The Data-Driven R&D Autobahn to Cures

Global leadership in data, science, multimodality & access
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Agenda

Unique business strategy and capabilities to improve efficiency

Precision medicine platforms to improve probability of success

Building a strong growth business and a large royalty pool
Unique strategy and capabilities to improve Efficiency & Probabilities of Success
Bringing the industry closer together

Our contribution to the industry

We design medicines for difficult to treat diseases in efficient collaborations.
We focus on data driven precision medicine and early disease relevance to improve Probabilities of Success.
We built the “shared economy” in R&D, designed to result in a large royalty pool.

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

Manfred Eigen
1927–2019, Co-founder of Evotec, Nobel Prize 1967

“...one single human, it is mankind.”
Platforms & technologies are high-tech driven & fully integrated

The drug discovery & development innovation hub – Capabilities & expertise overview

<table>
<thead>
<tr>
<th>Industry needs</th>
<th>Capabilities &amp; Expertise (illustrative)</th>
</tr>
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<tbody>
<tr>
<td>R&amp;D efficiency platforms(^1)</td>
<td>EVOpanOmics</td>
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<td></td>
<td>EVOpanHunter</td>
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<td>EVOagnostic</td>
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<td>E.ipSC DRUG DISCOVERY</td>
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<td></td>
<td>E.SAFETY THA AND SAFETY PREDICTION</td>
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<tr>
<td>Precision medicine platforms</td>
<td>J.DISCOVERY™</td>
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<td>J.HAL™</td>
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<td>J.MD™</td>
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<td>JP3®</td>
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<td>J.POD®</td>
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<td>Just – Evotec Biologics(^1)</td>
<td>EVOcells</td>
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<td>EVOgenes</td>
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<tr>
<td>Right modality drug design</td>
<td>Antibodies &amp; Bifunctionals</td>
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<td></td>
<td>Small molecules</td>
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<tr>
<td></td>
<td>Protein degradation</td>
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<tr>
<td></td>
<td>Exosomes</td>
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<tr>
<td></td>
<td>E.RNA TARGETING RNA SPACE</td>
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<td></td>
<td>E.INVENT-AI MOLcular PHARMACEUTICALS</td>
</tr>
</tbody>
</table>

1) Also partly accessible as stand alone “Fee for Service” or FTE-rate based offerings
Faster and more learning curves illustrate ... “just the beginning”

“Evotec inside” (selected KPI’s 2020/21)

<table>
<thead>
<tr>
<th>Data Points</th>
<th>High-throughput screens</th>
<th>Pre-clinical development candidates (PDC)</th>
<th>INDiGO® programs</th>
<th>GMP API batches</th>
</tr>
</thead>
<tbody>
<tr>
<td>62 Patent applications</td>
<td>142</td>
<td>12</td>
<td>24</td>
<td>&gt;250</td>
</tr>
<tr>
<td>&gt;200 bn Data points</td>
<td>&gt;440 bn of iPSC-derived cells</td>
<td>&gt;10,000 compounds assessed as protein degraders</td>
<td>&gt;100 EVO PanHunter projects</td>
<td></td>
</tr>
<tr>
<td>&gt;10 Precision platforms</td>
<td>&gt;20 Months construction time</td>
<td>&gt;40,000 samples in HT analytics and functional characterisation</td>
<td>&gt;20 consecutive successful manufacturing runs</td>
<td>&gt;90% J.POD® cGMP qualification activities completed</td>
</tr>
<tr>
<td>&gt;15 Biologics projects</td>
<td>&gt;130 Co-owned pipeline assets</td>
<td>&gt;90 Small molecules</td>
<td>&gt;20 Biologics</td>
<td>&gt;10 Cell &amp; gene therapy</td>
</tr>
<tr>
<td>&gt;10,000 Small molecules</td>
<td>&gt;20 Biologics</td>
<td>&gt;10 Cell &amp; gene therapy</td>
<td>&gt;10 Multiple modalities</td>
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</tbody>
</table>
We establish the “sharing economy” in R&D

