Evotec

The R&D Autobahn to Cures
Forward-looking statement

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

Multi-modality
Data-driven precision medicine
Co-owned pipeline building
From BRIDGES to operational VC
Financials, Governance and Outlook
Unique business model

Partnered drug discovery & development to capture the advantages of the sharing economy in R&D via co-ownership
Data-driven precision medicine meets operational excellence

More precision, higher efficiency, better returns

**Precision**

- **Human genetics supported targets**
  - % success
  - All programmes: [Chart]
  - Genetically supported: [Chart]
  - 2x

- **Biomarker based stratification**
  - No biomarker: [Chart]
  - Selection biomarker: [Chart]
  - 3x

**Efficiency**

- **Average project evaluation time**
  - in months before R&D decision
  - Average project: 8
  - Evotec project: 2
  - -75%

- **Average cost to safety**
  - (FGLPD) in %
  - Average project: 100
  - Evotec project: 70
  - -30%

**Capitalised cost per launch**

- 2x

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5. FGLPD= First good laboratory practice dose in safety assessment
Building the R&D Autobahn to Cures

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
External innovation “…just at the beginning”

R&D outsourcing & external innovation

in € bn

Capital Elasticity

Discovery | Pre-clinical/IND | Manufacturing & Clinical development | Others

~26 (<90%) | ~7 (~70%) | ~60 (~60%) | ~5 (~50%)

~4 (>10%) | ~3 (~30%) | ~40 (~40%) | ~5 (~50%)

~40-45

~95-105

~10

– Fully integrated solutions along whole value chain in all modalities

Source: Visiongain, Flor Markets and Evotec’s estimates
Strategy delivers significant growth and value potential
Development from 2015 ... to 2020 (e)

<table>
<thead>
<tr>
<th>Category</th>
<th>2015</th>
<th>2020 (e)</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues in € m</td>
<td>128</td>
<td>470+</td>
<td>270%</td>
</tr>
<tr>
<td>Co-owned companies &amp; BRIDGES</td>
<td>1</td>
<td>24</td>
<td>&gt;&gt;1,000%</td>
</tr>
<tr>
<td>Top-class employees</td>
<td>1,000</td>
<td>3,500+</td>
<td>250%</td>
</tr>
<tr>
<td>Adjusted Group EBITDA in € m</td>
<td>9</td>
<td>100+</td>
<td>&gt;1,000%</td>
</tr>
<tr>
<td>Co-owned programmes</td>
<td>20</td>
<td>100+</td>
<td>400%</td>
</tr>
<tr>
<td>Unpartnered R&amp;D projects</td>
<td>10</td>
<td>35</td>
<td>250%</td>
</tr>
</tbody>
</table>
Global presence for optimal impact

Evotec – Sites & number of employees

Princeton, Seattle, Branford, Watertown
~350

Orth an der Donau
~30

Verona
~700

Hamburg (HQ), Goettingen (Manfred Eigen Campus)
Cologne, Munich,
~830

Abingdon (Dorothy Crowfoot Hodgkin), Alderley Park
~820

Lyon, Toulouse (Campus Curie)
~750
Novelty and precision opens path to co-ownership

Unique business model

Sources for Co-ownership

1. Platforms (EVT Execute & EVT Innovate)
   e.g. High-value integrated drug discovery & development; Data-driven precision medicine

2. Indication-driven target pipelines
   e.g. P2X3, B1, A2a, …

3. BRIDGES, operational ventures
   e.g. Lab282, Exscientia, Topas, Breakpoint, …
Transactions are the beginning for risk-free value creation
Co-owned portfolio\(^1\) – Selected examples (in € m/ US$ m)

### Platforms (Examples)

<table>
<thead>
<tr>
<th>Platform/Indication</th>
<th>UF</th>
<th>MS</th>
<th>%</th>
<th>Financing</th>
</tr>
</thead>
<tbody>
<tr>
<td>iPSC Neurodegeneration</td>
<td>€ 45 m + $ 30 m</td>
<td>&gt; € 250 m / product</td>
<td>up to double digit</td>
<td>€ 30 m</td>
</tr>
<tr>
<td>CKD Kidney diseases</td>
<td>ND</td>
<td>&gt; € 150 m / product</td>
<td>Tiered royalties</td>
<td></td>
</tr>
<tr>
<td>Protein degradation oncology</td>
<td>ND</td>
<td>&gt; € 250 m / product</td>
<td>up to double-digit</td>
<td></td>
</tr>
<tr>
<td>PCOS Woman’s Health</td>
<td>€ 6.5 m</td>
<td>&gt; € 330 m / product</td>
<td>up to double-digit</td>
<td></td>
</tr>
<tr>
<td>Infectious Diseases</td>
<td>€ 60 m</td>
<td>not applicable</td>
<td>not applicable</td>
<td></td>
</tr>
</tbody>
</table>

