Together for medicines that matter
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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
# Together for medicines that matter

Who we are and what we do

<table>
<thead>
<tr>
<th>Purpose</th>
<th>• Together for medicines that matter</th>
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<tbody>
<tr>
<td>Focus</td>
<td>We aspire to impact patients’ lives by</td>
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<td></td>
<td>• PanOmics-driven drug discovery for effective medicines</td>
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<td></td>
<td>• iPSC-based Cell Therapies for cures</td>
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<td></td>
<td>• Just – Evotec Biologics; continuous manufacturing of biologics for better access</td>
</tr>
<tr>
<td>End-to-end Shared R&amp;D</td>
<td>• Our role in the industry is to discover, develop and manufacture medicines that matter together with our partners</td>
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<td></td>
<td>• We select solutions, propelled forward by the passion of our people striving for the fastest ways to impact patients’ lives. We apply the essential convergent technologies, along the world-leading end-to-end shared R&amp;D continuum.</td>
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</table>
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.

“The goal of Evolution is not one single human, it is mankind.“

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

- **R&D model is inefficient**
  - Challenging returns due to “too late and “expensive failure”

- **“One drug fits all” is outdated**
  - 90% of drugs are efficacious only in 50% of patients

- **New modalities did not solve all problems**
  - 9% of Phase I biologics receive approval

- **Emerging technologies are still very fragmented**
  - Precision medicine toolkit, OMICS platforms, and AI/ML

Development costs per asset increase

Cost per asset doubled since 2010, in US$ m

![Chart showing development costs per asset increase from 2010 to 2020, with a 100% increase.]

Commercial returns decrease

IRR since 20101,4)

![Chart showing commercial returns decrease from 2010 to 2020, with an 80% decrease.]

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1) IRR = Internal Rate of Return
3) exl. 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
Precise medicines with omics, cell therapy & tech convergence

Overview & focus areas to accelerate leadership and profitable growth

PanOmics

iPSC-based Cell Therapies

Just – Evotec Biologics

End-to-end Shared R&D

Data-driven R&D Autobahn to Cures

From disease understanding to precise medicines

Industry leading iPSC capability at scale for off the shelf solutions

Disruptive technology to offer lowest cost, highest quality biologics

Multi-modality end-to-end shared drug discovery & development
### Expanded and new alliances with precision medicine platforms

Most significant alliances signed in 9M 2022

<table>
<thead>
<tr>
<th>PanOmics</th>
<th>iPSC-based Cell Therapies</th>
<th>Just – Evotec Biologics</th>
<th>End-to-end Shared R&amp;D</th>
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#### Data-driven R&D Autobahn to Cures

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<tr>
<th>Alliance</th>
<th>Description</th>
<th>Financial Details</th>
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<tr>
<td>Boehringer Ingelheim</td>
<td>Ophthalmology; iPSC- and <strong>EVOpanOmics</strong>; Undisclosed upfront and milestone payments, layered royalties</td>
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<td>Bristol Myers Squibb</td>
<td>Neurodegeneration; iPSC and expansion on target protein degradation</td>
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<tr>
<td><strong>EVOpanOmics</strong></td>
<td>Target protein degradation / molecular glues; <strong>EVOpanOmics</strong> &amp; <strong>EVOpanHunter</strong>; € 200 m upfront, € 5 bn deal value, tiered royalties</td>
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<tr>
<td><strong>EVOpanOmics</strong> &amp; <strong>EVOpanHunter</strong></td>
<td>Kidney diseases &amp; diabetes; <strong>E.MPD</strong>; <strong>EVOpanOmics</strong>; Undisclosed upfront payment; Five programmes with milestone payments of up to US$180 preprogramme, tiered royalties</td>
<td></td>
</tr>
<tr>
<td><strong>Lilly</strong></td>
<td>Protein homeostasis; <strong>TargetAlloMod</strong>; €210 m milestone payment per project, tiered royalties</td>
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</table>
Enabling the power of precision medicine in drug discovery

Patient-centric drug discovery platforms for lower attrition rates and safer drugs

