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
Dynamics in industry suggest need for disruptive approach

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 approval¹)</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

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

Commercial returns decrease

IRR since 2010

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

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>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D model is inefficient</td>
<td>Discovery &amp; development services</td>
</tr>
<tr>
<td>“One drug fits all”</td>
<td>Precision medicine technologies</td>
</tr>
<tr>
<td>Biologics are complex</td>
<td>Biologics design &amp; manufacturing</td>
</tr>
<tr>
<td>Emerging technologies</td>
<td>Cell &amp; gene therapy pipelines</td>
</tr>
</tbody>
</table>

¹) Selected publicly listed companies only

The integrated drug discovery & development partner and capability platform.

AI/ML driven with proprietary data, broad biologics capabilities, optimized for all modalities.
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

- **Fully integrated**
  - Target ID/ validation
  - Hit identification
  - Lead optimisation
  - Pre-clinical development
  - Clinical & commercial manufacturing

- **Higher efficiency**
  - (30%) time
  - (50%) costs

- **iPSC & AI for higher PoS**

- **Omics-driven precision medicine**
  - *EVO*panHunter
  - *EVO*panOmics

- **All-modality design**
  - *EVO*cells / *EVO*genes / Antibodies & Bifunctionals
  - Antisense / RNA / Exosomes / Protein degradation
  - Small molecules

- **AI enabled disruptive biologics**

- **Co-owning strategy**
  - >150 Partnered assets
  - *EVO*equity participations
  - BRIDGEs

- **Fast growing & highly profitable**
  - > € 500 m
  - Revenues 2020
  - > € 100 m
  - Adj. EBITDA 2020
  - Revenue CAGR goal of > 15%

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1) As of June 2021
2) >15% revenue CAGR 2020-25 (e)
3) Probability of Success

EVOpanOmics: 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>Category</th>
<th>2015</th>
<th>CAGR</th>
<th>2020</th>
<th>2015-2020 CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-owned pipeline assets</td>
<td>49</td>
<td></td>
<td>130+</td>
<td></td>
</tr>
<tr>
<td>Unpartnered R&amp;D expenses in € m</td>
<td>18</td>
<td>21%</td>
<td>46</td>
<td>21%</td>
</tr>
<tr>
<td>Revenues in € m</td>
<td>128</td>
<td>31%</td>
<td>501</td>
<td>31%</td>
</tr>
<tr>
<td>Co-owned companies &amp; BRIDGEs</td>
<td>1</td>
<td></td>
<td>31+</td>
<td></td>
</tr>
<tr>
<td>Top-class employees</td>
<td>1,000</td>
<td></td>
<td>~4,100+</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITDA in € m</td>
<td>9</td>
<td>65%</td>
<td>107</td>
<td>65%</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

**Our integrated platforms**

<table>
<thead>
<tr>
<th>R&amp;D efficiency platforms¹)</th>
<th>Fully integrated AI/ML-driven drug discovery &amp; development</th>
<th>EVOiR&amp;D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Precision medicine platforms</td>
<td>Industrial scale Omics, and patient data analytics</td>
<td>EVOpanOmics &amp; EVOpanHunter</td>
</tr>
<tr>
<td>Just – Evotec Biologics¹)</td>
<td>AI/ML powered disruptive biologics up to manufacturing</td>
<td>EVOaccess</td>
</tr>
<tr>
<td>Multimodality drug design</td>
<td>iPSC drug discovery / cell therapy, gene therapy toolbox</td>
<td>EVOcells &amp; EVOgenes</td>
</tr>
</tbody>
</table>

**Collaboration routes**

- "Fee-for-service"²)
- EVOequity
- EVOroyalty

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>
</tr>
</thead>
<tbody>
<tr>
<td>Just – Evotec Biologics&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>Multimodality drug design</td>
</tr>
</tbody>
</table>

