

AZITRA, INC.

COMPENSATION COMMITTEE CHARTER

(Adopted March 1, 2023)

The following shall constitute the Charter (the “*Charter*”) of the Compensation Committee of the Board of Directors of Azitra, Inc. (the “*Company*”):

I. ORGANIZATION

The Board of Directors of the Company (the “*Board*”) has constituted a standing committee of the Board known as the Compensation Committee (the “*Committee*”).

II. COMPOSITION AND SELECTION

The members of the Committee shall be appointed and removed by the Board and shall meet the independence requirements of applicable law and the listing standards of the NYSE American, LLC and the requirements of a “non-employee director” for purposes of Section 16 of the Securities Exchange Act of 1934, as amended (“*Exchange Act*”). The Committee shall be comprised of at least two (2) members. The Board shall make a determination on the independence of each member and shall also designate a Committee Chair.

The members of the Committee shall be appointed by the Board and may be removed by the Board. The members of the Committee shall serve for such term as the Board may fix or until their successors are duly elected and qualified. Unless a Chairperson is appointed by the full Board, the members of the Committee shall designate a Chairperson by majority vote of the full Committee membership. All vacancies in the Committee shall be filled by the Board.

The duties and responsibilities of Committee members contained herein shall be in addition to those duties otherwise required for members of the Board.

III. STATEMENT OF PURPOSE

The purpose of the Committee is to discharge the Board’s responsibilities relating to the compensation of the Company’s directors and officers. The Committee has overall responsibility for approving and evaluating the director and officer compensation plans, policies and programs of the Company.

The Committee is also responsible for producing any report and reviewing and approving any Compensation Discussion & Analysis (“*CD&A*”) and the supporting compensation disclosure materials, required under the federal securities laws to be included in any annual report on Form 10-K or proxy statement filed with the Securities and Exchange Commission.

IV. COMMITTEE AUTHORITY AND RESPONSIBILITIES

To fulfill its responsibilities and duties, the Committee shall:

A. *Charter*. At least annually, review and reassess this Charter and any proposed changes shall be submitted to the Board for approval.

B. *Goals and Objectives.* Review and approve periodically, but no less frequently than annually, the Company's goals and objectives relevant to compensation of the Chief Executive Officer and other officers of the Company as defined under Rule 16a-1(f) under the Exchange Act ("Officers"), including the balance between short-term compensation and long-term incentives; evaluate the performance of the Chief Executive Officer and other officers in light of those goals and objectives; and set the compensation level of the Chief Executive Officer and other officers based on such evaluation.

C. *Compensation Levels.* Review and approve the compensation level (including base and incentive compensation) and direct and indirect benefits of the Company's Chief Executive Officer and other Officers. In determining compensation levels, the Committee shall consider, among other factors it deems appropriate from time to time, the Company's overall annual financial and operating performance as well as total shareholder return (or other measures), the overall role and responsibility of each Officer, the impact of each individual's contributions as well as the compensation levels of comparable positions at comparable companies.

D. *Post-Service Arrangements.* The Committee shall evaluate the post-service arrangements and benefits of the Chief Executive Officer and other Officers and their reasonableness in light of practices at comparable companies and any benefits received by the Company in connection with such arrangements.

E. *Incentive Compensation Plans.* The Committee shall make recommendations to the Board with respect to the establishment and terms of incentive compensation plans and equity-based plans and shall administer all Board approved incentive compensation plans and equity-based plans, including the determination of any awards to be granted to directors, Officers and others under any such plan implemented by the Company.

F. *Talent Management.* The Committee will review the effectiveness of the Company's talent management strategies, including overall workforce planning and resourcing to achieve business milestones, professional development and other policies likely to have a meaningful impact on the talent profile and competitiveness of the Company. The Committee will also work with the Board's Nominating and Corporate Governance Committee regarding the plans for succession for the Company's executive officers.

G. *Appointment and Monitoring of Named Fiduciaries.* With respect to any funded employee benefit plan covering employees of the Company subject to the fiduciary responsibility provisions of the Employee Retirement Income Security Act of 1974 adopted by the Board, the Committee shall have the authority to appoint and terminate the named fiduciary or named fiduciaries of such plan and shall monitor their performance, unless such fiduciaries are specified in the constituent plan documents.

H. *Evaluation of Compensation and Benefit Programs.* The Committee shall review on an annual basis the operation of the Company's compensation program to evaluate its coordination and execution. If deemed appropriate, the Committee shall recommend to the Board steps to modify compensation programs that provide benefits or payments that are not reasonably related or are disproportionate to the benefits received by the Company.

