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 founding vision

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

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

We discover medicines for difficult to treat diseases in highly efficient collaborations

We focus on data driven precision medicine and early disease relevance to improve probabilities of success

We have built a “shared economy” in R&D, designed to result in a large royalty pool
Dynamics in industry suggest need for disruptive approach

Current challenges in R&D

Key challenges

<table>
<thead>
<tr>
<th>Category</th>
<th>Challenge</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D model is inefficient</td>
<td>Increasing costs and decreasing returns</td>
</tr>
<tr>
<td>“One drug fits all”</td>
<td>90% of drugs efficacious only in 50% of patients</td>
</tr>
<tr>
<td>Biologics are complex</td>
<td>9% of Phase I biologics receive approval(^{1})</td>
</tr>
<tr>
<td>Emerging technologies</td>
<td>Precision medicine toolkit, OMICS platforms, and AI/ML</td>
</tr>
</tbody>
</table>

Development costs per asset increase

Cost per asset increased ~2/3rd since 2010, in US$ m

- 2010: ~1,188
- 2019: ~1,981

Commercial returns decrease

IRR since 2010

- 2010: ~10
- 2019: ~2

Sources:

Sources: Deloitte - Centre for Health Solutions: Ten years on measuring the return of pharmaceutical innovation 2019; Evaluate Pharma – World Preview 2018 / World Preview 2020
We deliver what industry and patients need
Overview of fragmented industry with multiple offerings

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Current industry landscape¹</th>
<th>evotec</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D model is inefficient</td>
<td>Discovery &amp; development services</td>
<td>The integrated drug discovery &amp; development partner and capability platform.</td>
</tr>
<tr>
<td>“One drug fits all”</td>
<td>Precision medicine technologies</td>
<td>AI/ML driven with proprietary data, broad biologics capabilities, optimized for all modalities</td>
</tr>
<tr>
<td>Biologics are complex</td>
<td>Biologics design &amp; manufacturing</td>
<td></td>
</tr>
<tr>
<td>Emerging technologies</td>
<td>Cell &amp; gene therapy pipelines</td>
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</tr>
</tbody>
</table>

¹ Selected publicly listed companies only
We establish the “sharing economy” in R&D

Our network of > 500 partners

<table>
<thead>
<tr>
<th>Partners</th>
<th>Collaboration priorities</th>
</tr>
</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>
</tr>
</tbody>
</table>

More efficient & more precise drugs
Transforming the way how drugs are discovered and developed

**Highlights**

<table>
<thead>
<tr>
<th>Fully integrated</th>
<th>All-modality design</th>
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<tbody>
<tr>
<td>Target ID/ validation</td>
<td><strong>EVO</strong>cells / <strong>EVO</strong>genes / Antibodies &amp; Bifunctionals</td>
</tr>
<tr>
<td>Hit identification</td>
<td>Antisense / RNA / Exosomes / Protein degradation</td>
</tr>
<tr>
<td>Lead optimisation</td>
<td>Small molecules</td>
</tr>
<tr>
<td>Pre-clinical development</td>
<td></td>
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<tr>
<td>Clinical &amp; commercial manufacturing</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>Higher efficiency</th>
<th>AI enabled disruptive biologics</th>
</tr>
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<tbody>
<tr>
<td>(30%) time</td>
<td></td>
</tr>
<tr>
<td>(50%) costs</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>iPSC &amp; AI for higher PoS³</th>
<th>Co-owning strategy</th>
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<tbody>
<tr>
<td>EVOpanHunter</td>
<td>&gt;150 Partnered assets</td>
</tr>
<tr>
<td>EVOpanOomics</td>
<td>EVOequity participations</td>
</tr>
<tr>
<td>BRIDGEs</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Omics-driven precision medicine</th>
<th>Fast growing &amp; highly profitable</th>
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<tbody>
<tr>
<td><strong>EVO</strong>panHunter</td>
<td>&gt; € 500 m</td>
</tr>
<tr>
<td><strong>EVO</strong>panOomics</td>
<td>Revenues 2020</td>
</tr>
<tr>
<td></td>
<td>&gt; € 100 m</td>
</tr>
<tr>
<td></td>
<td>Adj. EBITDA 2020</td>
</tr>
<tr>
<td></td>
<td>Revenue CAGR goal of &gt; 15%</td>
</tr>
</tbody>
</table>

