General company presentation
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1. Together for Medicines that Matter
2. PanOmics
3. iPSCs
4. Just – Evotec Biologics
5. End-to-End Shared R&D
6. Business / Financials / ESG
The core idea of Evotec – evolutionary technology

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

Eigen’s theories about self-organisation of complex molecules and his development of the evolution machine founded a new branch of science – evolutionary biotechnology.
Together for Medicines that Matter

We aspire to impact patients’ lives by

- **PanOmics**-driven drug discovery for deep disease understanding and effective therapies
- **IPSCs** "off-the-shelf" cell therapy based on induced-pluripotent stem cells
- **Just – Evotec Biologics**
  Artificial Intelligence and continuous manufacturing for better access to biologics
- **End-to-End Shared R&D**
  Integrated business-to-business platform for increased probability of success from target to the clinic
Together for medicines that matter
Game changers within business to business / partnered R&D

More precise medicine
PanOomics databases, multi-modality
End-to-End Shared R&D

A.I./M.L. & technology convergence
Latest technologies coming together with
drug discovery, development, safety
prediction and molecular diagnostics

Right business model & best talents
Collaboration – from fixed to variable costs,
with efficient access to best know-how
Need for more precision
Most drugs still provide benefit in only 50% of patients

Need for better disease understanding
Lifetime risk for cancer
e.g., 44% in men & 38% in women

Need for wider access
Less than 20% of world's population have access to life changing biotherapeutics

Need for better safety earlier
60% of all drugs still do not pass Phase I

Sources:
- Ageing and Health, WHO, October 2021

1 Includes PanOmics-enabled drug discovery, iPSC drug discovery platforms as well as molecular patient databases and clinical stratification.
Fully integrated in discovery, development & manufacturing
Illustrative functional capabilities along the value chain

Sourcing novel ideas
Target ID / validation
Hit identification
Lead optimisation
Pre-clinical development
Clinical Phase I/II/III
Approval
Market

PanOmics
PanOmics Data Generation
PanHunter Interactive Omics Analysis
E.MPD Translational Molecular Patient Database
E.iPSC Drug Discovery
E.SAFETY Tox and Safety Prediction
EVOagnostic

iPSC Cell therapy
iPSC-derived cell types
Array CGH, karyotyping, WGS
Single-cell sequencing
3D expansion
Upscaling
Cell QC
GMP production

Just – Evotec Biologics
J.DISCOVERY Molecule Discovery
J.MD Molecule Design
JP3 Process & Product Design
J.POD Manufacturing Design

End-to-End Shared R&D
Bio Reagents
In vitro biology
Antibody discovery
Molecular Design & Chemistry
DMPK & ADME-Tox
In vivo pharmacology
Biomarker discovery
Integrated pre-clinical development
INDIGO
Clinical development solution
Integrated CMC
Drug Product & commercial manufacture

1 Sponsoring and execution of clinical trials as well as distribution & marketing is under the responsibility of partners, still sharing upside in case of success
Collaboration with Janssen for development of innovative immune-based therapies in oncology
- Non-disclosed double-digit-million upfront payment
- Milestone payments of up to US$ 350 m per project; tiered royalties

Broadened and deepened strategic alliance in neurodegeneration
- Extension and expansion for eight more years
- $ 50 m upfront payment, undisclosed license and performance milestone payments
- Tiered royalties of up to low double-digit percentage
- Total transaction value > US$ 4 bn

Development of pipeline based on novel mechanism of protein degradation
- Extension by 8 years and significant expansion
- US$ 200 m upfront payment
- Tiered royalties of up to low double-digit percentage
- Total transaction value of up to US$ 5 bn

Technology-Partnership for biosimilars development and manufacturing
- Portfolio of next-generation biosimilars
- Non-disclosed double-digit-million upfront; up to US$ 640 m Development revenues
- Non-disclosed payments for progress into commercial manufacturing and royalties

Exclusive strategic partnership for development of iPSC-based beta-cell replacement therapy in diabetes
- Combination of iPSC-based beta-cells with Sernova’s Cell Pouch™
- € 20 m equity investment in Sernova
- Phase I planned for 2024
Growing milestone cascade towards a massive royalty pool
Selected KPIs

TOGETHER FOR MEDICINES THAT MATTER

>140 Co-owned pipeline assets

19 Clinical stage

>€15 bn Potential partnership milestones

8-10% Average royalty rate

>300 programmes by model

*Partnered & unpartnered, excluding Equity and BRIDGEs
# The growing “iceberg” of first & best-in-class treatment options

>140 co-owned projects

<table>
<thead>
<tr>
<th>Approved</th>
<th>Neuroscience &amp; pain</th>
<th>Oncology</th>
<th>Metabolic diseases</th>
<th>Inflammation &amp; Immunology*</th>
<th>Virology, Anti-bacterial &amp; Global health</th>
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<td>SK Bio</td>
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<td>PhIII</td>
<td>Jingxin</td>
<td>Carrick</td>
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<td>Topas</td>
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<td>Carrick*</td>
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**Pre-clinical & Discovery**

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<th>Neurology &amp; pain</th>
<th>Oncology</th>
<th>Metabolic diseases</th>
<th>Inflammation &amp; Immunology*</th>
<th>Virology, Anti-bacterial &amp; Global health</th>
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</table>

