Evotec

The R&D Autobahn to Cures
Information set forth in this presentation contains forward-looking statements, which involve a number of risks and uncertainties. The forward-looking statements contained herein represent the judgement of Evotec as of the date of this presentation. Such forward-looking statements are neither promises nor guarantees, but are subject to a variety of risks and uncertainties, many of which are beyond our control, and which could cause actual results to differ materially from those contemplated in these forward-looking statements. We expressly disclaim any obligation or undertaking to release publicly any updates or revisions to any such statements to reflect any change in our expectations or any change in events, conditions or circumstances on which any such statement is based.
Agenda

Unique business model

Data-driven precision multi-modality platforms

Co-owned pipeline building

From BRIDGES to operational VC

Financials, ESG & Outlook
Unique business model

_Innovation Hub to capture sharing economy leverage via co-ownership_
The Innovation Hub in R&D

Our long-term mission in drug discovery and development

We put drug discovery ideas and leading technologies across all modalities to action. We enable and accelerate the development of precision medicines together with our partners.

Manfred Eigen
Nobel Prize 1967

#researchneverstops
Megatrends support vision of more precise and accessible drugs

Growth drivers for the future

<table>
<thead>
<tr>
<th>Market Type</th>
<th>Year</th>
<th>2020</th>
<th>2025</th>
<th>CAGR</th>
<th>2020</th>
<th>2025</th>
<th>CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>RNA analysis/transcriptomics market¹)</td>
<td></td>
<td>4.5</td>
<td>8.7</td>
<td>~14%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global AI market in drug discovery²)</td>
<td></td>
<td>0.7</td>
<td>20.0</td>
<td>~96%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global drug discovery external innovation market³)</td>
<td></td>
<td>3.1</td>
<td>4.3</td>
<td>~7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global precision medicine market⁴)</td>
<td></td>
<td>63</td>
<td>107</td>
<td>~11%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

²) Deep Knowledge Analytics (DKA) titled 'Landscape of AI for Drug Discovery and Advanced R&D Q2 2019', Evotec estimates
⁴) https://www.gminsights.com/ Feb 2020, Evotec estimates
Multi-modality increasingly opens new doors to cures
Small molecules, biologics, cell and gene therapy

Global biologics market\(^1\) in US$ bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (US$ bn)</th>
<th>CAGR</th>
<th>(^{1})</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>317</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>559</td>
<td>~12%</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (US$ bn)</th>
<th>CAGR</th>
<th>(^{2})</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>2.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>5.2</td>
<td>~20%</td>
<td></td>
</tr>
</tbody>
</table>

Global antisense & RNAi therapeutic market\(^3\) in US$ bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (US$ bn)</th>
<th>CAGR</th>
<th>(^{3})</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>1.3</td>
<td></td>
<td>~7%</td>
</tr>
<tr>
<td>2025</td>
<td>1.8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Global stem-cell therapy market\(^4\) in US$ bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (US$ bn)</th>
<th>CAGR</th>
<th>(^{4})</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td>15.4</td>
<td>~9%</td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) https://www.reportsanddata.com/report-detail/biologics-market, Evotec estimates
\(^2\) https://www.grandviewresearch.com/industry-analysis/gene-therapy-market, Evotec estimates
\(^3\) https://www.grandviewresearch.com/press-release/antisense-rnai-therapeutics-market, Evotec estimates
\(^4\) https://www.grandviewresearch.com/industry-analysis/stem-cells-market, Evotec estimates
Leadership in efficiency, data, science, multimodality and access

