Bicara Therapeutics Inc.

Launch Readiness Committee Charter

I. General Statement of Purpose

The purpose of the Launch Readiness Committee (the "Launch Readiness Committee") of the Board of Directors (the "Board") of Bicara Therapeutics Inc. (the "Company") is to provide strategic and operational guidance to management of the Company ("Management") in connection with the Company's commercialization strategy and launch readiness and to advise the Board with respect to strategic commercial considerations.

II. Composition

The number of individuals serving on the Launch Readiness Committee shall be fixed by the Board from time to time but shall consist of no fewer than two members. In determining whether a director is eligible to serve as a Committee member, the Board may consider the director's commercial, marketing, sales, regulatory, medical and technical expertise, as well as any other relevant operational or business experience. The Board may also, in its discretion, appoint a Chair of the Committee.

The Board shall appoint the members of the Launch Readiness Committee annually and may replace or remove them at any time, with or without cause. Resignation or removal of a director from the Board, for whatever reason, shall automatically constitute resignation or removal, as applicable, from the Launch Readiness Committee. Vacancies, for whatever reason, may be filled only by the Board. The Board shall designate one member of the Launch Readiness Committee to serve as chair of the Launch Readiness Committee (the "Chair").

III. Meetings

The Launch Readiness Committee shall meet as often as it determines appropriate, in person, by video or telephone conference or by other means of communications by which all participants can hear each other. A majority of the members of the Launch Readiness Committee shall constitute a quorum for purposes of holding a meeting, and the Launch Readiness Committee may act by vote of a majority of members present at a meeting. In lieu of a meeting, the Launch Readiness Committee may act by unanimous written consent (which may include electronic consent) in accordance with the Company's third amended and restated bylaws. The Chair of the Launch Readiness Committee, in consultation with the other members and management, may set meeting agendas consistent with this Launch Readiness Committee Charter ("Charter").

IV. Launch Readiness Committee Responsibilities and Duties

The Launch Readiness Committee's responsibilities and duties shall include, but are not limited to:

A. Review of Charter

- Review and reassess the adequacy of this Charter periodically and submit any proposed changes to the Board for approval.

B. Commercial Advisory Role

- Provide strategic and operational guidance to management and the Board regarding the potential and actual commercialization of the Company's products, from pre-launch planning through regulatory approval, commercial launch and subsequent stages of the product lifecycle, including, without limitation:
    - government affairs and related regulatory strategy in support of the Company's commercialization strategy and launch readiness;
    - medical affairs, including publication strategy, scientific congresses, medical education and the communication of emerging clinical data to healthcare professionals and other stakeholders;
    - commercial strategy and execution, including market development, product positioning, branding, launch readiness, pricing and reimbursement, market access, and commercialization planning;
    - commercial infrastructure, policies and processes, including healthcare compliance and other systems necessary to support commercialization; and
    - potential commercial partnerships, collaborations and other strategic commercialization opportunities.
- Review and discuss periodic reports from management regarding the Company's commercial strategy, launch readiness, commercialization plans, competitive landscape, key commercial initiatives, significant risks and opportunities, and progress toward achieving the Company's commercial objectives.

C. Commercial Goals

- Assist, to the extent it deems helpful, the Board and the Compensation Committee of the Board (the "Compensation Committee") in setting and evaluating any commercial performance goals under the Company's incentive compensation programs.

D. Commercial Personnel and Resources

- Assist, to the extent it deems helpful, the Board and the Compensation Committee in assessing the capabilities of and evaluating the performance of the Company's key commercial personnel and the depth and breadth of the Company's commercial resources.

E. Additional Topics and Functions

- Review and assist the Board on other topics and perform other functions as may be requested by the Board from time to time.

VI. General

- The Launch Readiness Committee may establish and delegate authority to one or more subcommittees consisting of one or more of its members to carry out its responsibilities.

- The Launch Readiness Committee shall make regular reports to the Board on matters for which it has responsibility.

- In carrying out its responsibilities, the Launch Readiness Committee shall be entitled to rely on advice and information it receives from management and any experts, advisors and professionals with whom it may consult.

- The Launch Readiness Committee 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 meet with the Launch Readiness Committee or its members or advisers.

Adopted by the Bicara Therapeutics Inc. Board of Directors on July 26, 2026.