Our network of > 500 partners

<table>
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<tr>
<th>Partners</th>
<th>Collaboration priorities</th>
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</thead>
<tbody>
<tr>
<td>&gt; 40 Pharma</td>
<td>Flexible access to technologies and assets</td>
</tr>
<tr>
<td>&gt; 400 Biotech</td>
<td>Integrated drug discovery &amp; development processes</td>
</tr>
<tr>
<td>&gt; 30 Academia</td>
<td>Funding &amp; operations for industrial translation</td>
</tr>
<tr>
<td>&gt; 10 Foundations</td>
<td>Data pooling &amp; advanced analytics of patient data</td>
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</table>
Bringing Probability of Success up is key leverage for better IRR\(^1\)

Current challenges in R&D

### Key challenges

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

#### Development costs per asset increase

Cost per asset doubled since 2010, in US$ m

<table>
<thead>
<tr>
<th>2010</th>
<th>2020</th>
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<tbody>
<tr>
<td>1,188</td>
<td>~2,500</td>
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</tbody>
</table>

\(+100\%\)

#### Commercial returns decrease

IRR since 2010\(^4\)

<table>
<thead>
<tr>
<th>2010</th>
<th>2020</th>
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<tr>
<td>~10</td>
<td>~2(^3)</td>
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</table>

\(-80\%\)

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\(^1\) IRR = Internal Rate of Return


\(^3\) exl. Covid-19 vaccines

\(^4\) Sources: Deloitte – Centre for Health Solutions: Ten years on measuring the return of pharmaceutical innovation 2020; Evaluate Pharma – World Preview 2018 / World Preview 2020
Integrating and accelerating better data for more precise medicine

What does ‘data-driven’ mean in practice?
Many players at work to initiate a new “data driven” industry paradigm

Still a highly fragmented industry

Selected AI/ML companies (Industry landscape – Illustrative & highly simplified)
Significant improvements of PoS are possible

How we can improve PoS in early R&D (Examples/simplified)

**Today’s use of AI/ML**

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

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

**Trial design**
Understanding sub populations via biomarkers e.g. better patient stratification
Precision medicine platforms to improve probability of success
Transcriptomics and proteomics data at industrial scale

Multiple patient-derived data bases, e.g. CKD database (>10,000 patients; >600 billion data points)

User friendly AI/ML driven multi-omics analysis platform

Exceeding industry standards in predicting drug safety (e.g.: liver injury 86% vs. 70%)

One of the largest and most sophisticated iPSC platforms for drug discovery in industry

First iPSC-derived drug candidate in clinic, large pipeline evolving in drug discovery and cell therapy

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

Targeted disease models & precision medicine approaches
Focus on early disease relevance

Clinical diagnostics and biomarkers
Precision diagnostics and tracking of diseases

Precision medicine is the only path to improved medicine
Leading AI/ML driven drug discovery & development platforms
Deep understanding of biology for precision medicine

The Evotec Molecular Patient Database (E.MPD)

Patient databases with clinical and molecular profiles

- EVOpanOmics: Data generation
- EVOpanHunter: Data analysis

- Multiple rare diseases
- Tuberculosis
- Liver disease
- Infectious diseases
- Autoimmune disease
- Fibrosis
- Inflammation
- Lung & Multiple cancers
- Kidney diseases
- CNS
- Womens’ Health

EVOpanOmics: Genomics, Transcriptomics, Proteomics and Metabolomics
EVOpanHunter: Bioinformatics, AI/ML
## E.MPD core component of alliances in CKD