What we offer – Key growth drivers for high-impact and high-value business

<table>
<thead>
<tr>
<th>R&amp;D efficiency platforms&lt;sup&gt;1&lt;/sup&gt;</th>
<th>From high quality stand-alone services to EVO&lt;sub&gt;iR&amp;D&lt;/sub&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>AI/ML &amp; Precision medicine platforms</td>
<td>From molecular platforms via iPSCs to EVO&lt;sub&gt;panOmics&lt;/sub&gt; &amp; EVO&lt;sub&gt;panHunter&lt;/sub&gt;</td>
</tr>
<tr>
<td>Just – Evotec Biologics&lt;sup&gt;1&lt;/sup&gt;</td>
<td>With EVO&lt;sub&gt;access&lt;/sub&gt; from J.HAL&lt;sup&gt;SM&lt;/sup&gt; to J.POD&lt;sup&gt;®&lt;/sup&gt;</td>
</tr>
<tr>
<td>Multimodality drug design</td>
<td>From small molecules &amp; biologics to EVO&lt;sub&gt;cells&lt;/sub&gt; &amp; EVO&lt;sub&gt;genes&lt;/sub&gt;</td>
</tr>
</tbody>
</table>

<sup>1</sup> Also accessible as stand alone "Fee for Service Work-packages"
Clearly defined work packages allow increased access

Capabilities & expertise overview

<table>
<thead>
<tr>
<th>Industry needs</th>
<th>Capabilities &amp; expertise create multimodality &amp; data-driven R&amp;D Autobahn for growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D efficiency platforms¹)</td>
<td><img src="image" alt="Target ID &amp; validation" /> <img src="image" alt="Hit identification" /> <img src="image" alt="Sample management" /> <img src="image" alt="DMPK &amp; ADME-Tox" /> <img src="image" alt="Research Informatics" /> <img src="image" alt="Bio Reagents" /> <img src="image" alt="In vitro biology" /> <img src="image" alt="In vivo Pharmacology" /> <img src="image" alt="Biomarker discovery" /> <img src="image" alt="Integrated CMC" /> <img src="image" alt="Lead optimisation" /></td>
</tr>
<tr>
<td>AI/ML &amp; Precision medicine</td>
<td><img src="image" alt="EVOpanOmics" /> <img src="image" alt="EVOpanHunter" /> <img src="image" alt="iPSC Lighthouse" /> <img src="image" alt="ScreenSeq™" /> <img src="image" alt="ScreenPep™" /> <img src="image" alt="J.HAL™" /></td>
</tr>
<tr>
<td>platforms</td>
<td>EVOpanOmics EVOpanHunter iPSC Lighthouse ScreenSeq™ ScreenPep™ J.HAL™</td>
</tr>
<tr>
<td>Just – Evotec Biologics¹)</td>
<td><img src="image" alt="J.DISCOVERY™" /> <img src="image" alt="J.HAL™" /> <img src="image" alt="J.MD™" /> <img src="image" alt="JP3®" /> <img src="image" alt="J.POD®" /></td>
</tr>
<tr>
<td>Multimodality drug design</td>
<td><img src="image" alt="EVOcells" /> <img src="image" alt="EVOgenes" /> <img src="image" alt="Antibodies &amp; Bifunctionals" /> <img src="image" alt="Small molecules" /> <img src="image" alt="Antisense¹" /> <img src="image" alt="Protein degradation" /> <img src="image" alt="Exosomes" /> <img src="image" alt="RNA" /></td>
</tr>
</tbody>
</table>

¹) Also accessible as stand alone “Fee for Service Work packages”
New technologies, more precision, higher speed and efficiency

Evotec today – 14 Sites & close to 4,000 employees

- Princeton, Seattle, Branford, Watertown ~400
- Orth an der Donau ~30
- Verona ~700
- Hamburg (HQ), Goettingen (Manfred Eigen Campus) Cologne, Munich, ~900
- Abingdon (Dorothy Crowfoot Hodgkin), Alderley Park ~850
- Lyon, Toulouse (Campus Curie) ~800
“...just starting” to deliver significant growth and value potential

