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
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

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

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

Bringing the industry closer together
Our founding vision
### Current challenges in R&D

#### Key challenges

<table>
<thead>
<tr>
<th>R&amp;D model is inefficient</th>
<th>Increasing costs and decreasing returns</th>
</tr>
</thead>
<tbody>
<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>
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</tbody>
</table>

#### Development costs per asset increase

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost per Asset</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>~1,188</td>
</tr>
<tr>
<td>2019</td>
<td>~1,981</td>
</tr>
</tbody>
</table>

+67%

#### Commercial returns decrease

IRR since 2010

<table>
<thead>
<tr>
<th>Year</th>
<th>IRR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>~10</td>
</tr>
<tr>
<td>2019</td>
<td>~2</td>
</tr>
</tbody>
</table>

-80%


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>
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<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>
<td></td>
</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>
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<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>

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/val</td>
<td><strong>EVOcells / EVOgenes / Antibodies &amp; Bifunctionals</strong></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>
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<tr>
<th>Higher efficiency</th>
<th>AI enabled disruptive biologics</th>
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<tr>
<td>(30%) time</td>
<td></td>
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<tr>
<td>(50%) costs</td>
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<table>
<thead>
<tr>
<th>iPSC &amp; AI for higher PoS&lt;sup&gt;3&lt;/sup&gt;</th>
<th>Co-owning strategy</th>
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<tbody>
<tr>
<td></td>
<td>&gt;150 Partnered assets</td>
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<tr>
<td></td>
<td><strong>EVOequity participations</strong></td>
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<td></td>
<td><strong>BRIDGEs</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Omics-driven precision medicine</th>
<th>Fast growing &amp; highly profitable</th>
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<tr>
<td><strong>EVOpanHunter / EVOpanOmics</strong></td>
<td>&gt; € 500 m</td>
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<tr>
<td></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>

<sup>1</sup> As of June 2021  
<sup>2</sup> >15% revenue CAGR 2020-25 (e)  
<sup>3</sup> Probability of Success
### 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 in € m</th>
<th>Revenues in € m</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>18</td>
<td>128</td>
</tr>
<tr>
<td>130+1)</td>
<td>21% CAGR&lt;sup&gt;2)&lt;/sup&gt;</td>
<td>501</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Co-owned companies &amp; BRIDGEs</th>
<th>Top-class employees</th>
<th>Adjusted EBITDA&lt;sup&gt;3)&lt;/sup&gt; in € m</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1,000</td>
<td>9</td>
</tr>
<tr>
<td>31+1)</td>
<td>~4,100+1)</td>
<td>107</td>
</tr>
</tbody>
</table>

<sup>1) </sup> as of Q3 2021; 24 co-owned companies & 7 BRIDGEs
<sup>2) </sup> 2015-2020 Compound Annual Growth Rate
<sup>3) </sup> 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

<table>
<thead>
<tr>
<th>Our integrated platforms</th>
<th>Collaboration routes</th>
</tr>
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<tbody>
<tr>
<td><strong>R&amp;D efficiency platforms¹</strong></td>
<td><strong>EVOiR&amp;D</strong></td>
</tr>
<tr>
<td><strong>Precision medicine platforms</strong></td>
<td><strong>EVOpanOmics &amp; EVOpanHunter</strong></td>
</tr>
<tr>
<td><strong>Just – Evotec Biologics¹</strong></td>
<td><strong>EVOaccess</strong></td>
</tr>
<tr>
<td><strong>Multimodality drug design</strong></td>
<td><strong>EVOcells &amp; EVOgenes</strong></td>
</tr>
</tbody>
</table>