### Indication driven target portfolios (Examples)

<table>
<thead>
<tr>
<th>Indication</th>
<th>UF</th>
<th>MS</th>
<th>%</th>
<th>Financing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multiple indications</td>
<td>€ 12 m</td>
<td>approx. € 580 m</td>
<td>up to double digit</td>
<td></td>
</tr>
<tr>
<td>P2X3, B1, P2X4</td>
<td>US $ 85 m</td>
<td>ND</td>
<td>up to double-digit</td>
<td></td>
</tr>
<tr>
<td>Solid Tumors</td>
<td>US $ 65 m</td>
<td>ND</td>
<td>up to double-digit</td>
<td></td>
</tr>
<tr>
<td>Multiple</td>
<td>ND</td>
<td>&gt; € 150 m / product</td>
<td>up to double-digit</td>
<td></td>
</tr>
<tr>
<td>CKD</td>
<td>ND</td>
<td>&gt; € 300 m</td>
<td>up to double-digit</td>
<td></td>
</tr>
</tbody>
</table>

### BRIDGES, operational ventures, spin-offs, grants … (Examples)

<table>
<thead>
<tr>
<th>Venture/Project</th>
<th>UF</th>
<th>MS</th>
<th>%</th>
<th>Financing</th>
</tr>
</thead>
<tbody>
<tr>
<td>DNA Repair Spin-off</td>
<td>$ 45 m + $ 30 m</td>
<td>&gt; $ 250 m / product</td>
<td>up to double digit</td>
<td>$ 30 m</td>
</tr>
<tr>
<td>Multiple indications</td>
<td>ND</td>
<td>&gt; $ 75 m</td>
<td>Tiered royalties</td>
<td></td>
</tr>
<tr>
<td>Multiple indications</td>
<td>ND</td>
<td>&gt; $ 15 m</td>
<td>up to double-digit</td>
<td></td>
</tr>
<tr>
<td>JV: CKD</td>
<td>ND</td>
<td>&gt; $ 25 m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity &amp; JV</td>
<td>ND</td>
<td>&gt; $ 85 m</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) Since 2012 – Status 2020; ND (not disclosed)
Multi-modality

AI and data accelerate integrated drug discovery & development to a new quality dimension in all modalities (EVT Execute)
Key growth drivers for high-impact and high-value business

Data driven drug discovery & development

Capabilities and expertise create multi-modality R&D Autobahn to Cures
- Biologics design and manufacturing – disruptive next generation technologies
- “Small molecules” extension to difficult targets
- Gene therapy; iPSCs and scalable cell therapy

Integration drives differentiation
- Knowledge, experience and know-how creates success loop
  (> 90% return rate of partners)
- Integrated working creates quality, speed, performance and inventive steps

Combination of experimental data and AI/ML surface is cutting edge
- Creating and exploiting data in optimised infrastructure holds huge potential
  **POC examples:** HAL, leading with AI/ML in molecular design and predictive ADMET
- Laying “data surface” onto R&D Autobahn further drives competitive advantage
Significantly faster and more efficient on R&D continuum

Innovation efficiency: 30% reduction in time; 50% reduction in cost

• Benchmarks for speed and cost not improving in last 10 years
• Attrition getting even worse – more complex targets/biology

Industry

Targets | Hits | Leads | PDC

IND 5.5yr US$ 75 m

Evotec

Screen | Search | Select

Disease area knowledge
Rapid inventive process
Cutting edge technologies

18 months faster to IND

IND 4yr US$ 30-40 m

• Integrated processes create speed and early prioritization in experimental cascades
• Expertise solves problems, creates inventive step and solutions
• Costs and time go down “Innovation efficiency”

1) including attrition; DMTA = Design make test analyse
## High-performance alliances built on quality & speed

Efficiency yields higher share of wallet in integrated alliances (examples)

