The Data-Driven R&D Autobahn to Cures

Global leadership in data, science & access
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Agenda

Unique business strategy and capabilities to improve efficiency

Precision medicine platforms to improve probability of success

Building a strong growth business and a large royalty pool
Unique strategy and capabilities to improve Efficiency & Probabilities of Success
We design medicines for difficult to treat diseases in efficient collaborations.

We focus on data driven precision medicine and early disease relevance to improve Probabilities of Success.

We built the “shared economy” in R&D, designed to result in a large royalty pool.

“\textit{The goal of Evolution is not one single human, it is mankind.}”

\textbf{Manfred Eigen}  
1927–2019, Co-founder of Evotec, Nobel Prize 1967
Panomics and tech convergence bring up Probability of Success

Current challenges in R&D

Key challenges

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<thead>
<tr>
<th>R&amp;D model is inefficient</th>
<th>Challenging returns due to “too late and “expensive failure”</th>
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<tbody>
<tr>
<td>“One drug fits all” is outdated</td>
<td>90% of drugs are efficacious only in 50% of patients</td>
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<td>New modalities did not solve all problems</td>
<td>9% of Phase I biologics receive approval(2)</td>
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<td>Emerging technologies are still very fragmented</td>
<td>Precision medicine toolkit, OMICS platforms, and AI/ML</td>
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Development costs per asset increase
Cost per asset doubled since 2010, in US$ m

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<th>Year</th>
<th>Cost</th>
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<td>2010</td>
<td>1,188</td>
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<td>2020</td>
<td>2,500</td>
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Commercial returns decrease
IRR since 20101,4)

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<th>Year</th>
<th>Return</th>
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<td>2010</td>
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<td>2020</td>
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1) IRR = Internal Rate of Return
3) excl. Covid-19 vaccines
4) Sources: Deloitte – Centre for Health Solutions: Ten years on measuring the return of pharmaceutical innovation 2020; Evaluate Pharma – World Preview 2018 / World Preview 2020
Significant improvements of Probability of Success are possible
How we can improve Probability of Success (PoS) in early R&D (Examples/simplified)

Today's use of AI/ML

**Target identification**
System biology to better understand diseases e.g. associating existing targets with new diseases

**Lead optimisation**
*In silico* classification of targets via computational chemistry e.g. better prioritised drugs accelerated

**Trial design**
Understanding sub populations via biomarkers e.g. better patient stratification
Many players at work to initiate a new “data driven” industry paradigm

Still a highly fragmented industry

Selected AI/ML companies (Industry landscape – Illustrative & highly simplified)
Convergence of precision medicine platforms to improve probability of success
Developing precise medicines with panomics & tech convergence

Overview

R&D efficiency platforms

Precision medicine platforms

Right modality drug design

Just – Evotec Biologics

Data-driven R&D Autobahn to Cures – combining all relevant parts for an integrated, end-to-end approach

EvoPanHunter
EvoPanOmics
EvoGnomic
EvoiPSC
EvoMPD
ScreenSeq
ScreenPep
EvoSAFETY
EvoIBETA

EvoGenes
EvoCells
EvoRNA

Antibodies & Bifunctionals
Antisense
Exosomes
Protein degradation
Small molecules

J.DiscoVery™
Molecule Discovery

J.HAL™
AI-Designed Mab Library

J.MD™
Molecule Design

JP3®
Process & Product Design

J.POd®
Manufacturing Design
Continued strong partnerships with precision medicine platforms

Most significant alliances signed in H1 2022

Data-driven R&D Autobahn to Cures

- **Boehringer Ingelheim**: Ophthalmology; iPSC- and EVOpanOmics; Undisclosed upfront and milestone payments, layered royalties
- **Bristol Myers Squibb**: Neurodegeneration; iPSC and expansion on target protein degradation
- **Bristol Myers Squibb**: Target protein degradation / molecular glues; EVOpanOmics & EVOpanHunter; €200 m upfront, €5 bn deal value, tiered royalties
- **Lilly**: Kidney diseases & diabetes; E.MPD; EVOpanOmics; Undisclosed upfront payment; Five programmes with milestone payments of up to US$180 preprogramme, tiered royalties
- **Janssen**: Protein homeostasis; TargetAlloMod; €210 m milestone payment per project, tiered royalties