**Partnered Pipeline**

- Neuroscience & pain
- Oncology
- Metabolic diseases
- Inflammation & Immunology\*
- Virology, Anti-bacterial & Global health

**Unpartnered Pipeline**

- Neuroscience & pain
- Oncology
- Metabolic diseases
- Inflammation & Immunology\*
- Virology, Anti-bacterial & Global health

**Equity Pipeline**

- Neuroscience & pain
- Oncology
- Metabolic diseases
- Inflammation & Immunology\*
- Virology, Anti-bacterial & Global health

**Bridges Pipeline**

- Neuroscience & pain
- Oncology
- Metabolic diseases
- Inflammation & Immunology\*
- Virology, Anti-bacterial & Global health

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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

Status as of 30 June 2023

>140 co-owned projects leading to massive milestone cascade

20-yr milestones pipeline

- Collaborations with more than 30 Partners bearing massive upside from milestones...
- ... and subsequent royalties in case of success
PanOmics-driven drug discovery for deep disease understanding and effective therapies
PanOmics

Pan (Greek pan means all)

Omics (various disciplines in biology end in the suffix-omics)

any of several areas of biological study defined by the investigation of the entire complement of a specific type of biomolecule or the totality of a molecular process within an organism.

Examples of well-established fields include genomics, transcriptomics, proteomics, and metabolomics.
### Paving the way to a better disease understanding

**PanOmics: Unique platform for data generation, aggregation, integration and analysis**

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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</thead>
<tbody>
<tr>
<td>Defining diseases based on similar symptoms</td>
<td>PanOmics mapping to define causes and drivers of diseases</td>
</tr>
<tr>
<td>One drug fits all</td>
<td>Right drug, right dose, right patient</td>
</tr>
<tr>
<td>Clinical attrition due to missing efficacy endpoints</td>
<td>PanOmics-based clinical stratification</td>
</tr>
<tr>
<td>Late &amp; inaccurate diagnosis</td>
<td>Early and precise diagnosis</td>
</tr>
<tr>
<td>Intervention in symptomatic patients</td>
<td>Preventing disease by monitoring risk factors</td>
</tr>
</tbody>
</table>

**evotec**

**Others**
**Precision medicine is the only path to better outcomes**
Leading A.I./M.L. driven drug discovery & development platforms

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

**Patient derived disease models & precision medicine approaches**
Focus on **early** disease relevance

**Patient stratification and biomarkers**
Precision diagnostics and tracking of diseases

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**PanOmics**
*Data Generation*
- Genomics, transcriptomics, proteomics, metabolomics data at industrial scale
- Multiple patient-derived data bases, e.g. CKD database (>10,000 patients; >600 billion data points)

**PanHunter**
*Interactive Omics Analysis*
- User friendly A.I./M.L. driven multi-omics analysis platform
- Exceeding industry standards in e.g. predicting drug safety (e.g.: liver injury 86% vs. 70%)

**E.iPSC**
*Drug Discovery*
- One of the largest and most sophisticated iPSC platforms for drug discovery in the industry
- First IND in clinical development; large pipeline evolving
Molecular disease understanding for higher Probability of Success (PoS)
Overview of PanOmics-driven drug discovery

**E.MPD**
Translational Molecular Patient Database

**E.iPSC**
Drug Discovery

**Sourcing novel ideas**
Clinical data
Patient cohort
Biopsies & non-invasive samples

**Target ID / validation**
Phenotype data
Disease pathology
Multi OMICs profiling

**Hit identification**
Patient database

**Lead optimisation**
Disease signature
Novel mechanisms
Disease models
Phenotype reversion
Co-culture & organoids
‘Clinical trial in a dish’
Patient stratification

**Pre-clinical development**
Control
Predictive safety
Biomarker discovery

**Clinical Phase I/II/III**
Risk stratification
A.I./M.L. based prediction

**Approval**

**Market**

Novel cures for patients

**PanOmics**
Data Generation

**PanHunter**
Interactive Omics Analysis

**E.SAFETY**
Tox and Safety Prediction

**EVOgnostic**

**Highlight**
Molecular disease understanding for higher Probability of Success (PoS)
Overview of PanOmics-driven drug discovery

- E.MPD: Translational Molecular Patient Database
- E.iPSC: Drug Discovery
- Sourcing novel ideas: Clinical data, Phenotype data, Patient cohort, Biopsies & non-invasive samples
- Target ID / validation: Clinical data, Phenotype data, Patient cohort, Biopsies & non-invasive samples
- Hit identification: Patient database
- Lead optimisation: Disease signature, Novel mechanisms, Disease models, Phenotype reversion, Co-culture & organoids, ‘Clinical trial in a dish’, Patient stratification
- Pre-clinical development: Control, Predictive safety, Biomarker discovery
- Clinical Phase I/II/III: Risk stratification, A.I./M.L. based prediction
- Approval
- Market
- Novel cures for patients

**Key Points**
- E.MPD: Translational Molecular Patient Database
- E.iPSC: Drug Discovery
- Sourcing novel ideas: Clinical data, Phenotype data, Patient cohort, Biopsies & non-invasive samples
- Target ID / validation: Clinical data, Phenotype data, Patient cohort, Biopsies & non-invasive samples
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- Pre-clinical development: Control, Predictive safety, Biomarker discovery
- Clinical Phase I/II/III: Risk stratification, A.I./M.L. based prediction
- Approval
- Market
- Novel cures for patients
Changing the healthcare paradigm with PanOmics