### Capabilities & expertise (illustrative)

<table>
<thead>
<tr>
<th>Target ID &amp; validation</th>
<th>Hit identification</th>
<th>Lead optimisation</th>
<th>Sample management</th>
<th>Chemistry</th>
<th>DMPK &amp; ADME-Tox</th>
<th>Research informatics</th>
<th>Bio Reagents</th>
<th>In vitro biology</th>
<th>In vivo Pharmacology</th>
<th>Biomarker discovery</th>
<th>Antibody discovery</th>
<th>INDIGO</th>
<th>Integrated CMC</th>
<th>Integrated pre-clinical development</th>
<th>Clinical development solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVOpanOmics</td>
<td>EVOpanHunter</td>
<td>iPSC Drug Discovery</td>
<td>ScreenSeq</td>
<td>ScreenPep</td>
<td>J.HAL™️ (AI designed mAb library)</td>
<td>J.DISCOVERY™️ (molecule discovery)</td>
<td>J.HAL™️ (AI designed mAb library)</td>
<td>J.MD™️ (molecule design)</td>
<td>JP3™️ (process &amp; product design)</td>
<td>J.POD™️ (manufacturing design)</td>
<td>EVOcells</td>
<td>EVOgenes</td>
<td>Antibodies &amp; Bifunctionals</td>
<td>Small molecules</td>
<td>Antisense</td>
</tr>
</tbody>
</table>

<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

Cost to IND (1), in mUSD

Years

Industry benchmark

Evotec

Attractive value proposition for partners

(30%)

(50%)

3) Including attrition
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

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**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

<table>
<thead>
<tr>
<th>Year</th>
<th>Project</th>
<th>Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>AD project</td>
<td>Multi species</td>
</tr>
<tr>
<td>2016</td>
<td>NURTuRE</td>
<td>Large patient cohort, Clinical data, EVOpanOmics</td>
</tr>
<tr>
<td>2018</td>
<td>Kidney project</td>
<td>Multi user, Persistent user settings, Public domain data</td>
</tr>
<tr>
<td>2020</td>
<td>Protein degradation project</td>
<td>Proteomics and multi-omics</td>
</tr>
</tbody>
</table>

**Gastric bypass study**
- RNA-Seq
- Multivariate design
- Pathway analysis

**Betacell project**
- Single cell RNA-Seq

**Fibrosis project**
- HT transcriptomics
- MoA analysis

**NSCLC**
- Survival analysis

**Multiple diseases**
- 5k transcriptomics screen
- Tox prediction

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

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**Partners e.g.:**

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

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

### Timeline

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Amount</th>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2017</td>
<td>US$ 5 m</td>
<td>Screening</td>
</tr>
<tr>
<td>2017</td>
<td>Oct 2018</td>
<td>US$ 6 m</td>
<td>Expansion</td>
</tr>
<tr>
<td>2018</td>
<td>Sep 2019</td>
<td>US$ 30 m</td>
<td>Extension</td>
</tr>
<tr>
<td>2019</td>
<td>Sep 2020</td>
<td>US$ 6 m</td>
<td>Expansion</td>
</tr>
<tr>
<td>2020</td>
<td>Sep 2021</td>
<td>US$ 20 m</td>
<td>1st IND Target: eIF2b</td>
</tr>
<tr>
<td>2021</td>
<td>Nov 2021</td>
<td>US$ 40 m</td>
<td>Designation of additional programmes</td>
</tr>
</tbody>
</table>

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

- 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
- Oct 2021 US$ 9 m – Expansion milestone
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

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

Example: Using EVOpanOmics & EVOpanHunter – Development since 2018

Protein degradation partnership with BMS is accelerating

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

- May 2020
- Oct 2020
- Mar 2021
- June 2021

- Second project initiation
- Expansion
- Double-digit extension
- New collaboration in undisclosed area

PAGE 20
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.:

- MERCK
- U.S. Department of Defense
- Bill & Melinda Gates Foundation
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 EVO\textit{royalty}</th>
<th>C EVO\textit{equity}</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D efficiency platforms</td>
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<td>Just – Evotec Biologics</td>
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<tr>
<td>Multimodality drug design</td>
<td>\textit{EVO}cells</td>
<td>\textit{EVO}genes</td>
<td>Antibodies &amp; Bifunctionals</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 - EVO\textit{iR\&D} leads to market share gains

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

CAGR >10%

Extension ("Expand")

- More efficient results versus in-house infrastructures - EVO\textit{iR\&D} yields to increased share of wallet

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

CAGR >15%

Share of repeat business >90%\textsuperscript{1)}

<table>
<thead>
<tr>
<th>Year</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of repeat business</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
<td>&gt;90%</td>
</tr>
</tbody>
</table>