Target ID / validation

Hit identification

Lead optimisation

Pre-clinical development

Clinical phase I/II/III

Approval

Market

Clinical data

Patient cohort

Patient samples

Patient databases with clinical and molecular profiles

EVOpanOmics

Data generation

EVOpanHunter

Data analysis

Disease signature

Novel targets & pathways

iPSC disease models

Phenotype reversion screening

Co-culture models

Safety testing

'Clinical trial in a dish'

Biomarker discovery

ML / AI based prediction

Novel cures for patients

Patient stratification

Control

Patient

Disease Risk Score

PoS = probability of success
Integrated approach for deeper understanding of disease

Unprecedented molecular characterization of disease results in 1st in class treatments

PoS = probability of success
Early disease relevance and understanding changes paradigm

Molecular disease profiles and AI/ML drive paradigm shift¹)

![Diagram showing the current and omics paradigms in drug discovery and development.]


²) Regulatory Toxicology and Pharmacology; Volume 32, Issue 1, August 2000; Pages 56-67; Journal of Health Economics Volume 47, May 2016, Pages 20-33; Clinical development success rates for investigational drugs; Nature Biotechnology volume 32, pages40–5(2014); Evotec estimates
### E.MPD core component of alliances in CKD

CKD strategic drug discovery deals

<table>
<thead>
<tr>
<th>Year</th>
<th>CSL Vifor</th>
<th>novo nordisk®</th>
<th>CHINOOK THERAPEUTICS</th>
<th>Lilly</th>
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</table>
| 2016/17 | • Upfront  
• Research funding  
• Milestones > € 300 m per product  
• Tiered royalties | • Vifor funded: € 25 m  
• 50% on all projects  
• JV: NepThera | • Upfront  
• Research funding  
• Milestones > € 150 m per product  
• Tiered royalties | • Upfront  
• Research funding  
• Milestones US$ 180 m per product  
• Tiered royalties |
| 2018/19 | • Upfront  
• Research funding  
• Milestones > € 150 m per product  
• Tiered royalties | • Upfront  
• Research funding  
• Milestones  
• Tiered royalties | • Upfront  
• Research funding  
• Milestones  
• Tiered royalties | • Upfront  
• Research funding  
• Milestones  
• Tiered royalties |

From Target identification & validation, via biomarker identification, to patient stratification
Deep understanding of biology with molecular signatures

Molecular Patient Database (E.MPD)
Proteomics approach to targeted protein degradation
Development of novel therapies for a broad range of diseases

Protein degradation partnership with BMS becomes strategic
Using EVOpanOmics & EVOpanHunter – Quantum Leap in 2022

- May 2020: Screening milestone
- Oct 2020: Project initiation
- Mar 2021: Double-digit million extension
- June 2021: New collaboration in undisclosed therapeutic area
- May 2022: 8-year extension
  - Upfront $200 m
  - Deal value > $5bn

- 2018
  - Upfront US$ 65 m
  - Potential milestones > US$ 250 m per project
  - Double-digit royalties
- 2019
- 2020
  - June 2020: US$ 10 m – Expansion
- 2021
  - Dec 2020: Second project initiation
  - May 2021: Third project initiation
- 2022
  - June 2021: New collaboration in undisclosed therapeutic area
  - May 2022: 8-year extension
    - Upfront $200 m
    - Deal value > $5bn
iPSC already highly productive, …”but just the beginning”

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

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 9M 2022

- E.iBETA – First generation cell therapy for Insulin-dependent diabetes
- iPSC-based beta cells combined with Cell Pouch™

- 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

“IPS cells are a powerful tool to cure intractable diseases because they can be made from patients’ somatic cells.”
Shinya Yamanaka, Nobel prize laureate

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

<table>
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<tr>
<th>Year</th>
<th>2020</th>
<th>2025</th>
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<tbody>
<tr>
<td></td>
<td>63</td>
<td>107</td>
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</table>

CAGR ~11%

Global cell therapy market\(^2\)
in US$ bn

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2025</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>7.8</td>
<td>15.7</td>
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</table>

