



Mustang Bio, Inc.
2025 Annual Meeting of Stockholders
December 22, 2025

1. Welcome and introductory remarks.
2. Calling the meeting to order.
3. Presentation of notice of meeting and report on quorum.
4. Voting matters.
 - a. Election of Directors.
 - b. Ratify the appointment of KPMG LLP as the Company's independent registered public accounting firm for the year ending December 31, 2025.
 - c. Approve an amendment to the Company's 2019 Employee Stock Purchase Plan to increase the number of shares issuable by 250,000 shares and increase the number of shares subject to a Purchase Right thereunder to 10,000.
 - d. Approve an amendment to the Company's 2016 Incentive Plan to increase the number of shares issuable by Mustang Bio, Inc. by 2,500,000 shares.
5. Opening and closing of polls.
6. Initial report on voting results.
7. Close meeting and introduction of independent auditors.
8. Stockholder questions (all questions are subject to the Rules of Conduct).