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

“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

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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

2010: 1,188
2019: 1,981
Increase: +67%

Commercial returns decrease
IRR since 2010

2010: ~10
2019: ~2
Decrease: -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

### Challenges

- R&D model is inefficient
- “One drug fits all”
- Biologics are complex
- Emerging technologies

### Current industry landscape

<table>
<thead>
<tr>
<th>Discovery &amp; development services</th>
<th>Precision medicine technologies</th>
<th>Biologics design &amp; manufacturing</th>
<th>Cell &amp; gene therapy pipelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charles River</td>
<td>Recursion</td>
<td>SAMSUNG BIOLOGICS</td>
<td>Fate</td>
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<tr>
<td>WuXi AppTec</td>
<td>Adaptive</td>
<td>Lonza</td>
<td>ImmunityBio</td>
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<tr>
<td>Catalent</td>
<td>CERTARA</td>
<td>WuXi Biologics</td>
<td>Sana</td>
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<tr>
<td>Thermo Fisher Scientific</td>
<td>Exscientia</td>
<td>Avid Bioservices</td>
<td>Alliogene</td>
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<tr>
<td>PPD</td>
<td>Schrödinger</td>
<td>OxfordBioMedica</td>
<td>4DMT</td>
</tr>
</tbody>
</table>

### evotec

The integrated drug discovery & development partner and capability platform.

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

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; 300 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

**All-modality design**
- EVOcells / EVOgenes / Antibodies & Bifunctionals
- Antisense / RNA / Exosomes / Protein degradation
- Small molecules

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

**iPSC & AI for higher PoS**

**Omics-driven precision medicine**
- EVOpanHunter
- EVOpanOmics

**AI enabled disruptive biologics**

**Co-owning strategy**
- >150 Partnered assets
- EVOequity participations
- BRIDGEs

**Fast growing & highly profitable**
- > € 500 m
  - Revenues 2020
- > € 100 m
  - Adj. EBITDA 2020

**Revenue CAGR goal of > 15%**

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

EVOpanOmics: Genomics, Transcriptomics, Proteomics and Metabolomics
EVOpanHunter: Bioinformatics, AI/ML
### Co-owned pipeline assets
- 130+1)

### Unpartnered R&D expenses
- €18
- 21% CAGR²)
- €21

### Revenues
- €128
- 31% CAGR²)
- €501

### Co-owned companies & BRIDGEs
- 311)

### Top-class employees
- 1,000
- ~4,100+1)

### Adjusted EBITDA³)
- €9
- 65% CAGR²)
- €107

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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

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**Just beginning to deliver significant growth and value**

Development from 2015 ... to 2020
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>
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</thead>
<tbody>
<tr>
<td><strong>R&amp;D efficiency platforms</strong>&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>EVO&lt;i&gt;R&amp;D&lt;/i&gt;</td>
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<tr>
<td><strong>Precision medicine platforms</strong></td>
<td>EVO&lt;i&gt;panOmics&lt;/i&gt; &amp; EVO&lt;i&gt;panHunter&lt;/i&gt;</td>
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<tr>
<td><strong>Just – Evotec Biologics</strong>&lt;sup&gt;1)&lt;/sup&gt;</td>
<td>EVO&lt;i&gt;access&lt;/i&gt;</td>
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<tr>
<td><strong>Multimodality drug design</strong></td>
<td>EVO&lt;i&gt;cells&lt;/i&gt; &amp; EVO&lt;i&gt;genes&lt;/i&gt;</td>
</tr>
</tbody>
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<sup>1)</sup> Also partly accessible as stand alone “Fee-for-service” or FTE rates-based offerings

<sup>2)</sup> “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>
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</thead>
<tbody>
<tr>
<td>R&amp;D efficiency platforms¹</td>
<td>Target ID &amp; validation</td>
</tr>
<tr>
<td>Precision medicine platforms</td>
<td>EVOpanOmics</td>
</tr>
<tr>
<td>Just – Evotec Biologics¹</td>
<td>EVOcells</td>
</tr>
<tr>
<td>Multimodality drug design</td>
<td></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)

Industry benchmark

(30%)

(50%)

Evotec

Years

* Including attrition
Precision medicine platforms to improve probability of success
### 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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**EVOpanOomics**
- 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

Patient databases with clinical and molecular profiles

**EVOpanOmics**
Data generation

**EVOpanHunter**
Data analysis

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

Partners e.g.:

- EVOpanHunter and EVOpanOmics
- Bristol Myers Squibb
- Novo Nordisk
- Bayer
- Chinook
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

- **Retinopathies**
  - Retinal pigment epithelial cells

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

Example: BMS iPSC alliance

iPSC alliance in neurodegeneration

- Development of novel therapies for a broad range of neurodegenerative diseases
- First programme EVT8683 (eIF2b activator) received FDA clearance

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
- Oct 2018 US$ 6 m – Expansion milestone

2019
- Sep 2019 US$ 30 m – Extension
- Jan 2020 US$ 6 m – Expansion milestone

2020
- Sep 2020 US$ 6 m – Expansion milestone
- Dec 2020 US$ 6 m – Expansion milestone

2021
- Sep 2021 New US$ 20 m – 1st IND
- Oct 2021 New US$ 9 m – Expansion milestone

Target: eIF2b
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
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 EVOpanOmmics & 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

2018 2019 2020 2021

- June 2020
US$ 10 m – Expansion

- Dec 2020
Second project initiation

- May 2021
Third project initiation

Example: Using EVOpanOmmics & 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 royalties</th>
<th>C EVO equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D efficiency platforms</td>
<td></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><strong>EVO</strong>cells</td>
<td><strong>EVO</strong>genes</td>
<td>Antibodies &amp; Bifunctionals</td>
</tr>
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Tailor-made offering resonates with partners
Attraction, extension, retention