CAGR ~15%

Global induced pluripotent stem cell (iPSC) Market in US$ bn

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2025</th>
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<tr>
<td></td>
<td>1.6</td>
<td>2.3</td>
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CAGR ~7%

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/](https://www.gminsights.com/)
Feb 2020, Evotec estimates

\(^2\) [https://www.grandviewresearch.com/industry-analysis/cell-therapy-market](https://www.grandviewresearch.com/industry-analysis/cell-therapy-market), Evotec estimates
# 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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<tbody>
<tr>
<td>Anti-tumour cell therapy</td>
<td>iNK</td>
<td>IO(^1)</td>
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<tr>
<td>Regenerative therapy</td>
<td>Sernova Cell Pouch(^{TM})</td>
<td>Diabetes</td>
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<tr>
<td></td>
<td>iCM</td>
<td>Heart failure</td>
<td></td>
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<tr>
<td>Immune-modulation</td>
<td>iMSCs, iMSC exosomes</td>
<td>Various</td>
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<tr>
<td></td>
<td>iNK, iTreg</td>
<td>Anti-fibrotic, auto-immune</td>
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**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
Paradigm shift in biologics starting its market entry strategy

Just – Evotec Biologics development update

PanOmics

iPSC-based Cell Therapies

Just – Evotec Biologics

End-to-end Shared R&D

Data-driven R&D Autobahn to Cures

- Just – Evotec Biologics is in its build up and initial investment phase
- Discovery and pre-clinical programs build a robust pipeline towards commercial contracts

Ground-breaking for second new biologics facility J.POD® Toulouse
Design and apply innovative technologies to dramatically expand global access to biotherapeutics

TOGETHER with our partners for access
Our mission realized through partnerships

1. Access to Innovative molecules
2. Access to biosimilars
3. Access to pandemic preparedness
We are expanding across disease areas

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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<tr>
<td>Oncology</td>
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<td>Autoimmune</td>
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<tr>
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<td>CNS</td>
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<tr>
<td>Infectious diseases</td>
<td>3</td>
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<td></td>
<td>3</td>
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<td>Other / undisclosed</td>
<td>ND(^1)</td>
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Broad basis for sustained growth

- >15 partners / >20 programmes
- 3 programmes added in Q3 and one more DOD award in Q4
- Continued emphasis on optimal value mix of
  - Fee for service
  - EVO royalty
  - EVO equity
- Better access to affordable medicine for all
  - >50% of programmes addressing targets set to reach UN SDG 3\(^2\)

\(^1\) Not Disclosed

\(^2\) United Nations SustA.Inable Development Goal 3: Ensure healthy lives and promote well-being for all at all ages
Annual sales have already tripled versus FY21

Biologics sales order book

Just – Evotec Biologics
Closed Sales, Sales in € m

<table>
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<tr>
<th>Year</th>
<th>Sales</th>
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<tbody>
<tr>
<td>2021</td>
<td>31</td>
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<tr>
<td>2022</td>
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Key progress
since half year results

- Closed sales is leading indicator of future 2023 and 2024 revenues
- Closed sales 2022 sales show strong growth – indicates market entry progressing and future potential
- Business Development is ramping up further to maximize partnering opportunities, particularly in U.S. and Europe

Secured and initiated new anti-Plague mAb development program in Q3 (up to US$ 49.9 m over 5 years)

Launched commercial process development activities in Q3

undisclosed biosimilar partner Kicked off

YTD as of end Sept 2022
Continued strong performance of shared R&D platform

Latest highlights in 9M 2022

- Several new and extended integrated drug discovery agreements e.g., Viotika, …
- Continued increased demand for integrated CMC (Chemistry, Manufacturing and Control) capabilities e.g., Zogenix, …
- Successful achievement of four performance-based small milestones within existing partnerships; e.g., IND submission, pre-clinical development candidate nomination, and lead optimisation start
- Strong performance of DMPK / ADME-tox testing, e.g., UCB, …
Clear path to the market for rare diseases & precision medicine