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

<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 platforms1)</td>
<td>Target ID &amp; validation</td>
</tr>
<tr>
<td>Precision medicine platforms</td>
<td>Hit identification</td>
</tr>
<tr>
<td>Just – Evotec Biologics1)</td>
<td>Lead optimisation</td>
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<tr>
<td>Multimodality drug design</td>
<td>Sample management</td>
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<td></td>
<td>Chemistry</td>
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<td></td>
<td>DMPK &amp; ADME-Tox</td>
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<td></td>
<td>Research informatics</td>
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<td>Bio Reagents</td>
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<td></td>
<td>In vitro biology</td>
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<td>In vivo Pharmacology</td>
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<td></td>
<td>Biomarker discovery</td>
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<td></td>
<td>Antibody discovery</td>
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<td></td>
<td>INDIGO</td>
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<td></td>
<td>Integrated CMC</td>
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<td></td>
<td>Integrated pre-clinical development</td>
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<td></td>
<td>Clinical development solution</td>
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<tr>
<td>EVOpanOmics</td>
<td></td>
</tr>
<tr>
<td>EVOpanHunter</td>
<td></td>
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<tr>
<td>iPSC Drug Discovery</td>
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<tr>
<td>ScreenSeq</td>
<td></td>
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<tr>
<td>ScreenPep</td>
<td></td>
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<tr>
<td>J,HAL1™</td>
<td></td>
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<tr>
<td>J.DISCOVERY™</td>
<td></td>
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<tr>
<td>J,HAL™</td>
<td></td>
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<tr>
<td>J.MD™</td>
<td></td>
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<tr>
<td>J.P3™</td>
<td></td>
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<tr>
<td>J,POD™</td>
<td></td>
</tr>
<tr>
<td>EVOcells</td>
<td>Antibodies &amp; Bifunctionals</td>
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<tr>
<td>EVOgenes</td>
<td>Small molecules</td>
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<tr>
<td></td>
<td>Antisense</td>
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<td></td>
<td>Protein degradation</td>
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<tr>
<td></td>
<td>Exosomes</td>
</tr>
<tr>
<td></td>
<td>RNA</td>
</tr>
</tbody>
</table>

1) 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

Cost to IND (% in mUSD vs benchmark)

- Evotec
- Industry benchmark

Years

(30%)

(50%)
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

<table>
<thead>
<tr>
<th>Molecular patient databases</th>
<th>Transcriptomics and proteomics data at industrial scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-defining health and disease via molecular disease profiles</td>
<td>Multiple patient-derived data bases, e.g. CKD database (&gt;10,000 patients; &gt;600 billion data points)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Targeted disease models &amp; precision medicine approaches</th>
<th>User friendly AI/ML driven multi-omics analysis platform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on early disease relevance</td>
<td>Exceeding industry standards in predicting drug safety (E.g.: liver injury 82% vs. 70%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Clinical diagnostics and biomarkers</th>
<th>One of the largest and most sophisticated iPSC platforms for drug discovery in industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Precision diagnostics and tracking of diseases</td>
<td>First iPSC-derived drug candidate in clinic, large pipeline evolving in drug discovery and cell therapy</td>
</tr>
</tbody>
</table>
The foundation of precision medicine

Molecular patient data bases are re-defining health and disease

Patient databases with clinical and molecular profiles

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

<table>
<thead>
<tr>
<th>AD project</th>
<th>NURTuRE</th>
<th>Kidney project</th>
<th>Protein degradation project</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi species</td>
<td>Large patient cohort</td>
<td>Multi user</td>
<td>Proteomics and multi-omics</td>
</tr>
<tr>
<td></td>
<td>Clinical data</td>
<td>Persistent user settings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>EVOpanOmics</td>
<td>Public domain data</td>
<td></td>
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<table>
<thead>
<tr>
<th>Year</th>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>Gastric bypass study</td>
<td>RNA-Seq, Multivariate design, Pathway analysis</td>
</tr>
<tr>
<td>2016</td>
<td>Betacell project</td>
<td>Single cell RNA-Seq</td>
</tr>
<tr>
<td>2018</td>
<td>Fibrosis project</td>
<td>HT transcriptomics, MoA analysis</td>
</tr>
<tr>
<td>2020</td>
<td>NSCLC</td>
<td>Survival analysis</td>
</tr>
<tr>
<td></td>
<td>Multiple diseases</td>
<td>5K transcriptomics screen, Tox prediction</td>
</tr>
</tbody>
</table>

Partners e.g.: [Bristol Myers Squibb](#)
iPSC platform shifts drug discovery & cell therapy paradigms

Holistic approach to identification of novel therapeutic options

**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 TA1) to come

**CELL THERAPY**

- Diabetes
  - Beta cells

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

- Cardiac & Heart Failure
  - Cardiomyocytes

**Partners e.g.:**

1) Treatment areas
### Proving paradigm shift in iPSC partnership with BMS

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

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**iPSC alliance in neurodegeneration**