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³ As of June 2021
⁴ >15% revenue CAGR 2020-25 (e)
⁵ Probability of Success

**EVOpanOomics:** Genomics, Transcriptomics, Proteomics and Metabolomics

**EVOpanHunter:** Bioinformatics, AI/ML
**Just beginning to deliver significant growth and value**

Development from 2015 ... to 2020

<table>
<thead>
<tr>
<th>Co-owned pipeline assets</th>
<th>Unpartnered R&amp;D expenses</th>
<th>Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Co-owned companies &amp; BRIDGEs</td>
<td>Top-class employees</td>
<td>Adjusted EBITDA(^3)</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>130(^+1))</th>
<th>21% CAGR(^2))</th>
<th>501</th>
</tr>
</thead>
<tbody>
<tr>
<td>49</td>
<td>18</td>
<td>128</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>31(^+1))</th>
<th>~4,100(^+1))</th>
<th>107</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1,000</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Adjusted EBITDA(^3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(65%) CAGR(^2))</td>
</tr>
</tbody>
</table>

\(^1\) as of Q3 2021; 24 co-owned companies & 7 BRIDGEs
\(^2\) 2015-2020 Compound Annual Growth Rate
\(^3\) Non-IFRS measure, see pg. 57 for a reconciliation to net income (loss), the most directly comparable IFRS measure
**We offer efficiency, disease relevance, multimodality and access**

Drug discovery & development innovation hub

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**Our integrated platforms**

<table>
<thead>
<tr>
<th>Platform Type</th>
<th>Description</th>
<th>Collaboration Routes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>R&amp;D efficiency platforms</strong>&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>Fully integrated AI/ML-driven drug discovery &amp; development</td>
<td><strong>EVO&lt;i&gt;R&amp;D&lt;/i&gt;</strong></td>
</tr>
<tr>
<td><strong>Precision medicine platforms</strong></td>
<td>Industrial scale Omics, and patient data analytics</td>
<td>**EVO&lt;i&gt;panOmics&lt;/i&gt; &amp; <strong>EVO&lt;i&gt;panHunter&lt;/i&gt;</strong></td>
</tr>
<tr>
<td><strong>Just – Evotec Biologics</strong>&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>AI/ML powered disruptive biologics up to manufacturing</td>
<td><strong>EVO&lt;i&gt;access&lt;/i&gt;</strong></td>
</tr>
<tr>
<td><strong>Multimodality drug design</strong></td>
<td>iPSC drug discovery / cell therapy, gene therapy toolbox</td>
<td>**EVO&lt;i&gt;cells&lt;/i&gt; &amp; <strong>EVO&lt;i&gt;genes&lt;/i&gt;</strong></td>
</tr>
</tbody>
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**Collaboration routes**

1. Also partly accessible as stand alone “Fee-for-service” or FTE rates-based offerings
2. “Fee-for-service” also encompasses FTE rates-based collaborations
## Our Innovation hub is highly integrated and synergistic

### Capabilities & expertise overview

#### Industry needs

<table>
<thead>
<tr>
<th>R&amp;D efficiency platforms&lt;sup&gt;1)&lt;/sup&gt;</th>
<th>Precision medicine platforms</th>
<th>Just – Evotec Biologics&lt;sup&gt;1)&lt;/sup&gt;</th>
<th>Multimodality drug design</th>
</tr>
</thead>
</table>

