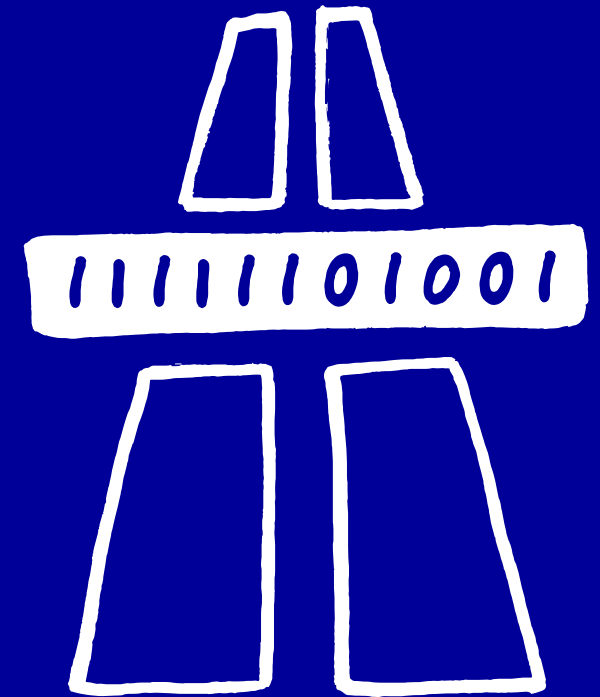


# The Data-Driven R&D Autobahn to Cures

*Global leadership in data, science,  
multimodality & access*



# Disclaimer

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This presentation contains references to certain non-IFRS measures including EBITDA and Adjusted EBITDA, each of which are not recognized under International Financial Reporting Standards (“IFRS”). The Company believes that non-IFRS financial information, when taken collectively, may be helpful to investors because it provides consistency and comparability with past financial performance and assists in comparisons with other companies, some of which use similar non-IFRS financial information to supplement their IFRS results. The non-IFRS financial information is presented for supplemental informational purposes only, and should not be considered a substitute for financial information presented in accordance with IFRS, and may be different from similarly titled non-IFRS measures used by other companies. EBITDA and Adjusted EBITDA each have limitations as an analytical tool, respectively, and you should not consider any of these measures either in isolation or as a substitute for other methods of analyzing the results as reported under IFRS. Our management team uses these non-IFRS financial measures to evaluate our profitability and efficiency, to compare operating results to prior periods, and to measure and allocate financial resources internally. However, management does not consider such non-IFRS measures in isolation or as an alternative to measures determined in accordance with IFRS. See appendix to this presentation for a reconciliation of Adjusted EBITDA to the nearest GAAP measure.

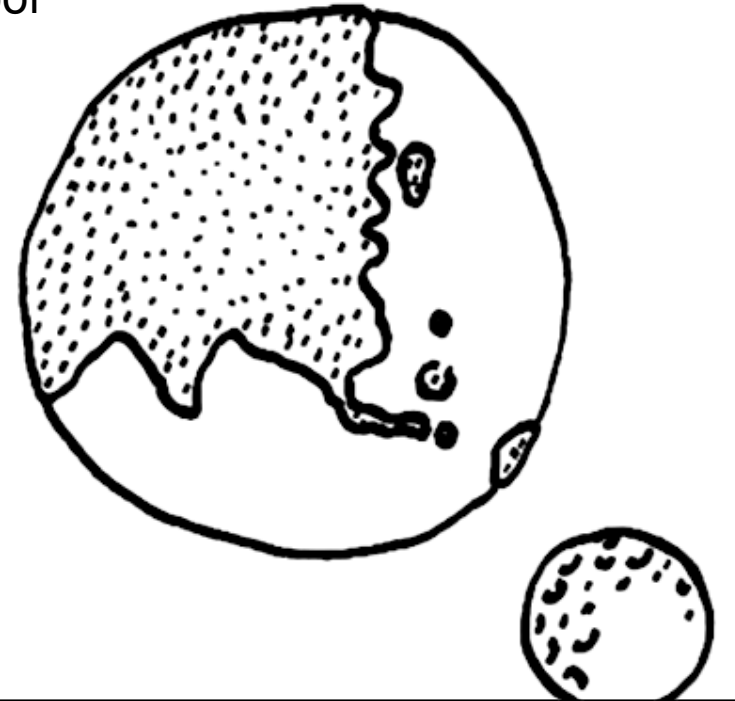
## Agenda

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Unique business strategy and capabilities to improve efficiency