KPI indicates high degree of satisfaction & cross selling opportunities

\textsuperscript{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**
  - Endometriosis & multi target and indication alliance

- **2013**
  - Start of multiple fee-for-service interactions

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

- **2018**
  - Phase II development in chronic cough; Expansion of pipeline
  - Agreement in pulmonary diseases via EVOequity

- **2020**
  - New 5yr agreement in women’s health (PCOS)

- **2021**
  - PoC in Phase Ib in refractory chronic cough (eliapixant)
## 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

- 49 assets in 2015
- 49 assets in 2021
- >130 assets in 2025
- >170 assets in 2025 goal
“Evotec Inside” – Fully leveraged pipeline gaining visibility

Steady stream of high value catalysts in the near-to-medium term

<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>
</thead>
<tbody>
<tr>
<td>EVT201</td>
<td>Insomnia (GABA-A)</td>
<td>~</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eliapixant</td>
<td>Chronic cough (P2X3)</td>
<td>~</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eliapixant</td>
<td>Overactive bladder</td>
<td>~</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eliapixant</td>
<td>Neuropathic pain</td>
<td>~</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eliapixant</td>
<td>Endometriosis</td>
<td>~</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>XP-105</td>
<td>Oncology (mTORC1/2)</td>
<td>~</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EVT401</td>
<td>Immunology &amp; Inflammation (P2X7)</td>
<td>~</td>
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<td>BAY2328065</td>
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<tr>
<td>EXS21546</td>
<td>Oncology (various programmes)</td>
<td>Exscientia</td>
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<tr>
<td>CNTX 6016</td>
<td>Pain (CB2)</td>
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<tr>
<td>EVT894</td>
<td>Chikungunya (antibody)</td>
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<tr>
<td>Not Disclosed</td>
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<td>Not Disclosed</td>
<td>Neuroscience &amp; Pain (not disclosed)</td>
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<td>Neuroscience &amp; Pain (not disclosed)</td>
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<td>Neuroscience &amp; Pain (not disclosed)</td>
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<tr>
<td>EVT801</td>
<td>Oncology (VEGFR3)</td>
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<tr>
<td>EVT8683</td>
<td>Neurodegeneration (eIF2b activator)</td>
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<tr>
<td>APN411</td>
<td>Oncology – Immunotherapy</td>
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<tr>
<td>GLPGxxxx</td>
<td>Fibrosis (not disclosed)</td>
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<tr>
<td>BAYxxxx</td>
<td>Nephrology (not disclosed)</td>
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<tr>
<td>QRB001</td>
<td>Metabolic – Diabetes (not disclosed)</td>
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<tr>
<td>EVT075</td>
<td>Covid-19 / HBV</td>
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<tr>
<td>EVTxxxxx</td>
<td>CNS, Metabolic, Pain, …</td>
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</tbody>
</table>

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
- 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 Innovate product opportunities

In total > 200 proprietary projects with big financial upside

**Clinical**
- Ph3
- Ph2
- Ph1

**Preclinical**

**Discovery**
- ND 12
- ND 11
- ND 10
- ND 9
- ND 8
- ND 7
- ND 6
- ND 5
- ND 4
- ND 3
- ND 2
- ND 1
- ND 13
- ND 11
- ND 14
- ND 10
- ND 9
- ND 8
- ND 7
- ND 6
- ND 5
- ND 4
- ND 3
- ND 2
- ND 1

**Neuroscience & Pain**
- EVT/Indiv
- AlloMod 1
- EVT/TMF
- FF-Ab 1
- EVT/MF
- EVT

**Oncology**
- EVT
dir. Diff.
- iPSC Myelin
- iPSC-ICT
- Canavan
- Fragile X
- EVT

**Metabolic Diseases**
- EVT
- EVT
- EVT
- EVT
- EVT

**Inflammation & Immunology**
- EVT
- EVT
- EVT
- EVT
- EVT

**Virology**
- EVT
- EVT

**Anti-bacterial**
- EVT

**Global Health**
- EVT

**Partnered Pipeline**

**Unpartnered Pipeline**

**Equity Pipeline**

**BRIDGEs Pipeline**

*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**

- Eternegen
- Topas Therapeutics
- facio therapeutics
- AUTOBAHN LABS
- BREAKPOINT therapeutics
- NephThera