From symptomatic treatments to data-driven healthcare

“Successful” symptomatic treatments

Precision medicine

Data-driven healthcare

<table>
<thead>
<tr>
<th>Symptomatic diagnosis</th>
<th>Symptomatic treatment</th>
<th>Potential relapse</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
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<tr>
<td>Symptoms</td>
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<tr>
<td>Disease</td>
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</tbody>
</table>

Early & precise diagnosis  Curative approach  Monitoring success

Regular health monitoring  Targeted approach to avoid diseases

Time

Time

Time
IPSCs "off-the-shelf" cell therapy based on induced-pluripotent stem cells
**Cell therapy** is a treatment in which *viable cells* (autologous, allogeneic, iPSC-derived), are injected, grafted or implanted *into a patient* in order to improve or cure a disease.

**Induced pluripotent stem cells** (iPSCs) are a type of stem cell that can be generated directly from a somatic cell. *iPSC technology* was pioneered by Shinya Yamanaka‘s lab. He was awarded the 2012 nobel prize for the discovery that mature cells can be reprogrammed to become pluripotent.
## iPSC-based cell therapies will reach more patients than ever before

Next generation off-the-shelf cell therapy

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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<tbody>
<tr>
<td>Availability</td>
<td>Availability for large patient populations</td>
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<tr>
<td>Patient-by-patient</td>
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<tr>
<td>Manufacturing dose-by-dose</td>
<td>Manufacturing large scale</td>
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<tr>
<td>Tens of doses per month</td>
<td>Thousands of doses</td>
</tr>
<tr>
<td>Expensive</td>
<td>Affordable</td>
</tr>
<tr>
<td>Autologous products</td>
<td>Simplified manufacturing Off-the-shelf product</td>
</tr>
</tbody>
</table>

**iPSC approach**

**Autologous approaches**
From humans for humans
iPSC-based drug discovery and off-the-shelf cell therapy

Disease-specific drugs

"Disease in a dish" & screening

iPSC platform

Patient or healthy donor

Off-the-shelf cell therapeutics

iPSC-derived cell types & models
Off-the-shelf approach will revolutionise cell therapy applications
Benefit of manufacturing process for iPSC-based therapeutics

### Autologous
- **Patient**
- **Manufacturing**
- **1x dose**

### Allogeneic donor-derived
- **Healthy donor**
- **Manufacturing**
- **100x doses**

### Allogeneic iPSC-derived
- **Master iPSC bank**
- **Manufacturing**
- **10,000x doses**

### iPSC-based off-the-shelf therapeutics
- **Reduced manufacturing complexity**: Patient is not part of manufacturing process
- **Unlimited** starting material
- **Versatile** & high-fidelity gene editing
- **Consistent quality** of final product
- **On demand** product available to patients
- **Broad applicability**: Suitable for multiple cell types & disease areas
## A comprehensive portfolio of early iPSC-based cell therapy assets

Off-the-shelf cell therapy programmes

<table>
<thead>
<tr>
<th>Field</th>
<th>Programme/Project</th>
<th>Disease area</th>
<th>Protocol</th>
<th>Pre-clinical research</th>
<th>Pre-clinical development</th>
<th>IND / Phase I</th>
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<tbody>
<tr>
<td><strong>Antitumour therapy</strong></td>
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<tr>
<td>iNK</td>
<td>Oncology</td>
<td>Pre-clinical research</td>
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<tr>
<td>iM</td>
<td>Oncology</td>
<td>Pre-clinical research</td>
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<td>γδ iT</td>
<td>Oncology</td>
<td>Pre-clinical research</td>
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<td>αβ iT</td>
<td>Oncology</td>
<td>Pre-clinical research</td>
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<tr>
<td><strong>Diabetes</strong></td>
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<tr>
<td>E.iBeta (Device)</td>
<td>Diabetes</td>
<td>Pre-clinical research</td>
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<tr>
<td>E.iBeta (Engineered)</td>
<td>Diabetes</td>
<td>Pre-clinical research</td>
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<td>iCM</td>
<td>Heart failure</td>
<td>Pre-clinical research</td>
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<td>iRPE, iPR</td>
<td>Ophthalmology</td>
<td>Pre-clinical research</td>
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### iPSC-derived cell types

- **iNK**: Natural killer cells
- **iT**: αβ and γδ T cells
- **iM**: Macrophages
- **iBeta**: Pancreatic islets
- **iCM**: Cardiomyocytes
- **iRPE**: Retinal pigment epithelium cells
- **iPR**: Photoreceptors

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1 Each cell type can deliver multiple differentiated products

Unpartnered, open for new business opportunities

Partnered
Just – Evotec Biologics
Artificial Intelligence and continuous manufacturing for better access to biologics

Paradigm shift in biologics
At Just – Evotec Biologics, we design and apply innovative technologies to dramatically expand global access to biotherapeutics by ...