CKD strategic drug discovery deals

<table>
<thead>
<tr>
<th>Year</th>
<th>Upfront</th>
<th>Research funding</th>
<th>Milestones</th>
<th>JV: NephThera</th>
<th>Tiered royalties</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016/17</td>
<td></td>
<td></td>
<td>&gt; € 300 m per product</td>
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<td></td>
</tr>
<tr>
<td>2018/19</td>
<td>Vifor funded: € 25 m</td>
<td>50% on all projects</td>
<td>NephThera</td>
<td>Tiered royalties</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>Upfront</td>
<td>Research funding</td>
<td>&gt; € 150 m per product</td>
<td>Tiered royalties</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>Upfront</td>
<td>Research funding</td>
<td>Milestones</td>
<td>Tiered royalties</td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>Upfront</td>
<td>Research funding</td>
<td>Milestones</td>
<td>Tiered royalties</td>
<td></td>
</tr>
</tbody>
</table>

- Tiered royalties
- JV: NephThera

**From Target identification & validation, via biomarker identification, to patient stratification**

* Pending acquisition by CSL Limited not closed, yet
Proteomics approach to targeted protein degradation
Development of novel therapies for a broad range of diseases

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

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

May 2020
Screening milestone

Oct 2020
Project initiation

Mar 2021
Double-digit million extension

June 2021
New collaboration in undisclosed therapeutic area

May 2022
8-year extension
Upfront $ 200 m
Deal value > $ 5bn

2018
2019
2020
2021
2022

- June 2020
US$ 10 m – Expansion

- Dec 2020
Second project initiation

- May 2021
Third project initiation

- May 2022
- New collaboration
- Expansion

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Second project initiation

- May 2021
Third project initiation
BMS & Evotec create the globally leading TPD\(^1\) alliance

Analysis of selected licensing deals – strong momentum in the last 2 years

\(^1\) Targeted Protein Degradation

Source: Company webpages, Evotec analysis
Transformative iPSC-based disease modelling & cell therapy

Industry leading iPSC platform

“IPS cells are a powerful tool to cure intractable diseases because they can be made from patients’ somatic cells.”

Shinya Yamanaka, Nobel prize laureate

Global precision medicine market\(^1\)

- 2020: $63 bn
- 2025: $107 bn
- CAGR ~11%

Global cell therapy market\(^2\)

- 2020: $7.8 bn
- 2025: $15.7 bn
- CAGR ~15%

Global induced pluripotent stem cell (iPSC) Market

- 2020: $1.6 bn
- 2025: $2.3 bn
- CAGR ~7%

“Evotec’s iPSC platform with the goal to industrialise iPSC-based drug screening”

Largest and most sophisticated iPSC platform in the industry

- >300 patient-derived cell lines across 15+ disease areas

Optimized for high reproducibility, high throughput and robustness

First iPSC-derived drug candidate entered clinical trials in 2021

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\(^1\) [https://www.gminsights.com/](https://www.gminsights.com/) Feb 2020, Evotec estimates
\(^2\) [https://www.grandviewresearch.com/industry-analysis/cell-therapy-market](https://www.grandviewresearch.com/industry-analysis/cell-therapy-market), Evotec estimates

Proving paradigm shift in iPSC-based discovery BMS alliance

Using EvoPanOmics & EvoPanHunter – Development since 2016

iPSC alliance in neurodegeneration
- Development of novel therapies for a broad range of neurodegenerative diseases
- First programme EVT8683 (eIF2b activator) started clinical development 2021
- Phase I read-out expected in 2022


- Upfront US$ 45 m
- Potential milestones > US$ 250 m per project
- Double-digit royalties

2017
- US$ 5 m – Screening milestone

Oct 2018
- US$ 6 m – Expansion milestone

Sep 2019
- US$ 30 m – Extension

Sep 2020
- US$ 6 m – Expansion milestone

Sep 2021
- US$ 20 m – 1st IND Target: eIF2b

Nov 2021
- US$ 40 m – Designation of additional programmes

Oct 2021
- US$ 9 m – Expansion milestone

May 2018
- US$ 6 m – Expansion milestone

Dec 2018
- US$ 14 m – Lead optimisation payment

Jan 2020
- US$ 6 m – Expansion milestone

Dec 2020
- US$ 6 m – Expansion milestone
Delivering off-the-shelf cell therapy products to patients

