committee, for payment of reasonable compensation to any adviser retained by the Committee.

3. *Investigations.* The Committee has the authority to conduct or authorize investigations into any matters within the scope of its responsibilities as it deems appropriate, including the authority to request any officer, employee or adviser of the Company to meet with the Committee or any advisers engaged by the Committee.

4. *Miscellaneous Authority.* In addition to the duties and responsibilities expressly delegated to the Committee in this Charter, the Committee may exercise any other powers and carry out any other responsibilities consistent with this Charter, the purposes of the Committee, the Company’s bylaws and applicable Nasdaq rules.

#### IV. Duties and Responsibilities

1. *Human Capital Management.* The Committee will have the authority to review, monitor and discuss with management the Company's strategies, policies and practices related to human capital management within the Company's workforce, including with respect to diversity and inclusion initiatives and programs, employee development, retention and engagement, workplace safety, corporate culture and succession planning. The Committee will have the authority to review and monitor the appropriateness, effectiveness, risk mitigation effects and value creation of such strategies, policies and practices.

2. *Industry Practices* The Committee will have the authority to review, monitor and discuss with management concerning both regional and industry-wide compensation practices and trends in order to assess the adequacy and competitiveness of the Company's executive compensation programs among comparable companies. The Committee will have the authority to monitor current developments in human capital management and practices and diversity and inclusion initiatives in the Company's industry and elsewhere.

3. *CEO Compensation.* The Committee will have the authority to review and approve the corporate goals and objectives with respect to the compensation of the Chief Executive Officer. The Committee will evaluate the Chief Executive Officer's performance in light of these goals and objectives and, based upon this evaluation, will have the authority to review and set or make recommendations to the Board regarding the Chief Executive Officer's compensation. The Chief Executive Officer may not be present during voting or deliberations on his or her compensation.

4. *Other Executive Officer Compensation.* The Committee will have the authority to review and set or make recommendations to the Board regarding the compensation of the executive officers other than the Chief Executive Officer and in connection with such review will oversee the evaluation of the executive officers.

5. *Director Compensation.* The Committee will have the authority to review and make recommendations to the Board regarding director compensation.

6. *Incentive and Equity Compensation.* The Committee will have the authority to review and approve or make recommendations to the Board regarding the Company's incentive compensation and equity-based plans and arrangements, including the authority to administer any such plans and arrangements (the "Plans"); provided that the Committee's general oversight shall not include service as the plan administrator or involve the general administration of any plan subject to the provisions of the Employee Retirement Income Security Act of 1974, as amended (ERISA). The Committee will have the authority to administer the Plans, subject to any limitations in the applicable plan, and to approve grants of awards under the Plans. To the extent permitted by applicable law and the applicable Plan, the Committee may delegate to one or more executive officers of the Company the authority to grant, and make determinations and administer a Plan with respect to, awards under a Plan to employees and consultants of the Company who are not executive officers or directors of the Company.

7. *Compensation Discussion and Analysis.* To the extent that the Company is required to include a "Compensation Discussion and Analysis" ("CD&A") in the Company's Annual Report on Form 10-K or annual proxy statement, the Committee will review and discuss

with management the Company's CD&A and will consider whether it will recommend to the Board that the Company's CD&A be included in the appropriate filing.

8. *Compensation Committee Report.* The Committee will prepare the annual Compensation Committee Report, to the extent it is required.

9. *Reports to the Board of Directors.* The Committee must report regularly to the Board regarding the activities of the Committee.

10. *Committee Self-Evaluation.* The Committee must periodically perform an evaluation of the performance of the Committee.

11. *Review of this Charter.* The Committee must annually review and reassess this Charter and submit any recommended changes to the Board for its consideration.

## **V. Delegation of Duties**

In fulfilling its responsibilities, the Committee has the authority to delegate any or all of its responsibilities to a subcommittee of the Committee.