Complementing our Abingdon, UK and Verona, Italy API Capabilities

**Combined high-end capabilities**
- Chemical and Analytical Development teams with strong track record
- State-of-the-art laboratory equipment
- GMP labs and kilo lab facilities
- 3 GMP pilot plants (18 reactors from 100 to 1,600L, 7 m³)
- Commercial API manufacturing capacity

**EU GMP certified facility**
- ~60 chemical manufacturing experts
- EU cGMP certified and provides highly flexible drug substance manufacturing space with over 5,000 square metres
- Highly flexible product lifecycle management strategies, particularly in rare diseases
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

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

- **Structural Retention ≥90%**
  - Solid customer retention rates
  - Strong basis for double-digit growth
  - 2019: 100%, 2020: 80%, 2021: 60%
Co-ownership leading to value creation upside

High-value partnerships offer path to increased royalties

Co-owned biologics pipeline assets

- 0 (2015)
- >20 (2021)
- >40 (2025 expected)

Business model for Just - Evotec Biologics

- "CDMO-model":
  - Revenues > € 250 m
  - ~80%
  - Utilisation from third party contracts

- "Co-ownership" model:
  - Value creation from co-owned projects via milestones & royalties
  - ~60%
  - Revenues < € 250 m

1)包括 EVOequity holdings
The growing iceberg of EVT Innovate product opportunities

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

<table>
<thead>
<tr>
<th>Approved</th>
<th>Clinical</th>
<th>Preclinical</th>
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<td>Ph3</td>
<td>Inselia</td>
<td>Exscientia</td>
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<td>Ph2</td>
<td>OPThera</td>
<td>Exscientia</td>
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<td>Pain</td>
<td>Exscientia</td>
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<td>EVT951</td>
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<thead>
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<th>Neurosciences &amp; Pain</th>
<th>Oncology</th>
<th>Metabolic Diseases</th>
<th>Inflammation &amp; Immunology</th>
<th>Virology</th>
<th>Anti-bacterial</th>
<th>Global Health</th>
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<td>Inflammation &amp; Immunology</td>
<td>Virology</td>
<td>Anti-bacterial</td>
<td>Global Health</td>
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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.
### Selected pipeline events within next 12 – 24 months

- **Phase III & registration (CHN) JingXin in insomnia (EVT201)**
- **Approval of COVID Biologic (KOR) with SK Bioscience (SKYCovione)**
- **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 initiations 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, …)**

### “Evotec Inside”

Steady stream of high-value catalysts

<table>
<thead>
<tr>
<th>Molecule</th>
<th>Therapeutic Area / Indication</th>
<th>Partner</th>
<th>Discovery</th>
<th>Pre-clinical</th>
<th>Phase I</th>
<th>Phase II</th>
<th>Phase III</th>
<th>Approved</th>
</tr>
</thead>
<tbody>
<tr>
<td>SKYCovione</td>
<td>COVID-19</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EVT201</td>
<td>Insomnia (GABA-A)</td>
<td></td>
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</tr>
<tr>
<td>BAY2395840</td>
<td>Diabetic Neuropathic Pain (B1)</td>
<td>Carnick</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>CT7001</td>
<td>Oncology (CDK7)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>XP-105</td>
<td>Oncology (mTORC1/2)</td>
<td></td>
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<tr>
<td>EVT401</td>
<td>Immunology &amp; Inflammation (P2X7)</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>BAY22328065</td>
<td>Gynaecology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EXS21546</td>
<td>Oncology (various programmes)</td>
<td>Exscientia</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>GNTX 6016</td>
<td>Pain (GB2)</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EVT894</td>
<td>Chikungunya (Antibody)</td>
<td>SANOFI</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Not Disclosed</td>
<td>Neuroscience &amp; Pain</td>
<td>n.a.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Not Disclosed</td>
<td>Neuroscience &amp; Pain</td>
<td>n.a.</td>
<td></td>
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<td></td>
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<tr>
<td>EVT801</td>
<td>Oncology (VEGFR3)</td>
<td>Kazia</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>EVT8683</td>
<td>Neurodegeneration (eIF2b activator)</td>
<td>Bristol Myers Squibb</td>
<td></td>
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<tr>
<td>TPM2003</td>
<td>Pemphigus Vulgaris (ND)</td>
<td>Topas</td>
<td>Therapeutics</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>CT7001</td>
<td>Oncology (CDK7)</td>
<td>Carnick</td>
<td></td>
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<tr>
<td>CT7001</td>
<td>Oncology (CDK7)</td>
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</tr>
<tr>
<td>APN411</td>
<td>Oncology – Immunotherapy</td>
<td>SANOFI</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>BAYxxxx</td>
<td>Nephrology (not disclosed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ORB001</td>
<td>Metabolic – Diabetes (not disclosed)</td>
<td>Serembo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVT075</td>
<td>Covid-19 / HBV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not disclosed</td>
<td>Various programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVTxxxx</td>
<td>CNS, Metabolic, Pain, …</td>
<td></td>
<td>&gt;10 further programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