Development from 2015 ... to 2020

<table>
<thead>
<tr>
<th></th>
<th>Revenues in € m</th>
<th>Co-owned programmes</th>
<th>Adjusted Group EBITDA in € m</th>
<th>Co-owned companies &amp; BRIDGES</th>
<th>Top-class employees</th>
<th>Unpartnered R&amp;D projects</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>128</td>
<td>20</td>
<td>9</td>
<td>1</td>
<td>1,000</td>
<td>10</td>
</tr>
<tr>
<td>Just starting</td>
<td>500.9</td>
<td>118</td>
<td>106.6</td>
<td>24</td>
<td>3,572</td>
<td>35</td>
</tr>
<tr>
<td>Growth &amp; value potential</td>
<td>&gt;290%</td>
<td>490%</td>
<td>&gt;1,000%</td>
<td>&gt;&gt;1,000%</td>
<td>&gt;250%</td>
<td>250%</td>
</tr>
</tbody>
</table>
Offering resonates with partners
Attraction, Extension, Retention

- Very robust demand for shared drug discovery & development
- Integrated offering translates in market share gains

Attraction
- CAGR +9%
- New customers during the year
- Net new customers

2018 2019 2020
263 263 283 275 315 315

Extension
- CAGR +19%
- No. of customers > €1 m revenues

2018 2019 2020
0 20 40 60 80 100

Structural Retention ≥90%
- KPI to measure satisfaction
- Strong basis for double-digit growth

2018 2019 2020
0 200 400 600 800 1,000

- Integrated drug discover & development offering yields increasing “share of wallet”
- Faster and better results versus in-house infrastructures
Data-driven precision platforms on all modalities

“Omics” data in drug discovery is game changing for precision medicine
Early insight to disease relevance drives paradigm shift

Disease relevance is paramount to change clinical success rates


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, pages40–51(2014); Evotec estimates
Precision medicine is our focus

Patient databases & models combined with EVOpanHunter/EVOpanOmics & Multi-modality

Molecular patient databases
- Re-defining health and disease via molecular disease profiles

Patient (iPSC) – derived disease models
- Focus on disease relevance throughout the process
- Comprehensive compound profiling

Diagnostics and biomarkers
- Precision diagnostics
- Precise tracking of disease progression

Genomics – Transcriptomics – Proteomics – Metabolomics
Industrialised data generation

Data science – Machine learning / Artificial intelligence – Bioinformatics
AI/ML driven data analytics

Small molecules – Antibodies – Bifunctionals – Cell therapy – Antisense – Gene therapy
Multi-modality

EVOpanOmics
Data generation

EVOpanHunter
Data analytics
Molecular patient data bases are re-defining health and disease

The foundation of precision medicine

PanOmics: Genomics, Transcriptomics, Proteomics and Metabolomics
PanHunter: Bioinformatics, AI/ML
Molecular patient databases generate significant value

Example: Kidney disease database (NURTuRE) delivered multiple high value partnerships

**2016**
- Upfront payment: € 6 m
- Research funding
- Milestones > € 300 m
- Tiered royalties

**2019**
- Funded by Vifor: € 25 m
- 50% ownership on all projects

**2020**
- Upfront payment: ND
- Research funding
- Milestones > € 150 m per product
- Tiered royalties

**Q1 2021**
- Pipeline building initiated
- UF payment: ND
- Research funding
- MS as well as tiered royalties
Unparalleled iPSC platform delivers big portfolio of opportunities

- Unique to select unbiased therapeutic modality for specific disease or target
- Perfect starting point for drug discovery and cell therapy – linked to technologies for disease understanding and modelling
>300 patient-derived validated iPSC lines

Broad panel of disease-specific genotypes for patient stratification in >15 disease models

- High quality iPSC generation
  - Standardised patient consents
  - Standardised protocols
  - Highest QC standards

- Robust performance of iPSC lines in different disease models for HTS

iPSC bank

- Amyotrophic lateral sclerosis
- Frontotemporal dementia
- Parkinson’s disease
- Huntington’s disease
- Other neurodegenerative diseases
- Retinopathies
- Lysosomal storage diseases
- Sourcing
- Wild type

Sourcing: 25
Retinopathies: 27
Lysosomal storage diseases: 21
Other neurodegenerative diseases: 45
Sourcing: 25
Wild type: 100
Frontotemporal dementia: 50
Huntington’s disease: 38
Parkinson’s disease: 17
Amyotrophic lateral sclerosis: 25