<table>
<thead>
<tr>
<th>Alliance</th>
<th>Initiated</th>
<th>Extended</th>
<th>Expansions</th>
<th>Disease Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bayer</td>
<td>2012</td>
<td>2017</td>
<td>2012, 2016</td>
<td>Pain, Respiratory, CKD, Women’s Health</td>
</tr>
<tr>
<td>Bristol Myers Squibb</td>
<td>2016</td>
<td>2018, 2019</td>
<td>2018, 2019, 2020</td>
<td>CNS, Oncology, Protein Degradation</td>
</tr>
<tr>
<td>LOXO Oncology</td>
<td>2018</td>
<td>2020</td>
<td>2018, 2019, 2020</td>
<td>Oncology</td>
</tr>
<tr>
<td>Novo Nordisk</td>
<td>2018</td>
<td>2020</td>
<td>2018, 2019, 2020</td>
<td>Diabetes, CKD</td>
</tr>
<tr>
<td>Takeda</td>
<td>2019</td>
<td>2020</td>
<td>2019, 2020</td>
<td>Multiple therapeutic areas</td>
</tr>
</tbody>
</table>

>30%

Lower cost and higher speed to safety assessment (FGLPD) than industry benchmarks\(^1\)

\(^1\) Industry benchmarks disclosed in Morgan et al, NRDD, 2018 p167-181. FGLPD first good laboratory practice dose in safety assessment.
Utilizing power of machine learning in biologics

J.DESIGN™ Technology Platform – Unique and fully integrated

- High quality molecules
- Speed to proof of concept
- Robust, efficient manufacturing

Common datasets support integrated, continuous learning

Superior Molecule Discovery

Clinical and Commercial Manufacturing

Sequence optimized for developability

Cell line, process and formulation development
Clinical and commercial GMP manufacturing

J.POD® – Flexible, Clinical and Commercial Manufacturing Design

State of the Art Manufacturing – a few kilograms to metric tons – Initiation of J.POD 1 in H2 2021

Clinical and Commercial are at the same scale, eliminating scale-up risks

Seamless Transfer

Highly flexible operation

J.PLAN: Phase I/II cGMP

J.POD: Clinical–Commercial cGMP
Data-driven precision medicine

Integration of big “omics” data to drug discovery platforms is game changing for precision medicine (EVT Innovate)
Precision medicine is our focus

Patient databases & disease models combined with PanOmics & PanHunter

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

- Patient (iPSC) – derived disease models
  - Focus on disease relevance throughout the process
  - Screening / H2L / LO …

- Molecular profiles turned biomarkers
  - More precise measure of efficacy and safety
  - Differentiation from SOC

Genomics – Transcriptomics – Proteomics – Metabolomics
Industrialised data generation

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

PanOmics
Data generation

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

The foundation of precision medicine

PATIENT DATABASES WITH CLINICAL AND MOLECULAR PROFILES

PanOmics: Data generation
PanHunter: Data analytics

CNS
Multiple rare diseases
Tuberculosis
Liver disease
Infectious diseases
Autoimmune disease
Fibrosis
Inflammation
...

Womens’ Health
Kidney diseases
Lung & Multiple cancers

PanOomics: Genomics, Transcriptomics, Proteomics and Metabolomics
PanHunter: Bioinformatics, AI/ML
Molecular patient databases translate to high value partnerships

Partnerships deliver significant cash flow and upside *(example CKD)*

**Start: 2016**
- Strong pipeline
- Financials
  - UF payment: ND
  - Research funding
  - MS of > €300 m
  - Tiered royalties

**Start: 2019**
- Multiple projects
- Financials
  - Funding of €25 m
- Evotec owns 50% of NephThera

Start: 2020
- Pipeline building initiated
- Financials
  - UF payment: ND
  - Research funding
  - MS of > €150 m / per product
  - Tiered royalties
Unparalleled iPSC platform delivers big portfolio of opportunities

iPSC platform

- 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
Co-owned pipeline building

Milestones and royalties massively reward initial R&D investments
## Portfolio across all modalities steadily growing

Our co-owned pipeline of assets

### Number of projects (owned/co-owned)

<table>
<thead>
<tr>
<th></th>
<th>Gene &amp; Cell therapies</th>
<th>Biologics</th>
<th>Small molecules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discovery</td>
<td>&gt;10</td>
<td>&gt;10</td>
<td>&gt;50</td>
</tr>
<tr>
<td>Pre-clinical</td>
<td>3</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Clinical</td>
<td>–</td>
<td>–</td>
<td>15</td>
</tr>
</tbody>
</table>