R&D efficiency platforms

Precision medicine platforms

Right modality drug design

Just – Evotec Biologics
Integrated approach for deeper understanding of diseases

Multi-omics analyses on patient samples combined with iPSC based disease modelling
Protein degradation partnership with BMS becomes strategic

Using EVOpanOmics & EVOpanHunter – Quantum Leap in 2022

Proteomics approach to targeted protein degradation
Development of novel therapies for a broad range of diseases

- Upfront US$ 65 m
- Potential milestones > US$ 250 m per project
- Double-digit royalties

2018
- May 2020 Screening milestone

2019
- Oct 2020 Project initiation

2020
- Mar 2021 Double-digit million extension

2021
- June 2021 New collaboration in undisclosed therapeutic area
- Dec 2020 Second project initiation
- May 2021 Third project initiation

2022
- May 2022 8-year extension
  Upfront $ 200 m
  Deal value > $ 5bn
- June 2021 New collaboration in undisclosed therapeutic area
- Oct 2021 Project initiation
- Mar 2022 Double-digit million extension
- May 2022 8-year extension
  Upfront $ 200 m
  Deal value > $ 5bn
## E.MPD core component of alliances in CKD

CKD strategic drug discovery deals

<table>
<thead>
<tr>
<th>Year</th>
<th>CSL Vifor</th>
<th>Vifor-funded: € 25 m</th>
<th>50% on all projects</th>
<th>JV: NepThera</th>
<th>Milestones &gt; € 150 m per product</th>
<th>Tiered royalties</th>
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**From Target identification & validation, via biomarker identification, to patient stratification**
iPSC already highly productive, …”but just the beginning”

Continuous expansion of disease models and programs to result in new collaborations

### iPSC alliance in neurodegeneration

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<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tr>
<td>2016</td>
<td>Start of collaboration BMS</td>
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<td>2017</td>
<td>May 2018 Expansion</td>
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<tr>
<td>2018</td>
<td>Oct 2017 Screening</td>
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<td>2019</td>
<td>Oct 2018 Expansion</td>
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<td>Jun 2019 Expansion</td>
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<tr>
<td>2021</td>
<td>Nov 2019 Early extension</td>
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<tr>
<td>2022</td>
<td>Oct 2020 Expansion</td>
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**Proof of concept in iPSC drug discovery from target ID to clinical development shown for Neurodegenerative Diseases**
Delivering health by expanding & improving cell therapy research

Overview H1 2022

R&D efficiency platforms

Precision medicine platforms

Right modality drug design

Just – Evotec Biologics

Data-driven R&D Autobahn to Cures

Sernova Corp

- QRBeta 1.0 – First generation cell therapy for Insulin-dependent diabetes
- iPSC-based beta cells combined with Cell Pouch™

Evotec (Modena)

- Acquisition of Rigenerand Srl, Medolla, Italy, now operating as Evotec (Modena) Srl
- Evotec Cell Accelerator: cGMP manufacturing as basis for off-the-shelf cell therapies
Transformative iPSC-based disease modelling & cell therapy

Industry leading iPSC platform

Global precision medicine market\(^1\)
in US$ bn

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<tr>
<th>Year</th>
<th>2020</th>
<th>2025</th>
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<tr>
<td>Value</td>
<td>63</td>
<td>107</td>
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<td>CAGR</td>
<td>~11%</td>
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Global cell therapy market\(^2\)
in US$ bn

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<th>Year</th>
<th>2020</th>
<th>2025</th>
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<tr>
<td>Value</td>
<td>7.8</td>
<td>15.7</td>
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<tr>
<td>CAGR</td>
<td>~15%</td>
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Global induced pluripotent stem cell (iPSC) Market in US$ bn

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<th>Year</th>
<th>2020</th>
<th>2025</th>
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<tr>
<td>Value</td>
<td>1.6</td>
<td>2.3</td>
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<tr>
<td>CAGR</td>
<td>~7%</td>
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“IPS cells are a powerful tool to cure intractable diseases because they can be made from patients’ somatic cells.”
Shinya Yamanaka, Nobel prize laureate