Attraction ("Land")
- CAGR >10%

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

Extension ("Expand")
- CAGR >15%

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

Share of repeat business >90%¹)
- 2018: >90%, 2019: >90%, 2020: >90%

KPI indicates high degree of satisfaction & cross selling opportunities

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”**

<table>
<thead>
<tr>
<th>Company</th>
<th>Therapeutic Areas</th>
<th>Initiation Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boehringer Ingelheim</td>
<td>Oncology, Respiratory, CKD, Women’s Health</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: 2012-2021**

- **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
- **2018**: Agreement in pulmonary diseases via EVOequity
- **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*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*equity*

2) For these projects multiple modalities are currently being explored

- 2021: > 130 projects
- 2015: 49 projects
- 2025 goal: > 170 projects
“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>
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<tr>
<td>eliapixant</td>
<td>Chronic cough (P2X3)</td>
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<tr>
<td>eliapixant</td>
<td>Overactive bladder</td>
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<tr>
<td>eliapixant</td>
<td>Neuropathic pain</td>
<td></td>
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<tr>
<td>eliapixant</td>
<td>Endometriosis</td>
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<tr>
<td>XP-105</td>
<td>Oncology (mTORC1/2)</td>
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<tr>
<td>EVT401</td>
<td>Immunology &amp; Inflammation (P2X7)</td>
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<tr>
<td>BAY2328065</td>
<td>Gynaecology</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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<td>Neuroscience &amp; Pain</td>
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<td>EVT801</td>
<td>Oncology (VEGFR3)</td>
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<tr>
<td>EVT8883</td>
<td>Neurodegeneration (eIF2b activator)</td>
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<td>APN411</td>
<td>Oncology – Immunotherapy</td>
<td>SANOFI</td>
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<td>Metabolic – Diabetes (not disclosed)</td>
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<td>EVT895</td>
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<td>EVTxxxxx</td>
<td>CNS, Metabolic, Pain, …</td>
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</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 (EVT 894 - 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 pipeline asset opportunities

In total > 200 proprietary projects with big financial upside

<table>
<thead>
<tr>
<th>Clinical</th>
<th>Discovery</th>
<th>Preclinical</th>
<th>Neuroscience &amp; Pain</th>
<th>Oncology</th>
<th>Metabolic Diseases</th>
<th>Inflammation &amp; Immunology</th>
<th>Virology</th>
<th>Anti-bacterial</th>
<th>Global Health</th>
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</tbody>
</table>

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1) Also includes Women's Health, Respiratory projects

The Equity Pipeline does not contain programs from EVT/partners that are not publicly disclosed
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%)

BRIDGEdes
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

<table>
<thead>
<tr>
<th>Segment</th>
<th>2020 Revenue Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVT Innovate</td>
<td>~20%</td>
</tr>
<tr>
<td>Just – Evotec Biologics</td>
<td>~10%</td>
</tr>
<tr>
<td>EVT Execute</td>
<td>~70%</td>
</tr>
</tbody>
</table>

Goal revenue composition

<table>
<thead>
<tr>
<th>Segment</th>
<th>Goal Revenue Composition</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVT Innovate</td>
<td>&gt;25%</td>
</tr>
<tr>
<td>Just – Evotec Biologics</td>
<td>&gt;30%</td>
</tr>
<tr>
<td>EVT Execute</td>
<td>&gt;40%</td>
</tr>
</tbody>
</table>

Pipeline assets >170 by 2025e

CAGR ~15%

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

1) Just – Evotec Biologics reports under the EVT Execute segment
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 (1\textsuperscript{st} 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\textsuperscript{®} 2; Opening of iPSC Lighthouse

### Corporate Newsflow
- Quarterly results 9M 2021 (11\textsuperscript{th} Nov 2021)
- Virtual Capital Markets Day (2\textsuperscript{nd} Dec 2021)
Appendix
Action Plans deliver significant value

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

2010
- Revenues: € 55 m
- Adj. EBITDA: € 2 m
- R&D investments: 1) € 2 m
- Co-owned projects: 6
- Employees: 519

2015
- Revenues: € 128 m
- Adj. EBITDA: € 9 m
- R&D investments: 1) € 18 m
- Co-owned projects: 49
- Employees: 1,000

2020
- Revenues: € 501 m
- Adj. EBITDA: € 107 m
- R&D investments: 1) € 69 m
- Co-owned projects: 118
- Employees: 3,572

1) Including equity investments

Action Plan 2012
Restructure for growth

Action Plan 2016
Build innovation seeds

Action Plan 2022
Aspire global leadership

Action Plan 2025
Leadership in data, science, multimodality & access
One platform – more efficiency, better precision, higher speed

Evotec footprint – 14 Sites & more than 3,900 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\(^1\)
- 20% Others
- 20% Italian
- 20% German
- 21% French
- 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

\(^1\) 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

# 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>Issuer</strong></td>
<td>Evotec SE</td>
</tr>
<tr>
<td><strong>Ticker (Exchange)</strong></td>
<td>American Depositary Shares (&quot;ADSs&quot;) 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 million¹</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 |
| **Syndicate - 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 structure¹)

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

¹) Rounding differences may occur

Number of shares (as of 3 Nov 2021): 175.1 m
Listings: Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT
         NASDAQ Global Select Market (ADS), Ticker: EVO
52 week high/low: € 45.83/€ 23.69

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

~ 7% Mubadala Investment Company
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\(^1\) 1 capacities in US & J.POD\(^2\) 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\(^3\)

---

\(^1\) $/€ 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

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