Precision medicine platforms to improve probability of success

Building a strong growth business and a large royalty pool



# Unique strategy and capabilities to improve Efficiency & Probabilities of Success



## Bringing the industry closer together

Our founding vision



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

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

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

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

We have built a “shared  
economy” in R&D,  
designed to result in  
**a large royalty pool**

# Dynamics in industry suggest need for disruptive approach

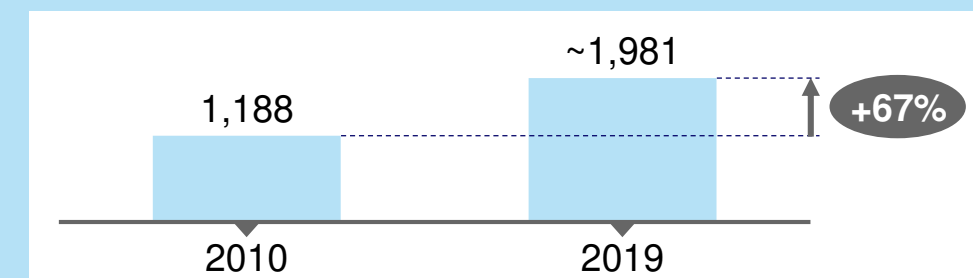
## Current challenges in R&D

### Key challenges

<b>R&amp;D model is inefficient</b>	<i>Increasing costs and decreasing returns</i>
<b>“One drug fits all”</b>	<i>90% of drugs efficacious only in 50% of patients</i>
<b>Biologics are complex</b>	<i>9% of Phase I biologics receive approval<sup>1)</sup></i>
<b>Emerging technologies</b>	<i>Precision medicine toolkit, OMICS platforms, and AI/ML</i>

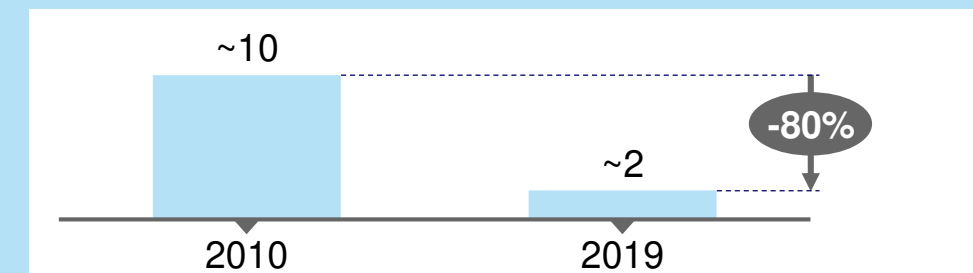
### Development costs per asset increase

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



### Commercial returns decrease

IRR since 2010



# We deliver what industry and patients need

Overview of fragmented industry with multiple offerings

## Challenges

## Current industry landscape<sup>1)</sup>

R&D model is inefficient

**Discovery & development services**



“One drug fits all”