EVOcells – seamless R&D continuum integrating discovery, development and manufacturing

- Most advanced programme: E.iBeta – iPSC-based islet-like clusters mimicking human islet cells
- Partnership with Sernova – iPSC-based beta cell replacement therapy for insulin-dependent Diabetes using Sernova’s Cell Pouch™, an implantable medical device for immune protection of E.iBeta
- Filing of IND expected in 2024
- Acquisition of Rigenerand securing reproducible and cGMP-compatible production of E.iBeta batches and creating the broadest and most widely integrated cell therapy platform in the industry

“EVOcells factory”
Enabling global access to modern biologics

Efficient and flexible biologics manufacturing (EVOaccess)

Large and diverse library to generate antibodies

Reviews and improves native antibody sequences to enhance manufacturability and stability

Modular, flexible “PODs” with most capital efficient set-up

Disruptive, intensified production process from a few kilograms to metric tons in the same facility

Partners e.g.:
Continuous process outperforming fed batch 20x

Example: More intensification, higher productivity, lower COGMs

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

Kg DS\(^1\) per Bioreactor

1) DS = Drug Substance
Building a strong growth business and a large royalty pool
We create long-term value through three collaboration routes

Service fees, milestones, and royalties for optimal value mix

<table>
<thead>
<tr>
<th>Industry needs</th>
<th>A “Fee-for-service”</th>
<th>B EVOroyalty</th>
<th>C EVOequity</th>
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</thead>
<tbody>
<tr>
<td>R&amp;D efficiency platforms</td>
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<tr>
<td>Precision medicine platforms</td>
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<tr>
<td>Just – Evotec Biologics</td>
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<tr>
<td>Multimodality drug design</td>
<td><strong>EVOcells</strong></td>
<td>EVOgenes</td>
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<tr>
<td></td>
<td>Antibodies &amp; Bifunctionals</td>
<td>Small molecules</td>
<td>Antisense</td>
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</tbody>
</table>
Significant expansion of alliances is basis for long-term success
Attraction, Extension, Retention

**Attraction**

- Customer base more diversified; revenues have grown significantly

<table>
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<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
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<tbody>
<tr>
<td>New customers during the year</td>
<td>283</td>
<td>315</td>
<td>355</td>
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</table>

**Extension**

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

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td>No. of customers &gt; € 1 m revenues</td>
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**Structural Retention ≥90%**

- Solid customer retention rates
- Strong basis for double-digit growth

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<tbody>
<tr>
<td>Customer relation rate</td>
<td></td>
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A “Fee-for-service”
Building a robust, de-risked pipeline within EVOroyalty

High-value partnerships offer path to increased royalties

<table>
<thead>
<tr>
<th>Pipeline assets in 2021</th>
<th>Number of projects(^1)</th>
</tr>
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<tbody>
<tr>
<td>Small molecules</td>
<td>&gt; 90</td>
</tr>
<tr>
<td>Biologics</td>
<td>&gt; 20</td>
</tr>
<tr>
<td>Cell and Gene therapy</td>
<td>&gt; 10</td>
</tr>
<tr>
<td>Multiple modalities(^2)</td>
<td>&gt; 10</td>
</tr>
</tbody>
</table>

\(^1\) Excluding EVOequity

\(^2\) For these projects multiple modalities are currently being explored
Despite P2x3 set back - The iceberg keeps growing

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

**Partnered Pipeline** | **Unpartnered Pipeline** | **Equity Pipeline** | **Bridges Pipeline**
---|---|---|---
**Ph3** | | | |
Jingxin | | | |
**Ph2** | | | |
BMS | | | |
**Ph1** | | | |
Bayer | | | |
**Discovery** | | | |
ND | | | |
ND | | | |
ND | | | |
Facio | | | |
ArgoBio | | | |
**Preclinical** | | | |
Bayer | | | |
Exscientia | | | |
**Clinical** | | | |
Bayer | | | |
Exscientia | | | |