CENTOGENE
THE BASE DISEASE COMPANY

CENSO BIOTECHNOLOGIES

Fraunhofer

HSG HARVARD STEM CELL INSTITUTE

REPROCCELL

UNIVERSITAT TUBINGEN
Systems approach creates continuous learning from data

Integrating molecular, process and manufacturing design delivers excellence

Abacus optimisation to fit process development

Robotic high-throughput process development

Dynamic predictive process control

End-to-end continuous processing (E2E)

Machine learning (ML) and Artificial intelligence (AI) are maturing our integrated biologics platform (J.DESIGN)
Global demand for flexible biologics capacity and for more affordable access to medicines is accelerating

J.POD® US in Redmond is on track, demand is strong

Business Strategy includes large proportion of capacity for co-owned pipeline

Europe is second largest biologics market with strong desire and rational for security of supply

Toulouse footprint creates operational efficiency and design for multi-modality biological treatments such as cell therapy adds further synergy with EVT strategic needs –
Up to € 50 m from the French government, the Occitanie region, Bpifrance, the Haute-Garonne prefecture as well as Toulouse Métropole

Subject to local planning, environmental and building regulations and other support and approvals
Co-owned pipeline building

Milestones and royalties massively reward initial R&D investments
### Building a massive co-owned clinical pipeline

EVT Innovate pipeline evolution 2015-2025 (e)

#### 2015

<table>
<thead>
<tr>
<th>Phase</th>
<th># of projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platf. &amp; Disc.</td>
<td>34</td>
</tr>
<tr>
<td>Pre-clinical</td>
<td>9</td>
</tr>
<tr>
<td>Phase I</td>
<td>4</td>
</tr>
<tr>
<td>Phase II</td>
<td>2</td>
</tr>
<tr>
<td>Phase III</td>
<td>0</td>
</tr>
<tr>
<td>Phase Approved</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
</tr>
</tbody>
</table>

#### 2021\(^1\)\(^3\)

<table>
<thead>
<tr>
<th>Phase</th>
<th># of projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platf. &amp; Disc.</td>
<td>&gt;100</td>
</tr>
<tr>
<td>Pre-clinical</td>
<td>12</td>
</tr>
<tr>
<td>Phase I</td>
<td>12</td>
</tr>
<tr>
<td>Phase II</td>
<td>9</td>
</tr>
<tr>
<td>Phase III</td>
<td>5</td>
</tr>
<tr>
<td>Phase Approved</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>&gt;130</td>
</tr>
</tbody>
</table>

#### 2025(e)\(^2\)\(^3\)

<table>
<thead>
<tr>
<th>Phase</th>
<th>anticipated # of projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Platf. &amp; Disc.</td>
<td>&gt;100</td>
</tr>
<tr>
<td>Pre-clinical</td>
<td>&gt;100</td>
</tr>
<tr>
<td>Phase I</td>
<td>&gt;100</td>
</tr>
<tr>
<td>Phase II</td>
<td>&gt;100</td>
</tr>
<tr>
<td>Phase III</td>
<td>&gt;100</td>
</tr>
<tr>
<td>Phase Approved</td>
<td>&gt;170</td>
</tr>
<tr>
<td>Total</td>
<td>&gt;170</td>
</tr>
</tbody>
</table>

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\(^1\) Does not include projects that were completely stopped, e.g. Diap277, EVT302

\(^2\) Not risk adjusted

\(^3\) Does not include EVT equity investments
Selected pipeline events
1. Phase IIb with Bayer in RCC (Eliapixant)
2. Phase II with Bayer in Overactive bladder (Eliapixant)
3. Phase II with Bayer in Endometriosis (Eliapixant)
4. Phase II with Bayer in Neuropathic pain (Eliapixant)
5. Phase II with BI in Oncology / Pain
6. Phase II with Bayer in Gynaecology (B1 antagonist)
7. Phase I in Chikungunya virus
8. Phase I with BMS in CNS
9. Phase I with Exscientia in Oncology (A2a)
10. Phase I with Sanofi in Immuno-oncology
11. Phase I with Kazia in Oncology (EVT801)
12. Phase I in HBV Cure
13. Multiple co-owned equity companies will progress in clinic (e.g. Topas, Forge, Carrick, Fibrocor, …)