**Example**
- **Gene & Cell therapies**: iPSC derived beta cell therapy
- **Biologics**: Chikungunya virus Antibody
- **Small molecules**: P2x3 – A pipeline in a molecule
Building a massive co-owned clinical pipeline

EVT Innovate pipeline evolution 2015-2025 (e)

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### 2015

- **# of projects**
  - Platform & Disc.
  - Pre-clinical: 34
  - Phase I: 9
  - Phase II: 4
  - Phase III: 2
  - Approved: 0
  - Total: 49

### 2020

- **# of projects**
  - Platform & Disc.
  - Pre-clinical: 89
  - Phase I: 16
  - Phase II: 17
  - Phase III: 5
  - Approved: 1
  - Total: 118

### 2025 (e)

- **# of projects**
  - Platform & Disc.
  - Pre-clinical: >90
  - Phase I: >20
  - Phase II: >10
  - Phase III: >10
  - Approved: >20
  - Total: >150

---

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 expected upcoming pipeline events in the next 12 - 24 months

1. Phase IIb with Bayer in RCC (Eliapixant)
2. Phase IIa with Bayer in Overactive bladder (Eliapixant)
3. Phase II with Bayer in Endometriosis (Eliapixant)
4. Phase II initiation with BI in Oncology / Pain
5. Phase II with Bayer in Gynaecology (B1 antagonist)
6. Phase I initiation in Chikungunya virus
7. Phase I with BMS in CNS
8. Phase I with Exscientia in Oncology (A2a)
9. Phase I with Bayer in Gynaecology (P2X4)
10. Phase I with Sanofi in Immuno-oncology
11. Phase I in HBV Cure
12. Multiple co-owned equity companies will progress in clinic (e.g. Topas, Forge, Carrick, Fibrocor, QRbeta, …)
P2X3 has multi-indication potential

P2X3 antagonist – Eliapixant (BAY1817080) – (Example)

RCC: Refractory Chronic Cough

>100 discovery projects are progressing rapidly

Partnership research and discovery portfolio

<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>
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</thead>
<tbody>
<tr>
<td>Various ND</td>
<td>Nephrology</td>
<td>ND</td>
<td>VIVOM</td>
<td>ND</td>
<td>ND</td>
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<tr>
<td>ND</td>
<td>Nephrology</td>
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<td>celmoxit</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
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<td>INDY inhibitor</td>
<td>PCOS</td>
<td>ND</td>
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<td>ND</td>
<td>ND</td>
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<td>Various</td>
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<td>ND</td>
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<td>ND</td>
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<td>Oncology – Colorectal cancer</td>
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<td>ND</td>
<td>ND</td>
<td>ND</td>
<td>ND</td>
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<tr>
<td>ND</td>
<td>Oncology – DNA damage response</td>
<td>ND</td>
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<td>ND</td>
<td>ND</td>
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<td>ND</td>
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<tr>
<td>ND</td>
<td>Novel antibiotics</td>
<td>HELMHOLTZ</td>
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<td>ND</td>
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<td>Anti-bacterial</td>
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<td>Various</td>
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<td>ND</td>
<td>ND</td>
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<td>ND</td>
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<td>ND</td>
<td>All indications</td>
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<td>ND</td>
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<td>Dermatological diseases</td>
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<td>ND</td>
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<td>Various</td>
<td>Immunology &amp; Inflammation – Tissue fibrosis</td>
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<td>ND</td>
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<td>Various ND</td>
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<td>ND</td>
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<td>ND</td>
<td>Inflammatory</td>
<td>Aeovian</td>
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<td>ND</td>
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</tr>
<tr>
<td>ND</td>
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<tr>
<td>ND</td>
<td>Novel broad-spectrum antibiotic</td>
<td>RESLUTE</td>
<td>CARB-X</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ND</td>
<td>Heart failure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Various</td>
<td>Internal: Oncology, CNS, Metabolic, Pain &amp; Inflammation</td>
<td>&gt;40 further programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Building co-owned product upside with limited financial risk

Co-ownership business model 2010-2025 (e) (EVT Innovate)