#### Capabilities & expertise (illustrative)

<table>
<thead>
<tr>
<th>EVOpanOmics</th>
<th>EVOpanHunter</th>
<th>iPSC Drug Discovery</th>
<th>ScreenSeq</th>
<th>ScreenPep</th>
<th>J.HAL&lt;sup&gt;™&lt;/sup&gt; (AI designed mRNA library)</th>
<th>J.DISCOVERY&lt;sup&gt;™&lt;/sup&gt; (molecule discovery)</th>
<th>J.HAL&lt;sup&gt;™&lt;/sup&gt; (molecule design)</th>
<th>J.P3&lt;sup&gt;™&lt;/sup&gt; (process &amp; product design)</th>
<th>J.POD&lt;sup&gt;™&lt;/sup&gt; (manufacturing design)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVO&lt;sup&gt;cells&lt;/sup&gt;</td>
<td>EVO&lt;sup&gt;genes&lt;/sup&gt;</td>
<td>Antibodies &amp; Bifunctionals</td>
<td>Small molecules</td>
<td>Antisense</td>
<td>Protein degradation</td>
<td>Exosomes</td>
<td>RNA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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<sup>1</sup> Also partly accessible as stand alone “Fee for Service” or FTE-rate based offerings
We offer an attractive, comprehensive suite of services

EVOiR&D – Integrated platform improving efficiency and precision

Comprehensive service panel

- Target ID & validation
- Hit identification
- Lead optimisation
- Sample management
- Chemistry
- DMPK & ADME-Tox
- Research informatics
- Bio Reagents
- In vitro biology
- In vivo Pharmacology
- Biomarker discovery
- Antibody discovery
- INDIGO
- Integrated CMC
- Integrated pre-clinical development
- Clinical development solution

Lower costs & shortened timelines vs benchmarks

Attractive value proposition for partners

Cost to IND (1), in mUSD

<table>
<thead>
<tr>
<th>Years</th>
<th>Cost to IND (1), in mUSD</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>(50%)</td>
</tr>
<tr>
<td>1</td>
<td>(30%)</td>
</tr>
<tr>
<td>2</td>
<td>50</td>
</tr>
<tr>
<td>3</td>
<td>75</td>
</tr>
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</table>

(1) Including attrition

Industry benchmark

Evotec
Precision medicine platforms to improve probability of success
Precision medicine is the only path to improved medicine

Leading AI / ML driven drug discovery & development platforms

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

**EVOpanOmics**
- Transcriptomics and proteomics data at industrial scale
- Multiple patient-derived data bases, e.g. CKD database (>10,000 patients;>600 billion data points)

**EVOpanHunter**
- User friendly AI/ML driven multi-omics analysis platform
- Exceeding industry standards in predicting drug safety (E.g.: liver injury 82% vs. 70%)

**iPSC Drug Discovery**
- 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
The foundation of precision medicine

Molecular patient data bases are re-defining health and disease

EVOpanOmics: Genomics, Transcriptomics, Proteomics and Metabolomics
EVOpanHunter: Bioinformatics, AI/ML
### Proven value generation with molecular patient data bases

**Example:** *Kidney diseases* and other projects leveraging molecular patient data platforms

- **EVOpanHunter** and **EVOpanOmics** has become an integral part of many partnering deals
- **EVOpanHunter** and **EVOpanOmics** is being used in more than 50 internal R&D projects

**AD project**
- Multi species

**NURTuRE**
- Large patient cohort
- Clinical data
- **EVOpanOmics**

**Kidney project**
- Multi user
- Persistent user settings
- Public domain data

**Protein degradation project**
- Proteomics and multi-omics

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<table>
<thead>
<tr>
<th>2014</th>
<th>2016</th>
<th>2018</th>
<th>2020</th>
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</thead>
<tbody>
<tr>
<td>Gastric bypass study</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• RNA-Seq</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• Multivariate design</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• Pathway analysis</td>
<td></td>
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<tr>
<td>Betacell project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Single cell RNA-Seq</td>
<td></td>
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<tr>
<td>Fibrosis project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• HT transcriptomics</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• MoA analysis</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>NSCLC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Survival analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multiple diseases</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• 5k transcriptomics screen</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Tox prediction</td>
<td></td>
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</tbody>
</table>