- selecting the best therapeutic candidate via A.I./M.L./Automation
- implementing “Lights-out” fully-continuous manufacturing
- improving quality of products manufactured
- reducing the environmental impact with smaller footprint facilities
The paradigm shift is already in full motion
Accelerating the paradigm shift in biologics

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Others</th>
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<tbody>
<tr>
<td>Stainless steel fed batch</td>
<td>Flexible &amp; agile capacity</td>
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<td>Facility cost &gt;US$ 500 m</td>
<td>Facility cost &lt;&lt;US$ 500 m</td>
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<td>Separate upstream &amp; downstream processing</td>
<td>Fully integrated platform</td>
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<td>Fixed cost focus</td>
<td>Variable cost focused</td>
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Our purpose is to contribute to better access
Access for all

7,000 underserved rare indications that could be addressed with biologics

70% higher prices for antibodies vs. small molecules in the US alone

6 bn without access to biologics based on geography

12 months to first Ab therapy in COVID

Underserved indications

Underserved populations

Underserved regions\(^1\)

Communicable diseases & pandemics\(^2\)
**Disrupting the industry with flexible and agile continuous manufacturing**

J.POD® – The physical expression of agility

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<thead>
<tr>
<th></th>
<th>Traditional facility</th>
<th>J.POD®</th>
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<tbody>
<tr>
<td><strong>Time to set up a J.POD®</strong></td>
<td>~4.0</td>
<td>~1.5</td>
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<tr>
<td><strong>Cost of a J.POD® facility, US$ m</strong></td>
<td>~800 - 1,000</td>
<td>~250</td>
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<tr>
<td><strong>Smaller Footprint Square feet x 1,000</strong></td>
<td>~400</td>
<td>~130</td>
</tr>
</tbody>
</table>

- Reduced cost and time to set up facility
- More environmentally friendly versus traditional facilities due to avoidance of unnecessary steps
- Smaller footprint

Both suited to produce metric tons

-63%
-75%
-67%
Highly intensified processing yields to lowest possible COGs
The key to start the paradigm shift

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

- COGS from 200 to 50 $/g
- Flexible scale up
- Shorter switch between products

COGs

Traditional CDMOs

Just – Evotec Biologics

-75%
Just – Evotec Biologics – Sales order book approaching € 1 bn
Key achievements 2021-2023

Closed Sales
in € m

<table>
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<tr>
<th>Date</th>
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<td>December 2021</td>
<td>31</td>
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<tr>
<td>November 2022</td>
<td>&gt;100</td>
</tr>
<tr>
<td>June 2023</td>
<td>&gt;8x</td>
</tr>
</tbody>
</table>

Key progress

- Up to US$ 640 m for development work plus massive upside
- Anti-Plague mAb development programme initiated
- Development programme for Orthopoxvirus mAb candidates
- Pre-clinical, clinical & commercial process developments

Just – Evotec Biologics – Sales order book approaching € 1 bn
Key achievements 2021-2023
Global access with global network
Cloning of J.POD facilities – Status and timing

J.PLANT Seattle, Washington, US
• 500L SUB
• Phase I – Clinical
• Over 34 runs
• 100% success years

J.POD® Redmond, Washington, US
• 500L & 1,000L SUB
• Phase I – Commercial
• First cGMP run Oct 2021

J.POD® Toulouse, France, EU
• 500L & 1,000L SUB
• Phase I – Commercial
• Groundbreaking 2022
• Expected CQV 2024

“S.POD” – Cloning of J.POD® facilities (option)
• 100% Sandoz-owned
• Just-Evotec Biologics “enabled” from design to technology
End-to-End Shared R&D – Integrated business-to-business platform for increased probability of success from target to the clinic
Still today, a **new medicine** takes an average of 10-15 years and more than US$ 2.5 billion, before reaching patients.

Average peak sales per drug are in decline, internal rates of return (IRR) per R&D dollar spent are **too low**.

We provide what the industry really needs: Convergent technologies and modality agnostic solutions result in a **cost-effective and rapid progression with higher Probabilities of Success (PoS)** of projects.

By offering access to our End-to-End Shared R&D platform, Evotec operates as a **B2B biotech platform for all players in the industry**.
Unique knowledge, technology, A.I./M.L. and process excellence
An industry leading platform

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher R&amp;D cost with falling IRRs</td>
<td>Improve efficiency with speed &amp; quality</td>
</tr>
<tr>
<td>High cost of failures from late-stage pipelines</td>
<td>Fully integrated platform incl.</td>
</tr>
<tr>
<td>Fixed cost focus</td>
<td>early precision &amp; efficiency</td>
</tr>
<tr>
<td>Traditional in-house model</td>
<td>Variable cost</td>
</tr>
<tr>
<td>Incompletely unqualified screening of molecules</td>
<td>Sharing &amp; open innovation model</td>
</tr>
<tr>
<td>Disease understanding &amp; multi-modality</td>
<td></td>
</tr>
</tbody>
</table>

IRR = Internal rate of return
Comprehensive integrated research and development
Illustrative functional capabilities of the End-to-End shared R&D continuum

<table>
<thead>
<tr>
<th>Target ID / Validation</th>
<th>Hit identification</th>
<th>Lead optimisation</th>
<th>Pre-clinical / IND¹</th>
<th>Phases I – III</th>
<th>Approval</th>
<th>Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disease area expertise</td>
<td>Structural biology</td>
<td>Molecular optimisation</td>
<td>Regulatory Toxicology</td>
<td>Translational biology, biomarkers</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Exploratory biology</td>
<td>Screening, virtual screening</td>
<td>PK/PD, ADME, PK</td>
<td>Formulation science</td>
<td>Clinical development support</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Target validation</td>
<td>Molecular design, chemistry</td>
<td>Safety, biomarkers</td>
<td>Process development and manufacture</td>
<td>API manufacturing, product for clinical testing</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Assay Development</td>
<td>Development readiness</td>
<td>-</td>
<td>Drug Product</td>
<td>Drug Product</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