Largest and most sophisticated iPSC platform in the industry

- >300 patient-derived cell lines across 15+ disease areas
- Optimized for high reproducibility, high throughput and robustness
- First iPSC-derived drug candidate entered clinical trials in 2021
- EVOcells – Seamlessly integrating discovery, development and cGMP manufacturing

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\(^1\) https://www.gminsights.com/ Feb 2020, Evotec estimates
\(^2\) https://www.grandviewresearch.com/industry-analysis/cell-therapy-market, Evotec estimates
https://www.researchandmarkets.com/reports/4805485/induced-pluripotent-stem-cell-ipsc-global
# Building a iPSC-based cell therapy pipeline

## Internal off-the-shelf cell therapy programmes

<table>
<thead>
<tr>
<th>Field</th>
<th>Program / Project</th>
<th>Disease area</th>
<th>Exploratory</th>
<th>Pre-clinical research</th>
<th>Pre-clinical development</th>
<th>IND / Phase 1</th>
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<td><strong>Anti-tumour cell therapy</strong></td>
<td>iNK</td>
<td>IO(^1)</td>
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<td>IO</td>
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<td>IO</td>
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<tr>
<td><strong>Regenerative therapy</strong></td>
<td>EIBETA Serona Cell Pouch(^\text{TM})</td>
<td>Diabetes</td>
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<tr>
<td></td>
<td>iCM</td>
<td>Heart failure</td>
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<td><strong>Immune-modulation</strong></td>
<td>iMSCs, iMSC exosomes</td>
<td>Various</td>
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<td>iNK, iTreg</td>
<td>Anti-fibrotic, auto-immune</td>
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</table>

## iPSC-based cell types

- **iNK**: Natural killer cells
- **iT**: αβ and γδ T cells
- **iM**: Macrophages
- **iBeta**: Pancreatic islets
- **iCM**: Cardiomyocytes
- **iMSC**: Mesenchymal stromal cells

\(^1\) Immuno-oncology
Shaping the value proposition to meet future demand

Just – Evotec Biologics development update

1) This project benefits from French government funding as part of the Investments for the future Programme (programme d'investissements d'avenir in French) and is also supported economically by the Occitanie Region and Toulouse Métropole.

Data-driven R&D Autobahn to Cures

J.POD® Toulouse (France) EU1: construction work about to start

Number of partnerships and volume of sales order book already doubled in H1 2022 versus 2021; Latest Alpine Immune Sciences extension to design commercial manufacturing process

Just – Evotec Biologics is still in its build up and initial investment phase, but nevertheless on track to meet AP 2025 goals, despite delayed revenues in 2022
Continuous process outperforming fed batch 20x

Large scale production readiness is imminent

Fully end-to-end continuous process for late-stage products (> 25-day production)

Kg DS\(^1\) per Bioreactor

\(^1\) DS = Drug Substance
Programmes of partners with increasing breadth and depth

Just – Evotec Biologics client programmes

<table>
<thead>
<tr>
<th>Disease area</th>
<th>No. of programmes</th>
<th>Discovery</th>
<th>J.MD Optimization</th>
<th>Pre-clinical development</th>
<th>Clinical manufacturing</th>
<th>Commercial Manufacturing</th>
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<td>Oncology</td>
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<td>Infectious diseases</td>
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<td>Other / undisclosed</td>
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</table>

### Broad basis for sustained growth
- > 15 partners / 18 programmes
- Well balanced partner structure
  - Large / Mid-sized Pharma
  - Large / Small Biotech
  - Foundations
- Continued emphasis on optimal value mix of
  - Fee for service
  - EVO<sup>royalty</sup>
  - EVO<sup>equity</sup>
- Better access to affordable medicine for all
  >50% of programmes addressing targets set to reach UN SDG 3<sup>2)</sup>
Number of newly signed programmes in 1H2022 already exceeds number during FY 2021

New contracts carry significantly higher value than in FY2021

Progress of projects through development process (discovery, clinical, commercial) and new signings will result in acceleration of business pipeline growth