**Partners e.g.:**

- [EvoHunter](#)
- [Bristol Myers Squibb](#)
- [Novartis](#)
- [Bayer](#)
- [Chinook](#)
iPSC platform shifts drug discovery & cell therapy paradigms

Holistic approach to identification of novel therapeutic options

1) Treatment areas

Partners e.g.: Bristol-Myers Squibb, CHDI Foundation, QRbeta Therapeutics

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**DRUG DISCOVERY**

- Neurodegeneration, Neuroinflammation & Neurodevelopmental Diseases
  - Cortical neurons, Microglia, Astrocytes, Oligodendrocytes, Cortical neurons

- Lysosomal Storage Diseases
  - Cortical neurons, Astrocytes, Microglia, Macrophages

- Chronic Kidney Disease
  - Podocytes, Proximal tubular epithelial cells, Glomerular endothelial cells

- …more TA\(^1\) to come

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**CELL THERAPY**

- Diabetes
  - Beta cells

- Immuno-oncology
  - Natural Killer cells, T-cells, Macrophages

- Cardiac & Heart Failure
  - Cardiomyocytes

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1) Treatment areas
iPSC alliance in neurodegeneration

- Development of novel therapies for a broad range of neurodegenerative diseases
- First programme EVT8683 (eIF2b activator) started clinical development

**Proving paradigm shift in iPSC partnership with BMS**

Using **EVOpanOmics & EVOpanHunter** – Development since 2016

- **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

**2016**

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

**2017**

- May 2018
  - US$ 6 m – Expansion milestone

- Dec 2018
  - US$ 14 m – Lead optimisation payment

**2018**

- Jan 2020
  - US$ 6 m – Expansion milestone

**2019**

- Dec 2020
  - US$ 6 m – Expansion milestone

**2020**

- Oct 2021
  - US$ 9 m – Expansion milestone

**2021**

- Oct 2021
  - US$ 9 m – Designation of additional programmes

- Potential milestones > US$ 250 m per project
- Double-digit royalties
Unbiased identification of disease relevant drug candidates

Screening to revert molecular patient profiles to healthy state

**EVOpanOmics**
- Patient-derived *in vitro* disease models
- High-throughput screen
- Transcriptome analysis in 384 well format

**Example: Transcriptome profiles induced by individual compounds in patient-derived cellular disease model**

- Identifies most suitable chemical hits
- Focus on reversal of molecular disease phenotype
- Filters out unwanted mechanisms

**Partners e.g.:**
- Bristol Myers Squibb
- **novo nordisk**
- **Bayer**
Proteomics approach to targeted protein degradation
Development of novel therapies for a broad range of diseases

Protein degradation partnership with BMS is accelerating
Example: Using EVOpanOmics & EVOpanHunter – Development since 2018

- 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 m extension
- June 2021: New collaboration in undisclosed therapeutic area

Example: Using EVOpanOmics & EVOpanHunter – Development since 2018
Enabling global access to modern biologics

Example: 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.:
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 EVO royalty</th>
<th>C EVO equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D efficiency platforms</td>
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<td>Precision medicine platforms</td>
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<tr>
<td>Just – Evotec Biologics</td>
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</tr>
<tr>
<td>Multimodality drug design</td>
<td><strong>EVO</strong> cells, <strong>EVO</strong> genes</td>
<td>Antibodies &amp; Bifunctionals, Small molecules, Antisense, Protein degradation, Exosomes, RNA</td>
<td></td>
</tr>
</tbody>
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Tailor-made offering resonates with partners

Attraction, extension, retention

Attraction (“Land”)

- Robust demand for shared drug discovery & development - EVOiR&D leads to market share gains