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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 publically disclosed
“Evotec Inside”

Steady stream of high-value catalysts

Selected pipeline events within next 12 – 24 months

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

<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>
</tr>
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<tbody>
<tr>
<td>EVT201</td>
<td>Insomnia (GABA-A)</td>
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<tr>
<td>Not披露ed</td>
<td>Infectious Disease (Antibody)</td>
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<tr>
<td>BAY2395840</td>
<td>Diabetic Neuropathic Pain (B1)</td>
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<tr>
<td>CT7001</td>
<td>Oncology (CDK7)</td>
<td>Carrick</td>
<td></td>
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<tr>
<td>XP-105</td>
<td>Oncology (mTORC1/2)</td>
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<tr>
<td>EVT401</td>
<td>Immunology &amp; Inflammation (P2X7)</td>
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<td></td>
<td></td>
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<tr>
<td>BAY2328065</td>
<td>Gynaecology</td>
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</tr>
<tr>
<td>EXS21546</td>
<td>Oncology (various programmes)</td>
<td>Exscientia</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>GNTX 6016</td>
<td>Pain (CB2)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVT894</td>
<td>Chikungunya (Antibody)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not披露ed</td>
<td>Neuroscience &amp; Pain</td>
<td>n.a.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not披露ed</td>
<td>Neuroscience &amp; Pain</td>
<td>n.a.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVT801</td>
<td>Oncology (VEGFR3)</td>
<td>Kazia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVT8683</td>
<td>Neurodegeneration (eIF2b activator)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TPM2003</td>
<td>Pemphigus Vulgaris (ND)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT7001</td>
<td>Oncology (CDK7)</td>
<td>Carrick</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CT7001</td>
<td>Oncology (CDK7)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>APN411</td>
<td>Oncology – Immunotherapy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GLPxxxxx</td>
<td>Fibrosis (not disclosed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BAYxxxxx</td>
<td>Nephrology (not disclosed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>QR8001</td>
<td>Metabolic – Diabetes (not disclosed)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVT075</td>
<td>Covid-19 / HBV</td>
<td>n.a.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not披露ed</td>
<td>Various programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVTxxxxx</td>
<td>CNS, Metabolic, Pain, …</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>&gt;10 further programmes</td>
</tr>
</tbody>
</table>

Multiple programmes across nephrology, oncology, immunology among other therapeutic areas

DNP: Diabetic neuropathic pain
CNS: Central nervous system
EVOequity accelerates co-owning strategy

Operational VC model - diversified portfolio with multiple shots on goal

At Equity Holding (≥20%) or Significant influence

- Eternegen
- Topas Therapeutics
- facio therapies
- AUTOBAHN LABS
- BREAKPOINT Therapeutics
- QUANTR
- NephThera

Minority Shareholdings (<20%)

- Carrick Therapeutics
- Exscientia
- FORGE Therapeutics
- TUBULIS
- Centauri Therapeutics
- IMIDomics
- Anaina Therapeutics

BRIDGES

- LAB28
- LAB150
- AUTOBAHN LABS
- DANUBE LABS
- ARGOBIO STUDIO
- beLAB2122
- beLAB1407

Starting points to fuel EVOequity portfolio

- Academia & BRIDGEs
- Partners
- External deal-flow
- Evotec spin-outs
- Portfolio companies

Attractive portfolio with significant upside

https://actionplan.evotec.com/evoequity
## Significant growth step up and investments towards AP 2025