Operational VC model – diversified portfolio with multiple shots on goal

---

**At Equity Holding (≥20%) or Significant influence**

- Eternogen
- Topas Therapeutics
- AUTOBAHN LABS
- BREAKPOINT Therapeutics
- DARK BLUE Therapeutics
- CUREXSYS
- panCELLa
- QUANTR
- NephThera

**Minority Shareholdings (<20%)**

- Carrick Therapeutics
- Exscientia
- FORGE Therapeutics
- Fibrocor
- Centauri Therapeutics
- Mission BioCAPITAL
- CajaL Neuroscience
- Immunitas
- Blacksmith Medicines
- ARGObio Studio
- IMIDomics
- Aramis Therapeutics
- Sernova

**BRIDGES**

- LAB282
- LAB150
- AUTOBAHN LABS
- DANUBE LABS
- ARGObio Studio
- beLAB2122
- beLAB1407
Guidance confirmed – 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><strong>Group revenues (H1 2022)</strong></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><strong>Unpartnered R&amp;D(^2)</strong></td>
<td>€ 70 – 80 m</td>
<td>€ 58 m</td>
<td>~30%</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA(^3)</strong></td>
<td>€ 105 – 120 m</td>
<td>€ 107 m</td>
<td>At least stable</td>
</tr>
<tr>
<td>(at constant fx-rates(^3); H1 2022)</td>
<td>(€ 85 – 100 m)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) 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 (€ -5 m ytd) and before contingent considerations, income from bargain purchase & excl. impairments on goodwill, other intangible & tangible assets as well as the total non-operating result
### Milestones, Upfronts, Licenses

**EBITDA 9M 2022**

- **Base business**
- **Just – Evotec Biologics**
- **Other**
- **EBITDA 2022E**

<table>
<thead>
<tr>
<th>EBITDA 9M 2022</th>
<th>Milestones, Upfronts, Licenses</th>
<th>Base business</th>
<th>Just – Evotec Biologics</th>
<th>Other</th>
<th>EBITDA 2022E</th>
</tr>
</thead>
</table>
| 46.4  
  \(^1\) |                                 |               |                         |       | >105         |

1. Visible contribution from milestones, upfronts & licenses
2. Excellent base business with strong operating leverage
3. Acceleration of Just – Evotec Biologics revenues leading to very strong operating leverage
4. Minor tailwind from fx-rates
5. M&A costs not part of initial guidance

\(^1\) Excluding M&A costs composing of transaction costs and earnings impact related to acquisitions of Rigenerand (“Evotec Modena Srl”) and Central Glass, Halle (“Evotec DS”)

\(^2\) fx-effect/M&A costs
Clear strategy in place

Growth and investment strategy overview – Action Plan 2025

- 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

Targeted revenue development (in € m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2020</th>
<th>2021</th>
<th>2022 (e)</th>
<th>2023 (e)</th>
<th>2024 (e)</th>
<th>2025 (e)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>501</td>
<td>618</td>
<td>&gt;1,000</td>
<td>&gt;1,000</td>
<td>&gt;1,000</td>
<td>&gt;1,000</td>
</tr>
</tbody>
</table>