<table>
<thead>
<tr>
<th>Year</th>
<th>New customers during the year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>&gt;200</td>
</tr>
<tr>
<td>2019</td>
<td>&gt;250</td>
</tr>
<tr>
<td>2020</td>
<td>&gt;300</td>
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</table>

Extension (“Expand”)

- More efficient results versus in-house infrastructures - EVOiR&D yields to increased share of wallet

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of customers &gt; € 1 m revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>61</td>
</tr>
<tr>
<td>2019</td>
<td>79</td>
</tr>
<tr>
<td>2020</td>
<td>86</td>
</tr>
</tbody>
</table>

Share of repeat business >90%1)

<table>
<thead>
<tr>
<th>Year</th>
<th>Share of repeat business</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>&gt;90%</td>
</tr>
<tr>
<td>2019</td>
<td>&gt;90%</td>
</tr>
<tr>
<td>2020</td>
<td>&gt;90%</td>
</tr>
</tbody>
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1) Based on quantum of revenues and not number of customers

A “Fee-for-service”
Partnerships built on “Land & Expand” track record
Integrated alliances with leading biopharma partners

<table>
<thead>
<tr>
<th>Company</th>
<th>Therapeutic Areas</th>
<th>Initiated Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boehringer Ingelheim</td>
<td>Oncology, Respiratory</td>
<td>Initiated 2011</td>
</tr>
<tr>
<td>Bayer</td>
<td>Pain, Respiratory, CKD, Women’s Health</td>
<td>Initiated 2012</td>
</tr>
<tr>
<td>Bristol Myers Squibb</td>
<td>CNS, Oncology, Protein Degradation</td>
<td>Initiated 2016</td>
</tr>
<tr>
<td>Novo Nordisk</td>
<td>Diabetes, Metabolic Diseases (CKD)</td>
<td>Initiated 2018</td>
</tr>
<tr>
<td>Takeda</td>
<td>Multiple therapeutic areas, including RNA and Gene Therapy alliance</td>
<td>Initiated 2018</td>
</tr>
</tbody>
</table>

**Bayer example: Continuous expansion of partnership – “Land & Expand”**

- **2012**: Start of multiple fee-for-service interactions
- **2013**: Endometriosis & multi target and indication alliance
- **2016**: 5yr agreement in kidney disease
- **2018**: Phase II development in chronic cough; Expansion of pipeline via EVO equity
- **2018**: Agreement in pulmonary diseases via EVO equity
- **2020**: New 5yr agreement in women’s health (PCOS)
- **2021**: PoC in Phase Iib in refractory chronic cough (eliapixant)
Building a robust, de-risked pipeline within EVO<sub>royalty</sub>

High-value partnerships offer path to increased royalties

<table>
<thead>
<tr>
<th>Pipeline assets in 2021</th>
<th>Number of projects&lt;sup&gt;1)&lt;/sup&gt;</th>
</tr>
</thead>
<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&lt;sup&gt;2)&lt;/sup&gt;</td>
<td>&gt; 10</td>
</tr>
</tbody>
</table>

<sup>1)</sup> Excluding <i>EVOequity</i>

<sup>2)</sup> For these projects multiple modalities are currently being explored
Selected pipeline events within next 18 – 24 months

- Market registration in China with JingXin in insomnia
- Phase III initiation with Bayer in RCC (eliapixant)
- Phase II data with Bayer in Overactive bladder (eliapixant)
- Phase II with Bayer in Endometriosis (eliapixant)
- Phase II with Bayer in Gynaecology (B1 antagonist)
- Phase II data in Chikungunya virus (EVT894 - antibody)
- Phase I data with BMS in CNS
- Phase I data with Exscientia in Oncology (A2a)
- Phase I data with Kazia in Oncology (EVT801)
- Phase I initiation in Covid-19 (EVT075 - biologic)
- Multiple co-owned equity companies (not outlined here) will progress in clinic (e.g. Topas, Forge, Carrick, Fibrocor, …)