Strong growth of biologics business

New programme wins and sales orderbook value
Building a strong growth business and a large royalty pool
Significant expansion of alliances is basis for long-term success

Attraction, Extension, Retention

Attraction
- Customer base more diversified; revenues have grown significantly

2019 2020 2021
283 315 355

New customers during the year

Extension
- Integrated drug discover & development offering yields increasing “share of wallet”
- Faster and better results versus in-house infrastructures

2019 2020 2021

No. of customers > €1 m revenues

100% 80% 60% 40% 20% 0%

Customer relation rate

Structural Retention ≥90%
- Solid customer retention rates
- Strong basis for double-digit growth

2019 2020 2021

0% 20% 40% 60% 80% 100%
The growing iceberg of product opportunities

>220 projects including EVOequity and BRIDGEs: ~180 in partnerships, >40 internal R&D

<table>
<thead>
<tr>
<th>Neuroscience &amp; Pain</th>
<th>Oncology</th>
<th>Metabolic Diseases</th>
<th>Inflammation &amp; Immunology</th>
<th>Virology</th>
<th>Anti-bacterial</th>
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</tbody>
</table>

Partnered Pipeline | Unpartnered Pipeline | Equity Pipeline | BRIDGEs Pipeline | Integrated Drug Discovery

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1) Also includes Women’s Health, Respiratory projects
The Equity Pipeline does not contain programs from EVT/partners that are not publicly disclosed
“Evotec Inside”
Steady stream of high-value catalysts

Selected pipeline events within next 12 – 24 months
- Phase III & registration (CHN) JingXin in insomnia (EVT201)
- Phase II data with Bayer in DNP (BAY2395840)
- Phase II initiation with Bayer in Gynaecology (BAY2395840)
- Phase I data in Chikungunya virus (EVT894)
- Phase I data with BMS in CNS (EVT8683)
- Phase I data with Kazia in Oncology (EVT801)
- Phase Ib/II initiation of Exscientia in Oncology (EXS21546)
- Phase I initiation in Covid-19 / HBV (EVT075)
- Phase I Initiation with Bayer in Kidney diseases
- Phase I Initiation with Kidney diseases with other partners
- Phase I initiation with BMS in CNS
- Phase I Initiation with BMS in Oncology
- Multiple co-owned equity companies (not outlined here) will progress in clinic (e.g. Topas, Forge, Carrick, Fibrocor, ...)

Multiple programmes across nephrology, oncology, immunology among other therapeutic areas
**EVOequity accelerates co-owning strategy**

Operational VC model - diversified portfolio with multiple shots on goal

- **At Equity Holding (≥20%) or Significant influence**
  - Eternogen
  - Topas Therapeutics
  - facio Therapies
  - AUTOBAHN LABS
  - BREAKPOINT Therapeutics
  - QUANTR Therapeutics
  - NephThera

- **Minority Shareholdings (<20%)**
  - Carrick Therapeutics
  - Exscientia
  - FORGE Therapeutics
  - Centauri Therapeutics
  - Mission Biocapital
  - Cajas Neuroscience
  - Argobio Studio
  - Aranka Therapeutics
  - Sernova Corp

- **BRIDGEs**
  - LAB282
  - LAB150
  - AUTOBAHN LABS
  - DANUBE LABS
  - Argobio Studio
  - beLAB2122
  - beLAB1407

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Starting points to fuel EVOequity portfolio

Attractive portfolio with significant upside

External deal-flow

Academia & BRIDGEs

Partners

Evotec spin-outs

Portfolio companies

---

https://actionplan.evotec.com/evoequity
On track towards reaching AP 2025 goal

Guidance 2022

<table>
<thead>
<tr>
<th></th>
<th>Guidance 2022</th>
<th>YE 2021</th>
<th>Implied growth at midpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group revenues (H1 2022)</td>
<td>€ 715 – 735 m</td>
<td>€ 618 m</td>
<td>&gt;15%</td>
</tr>
<tr>
<td>(at constant fx-rates(^1))</td>
<td>(€ 690 – 710 m)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unpartnered R&amp;D(^2)</td>
<td>€ 70 – 80 m</td>
<td>€ 58 m</td>
<td>~30%</td>
</tr>
<tr>
<td>Adjusted EBITDA(^3)</td>
<td>€ 105 – 120 m</td>
<td>€ 107 m</td>
<td>At least stable</td>
</tr>
<tr>
<td>(at constant fx-rates; H1 2022)</td>
<td>(€ 85 – 100 m)</td>
<td></td>
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</tr>
</tbody>
</table>