**Minority Shareholdings (<20%)**

- Carrick therapeutics
- Exscientia
- FORGE Therapeutics
- Aevion Pharmaceuticals
- Argobio Studio
- Leon Diagnostics

**Portfolio companies**

- ImmuNika Biopharma
- Immunitas Therapeutics
- BLACKSMITH medicines
- oxvax
- AnankeLabs

**Starting points to fuel EVOequity portfolio**

- Evotec spin-outs

---

**Academia & BRIDGEs**

- Partners

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**External deal-flow**

- Portfolio companies
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®
- 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
Multiple proof points already exist … just the beginning

Newsflow and outlook

Key achievements so far in 2021
- Phase IIb data with Bayer in RCC (eliapixant)
- EVT8683 IND Filing and BMS iPSC partnership opt-in
- Expansion of protein degradation collaboration with BMS
- Opening of J.POD® 1 facility in Redmond, USA
- Commitment to expand J.PODs with new facility in Toulouse
- Successful Exscientia IPO

Selected near-term milestones
- EVT8683 (1st iPSC based candidate) Phase I initiation
- EVT075 Phase I initiation in Covid-19/HBV
- Phase II eliapixant data in other indications than RCC
- Strategic progress of iPSC-based QRbeta programme
- Multiple new strategic co-owning partnerships
- Opening of J.POD® 2; Opening of iPSC Lighthouse

Corporate Newsflow
- Quarterly results 9M 2021 (11th Nov 2021)
- Virtual Capital Markets Day (2nd Mar 2022)
Appendix
Action Plans deliver significant value

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

### Action Plan 2012
**Restructure for growth**
- 2010
  - Revenues: € 55 m
  - Adj. EBITDA: € 2 m
  - R&D investments: 1) € 2 m
  - Co-owned projects: 6
  - Employees: 519

### Action Plan 2016
**Build innovation seeds**
- 2015
  - Revenues: € 128 m
  - Adj. EBITDA: € 9 m
  - R&D investments: 1) € 18 m
  - Co-owned projects: 49
  - Employees: 1,000

### Action Plan 2022
**Aspire global leadership**
- 2020
  - Revenues: € 501 m
  - Adj. EBITDA: € 107 m
  - R&D investments: 1) € 69 m
  - Co-owned projects: 118
  - Employees: 3,572

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1) Including equity investments

**Action Plan 2025**
*Leadership in data, science, multimodality & access*

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One platform – more efficiency, better precision, higher speed

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

- Princeton, Seattle, Branford, Watertown
  ~400 FTE

- Orth an der Donau
  ~35 FTE

- Verona (Campus Levi-Montalcini)
  ~700 FTE

- 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

### International

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

### Highly qualified

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

### 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

Material Topics
- Stakeholder engagement
- Cyber
- OHS
- Diversity

KPIs
- CO₂ per employee
- Engagement & Commitment
- Retention rate
- Investor Satisfaction

OUR Foundation
- Culture & Values
- People & Capabilities
- Corporate Governance & Enabling Systems

Invest in people
R&D / Innovation
Availability & access to medical treatment
Carbon emission
Waste & Water

Dedicated climate mitigation capex
Covered diseases
# 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>Issuer</strong></td>
<td>Evotec SE</td>
</tr>
<tr>
<td><strong>Ticker (Exchange)</strong></td>
<td>American Depositary Shares (“ADSs”) trade under the symbol “EVO” on NASDAQ Global Select Market; Existing ticker for listing of Ordinary Shares (“Ordinary Shares”) on Frankfurt Stock Exchange is “EVT”</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(^1)</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

1. Expanding our biologics manufacturing capacity in the United States
2. Building additional J.POD\(^{®}\) capacity
3. Investing in our technology platforms,
4. Accelerating pipeline activities
5. Expanding our portfolio of equity projects
6. 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 |

\(^1\) 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
  Baker McKenzie

Number of shares (as of 15 Nov 2021): 175.4 m
Listings: Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT
  NASDAQ Global Select Market (ADS), Ticker: EVO
52 week high/low: € 45.83/€ 25.82

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

1) Rounding differences may occur
Strong year ahead

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
- Regardless of COVID-19, increasing expenses of promising R&D projects, ramp-up of Just – Evotec Biologics business, expansion of J.POD\(^\text{®} \)1 capacities in US & J.POD\(^\text{®} \)2 in EU
- 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").
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