Multiple programmes across nephrology, oncology, immunology among other therapeutic areas
The iceberg of EVT Innovative product opportunities

In total > 200 proprietary projects with big financial upside

*Also includes Women's Health, Respiratory projects

The Equity Pipeline does not contain programs from EVT/partners that are not publically disclosed
EVOequity accelerates co-owning strategy

Operational VC model - diversified portfolio with multiple shots on goal

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

- Eternagen
- Topas Therapeutics
- facio therapies
- AUTOBAHN LABS
- BREAKPOINT Therapeutics
- panCELLa
- QUANTR
- NephThera

**Minority Shareholdings (<20%)**

- Carrick therapeutics
- Exscientia
- FORGE Therapeutics
- FIBROCOR
- Aeovian Pharmaceuticals
- LEON Drug Discovery

**BRIDGEs**

- LAB282
- AUTOBAHN LABS
- Danube Labs
- Argobio Studio
- beLAB2122
- beLAB1407
Clear strategy in place – Action Plan 2025

Growth and investment strategy overview

**Targeted revenue development**
- EUR 501 m
- CAGR ~15%

**Revenue composition 2020**
- EVT Innovate; ~20%
- Just – Evotec Biologics; ~10%
- EVT Execute; ~70%

**Goal revenue composition**
- EVT Innovate; >25%
- Just – Evotec Biologics; >30%
- EVT Execute; >40%

**Pipeline assets**
- >170 by 2025e

- **Just – Evotec Biologics growth driven by increasing use of J.POD® manufacturing**
- **First royalties from pipeline assets expected in 2025**
- **Shifting to a more favourable revenue mix expected to drive meaningful increase in profitability**

Composition of revenue mix expected to change over time while ALL fields continue to grow

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3) Just – Evotec Biologics reports under the EVT Execute segment
## Setting the pace to accelerate growth along Action Plan 2025

### Selected major newsflow 2022

| R&D efficiency platforms | • Continued strong growth of base business (**EVOiR&D**)  
|                         | • New integrated drug discovery & development alliances  
|                         | • Significant capacity and value chain expansion for all modalities  
| Precision medicine platforms | • New strategic partnerships and expansions of co-owned alliances  
|                          | • New clinical trial initiations  
|                          | • Significant progress of later stage co-owned pipeline (**EVOroyalty**)  
|                          | • Spin-Offs and investments along Building Blocks of AP 2025 (**EVOequity**)  
| Just – Evotec Biologics | • Start of production J.FOD® Redmond, WA (US)  
|                          | • Start of construction J.FOD® Toulouse, France (EU)  
|                          | • Evaluation of global network of J.FODs® (**EVOaccess**)  
| Group, Governance & ESG | • Undisrupted growth trend versus 2021 in line with AP 2025  
|                         | • Growth of unpartnered R&D investments faster than top-line  
|                         | • Validated science-based targets aligned with 1.5°C goal  
|                         | • Highly impactful contribution to UN SDG 31)  

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
Appendix
Action Plans deliver significant value

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

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

1) Including equity investments
One platform – more efficiency, better precision, higher speed

Evotec footprint – 14 Sites & more than 4,000 employees
Great talent pool
Overview Employees – more than 4,100

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

Highly qualified
- 78% with at least one academic qualification
- 22% other degrees

International
- 20% Others
- 20% Italian
- 20% German
- 21% French
- 19% British

Diverse and experienced
- 75 nationalities
- 33% PhDs
- Average age: 38.6 years
- 54% women
- > 38% with more than five years at Evotec

1) The chart exclude the USA for legal reasons
Our purpose is to go VERY long as ONE – #researchneverstops

Sustainable thinking is holistic and ensures long-term success

Our employees and potential recruits
Creating environment that makes people thrive and strengthens commitment

Resilient business model
Invest in future, but financial stability in present

Acknowledging Principles for Responsible Investment
We comply with our investors’ sustainable investment criteria