"...JUST THE BEGINNING"

in products / in € m

2010 2012 2014 2016 2018 2020 2022(e) 2024(e) … 2030(e)

Co-owned products R&D investments\(^1\) EVT Innovate EBITDA

First royalties

\(^1\) without EVT Equity
From BRIDGES to operational VC

Incubation and Investments to accelerate co-ownership
BRIDGEs to link academia with R&D Autobahn to Cures

Long-term optionality with efficient translation (Examples)
# 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>Equity Participation</th>
<th>Initiated</th>
</tr>
</thead>
<tbody>
<tr>
<td>eternyr</td>
<td>Metabolic disorders</td>
<td>Equity participation</td>
<td>2016</td>
</tr>
<tr>
<td>Topos Therapeutics</td>
<td>Nanoparticle-based therapeutics</td>
<td>Spin-off</td>
<td>2016</td>
</tr>
<tr>
<td>Exscientia</td>
<td>AI for automated drug design</td>
<td>Equity participation</td>
<td>2017</td>
</tr>
<tr>
<td>facio therapies</td>
<td>FSHD</td>
<td>Equity participation</td>
<td>2017</td>
</tr>
<tr>
<td>BREAKPOINT biopharmaceuticals</td>
<td>DNA damage response</td>
<td>Spin-off</td>
<td>2019</td>
</tr>
<tr>
<td>celmatix</td>
<td>Women’s health</td>
<td>Equity participation</td>
<td>2019</td>
</tr>
<tr>
<td>CURE Vysion</td>
<td>Cross therapeutic areas</td>
<td>Equity participation</td>
<td>2020</td>
</tr>
<tr>
<td>QUANTRAX Therapeutics</td>
<td>Oncology</td>
<td>Equity participation</td>
<td>2019</td>
</tr>
<tr>
<td>NephThera</td>
<td>Nephrology</td>
<td>Joint Venture</td>
<td>2019</td>
</tr>
</tbody>
</table>

### Minority Shareholdings (share < 20%)

<table>
<thead>
<tr>
<th>Company</th>
<th>Field</th>
<th>Equity Participation</th>
<th>Initiated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrick Therapeutics</td>
<td>Innovative pathways in oncology</td>
<td>Equity participation</td>
<td>2016</td>
</tr>
<tr>
<td>FORGE Therapeutics</td>
<td>Targeting metalloenzymes</td>
<td>Equity participation</td>
<td>2017</td>
</tr>
<tr>
<td>FIBROCOR</td>
<td>Fibrosis partnership</td>
<td>Equity participation</td>
<td>2017</td>
</tr>
<tr>
<td>Aeovian</td>
<td>Inflammatory disease</td>
<td>Equity participation</td>
<td>2019</td>
</tr>
<tr>
<td>Immunitas Immunotherapeutics</td>
<td>Oncology / Biologics</td>
<td>Equity participation</td>
<td>2019</td>
</tr>
<tr>
<td>BLACKSMITH Medicines</td>
<td>Oncology</td>
<td>Equity participation</td>
<td>2019</td>
</tr>
<tr>
<td>LEON Therapeutics</td>
<td>Formulation nanotechnologies</td>
<td>Equity participation</td>
<td>2020</td>
</tr>
<tr>
<td>porCELo</td>
<td>Failsafe cloaking for cell therapies</td>
<td>Equity participation</td>
<td>2020</td>
</tr>
<tr>
<td>Cajal Neuroscience</td>
<td>Neuroscience</td>
<td>Equity participation</td>
<td>2020</td>
</tr>
</tbody>
</table>

### Joint Venture

- Joint Venture with Vifor Pharma
  - Nephrology
  - Initiated in 2020

- Cross therapeutic areas
  - Women’s health
  - Initiated in 2020

- Oncology
  - Initiated 2019

- Failsafe cloaking for cell therapies
  - Initiated 2020

- Neuroscience
  - Initiated in 2020
A sustainable business building
massive upside
Well positioned for sustained growth