“EVOroyalty” – Fully invested pipeline gaining visibility

Progress of drug candidates in advanced stages
The iceberg of EVT Innovate product opportunities

In total > 200 proprietary projects with big financial upside

### Clinical
- **Ph3**
  - Neuroscience & Pain
  - Oncology
  - Metabolic Diseases
  - Inflammation & Immunology
  - Virology
  - Anti-bacterial
  - Global Health

- **Ph2**
- **Ph1**

### Discovery
- **Preclinical**
- **Clinical**

### Partnered Pipeline

<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>
<th>Global Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
</tr>
</tbody>
</table>

*Also includes Women's Health, Respiratory projects
The Equity Pipeline does not contain programs from EVT/partners that are not publically disclosed
From BRIDGES to operational VC

Incubation and Investments to accelerate co-ownership
## Portfolio of co-owned opportunities with operational synergies

Equity participations for co-owned pipeline

### At equity investments (share ≥ 20% or significant influence)

<table>
<thead>
<tr>
<th>Company</th>
<th>Field</th>
<th>Initiative Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eternyrge</td>
<td>Metabolic disorders</td>
<td>Initiated 2016</td>
</tr>
<tr>
<td>Topas Therapeutics</td>
<td>Nanoparticle-based therapeutics</td>
<td>Initiated 2016</td>
</tr>
<tr>
<td>facio therapies</td>
<td>FSHD</td>
<td>Initiated 2017</td>
</tr>
<tr>
<td>BREAKPOINT Therapeutics</td>
<td>DNA damage response</td>
<td>Initiated 2019</td>
</tr>
<tr>
<td>celmatix</td>
<td>Women’s health</td>
<td>Initiated 2019</td>
</tr>
<tr>
<td>CURE HSYS</td>
<td>Cross therapeutic areas</td>
<td>Initiated 2019</td>
</tr>
<tr>
<td>QUANTR0 Therapeutics</td>
<td>Oncology</td>
<td>Initiated in 2020</td>
</tr>
<tr>
<td>Joint Venture with Vifor Pharma</td>
<td>Nephrology</td>
<td>Initiated 2019</td>
</tr>
</tbody>
</table>

### Equity participations for co-owned pipeline

<table>
<thead>
<tr>
<th>Company</th>
<th>Field</th>
<th>Initiative Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>NephThera</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Minority Shareholdings (share < 20%)

<table>
<thead>
<tr>
<th>Company</th>
<th>Field</th>
<th>Initiative Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrick Innovations</td>
<td>Innovative pathways in oncology</td>
<td>Initiated 2016</td>
</tr>
<tr>
<td>Exscientic</td>
<td>AI for automated drug design</td>
<td>Initiated 2017</td>
</tr>
<tr>
<td>FORGE Therapeutics</td>
<td>Targeting metalloenzymes</td>
<td>Initiated 2017</td>
</tr>
<tr>
<td>FIBROCOR</td>
<td>Fibrosis partnership</td>
<td>Initiated 2017</td>
</tr>
<tr>
<td>Aeovian</td>
<td>Inflammatory disease</td>
<td>Initiated 2019</td>
</tr>
<tr>
<td>Immunitas</td>
<td>Oncology / Biologics</td>
<td>Initiated 2019</td>
</tr>
<tr>
<td>Blacksmith</td>
<td>Oncology</td>
<td>Initiated 2019</td>
</tr>
<tr>
<td>DARK BLUE</td>
<td>Oncology</td>
<td>Initiated 2020</td>
</tr>
<tr>
<td>LEON</td>
<td>Formulation nanotechnologies</td>
<td>Initiated 2020</td>
</tr>
<tr>
<td>ponCello</td>
<td>Failsafe cloaking for cell therapies</td>
<td>Initiated 2020</td>
</tr>
<tr>
<td>Gajée Neuroscience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OXvax</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiated 2016</td>
</tr>
<tr>
<td>Initiated 2017</td>
</tr>
<tr>
<td>Initiated 2019</td>
</tr>
<tr>
<td>Initiated 2020</td>
</tr>
<tr>
<td>Initiated 2021</td>
</tr>
</tbody>
</table>
BRIDGEs to link academia with R&D Autobahn to Cures