### Guidance 2022

<table>
<thead>
<tr>
<th></th>
<th>Guidance 2022</th>
<th>YE 2021</th>
<th>Implied growth at midpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group revenues</td>
<td>€ 700 – 720 m</td>
<td>€ 618.0 m</td>
<td>~15%</td>
</tr>
<tr>
<td>(at constant fx-rates(^1))</td>
<td>(€ 690 – 710 m)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unpartnered R&amp;D(^2)</td>
<td>€ 70 – 80 m</td>
<td>€ 58.1 m</td>
<td>~30%</td>
</tr>
<tr>
<td>Adjusted EBITDA(^3)</td>
<td>€ 105 – 120 m</td>
<td>€ 107.3 m</td>
<td>At least stable</td>
</tr>
<tr>
<td>(at constant fx-rates)</td>
<td>(€ 95 – 110 m)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) EUR/US$ 1.18; EUR/GBP 0.86
\(^2\) No material FX effects as most R&D efforts are carried out in € area
\(^3\) Considerable insecurities given high volatility of energy prices

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

Growth and investment strategy overview – Action Plan 2025

Targeted revenue development (in € m)

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

1) Just – Evotec Biologics reports under the EVT Execute segment

Revenue composition 2020

- EVT Execute
- Just – Evotec Biologics
- EVT Innovate

Goal revenue composition

- EVT Execute
- Just – Evotec Biologics
- EVT Innovate

CAGR ~15%

<table>
<thead>
<tr>
<th>Year</th>
<th>Targeted Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>501</td>
</tr>
<tr>
<td>2021</td>
<td>618</td>
</tr>
<tr>
<td>2022 (e)</td>
<td>800</td>
</tr>
<tr>
<td>2023 (e)</td>
<td>1,000</td>
</tr>
<tr>
<td>2024 (e)</td>
<td>&gt;1,000</td>
</tr>
<tr>
<td>2025 (e)</td>
<td>≥2x</td>
</tr>
</tbody>
</table>
### Setting the pace to accelerate growth along Action Plan 2025

**Selected major newsflow 2022**

<table>
<thead>
<tr>
<th>Platform</th>
<th>Key Developments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>R&amp;D efficiency platforms</strong></td>
<td>• Undisrupted growth of base business, in-line with AP 2025 (<strong>EVOiR&amp;D</strong>) ✓</td>
</tr>
<tr>
<td></td>
<td>• New integrated drug discovery &amp; development alliances</td>
</tr>
<tr>
<td></td>
<td>• Significant capacity and value chain expansion for all modalities ✓</td>
</tr>
<tr>
<td><strong>Precision medicine platforms</strong></td>
<td>• New strategic partnerships and expansions of co-owned alliances ✓</td>
</tr>
<tr>
<td></td>
<td>• New clinical trial initiations</td>
</tr>
<tr>
<td></td>
<td>• Significant progress of later stage co-owned pipeline (<strong>EVo royalty</strong>) ✓</td>
</tr>
<tr>
<td></td>
<td>• Spin-Offs and investments along Building Blocks of AP 2025 (<strong>EVo equity</strong>) ✓</td>
</tr>
<tr>
<td><strong>Just – Evotec Biologics</strong></td>
<td>• Start of production J.POD® Redmond, WA (US)</td>
</tr>
<tr>
<td></td>
<td>• Start of construction J.POD® Toulouse, France (EU)</td>
</tr>
<tr>
<td></td>
<td>• Evaluation of global network of J.PODs® (<strong>EVo access</strong>)</td>
</tr>
<tr>
<td><strong>Group &amp; ESG</strong></td>
<td>• Undisrupted growth trend versus 2021 in line with AP 2025 ✓</td>
</tr>
<tr>
<td></td>
<td>• Growth of unpartnered R&amp;D investments faster than top-line ✓</td>
</tr>
<tr>
<td></td>
<td>• Validated science-based targets aligned with 1.5°C goal ✓</td>
</tr>
<tr>
<td></td>
<td>• Highly impactful contribution to UN SDG 3(^1) ✓</td>
</tr>
</tbody>
</table>

\(^1\)UN Sustainable Development Goal 3: Improve health and well-being with main targets for us on women's health, fight against infectious diseases and pandemic preparedness
## Upcoming important dates