Approx. € 300 m investment programme for enabling and supporting growth (e.g. capacity expansion, …)

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\(^1\) EUR/US$ 1.18; EUR/GBP 0.86
\(^2\) No material FX effects as most R&D efforts are carried out in € area
\(^3\) Excluding M&A related costs and before contingent considerations, income from bargain purchase & excl. impairments on goodwill, other intangible & tangible assets as well as the total non-operating result
Clear strategy in place

Growth and investment strategy overview – Action Plan 2025

Targeted revenue development (in € m)

- Composition of revenue mix expected to change over time while ALL fields continue to grow
- Shifting to even more favourable revenue mix expected to drive increased profitability
- Just – Evotec Biologics growth driven by use of J.POD® manufacturing
- First small royalties from pipeline assets expected in 2025

Revenue composition 2020

Goal revenue composition

1) Just – Evotec Biologics reports under the EVT Execute segment
Setting the pace to accelerate growth along Action Plan 2025

Selected major newsflow 2022

| R&D efficiency platforms | • Undisrupted growth of base business, in-line with AP 2025 (EvoIR&D) ✔
|                          | • New integrated drug discovery & development alliances ✔
|                          | • Significant capacity and value chain expansion for all modalities ✔
| Precision medicine platforms | • New strategic partnerships and expansions of co-owned alliances ✔
|                          | • New clinical trial initiations ✔
|                          | • Significant progress of later stage co-owned pipeline (EvoRoyalty)
|                          | • Spin-Offs and investments along Building Blocks of AP 2025 (EvoEquity)
| Just – Evotec Biologics | • Start of production J.POD® Redmond, WA (US)
|                          | • Start of construction J.POD® Toulouse, France (EU) ¹
|                          | • Evaluation of global network of J.PODs® (EvoAccess)
| Group & ESG | • Undisrupted growth trend versus 2021 in line with AP 2025 ✔
|                          | • Growth of unpartnered R&D investments faster than top-line ✔
|                          | • Validated science-based targets aligned with 1.5°C goal ✔
|                          | • Highly impactful contribution to UN SDG 3²

¹UN Sustainable Development Goal 3: Improve health and well-being with main targets for us on women’s health, fight against infectious diseases and pandemic preparedness

²UN Sustainable Development Goal 3: Improve health and well-being with main targets for us on women’s health, fight against infectious diseases and pandemic preparedness

¹) This project benefits from French government funding as part of the Investments for the future Programme (programme d’investissements d’avenir in French) and is also supported economically by the Occitanie Region and Toulouse Métropole.

²) UN Sustainable Development Goal 3: Improve health and well-being with main targets for us on women’s health, fight against infectious diseases and pandemic preparedness
Looking forward to seeing you in person

Financial calendar 2022

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Statement Q1 2022</td>
<td>11 May 2022</td>
</tr>
<tr>
<td>Virtual Annual General Meeting 2022</td>
<td>22 June 2022</td>
</tr>
<tr>
<td>Half-year 2022 Interim Report</td>
<td>11 August 2022</td>
</tr>
<tr>
<td>Capital Markets Day in Seattle / Redmond</td>
<td>02 November 2022</td>
</tr>
<tr>
<td>Quarterly Statement 9M 2022</td>
<td>09 November 2022</td>
</tr>
</tbody>
</table>
Looking forward to seeing you in Redmond/Seattle

On site at Just – Evotec Biologics

In person and virtual

Capital Markets Day on 02 November 2022
Appendix
Action Plans deliver significant value

Action Plans in numbers - “... we are just at the beginning”