Creating long-term optionality with efficient translation

Basic Research

Applied Research

Technology Development and Demonstration

Product Commercialisation and Market Development

Market Entry & Market Volume

Funding Level

Governments

Sponsored Research

Public Private Consortia

Oxford

37 active / completed projects

Initiated 2016

Toronto

10 active / completed projects

Initiated 2017

France

5 active / completed projects. Sanofi collaboration.

Initiated 2018

US West Coast

2 active / completed projects

Initiated 2020

Europe

> 20 projects evaluated. Start-up studio.

Initiated 2018

Germany

New strategic partnership. BMS collaboration.

Announced 13 April 2021

UK

New strategic partnership. BMS collaboration.

Announced 6 May 2021
Financials, ESG & Outlook

Sustainable growth business building massive upside
### Action Plans deliver significant value

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

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

**Action Plan 2012**
*Restructure for growth*

**Action Plan 2016**
*Build innovation seeds*

**Action Plan 2022**
*Aspire global leadership*

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

---

1) Including equity investments
### Strong revenue growth (in € m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021 (e)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>263.8</td>
<td>375.4</td>
<td>446.4</td>
<td>500.9</td>
<td>550-570</td>
</tr>
</tbody>
</table>

### Adjusted Group EBITDA\(^2\) (in € m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021 (e)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>57.2</td>
<td>95.5</td>
<td>123.1</td>
<td>106.6</td>
<td>105-120</td>
</tr>
</tbody>
</table>

### High-value unpartnered R&D\(^3\) (in € m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021 (e)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>17.6</td>
<td>22.8</td>
<td>37.5</td>
<td>46.4</td>
<td>50-60</td>
</tr>
</tbody>
</table>

### Strong stable gross margins\(^4\) (in %)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021 (e)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31</td>
<td>30</td>
<td>30</td>
<td>25.1</td>
<td></td>
</tr>
</tbody>
</table>

---

\(^1\) At constant fx rates (2020: $/€ 1.15; £/€ 1.13) Revenues: € 565-585 m; EBITDA: € 115-130 m; Please note that bar heights are only illustrative and not representing actual values

\(^2\) Before contingent considerations, income from bargain purchase & excl. impairments on goodwill, other intangible assets & tangible assets as well as the total non-operating result

\(^3\) Excluding expenses for ID-related expenses fully reimbursed by Sanofi under other operating income; total of R&D expenses in 2020 of € 63.9 m

\(^4\) Gross margin in the future represents different business mix, considering amortisation of acquisitions, and may be volatile due to potential milestone or out-licensing payments; gross margin in 2017 restated for IFRS 15
Our mid-term aspirations at a glance

2020-2025e Key Performance Indicator goals

- **Adjusted EBITDA**: ≥300 in € m
  - ≥180%
  - 106.6

- **Unpartnered R&D**: >100 in € m
  - >100%
  - 46.4

- **Revenues**: >1,000 in € m
  - >100%
  - 500.9

- **Co-owned projects**: >250
  - >100%
  - 118

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1) before significant royalties
2) incl. Equity participations
>500 new “drivers” on the data-driven R&D Autobahn for Cures

Our people are our most important asset

- >80% with at least one academic qualification; >30% PhDs
- >8 years drug discovery and development experience
- 54% female; >75 nationalities
- Fluctuation rate reduced from 10.5% in 2019 to 8% in 2020
- Share of permanent workforce: 91%
- >500 new talents planned 2021
Purpose defines a sustainable corporate strategy

Focus on most material topics in a holistic approach

Stakeholders
- Investors
- Supervisory Board
- Recruits
- Authorities
- Patients
- Activists
- Suppliers
- Media
- Neighbours