- Comprehensive “under ONE” roof offering of technologies, experience and expertise
- Operational excellence and A.I./M.L.-driven predictive science
The power of trust, excellence & expertise in collaboration
Sharing as basis for success

| >500 partners working in parallel on our platform | >50 compounds that have been approved for clinical trials | ~10% growth yoy in customer base |
| >90% repeat business | ~30% time saved to IND | ~50% more cost efficient |
### Serving all key parts of the industry

Central infrastructure for partners with different missions

<table>
<thead>
<tr>
<th>Partners</th>
<th>Collaboration priorities</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>&gt;40 Pharma</strong></td>
<td>Flexible access to technologies and assets</td>
<td>Novo Nordisk, Bristol Myers Squibb, Janssen, Boehringer Ingelheim, MERCK</td>
</tr>
<tr>
<td><strong>&gt;400 Biotech</strong></td>
<td>Integrated drug discovery &amp; development processes</td>
<td>Semnova, CHINOOK Therapeutics, ALPINE ImmuneSciences, Exscientia, RAPPA Therapeutics, almirall</td>
</tr>
<tr>
<td><strong>&gt;30 Academia</strong></td>
<td>Funding &amp; operations for industrial translation</td>
<td>University of Oxford, EMBL, Stanford University</td>
</tr>
<tr>
<td><strong>&gt;10 Foundations</strong></td>
<td>Data pooling &amp; advanced analytics of patient data</td>
<td>CHDI, Bill &amp; Melinda Gates Foundation, THE MICHAEL J. FOX FOUNDATION FOR PARKINSON’S RESEARCH</td>
</tr>
</tbody>
</table>
Collaborative model for efficiency in drug discovery
Platforms & technologies and network for more precision and efficiency

**Seattle (US)**
Dedicated to biologics

**J.POD® Redmond (US)**
Biologics development & cGMP commercial manufacturing

**Branford site (US)**
Dedicated Sample Management Facility

**Princeton (US)**
Gertrude B. Elion Campus, dedicated to cell & protein production

**Alderley Park (UK)**
Focused on antimicrobial and infectious disease; Cyprotex – global leader in DMPK/ADME-tox

**Toulouse (FR)**
Campus Curie – Oncology & immuno-oncology centre of excellence; Integrated drug discovery; 2nd J.POD®

**Vienna (AU)**
Dedicated to gene therapy

**Hamburg (GER – HQ)**
Manfred Eigen Campus – A major hub for integrated drug discovery including variety of HTS screening activities; home of neuroscience experts & the basis for leading end-to-end iPSC platform

**Göttingen (GER)**
Manfred Eigen Campus – home of multi-omics data analysis PanHunter, E.MPD & iPSC-derived cells

**Cologne (GER)**
Induced pluripotent stem cell (iPSC) technology

**Munich (GER)**
Dedicated to unrivalled proteomics and bioinformatics; unique mass spectrometry-based “omics” platform

**Halle (GER)**
Centre of excellence for rare disease drug substance manufacturing

**Modena (IT)**
Cell therapy manufacturing

**Verona (IT)**
Campus Levi-Montalcini Integrated drug discovery & development

**Alderley Park (UK)**
Dorothy Crowfoot Hodgkin Campus, integrated drug discovery & development

**Lyon (FR)**
Anti-infective drug discovery; BSL 3 laboratory set up

**Princeton (US)**
Gertrude B. Elion Campus, dedicated to cell & protein production
Business / Financials / ESG
Partner satisfaction is basis for long-term success
Attraction, Extension, Retention

**Attraction**
New customers during the year

- 2020: 315
- 2021: 337
- 2022: 325

Customer base more diversified; revenues have grown significantly

**Extension**
No. of customers >€ 1 m revenues

- 2020: 125
- 2021: 25
- 2022: 75

Integrated drug discovery & development to offer yields increasing "share of wallet"

+37%

**Structural Retention ≥90%**
Customer relation rate

- 2020: 100%
- 2021: 80%
- 2022: 60%

Solid customer retention rates; Strong basis for double-digit growth
More than 10 years with more than 20% annual growth
Financial overview (2010–today)

• Highly profitable and capital efficient
• Revenue CAGR >20%
• R&D CAGR >30%
• Adj. EBITDA CAGR >35%

<table>
<thead>
<tr>
<th>Revenues € m</th>
<th>Adj. EBITDA € m</th>
</tr>
</thead>
<tbody>
<tr>
<td>55 Top 10: ~85%</td>
<td>2 Top 10: &lt;50%</td>
</tr>
<tr>
<td>2010</td>
<td>Today</td>
</tr>
<tr>
<td>&gt;750</td>
<td>&gt;100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>R&amp;D investments € m</th>
<th>Investments1 cum. € m</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>~1,000 ROIC² ~20%</td>
</tr>
<tr>
<td>2010</td>
<td>2010 – Today</td>
</tr>
<tr>
<td>&gt;70</td>
<td>&gt;70</td>
</tr>
</tbody>
</table>

1 Capex + Acquisitions
2 Return on Invested Capital based on cumulated Net Operating Profit After Taxes (NOPAT) 2017–2021 only
Expertise and sharing lead to steep learning curves