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

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<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Amount</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>Upfront US$ 45 m</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Potential milestones</td>
<td></td>
<td>&gt; US$ 250 m per project</td>
</tr>
<tr>
<td></td>
<td>Double-digit royalties</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>May 2018 US$ 6 m</td>
<td></td>
<td>Expansion milestone</td>
</tr>
<tr>
<td></td>
<td>Dec 2018 US$ 14 m</td>
<td></td>
<td>Lead optimisation payment</td>
</tr>
<tr>
<td></td>
<td>Jan 2020 US$ 6 m</td>
<td></td>
<td>Expansion milestone</td>
</tr>
<tr>
<td></td>
<td>Oct 2021 US$ 9 m</td>
<td></td>
<td>Expansion milestone</td>
</tr>
<tr>
<td>2018</td>
<td>Oct 2018 US$ 6 m</td>
<td></td>
<td>Expansion milestone</td>
</tr>
<tr>
<td></td>
<td>Sep 2019 US$ 30 m</td>
<td></td>
<td>Extension</td>
</tr>
<tr>
<td></td>
<td>Sep 2020 US$ 6 m</td>
<td></td>
<td>Expansion milestone</td>
</tr>
<tr>
<td></td>
<td>Sep 2021 US$ 20 m</td>
<td></td>
<td>1st IND Target: eIF2b</td>
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<tr>
<td></td>
<td>Dec 2020 US$ 6 m</td>
<td></td>
<td>Expansion milestone</td>
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<td></td>
<td>Nov 2021 US$ 40 m</td>
<td></td>
<td>Designation of additional programmes</td>
</tr>
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**Timeline**

- **2016**: Upfront US$ 45 m
- **2017**: May US$ 6 m – Expansion milestone, Dec US$ 14 m – Lead optimisation payment
- **2018**: Oct US$ 6 m – Expansion milestone, Sep US$ 30 m – Extension
- **2019**: Sep US$ 6 m – Expansion milestone
- **2020**: Sep US$ 20 m – 1st IND Target: eIF2b, Dec US$ 6 m – Expansion milestone
- **2021**: Nov US$ 40 m – Designation of additional programmes
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**

**EVOpanHunter**
- 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

- May 2020: Screening milestone
- Oct 2020: Project initiation
- Mar 2021: Double-digit m extension
- June 2021: New collaboration in undisclosed therapeutic area

2018 2019 2020 2021

- 2018
  - Upfront US$ 65 m
  - Potential milestones > US$ 250 m per project
  - Double-digit royalties

- 2019

- 2020
  - June 2020: US$ 10 m – Expansion
  - Dec 2020: Second project initiation

- 2021
  - May 2021: Third project initiation
  - 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
- Modular, flexible “PODs” with most capital efficient set-up
- Reviews and improves native antibody sequences to enhance manufacturability and stability
- 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

<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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<tr>
<td>R&amp;D efficiency platforms</td>
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<td>Precision medicine platforms</td>
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<td>Just – Evotec Biologics</td>
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<tr>
<td>Multimodality drug design</td>
<td>EVO&lt;sub&gt;cells&lt;/sub&gt;</td>
<td>EVO&lt;sub&gt;genes&lt;/sub&gt;</td>
<td></td>
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<td>RNA</td>
</tr>
</tbody>
</table>

Service fees, milestones, and royalties for optimal value mix
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

- CAGR >10%
- >200 in 2018, >250 in 2019, >300 in 2020

Extension ("Expand")

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

- CAGR >15%
- 61 in 2018, 79 in 2019, 86 in 2020

Share of repeat business >90%

- KPI indicates high degree of satisfaction & cross selling opportunities

- >90% in 2018, 2019, and 2020

---

1) Based on quantum of revenues and not number of customers
Partnerships built on “Land & Expand” track record
Integrated alliances with leading biopharma partners

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

- **2012**: Initiated 2011
  - **Endometriosis & multi target and indication alliance**

- **2013**: Initiated 2012
  - **Start of multiple fee-for-service interactions**

- **2016**: Initiated 2016
  - **5yr agreement in kidney disease**

- **2018**: Initiated 2018
  - **Agreement in pulmonary diseases via EVOequity**
  - **Agreement in women’s health (PCOS)**

- **2020**: Initiated 2018
  - **New 5yr agreement in refractory chronic cough (eliapixant)**

- **2021**: Initiated 2018
  - **Phase II development in chronic cough; Expansion of pipeline**
  - **PoC in Phase IIb in refractory chronic cough (eliapixant)**

**Boehringer Ingelheim**: Oncology, Respiratory
**Bayer**: Pain, Respiratory, CKD, Women’s Health
**Bristol Myers Squibb**: CNS, Oncology, Protein Degradation
**Novo Nordisk**: Diabetes, Metabolic Diseases (CKD)
**Takeda**: Multiple therapeutic areas, including RNA and Gene Therapy alliance

Initiated 2011
Initiated 2012
Initiated 2016
Initiated 2018
Initiated 2018
Building a robust, de-risked pipeline within EVO\textit{royalty}

High-value partnerships offer path to increased royalties

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

$^1$ Excluding EVO\textit{equity}

$^2$ For these projects multiple modalities are currently being explored

---

Number of projects:

- 2015: 49 projects
- 2021: >130 projects
- 2025 goal: >170 projects
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 I data in Chikungunya virus (EVT894 - antibody)
- Phase I data with BMS in CNS (EVT8683)
- Phase I data with Exscientia in Oncology (A2a)
- Phase I data with Kazia in Oncology (EVT801)
- Phase I initiation in Covid-19 (EVT075 - antibody)
- 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.