Material Topics
- Stakeholder engagement
- Cyber
- OHS
- Diversity
- Availability & access to medical treatment
- Carbon emission
- Waste & Water

KPIs
- CO₂ per employee
- Retention rate
- Covered diseases
- Dedicated climate mitigation capex

OUR Foundation
- Culture & Values
- People & Capabilities
- Corporate Governance & Enabling Systems
Going very long as ONE

Sustainable thinking ensures long-term success

**Purpose, People, Patients & Planet**
- #researchneverstops – we are here for the very long run
- Focus on disease relevance puts individual patients in the centre of focus – and is therefore truly diverse
- Protecting and improving lives of our and future generations
- Ensuring greater justice for all our stakeholders
- Creating a corporate environment that makes people thrive and strengthens their commitment

**Partners, Investors & Economic Success**
- Shared values / Aligned targets with our partners / Improved competitiveness
- Saving resources = saving costs (for us and the society)
- Mitigating physical, transmission and reputational risks
- Eligibility for more attractive financing to foster sustainable growth
- Meeting regulatory requirements
We make our contribution to sustainable development goals

Evotec has a colourful and precise impact

The 17 UN Sustainable Development Goals are...

- adopted by UN Member States in 2015
- an urgent call for action by all countries in a global partnership
- Part of the 2030 Agenda for Sustainable Development

As Evotec...

- we have a direct impact on selected SDGs and actively drive them forward
- Through their connectivity, we contribute indirectly to the whole set of goals.

1) On the right-hand side, the goals on which Evotec has a direct effect through our business are shown in colour. The presentation is not intended to evaluate the respective importance of the SDGs. It is only a schematic representation.
2) [THE 17 GOALS | Sustainable Development (un.org)]
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
- **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
- **Kasim Kutay**
  Novo Holdings
- **Mario Polywka**
  Ex-Evotec
- **Roland Sackers**
  QIAGEN
- **Elaine Sullivan**
  Ex-Lilly
- **Constanze Ulmer-Eilfort**
  Baker McKenzie

**Number of shares:** 164.6 m
**Listing:** Frankfurt Stock Exchange (MDAX, TecDAX), OTCBB
**52 week high/low:** € 43.00/€ 21.31

*1) Rounding differences may occur*
Strong year ahead

Guidance 2021

**Very good top-line growth expected**
- Assumption based on current orders, prospective milestone payments
- Total Group revenues **€ 550-570 m** (€ 565-585 m at constant exchange rates\(^1\))

**Strong EBITDA – despite massive investments**
- Regardless of COVID-19, increasing expenses of promising R&D projects, ramp-up of Just – Evotec Biologics business, expansion of J.POD\(^\text{®} \) 1 capacities in US & J.POD\(^\text{®} \) 2 in EU
- Adjusted Group EBITDA\(^2\) **€ 105-120 m** (€ 115-130 m at constant exchange rates\(^1\))

**Accelerated R&D investments for growth**
- Further expand long-term & sustainable pipeline of first-in-class projects & platforms
- Unpartnered Group R&D expenses of **€ 50-60 m**\(^3\)

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\(^1\) $/€ 2020: 1.15; €/GBP 2020: 1.13

\(^2\) Before contingent considerations, income from bargain purchase & excl. impairments on goodwill, other intangible & tangible assets as well as the total non-operating result

\(^3\) Evotec focuses its guidance and upcoming reporting on the "unpartnered R&D" part. ID-related R&D expenses will be fully reimbursed by its partner Sanofi ("partnered R&D").
Strong news flow and strategy update with Action Plan 2025

Newsflow 2021

**EVT Innovate**
- Partnerships based on own R&D projects and platforms
- New clinical initiations and progress of co-owned pipeline
- Strategic launch of QRBeta Initiative

**EVT Execute**
- New integrated service alliances in drug discovery & development
- Acceleration of AI/ML partnering across all modalities
- Completion of J.POD® 1 in Redmond (US) / Initiation of J.POD® 2 EU in Toulouse

**EVT Equity & BRIDGES**
- Initiation of new BRIDGEs
- New operational ventures
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volker.braun@evotec.com