Corporate overview

- Founded: 1993 in Hamburg, Germany
- 17 Sites in Europe & US
- Highest density of PhDs in the industry\(^1\)
- Profitable growth and creation of large royalty pool
- >10 proprietary state-of-the-art fully integrated technologies / platforms

### People

<table>
<thead>
<tr>
<th>2010</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>~500</td>
<td>~5,000</td>
</tr>
<tr>
<td>Women: 36%</td>
<td>Women: 54%</td>
</tr>
</tbody>
</table>

### Share of PhDs

<table>
<thead>
<tr>
<th>2010</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>25%</td>
<td>33%(^1)</td>
</tr>
<tr>
<td>Biologists: &lt;30%</td>
<td>Biologists: &gt;50%</td>
</tr>
</tbody>
</table>

### Co-owned assets

<table>
<thead>
<tr>
<th>2010</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>&gt;300(^2)</td>
</tr>
</tbody>
</table>

### Core partners

<table>
<thead>
<tr>
<th>2010</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>72</td>
<td>&gt;500</td>
</tr>
</tbody>
</table>

---

1. Top quartile compared to drug discovery capabilities of large Pharma and CRO / CDMO
2. Including BRIDGiEs and EVOdequity
## Resilient with strong comeback in H2

### Guidance 2023

<table>
<thead>
<tr>
<th></th>
<th>Guidance 2023(^4)</th>
<th>YE 2022</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group revenues</td>
<td>€ 750–790 m</td>
<td>€ 751.2 m</td>
<td>At least stable despite approx. € 70 m</td>
</tr>
<tr>
<td></td>
<td>(€ 765 – 805 m)</td>
<td></td>
<td>one-off effect</td>
</tr>
<tr>
<td>Unpartnered R&amp;D(^2)</td>
<td>€ 60 – 70 m</td>
<td>€ 69.9 m</td>
<td>Stable</td>
</tr>
<tr>
<td>Adjusted EBITDA(^3)</td>
<td>€ 60 – 80 m</td>
<td>€ 101.0 m(^3)</td>
<td>Mitigation of large parts of approx. € 90 m</td>
</tr>
<tr>
<td></td>
<td>(€ 70 – 90 m)</td>
<td></td>
<td>one-off effect</td>
</tr>
</tbody>
</table>

1 EUR/USD 1.18; EUR/GBP 0.85
2 No material FX effects as most R&D efforts are carried out in € area
3 Including M&A effects from 2022
4 including one-off effects on revenues of € -70 m (net) and on adj. EBITDA of € -90 m

---

*Approx. € 200 m continued investments for enabling and supporting growth (e.g., capacity expansion in biologics manufacturing, CO\(_2\)e reduction, iPSC, E.MPD, ...)*
Our mid-term aspirations are unchanged

2020-2025 estimated key performance indicator goals\(^1\)

<table>
<thead>
<tr>
<th>Group revenues</th>
<th>Adjusted group EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>in € m</td>
<td>in € m</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>500.9</td>
<td>&gt;100%</td>
</tr>
<tr>
<td></td>
<td>&gt;1,000</td>
</tr>
<tr>
<td>106.6</td>
<td>≥180%</td>
</tr>
<tr>
<td></td>
<td>≥300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unpartnered R&amp;D</th>
<th>Co-owned projects(^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>in € m</td>
<td>in € m</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>464</td>
<td>&gt;100%</td>
</tr>
<tr>
<td></td>
<td>&gt;100%</td>
</tr>
<tr>
<td>118</td>
<td>&gt;250</td>
</tr>
</tbody>
</table>

\(^1\) As presented H1/2021
\(^2\) Incl. equity participations
Our purpose is to go VERY long as ONE – #researchneverstops
Aligned with UN SDGs1, 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 for >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 science

Protecting the planet
• Commitment to SBTi²
• Responsible use of resources

１United Nations Sustainable Development Goals – Main contribution to SDGs 3, 5, 8, 9, 12, 13
２“Science Based Targets Initiative”
### Executing to accelerate growth along Action Plan 2025

#### Selected major newsflow 2023

| **PanOmics** | • New strategic partnerships and expansions of co-owned alliances | ✓ |
| | • New clinical trial initiations, e.g., Bayer | ✓ |
| | • Significant progress of later stage co-owned pipeline | |

| **iPSCs** | • New strategic partnerships, e.g., Janssen | ✓ |
| | • Progression of partnered cell therapy assets, e.g., Sernova | |
| | • Expansion of internal portfolio of cell therapy assets | |

| **Just – Evotec Biologics** | • Significant expansion of order book for J.POD Redmond, WA (US) | ✓ |
| | • Progression of construction J.POD Toulouse, France (EU) | ✓ |
| | • Evaluation of global network of J.PODs | ✓ |

| **End-to-End Shared R&D** | • Conclude post-cyber business recovery - on track for AP 2025 | |
| | • Integration of Evotec DS Germany | |

| **Group** | • Science-based targets in place aligned with 1.5°C goal | ✓ |
| | • Highly impactful contribution to UN SDG 3 | ✓ |
| | • Spin-Offs and investments along Building Blocks of AP 2025 | |

---

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 cardiovascular diseases, diabetes, women’s health, fight against infectious diseases and pandemic preparedness.
“Evotec inside” – further progressing
Selected pipeline events within next 12-24 months