I. *Perquisite Policies.* The Committee shall establish and review on an annual basis policies with respect to management perquisites.

J. *Director Compensation and Perquisites.* The Committee shall review and approve, not less than once every two years, director compensation, including cash payments, equity awards and other benefits. In considering director compensation and other benefits, the Committee may take into consideration the relative responsibilities of directors in serving on the Board and its various Committees and the status of the Board's compensation in relation to similarly situated companies. Directors who are Company employees shall not be compensated for their services as directors.

K. *Related Party Compensation.* The Committee shall establish the compensation level (including base and incentive compensation) and direct and indirect benefits of any consultants to the Company who are considered to be "affiliates" of the Company, as such term is defined by Rule 12b-2 under the Exchange Act. In determining compensation levels, the Committee shall consider such factors as it deems appropriate.

I. *Access to Consultants.* The Committee shall have the ultimate authority and responsibility to engage and terminate any compensation consultants, legal counsel or any other advisers to assist in determining appropriate compensation levels for the officers and directors of the Company and to otherwise carry out the duties of the Committee, and to approve the terms of any such engagement and the fees of any such consultant or advisor. The Company shall provide for appropriate funding, as determined by the Committee, for payment of reasonable compensation to all compensation consultants, legal counsel or any other adviser retained by the Committee. The Committee may select, or receive advice from, a compensation consultant, legal counsel or other adviser to the Committee, other than in-house legal counsel, only after assessing the independence of the consultant, legal counsel or advisor by taking into consideration the following factors:

- the provision of other services to the Company by the person that employs the compensation consultant, legal counsel or other adviser;
- the amount of fees received from the Company by the person that employs the compensation consultant, legal counsel or other adviser, as a percentage of the total revenue of the person that employs the compensation consultant, legal counsel or other adviser;
- the policies and procedures of the person that employs the compensation consultant, legal counsel or other adviser that are designed to prevent conflicts of interest;
- any business or personal relationship of the compensation consultant, legal counsel or other adviser with a member of the Committee;
- any stock of the Company owned by the compensation consultant, legal counsel or other adviser; and
- any business or personal relationship of the compensation consultant, legal counsel, other adviser or the person employing the adviser with an officer of the Company.

Notwithstanding the foregoing, the Committee may select, or receive advice from, a compensation consultant, legal counsel or other compensation adviser that is not independent, as long as the Committee considers the six independence factors outlined above before selecting, or receiving advice from, a compensation adviser.

L. *Access to Records.* In discharging its responsibilities, the Committee shall have full access to any relevant records of the Company and may also request that any officer or other employee of the Company, the Company's outside counsel or any other person, meet with any members of, or consultants to, the Committee.

M. *Annual Compensation Committee Report and Review of the Compensation Discussion and Analysis.* The Committee shall review and discuss any required CD&A with management and

based on such review will recommend to the board of directors that the CD&A, if required, be included in the Company's annual report on Form 10-K or proxy statement in accordance with applicable rules and regulations.

N. *Other Duties.* The Committee shall also carry out such other duties that may be delegated to it by the Board from time to time.

V. MEETINGS

The Committee will meet on a regular basis and will hold special meetings as circumstances require. The timing of the meetings to be scheduled for an upcoming fiscal year shall be determined by the Committee prior to the beginning of such fiscal year. A calendar of proposed meetings will be reviewed by the Committee at the same time as the annual Committee Charter review. The Committee shall not allow the chief executive officer of the Company to be present during voting or deliberations on his or her compensation.

At all Committee meetings a majority of the total number of sitting members shall constitute a quorum. All meetings shall be held subject to and in accordance with applicable sections of the Delaware General Corporation Law (including without limitation notice, quorum and votes/actions of the committee) and the Bylaws of the Company. Minutes shall be kept of each meeting of the Committee. The minutes shall be circulated in draft form to all Committee members to ensure an accurate final record, shall be approved at a subsequent meeting of the Committee and shall be distributed periodically to the full Board. The Committee shall make regular reports to the Board.

VI. CONSISTENCY WITH CERTIFICATE OF INCORPORATION AND BYLAWS

To the extent that any provision or section of this Charter may be inconsistent with any article, provision or section of the Certificate of Incorporation or the Bylaws of the Company, the Certificate of Incorporation or the Bylaws, as the case may be, shall fully control.

VII. AMENDMENT

This Charter may be amended or altered at any meeting of the Board by the affirmative vote of a majority of the number of directors fixed by the Bylaws.