### Financial calendar 2022

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly Statement Q1 2022</td>
<td>11 May 2022</td>
</tr>
<tr>
<td>Virtual Annual General Meeting 2022</td>
<td>22 June 2022</td>
</tr>
<tr>
<td>Half-year 2022 Interim Report</td>
<td>11 August 2022</td>
</tr>
<tr>
<td>Quarterly Statement 9M 2022</td>
<td>09 November 2022</td>
</tr>
</tbody>
</table>
### Action Plans deliver significant value

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Action Plan</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>Restructure for growth</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>Build innovation seeds</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>Aspire global leadership</td>
<td>€ 501 m</td>
<td>€ 107 m</td>
<td>€ 69 m</td>
<td>118</td>
<td>3,572</td>
</tr>
</tbody>
</table>

1) Including equity investments

---

**Action Plan 2025**

Leadership in data, science, multimodality & access

---

**Action Plans in numbers**

- **2009**: Revenues: € 55 m, Adj. EBITDA: € 2 m
- **2012**: Revenues: € 128 m, Adj. EBITDA: € 9 m
- **2015**: Revenues: € 501 m, Adj. EBITDA: € 107 m

---

**Action Plans deliver significant value**

- **2010**: Restructure for growth
- **2012**: Build innovation seeds
- **2016**: Aspire global leadership
- **2022**: Aspire global leadership

---

**Action Plans in numbers**

- **2009**: Revenues: € 55 m, Adj. EBITDA: € 2 m
- **2012**: Revenues: € 128 m, Adj. EBITDA: € 9 m
- **2015**: Revenues: € 501 m, Adj. EBITDA: € 107 m

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**Action Plans in numbers**

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**Action Plans in numbers**

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**Action Plans in numbers**

- **2009**: Revenues: € 55 m, Adj. EBITDA: € 2 m
- **2012**: Revenues: € 128 m, Adj. EBITDA: € 9 m
- **2016**: Revenues: € 501 m, Adj. EBITDA: € 107 m
Platforms & technologies for more precision and efficiency

Evotec today – 15 Sites & more than 4,200 employees

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

Austria ~40
- Orth an der Donau

Italy ~800
- Verona (Campus Levi-Montalcini)

Germany ~1,050
- Hamburg (HQ) & Goettingen (Manfred Eigen Campus)
- Cologne
- Munich

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

France ~900
- Lyon
- Toulouse (Campus Curie)
Great talent pool
Overview Employees – more than 4,200

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

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

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

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

\(^1\) The chart exclude the USA for legal reasons
Best possible environment for employees and potential recruits
- Engagement & commitment
- Leadership & training
- Diversity, Equity & Inclusion

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

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

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

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

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

Our purpose is to go VERY long as ONE – #researchneverstops
Sustainable thinking is holistic and ensures long-term success

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

Management & shareholder structure

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

Supervisory Board
- Iris Löw-Friedrich
  UCB
- Kasim Kutay
  Novo Holdings
- Mario Polywka
  Ex-Evotec
- Roland Sackers
  QIAGEN
- Elaine Sullivan
  Ex-Lilly
- Constanze Ulmer-Eilfort
  PSP Munich

Number of shares: 177.0 m
Listings: Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT
  NASDAQ Global Select Market (ADS), Ticker: EVO
52 week high/low: € 45.70/€ 21.12

~ 68% Free float
~ 1% Management
~ 7% Mubadala Investment Company
< 5% Roland Oetker/ROI
> 10% Novo Holdings A/S
> 9% T. Rowe Price Group

~ 1% Management
< 5% Roland Oetker/ROI
~ 7% Mubadala Investment Company
> 10% Novo Holdings A/S
> 9% T. Rowe Price Group

1) Rounding differences may occur
Your contact:

Volker Braun
Global Head of Investor Relations & ESG

+49.(0).40.560 81-775
+49.(0).151 1940 5058 (m)
volker.braun@evotec.com