- Phase III & registration (CHN) JingXin in insomnia (EVT201)
- Phase I data with BMS in CNS (EVT8683)
- Phase I data with Kazia in Oncology (EVT801)
- Phase I data in Chikungunya virus (EVT894)
- Phase I initiations with kidney diseases with other partners
- Phase I initiation with BMS in CNS
- Phase I initiation with BMS in Oncology
- Phase I initiation with Sernova in Diabetes
- Progress of multiple co-owned equity companies (not disclosed) (e.g., Topas, ...
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Statement 9M 2023</td>
<td>08 November 2023</td>
</tr>
<tr>
<td>2nd Capital Markets Day 2023</td>
<td>15 November 2023</td>
</tr>
<tr>
<td>Jefferies Healthcare Conference, London</td>
<td>16 November 2023</td>
</tr>
<tr>
<td>German Equity Forum, Frankfurt/Main</td>
<td>27 November 2023</td>
</tr>
<tr>
<td>Berenberg European Conference</td>
<td>05/06 December 2023</td>
</tr>
</tbody>
</table>
Appendix
### Experienced management team with long-term mission

The management team

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Werner Lanthaler</td>
<td>CEO</td>
<td>• 2000-2009: CFO of Intercell AG</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 1998-2000: Director Federation of Austrian Industries</td>
</tr>
<tr>
<td>Laetitia Rouxel</td>
<td>CFO</td>
<td>• 2021-2023: Global CFO of Wavin</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2018-2021: Divisional CFO, SVP M&amp;A of Coty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 1996-2018: Different finance functions &amp; leadership roles at Pfizer, J&amp;J and Danone</td>
</tr>
<tr>
<td>Matthias Evers</td>
<td>CBO</td>
<td>• 2021-2023: Global CFO of Wavin</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2002-2022: McKinsey &amp; Company</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Significant exposure to the U.S., China, India, and Europe, where he supported R&amp;D organisations to excel at innovation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Areas of expertise: convergence of biology and technology</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advisor and speaker at high-profile science events</td>
</tr>
<tr>
<td>Craig Johnstone</td>
<td>COO</td>
<td>• 2015: Directeur General and Site Head, Evotec (France) SAS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2012-2017: SVP Drug Discovery and Innovation Efficiency; Global Head, Integrated Drug Discovery, Evotec</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 1994-2012: Project, function, &amp; leadership roles at AstraZeneca, Prosidion and Rapier Research</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fellow of the Royal Society of Chemistry and Chartered Chemist, BSc in Chemistry and a PhD in organic and organometallic synthesis and accredited LEAN Sigma Black Belt</td>
</tr>
<tr>
<td>Cord Dohrmann</td>
<td>CSO</td>
<td>• 1999-2010: Leading DeveloGen from a start-up to an internationally recognised metabolic disease company</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 20 years in biomedical research at leading academic institutions and in the biotech industry</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Member of the German Science Council (Wissenschaftsrat) (since 2021)</td>
</tr>
</tbody>
</table>
### Global view and deep experience for best governance

#### The Supervisory Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Iris Löw-Friedrich</td>
<td>CMO – UCB S.A.</td>
<td>• Since 2014 Member of Evotec’s Supervisory Board (2021 Chairperson)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Since 2008, CMO of UCB S.A., Brussels (Belgium)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2001-2009, Member of the Executive Board of Schwarz Pharma AG, responsible for global R&amp;D</td>
</tr>
<tr>
<td>Roland Sackers</td>
<td>CFO &amp; Managing Director QIAGEN N.V.</td>
<td>• Since 2019 Member of the Supervisory Board (2021 Vice Chair Person) and Chairman of the Audit Committee of Evotec</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Since 2004, CFO of QIAGEN N.V.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 1999-2004, Auditor at Arthur Andersen</td>
</tr>
<tr>
<td>Camilla Macapili</td>
<td>Head of Life Sciences Mubadala Investment Company</td>
<td>• Since 2021 Member of Evotec’s Supervisory Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Since 2013, Different positions at Mubadala Investment Company, (UAE)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2011-2013, Senior Manager Mergers &amp; Acquisitions Daiwa Capital Advisory Partners (France)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2007-2010: Investment Manager at Virgin Management Ltd. (UK)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2005-2007, Analyst at JPMorgan Securities, Inc. (UK/USA)</td>
</tr>
<tr>
<td>Mario Polywka</td>
<td>Former COO Evotec SE</td>
<td>• Since 2019 Member of Evotec’s Supervisory Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2018, Retired from the Management Board of Evotec</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2007-2018, COO of Evotec</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 1991 Founding chemist of Oxford Asymmetry International plc (OAI), which was merged with Evotec BioSystems in 2000</td>
</tr>
<tr>
<td>Elaine Sullivan</td>
<td>CEO Keltic Pharma Therapeutics Ltd.</td>
<td>• Since 2015 Member of Evotec’s Supervisory Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2015-2019, CEO of Carrick Therapeutics Ltd,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2011-2014, VP Global External R&amp;D at Eli Lilly &amp; Company, Inc</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 1995-2010, Various positions in the area of drug discovery and development at AstraZeneca</td>
</tr>
<tr>
<td>Constanze Ulmer-Eilfort</td>
<td>Partner at Peters, Schönberger &amp; Partner</td>
<td>• Since 2021 Member of Evotec’s Supervisory Board</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Since 2000, Equity Partner at Baker McKenzie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Since 2017, Member of the Global Executive Committee of Baker McKenzie</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• SqDX GmbH, Chair of the Advisory Committee</td>
</tr>
</tbody>
</table>
Strong Sustainability Governance in place
Supervisory Board assumes responsibility for sustainability