Co-ownership
We offer > 800 partners an integrated platform and share values of highest integrity

Cure all
We will not stop until all existing diseases can be cured or at least be better treated
We focus on precise, patient-centric medicine

Climate leadership
Protection of planet in line with climate science
Our purpose defines a sustainable corporate strategy

Focus on most material topics in a holistic approach

# RESEARCH NEVER STOPS

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

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

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

### OUR Foundation
- Culture & Values
- People & Capabilities
- Corporate Governance & Enabling Systems
<table>
<thead>
<tr>
<th><strong>Issuer</strong></th>
<th><strong>Evotec SE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ticker (Exchange)</strong></td>
<td>American Depositary Shares (&quot;ADSs&quot;) trade under the symbol &quot;EVO&quot; on NASDAQ Global Select Market; Existing ticker for listing of Ordinary Shares (&quot;Ordinary Shares&quot;) on Frankfurt Stock Exchange is &quot;EVT&quot;</td>
</tr>
<tr>
<td><strong>Offering Structure</strong></td>
<td>Offering through US listing of ADSs</td>
</tr>
<tr>
<td><strong>Security Type</strong></td>
<td>ADSs</td>
</tr>
<tr>
<td><strong>Offering</strong></td>
<td>20 million ADSs (representing 10 million ordinary shares) or approximately US$ 435 million&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td><strong>Over-allotment</strong></td>
<td>15% of total offering</td>
</tr>
<tr>
<td><strong>Share Composition</strong></td>
<td>100% Primary Offering</td>
</tr>
<tr>
<td><strong>ADS to Ordinary Share Ratio</strong></td>
<td>Two ADS represent one Ordinary Share</td>
</tr>
</tbody>
</table>
| **Use of Proceeds** | i. Expanding our biologics manufacturing capacity in the United States  
ii. Building additional J.POD® capacity  
iii. Investing in our technology platforms,  
iv. Accelerating pipeline activities  
v. Expanding our portfolio of equity projects  
vi. General corporate purposes |
| **Lock-up** | 90 days for Company, executive officers, directors and certain other existing security holders |
| **Syndicate** | Joint Lead Book-Running Managers: BoA Securities, Morgan Stanley  
Joint Book-Running Managers: Citigroup, Jefferies, Cowen, RBC Capital Markets |
| **Closing of transaction** | 8 November 2021 |

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<sup>1</sup> Based on price of US$ 21.75 per ADS and issued 10 million ADSs as of 4 November
Strong team and shareholders supporting sustainable growth

Management & shareholder structure

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

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

Number of shares: 176.6 m
Listings: Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT
NASDAQ Global Select Market (ADS), Ticker: EVO
52 week high/low: € 45.70/€ 27.92

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

1) Rounding differences may occur
Executing on outlook

Guidance 2021

Very good top-line growth expected
• Assumption based on current orders, prospective milestone payments
• Total Group revenues €550-570 m (€565-585 m at constant exchange rates1)

EBITDA guidance confirmed – despite massive investments
• Regardless of COVID-19, increasing expenses of promising R&D projects, ramp-up of Just – Evotec Biologics business, expansion of J.POD® 1 capacities in US & J.POD® 2 in EU
• Adjusted Group EBITDA2) €105-120 m (€115-130 m at constant exchange rates1)

Accelerated R&D investments for growth
• Further expand long-term & sustainable pipeline of first-in-class projects & platforms
• Unpartnered Group R&D expenses of €50-60 m3)

1) $/€ 2020: 1.15; €/GBP 2020: 1.13
2) Before contingent considerations, income from bargain purchase & excl. impairments on goodwill, other intangible & tangible assets as well as the total non-operating result
3) Evotec focuses its guidance and upcoming reporting on the “unpartnered R&D” part. ID-related R&D expenses will be fully reimbursed by its partner Sanofi (“partnered R&D”).
Your contact:

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