Long-term strategy – Action Plan 2025

Action Plan 2012
Restructure for Growth

Action Plan 2016
Build Innovation Seeds

Action Plan 2022
Aspire global Leadership

Action Plan 2025
The R&D Autobahn to Cures

Focus and Grow

Innovation Efficiency

Leading External Innovation

From Patient to Patient
## Strong long-term growth strategy

**Financial history 2016-2020 (e) – Selected performance indicators**

### Strong revenue growth (CAGR 2017-20e: >20%)

<table>
<thead>
<tr>
<th>Year</th>
<th>€ m</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020(e)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>263.8</td>
<td>375.4</td>
<td>446.9</td>
<td>440-480</td>
</tr>
</tbody>
</table>

### Adjusted Group EBITDA² (CAGR 2017-20e: >20%)

<table>
<thead>
<tr>
<th>Year</th>
<th>€ m</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020(e)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>57.2</td>
<td>95.5</td>
<td>123.1</td>
<td>100-120</td>
</tr>
</tbody>
</table>

### High-value unpartnered R&D³ (CAGR 2017-20e: >30%)

<table>
<thead>
<tr>
<th>Year</th>
<th>€ m</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>~45.0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>17.6</td>
<td>22.8</td>
<td>37.5</td>
<td></td>
</tr>
</tbody>
</table>

### Stable gross margins⁴ (in %)

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020(e)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>31.0</td>
<td>29.8</td>
<td>29.8</td>
<td>Stable</td>
</tr>
</tbody>
</table>

---

³ Please note that bar heights are only illustrative and not representing actual values.
⁴ Before contingent considerations, income from bargain purchase & excl. impairments on goodwill, other intangible assets & tangible assets as well as the total non-operating result.
⁵ Excluding expenses for ID-related expenses fully reimbursed by Sanofi under other operating income; total of R&D expenses in 2019 of € 58.4 m.
⁶ 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.
Scientific excellence meets operational excellence
Opening the door for new top talents

- > 80% of employees with at least one academic qualification
- Approx. 50% of employees have worked for Evotec > 5 years
- > 8 years on average drug discovery and development experience
- > 55% female; > 69 nationalities
Health, Innovation, Education, Diversity and Climate resonate most with our stakeholders

Corporate & ESG strategy – aligned with UN Sustainable Development Goals

Size of respective SDG correlates with materiality for Evotec and its stakeholders
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
- Wolfgang Plischke
  Ex-Bayer
- Iris Löw-Friedrich
  UCB
- Kasim Kutay
  Novo Holdings
- Mario Polywka
  Ex-Evotec
- Roland Sackers
  QIAGEN
- Elaine Sullivan
  Ex-Lilly

Number of shares: 164.5 m
Listing: Frankfurt Stock Exchange (MDAX, TecDAX), OTCBB
52 week high/low: € 43.00/€ 17.17

~ 7% T. Rowe Price Group
~ 9% Roland Oetker/ROI
~ 11% Novo Holdings A/S
~ 62% Free float
~ 6% Mubadala Investment Company
~ 1% Management
~ 5% AGI
~ 6% Mubadala Investment Company
~ 1% Management
~ 5% AGI

1) DWS Investment GmbH, formerly Deutsche Asset Management Investment GmbH
2) Allianz Global Investors GmbH
Good top-line growth

Total Group revenues expected to range from € 440 – 480 m, based on constant 2019 exchange rates, despite loss of € ~20 m payment from Sanofi, and certain COVID-19 challenges

Strong EBITDA

Adjusted Group EBITDA\(^2\) expected to be in the range of € 100 – 120 m, based on constant 2019 exchange rates. At comparable level as in 2019, despite loss of € ~20 m payments from Sanofi, significant ramping up J.POD\(^{\text{\textregistered}}\) capacities, and certain COVID-19 challenges

Focused R&D investments\(^3\)

Unpartnered Group R&D expenses of approx. € 45 m

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\(^1\) Projections are based on constant 2019 exchange rates

\(^2\) EBITDA is defined as earnings before interest, taxes, depreciation, and amortisation of intangibles.

\(^3\) Adjusted EBITDA excludes contingent considerations, income from bargain purchase and impairments on goodwill, other intangible and 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”).
## EVT Innovate
- New clinical initiations and progress of co-owned pipeline
- New co-owned partnerships
- Strategic launch of QRBeta Initiative

## EVT Execute
- New integrated service alliances in drug discovery & development
- Commercial launch and acceleration of AI/ML offering in all modalities
- Initiation of J.Pod 1 in Redmond (US)

## EVT Equity & BRIDGES
- Initiation of new BRIDGEs
- New operational ventures
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werner.lanthaler@evotec.com