“Evotec Inside” – Fully leveraged pipeline gaining visibility

Steady stream of high value catalysts in the near-to-medium term
The iceberg of EVT Innovate product opportunities

In total > 200 proprietary projects with big financial upside
EVO equity accelerates co-owning strategy

Operational VC model - diversified portfolio with multiple shots on goal

At Equity Holding (≥20%) or Significant influence

Minority Shareholdings (<20%)

BRIDGEs
Clear strategy in place – Action Plan 2025

Growth and investment strategy overview

Targeted revenue development

- 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

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%

Composition of revenue mix expected to change over time while ALL fields continue to grow
## 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.POD® Redmond, WA (US)  
• Start of construction J.POD® Toulouse, France (EU)  
• Evaluation of global network of J.PODs® (*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 3\(^1\) |

\(^1\)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>Action Plan</th>
<th>Description</th>
<th>2010 Results</th>
<th>2015 Results</th>
<th>2020 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Adj. EBITDA: € 2 m</td>
<td>Adj. EBITDA: € 9 m</td>
<td>Adj. EBITDA: € 107 m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>R&amp;D investments: 1) € 2 m</td>
<td>R&amp;D investments: 1) € 18 m</td>
<td>R&amp;D investments: 1) € 69 m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Co-owned projects: 6</td>
<td>Co-owned projects: 49</td>
<td>Co-owned projects: 118</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Employees: 519</td>
<td>Employees: 1,000</td>
<td>Employees: 3,572</td>
</tr>
<tr>
<td>2012</td>
<td>Action Plan 2016</td>
<td>Build innovation seeds</td>
<td>Revenues: € 128 m</td>
<td>Revenues: € 501 m</td>
<td>Revenues: € 501 m</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td>Employees: 519</td>
<td>Employees: 1,000</td>
<td>Employees: 3,572</td>
</tr>
<tr>
<td>2018</td>
<td>Action Plan 2022</td>
<td>Aspire global leadership</td>
<td>Revenues: € 501 m</td>
<td>Revenues: € 501 m</td>
<td>Revenues: € 501 m</td>
</tr>
<tr>
<td></td>
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</tr>
</tbody>
</table>

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

Evotec footprint – 14 Sites & more than 4,000 employees

1st J.POD®
- Princeton, Seattle, Branford, Watertown
  ~400 FTE
- Orth an der Donau
  ~35 FTE
- Verona (Campus Levi-Montalcini)
  ~700 FTE

2nd J.POD®
- Hamburg (HQ), Goettingen (Manfred Eigen Campus)
  Cologne, Munich,
  ~900 FTE
- Abingdon (Dorothy Crowfoot Hodgkin), Alderley Park
  ~850 FTE
- Lyon, Toulouse (Campus Curie)
  ~800 FTE
# 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
![InternationalI](image)
- 20% Others
- 20% Italian
- 20% German
- 19% British
- 21% French

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

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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

**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

**People**
- Invest in people
- Engage & Commitment
- Quality Integrity & Speed
- Shared goals

**Partners**
- R&D / Innovation
- Stakeholders

#RESEARCh NEVER STOPS
## Completion of secondary listing at NASDAQ (Ticker: EVO)

### Offering Summary

<table>
<thead>
<tr>
<th>Issuer</th>
<th>Evotec SE</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>
<tr>
<td><strong>Use of Proceeds</strong></td>
<td></td>
</tr>
</tbody>
</table>
  i. Expanding our biologics manufacturing capacity in the United States  
  ii. Building additional J.POD<sup>®</sup> 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 |

<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: 177.0 m
Listings: Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT
          NASDAQ Global Select Market (ADS), Ticker: EVO
52 week high/low: € 45.70/€ 27.92
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 rates$^{1})$

**EBITDA guidance confirmed – despite massive investments**
- Adjusted Group EBITDA$^{2)}$ €105-120 m (€115-130 m at constant exchange rates$^{1})$

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

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$^{1)}$ $$/€ 2020: 1.15; €/GBP 2020: 1.13$

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

$^{3)}$ Evotec focuses its guidance and upcoming reporting on the “unpartnered R&D” part. ID-related R&D expenses will be fully reimbursed by its partner Sanofi (“partnered R&D”).
Your contact:

Volker Braun
Global Head of Investor Relations & ESG

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