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenues: € (m)</th>
<th>Adj. EBITDA: € (m)</th>
<th>R&amp;D investments: € (m)</th>
<th>Co-owned projects</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>€ 55</td>
<td>€ 2</td>
<td>€ 2</td>
<td>6</td>
<td>519</td>
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<tr>
<td>2015</td>
<td>€ 128</td>
<td>€ 9</td>
<td>€ 18</td>
<td>49</td>
<td>1,000</td>
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<tr>
<td>2020</td>
<td>€ 501</td>
<td>€ 107</td>
<td>€ 69</td>
<td>118</td>
<td>3,572</td>
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</tbody>
</table>

Action Plan 2012
Restructure for growth

Action Plan 2016
Build innovation seeds

Action Plan 2022
Aspire global leadership

2009
2012
2018
2021
2025

Action Plan 2025
Leadership in data, science, multimodality & access

1) Including equity investments
Platforms and panomics technologies for more precision and efficiency

Evotec today – 16 Sites and more than 4,500 employees

USA
>500
- Branford
- Princeton
- Redmond, WA
- Seattle
- Watertown

Austria
~40
- Orth an der Donau

Italy
>850
- Verona (Campus Levi-Montalcini)
- Modena

Germany
>1,100
- Hamburg (HQ) & Goettingen (Manfred Eigen Campus)
- Cologne
- Munich

UK
>950
- Abingdon (Dorothy Crowfoot Hodgkin Campus)
- Alderley Park

France
>950
- Lyon
- Toulouse (Campus Curie)

1) This project benefits from French government funding as part of the Investments for the future Programme (programme d'investissements d'avenir in French) and is also supported economically by the Occitanie Region and Toulouse Métropole.
Great talent pool
Overview Employees – more than 4,500

Interdisciplinary
- Biochemists
- Medicinal chemists
- Molecular biologists
- Cell biologists
- Toxicologists
- Data scientists
- Process/Analytical chemists
- Clinicians
- mAb process engineers

International\(^1\)
- 22% Others
- 20% German
- 21% French
- 19% Italian
- 18% British

Highly qualified
- 76% with at least one academic qualification
- 24% other degrees

Diverse and experienced
- 84 nationalities
- >30% PhDs
- Average age: 38.5 years
- 54% women
- >36% with more than five years at Evotec

\(^1\) The chart exclude the USA for legal reasons
Our purpose is to go VERY long as ONE – #researchneverstops

Sustainable thinking is holistic and ensures long-term success

Best possible environment for employees and potential recruits
- Engagement & commitment
- Leadership & training
- Diversity, Equity & Inclusion

Resilient business model
- Financial resilience & independence
- Constant investments into the future
- Basis for sustainable success

Acknowledging Principles for Responsible Investment
- Compliance with investors’ sustainable investment criteria
- Source for funding resilient growth

The “shared economy” in R&D
- Integrated platform with >800 partners
- Sharing values of highest integrity
- Sharing success

Cures for all / Access for all
- We will not stop until all existing diseases can be cured
- Precise, patient-centric medicine
- Respecting diversity in all dimensions

Protecting the planet
- Commitment to SBTi¹
- Responsible use of resources

¹ “Science Based Targets Initiative”
Strong team and shareholders supporting sustainable growth

Management & shareholder structure

Management Board
- Werner Lanthaler (CEO)
  Long-time experience in Pharma & biotech
- Cord Dohrmann (CSO)
  Long-time experience in drug discovery
- Matthias Evers (CBO)
  Long-time experience in business development, technology and strategy
- Craig Johnstone (COO)
  Strong drug discovery and commercial track record
- Enno Spillner (CFO)
  Long-time experience in finance & biotech

Supervisory Board
- Iris Löw-Friedrich
  UCB
- Camilla Macapili Languille
  Mubadala Investment Co.
- Mario Polywka
  Ex-Evotec
- Roland Sackers
  QIAGEN
- Elaine Sullivan
  Ex-Lilly
- Constanze Ulmer-Eilfort
  PSP Munich

Number of shares: 177.0 m
Listings: Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT
          NASDAQ Global Select Market (ADS), Ticker: EVO
52 week high/low: € 45.83/€ 20.16
Your contact:

Volker Braun
Global Head of Investor Relations & ESG

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+49. (0) .151 1940 5058 (m)
volker.braun@evotec.com