• The Supervisory Board as a whole is responsible for ESG oversight and therefore addresses ESG topics regularly in its meetings
• The Supervisory Board approves the ESG strategy and its milestones defined by the Management Board, as well as sets relevant ESG targets (weighting of 20% in STI targets) for Management Board remuneration

Together with the Management Board, the ESG Committee defines the priorities of Company with respect to environment, people, and governance on a rolling basis, and is advising on and monitoring the implementation of such priorities

Management Board

Supervisory Board

Global IR & ESG Department

Evotec Enabling Functions (HR, Compliance, EHS, SCM)

Evotec Operations

ESG Committee

defines corporate objectives

directs and advises

support in strategy development

report and support in implementing ESG targets

reports into

supervise and guides

reports into

informs

directs and advises

report into
Approve and implement the SBTi initiative action plan at all Evotec sites and invest one percent of 2022 revenues to achieve SBTi targets.

Conduct engagement survey by mid 2023
Define and communicate a management plan for 2024 and beyond based on results of engagement survey.

Engage sustainability champions at each site to create governance structures fostering environmental and social goals as well as site specific sustainability projects.
Approx. 8% revenue one-off impact due to cyber-attack
Revenue guidance bridge

Manageable one-off effects and reflecting market sentiment

- Revenues (net), missed in Q2 2023, representing ~8% of initial revenue guidance
- Missed revenues largely related to development processes – awaiting remaining re-audits in August
- Visible partnering pipeline strong but seeing buyers’ dynamics in more service-oriented business
- Earlier and better than anticipated effects from advanced payments mitigating parts of negative effects
Embracing the moment to learn, grow, and become even more efficient
Better, safer, more agile

1. Value Protection Programme (VPP)

2. Optimised capital allocation

3. Strategic review

Bouncing back better
- Securing liquidity and profitability
- Improving processes and systems
- Improving GMP compliance
- Preparing focused ERP build-out in UK and J.POD Toulouse (EU)
- Continued investments in Focus Areas for technology leadership

Identified savings potential of €25 m in 2023
Offsetting one-off burdens
Adj. EBITDA guidance bridge

€ 115 – 130 m

Original Guidance March 2023
Net impact of missed revenues and cost of business rebuild (one-off)
Pro-rata impact of advanced payments
Cost savings
Restructuring & Efficiency
Guidance July 2023

Better, safer & more efficient

- Net impact of one-off costs to re-build business and missed revenues of € 80 – 85 m
- Biggest impact from missing revenues of Development / API manufacturing business
- Value Protection Plan to build a leaner & safer organisation resulting in recurring savings as of 2024
- Adj. EBITDA guidance includes one-off items of € ~90 m
How to get there …
Mid-term adj. EBITDA bridge

2022

Evotec Base Business, excl. Just – Evotec Biologics € 113 m
Milestones, Upfronts, Licenses € 25 m
Just – Evotec Biologics € 101 m
adj. EBITDA 2022 € -37 m

2025 aspiration

Evotec Base Business, excl. Just – Evotec Biologics € 170 m
Milestones, Upfronts, Licenses € 70 m
Just – Evotec Biologics € 60 m
adj. EBITDA 2025 € 300 m

Well-balanced cascade

- Average annual growth of Base Business adj. EBITDA of 15% due to
  - Robust top-line growth
  - Operating leverage
  - Efficiency (Value Protection Programme)

- Incremental income from Milestones, Upfronts, Licenses of € 45 m due to increasing breadth and depth of pipeline

- Accelerated growth of Just – Evotec Biologics
EVOequity complements co-owning strategy
Operational VC model – diversified portfolio with multiple shots on goal

At Equity Holding (≥20%) or significant influence
- AUTOBahn LABs
- BREAKpoint Therapeutics
- CUREXYS
- Pure To Cure
- DARK BLUE Therapeutics
- celmatix
- Eternyger
- panCELLa
- QUANTRo Therapeutics
- Topas Therapeutics

Minority Shareholdings (<20%)
- Aeovian Pharmaceuticals
- Ananke Therapeutics
- ARGOBIO Studio
- BLACKSMITH Medicines
- Cajal Neuroscience
- Carrick Therapeutics
- Centauri Therapeutics
- Exscientia
- FIBROCOR
- IMI Domics
- Immunitas Therapeutics
- LEON Diagnostics
- Sernova Corp
- TUBILIS

BRIDGEs
- ARGOBIO Studio
- AUTOBahn LABs
- DANUBE LABs
- beLAB1407
- beLAB2122
- LAB150
- LAB282

Starting points to fuel EVOequity portfolio
- Academia
- BRIDGEs
- Partner
- Extern
- Dealflow
- Portfolio companies
- Evotec spin-outs
Shareholders supporting sustainable growth
Shareholder structure

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

Number of shares: 177.2 m
Listings:
- Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT
- NASDAQ Global Select Market (ADS), Ticker: EVO

52 week high/low: €24.45/€14.86

1 Rounding differences may occur