CAGR ~15%

Revenue composition 2020

- EVT Execute
- Just – Evotec Biologics
- EVT Innovate

Goal revenue composition

- Ent-to-end shared R&D
- Just - Evotec Biologics
- PanOmics
- iPSC based cell therapy

- >25%
- >40%
- >5%
- >5%
- >25%
- >25%

~20%

~10%

~70%

≥2x

• Just – Evotec Biologics reports under the EVT Execute segment
## Executing 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
# Upcoming important dates

## Financial calendar 2023

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preliminary FY 2022 results</td>
<td>28 March 2023</td>
</tr>
<tr>
<td>Full year 2022 report</td>
<td>25 April 2023</td>
</tr>
<tr>
<td>Quarterly Statement Q1 2023</td>
<td>10 May 2023</td>
</tr>
<tr>
<td>Virtual Annual General Meeting 2023</td>
<td>20 June 2023</td>
</tr>
<tr>
<td>Half-year 2023 Interim Report</td>
<td>09 August 2023</td>
</tr>
<tr>
<td>Quarterly Statement 9M 2023</td>
<td>08 November 2023</td>
</tr>
</tbody>
</table>
Action Plans deliver significant value

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

2009

Action Plan 2012
Restructure for growth

2010
- Revenues: € 55 m
- Adj. EBITDA: € 2 m
- R&D investments: 1) € 2 m
- Co-owned projects: 6
- Employees: 519

2012

Action Plan 2016
Build innovation seeds

2015
- Revenues: € 128 m
- Adj. EBITDA: € 9 m
- R&D investments: 1) € 18 m
- Co-owned projects: 49
- Employees: 1,000

2018

Action Plan 2022
Aspire global leadership

2020
- Revenues: € 501 m
- Adj. EBITDA: € 107 m
- R&D investments: 1) € 69 m
- Co-owned projects: 118
- Employees: 3,572

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 – 17 Sites and more than 4,500 employees

### USA
- Branford
- Princeton
- Redmond, WA
- Seattle
- Watertown

### Austria
- Orth an der Donau

### Italy
- Verona (Campus Levi-Montalcini)
- Modena

### Germany
- Hamburg (HQ) & Goettingen (Manfred Eigen Campus)
- Cologne
- Halle/Westfalen
- Munich

### UK
- Abingdon (Dorothy Crowfoot Hodgkin Campus)
- Alderley Park

### France
- 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

<table>
<thead>
<tr>
<th>Interdisciplinary</th>
<th>International¹</th>
<th>Highly qualified</th>
<th>Diverse and experienced</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Biochemists</td>
<td>22% Others</td>
<td>76% with at least one academic</td>
<td>• 84 nationalities</td>
</tr>
<tr>
<td>• Medicinal chemists</td>
<td>20% German</td>
<td>qualification</td>
<td>• &gt;30% PhDs</td>
</tr>
<tr>
<td>• Molecular biologists</td>
<td>21% French</td>
<td></td>
<td>• Average age: 38.5 years</td>
</tr>
<tr>
<td>• Cell biologists</td>
<td>19% Italian</td>
<td></td>
<td>• 54% women</td>
</tr>
<tr>
<td>• Toxicologists</td>
<td></td>
<td></td>
<td>• &gt; 36% with more than five years at Evotec</td>
</tr>
<tr>
<td>• Data scientists</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Process/Analytical chemists</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Clinicians</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• mAb process engineers</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹ The chart exclude the USA for legal reasons
Strong team and shareholders supporting sustainable growth

Management & shareholder structure¹)

**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 Macapill Languille**
  Mubadala Investment Co.
- **Mario Polywka**
  Ex-Evotec
- **Roland Sackers**
  QIAGEN
- **Elaine Sullivan**
  Ex-Lilly
- **Constanze Ulmer-Elifort**
  PSP Munich

¹) Rounding differences may occur

**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:** € 44.94/€ 15.77

~ 10% Novo Holdings A/S
~ 10% T. Rowe Price Group
~ 7% Mubadala Investment Company
~ 73% Free float
~ 1% Management
Your contact:

Volker Braun
SVP Head of Global Investor Relations & ESG

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