**Precision medicine technologies**



Biologics are complex

**Biologics design & manufacturing**



Emerging technologies

**Cell & gene therapy pipelines**

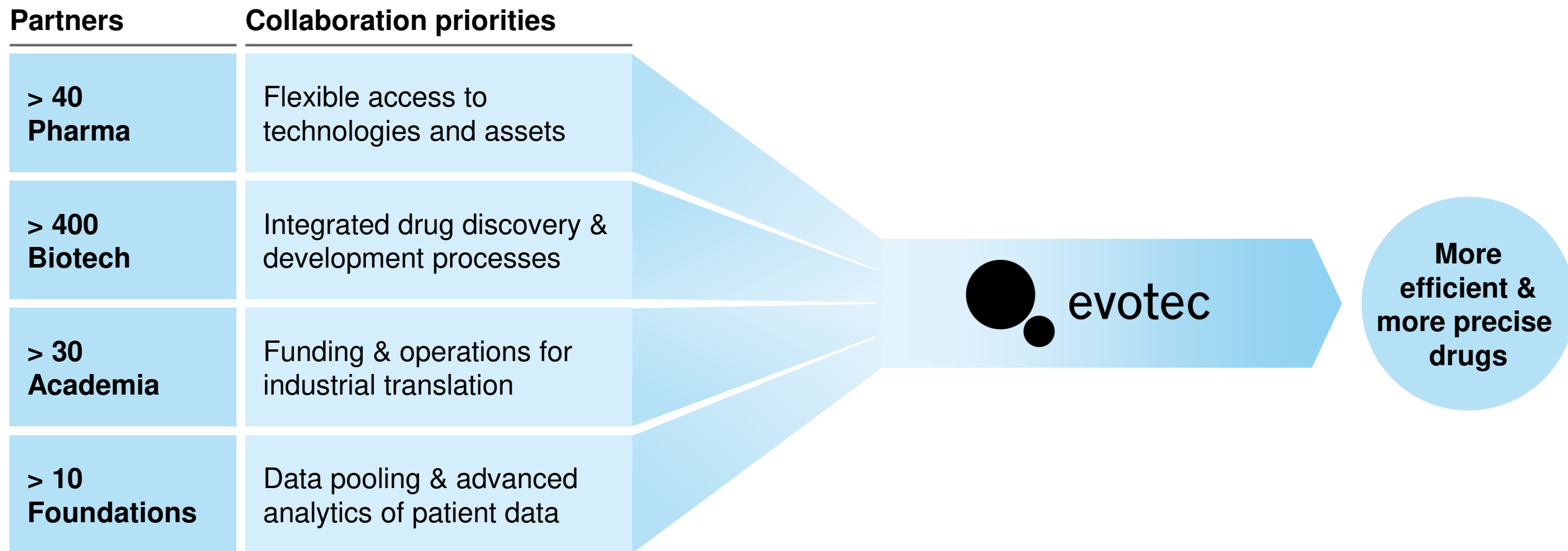


The integrated drug discovery & development partner and capability platform.

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





# Transforming the way how drugs are discovered and developed

## Highlights

### Fully integrated



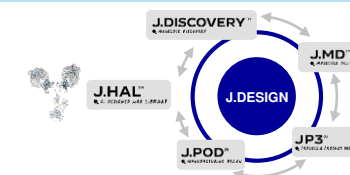
### All-modality design

**EVO**cells / **EVO**genes / Antibodies & Bifunctionals  
Antisense / RNA / Exosomes / Protein degradation  
Small molecules

### Higher efficiency



### AI enabled disruptive biologics



### iPSC & AI for higher PoS<sup>3)</sup>



### Co-owning strategy

>150

Partnered assets  
**EVO**equity participations  
BRIDGEs

### Omics-driven precision medicine

**EVO**panHunter



**EVO**panOmics



### Fast growing & highly profitable

> € 500 m  
Revenues 2020

> € 100 m  
Adj. EBITDA 2020

**Revenue**  
**CAGR goal of > 15%**

# Just beginning to deliver significant growth and value

Development from 2015 ... to 2020

## Co-owned pipeline assets

49 ..... **130+<sup>1)</sup>**

## Unpartnered R&D expenses in € m

18 ..... **46**  
21%  
CAGR<sup>2)</sup>

## Revenues in € m

128 ..... **501**  
31%  
CAGR<sup>2)</sup>

## Co-owned companies & BRIDGES

1 ..... **31<sup>1)</sup>**

## Top-class employees

1,000 ..... **~4,100+<sup>1)</sup>**




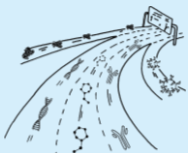
## Adjusted EBITDA<sup>3)</sup> in € m

9 ..... **107**  
65%  
CAGR<sup>2)</sup>

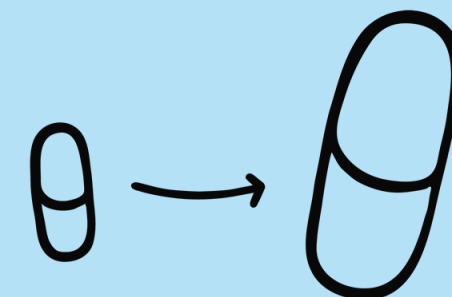
# We offer efficiency, disease relevance, multimodality and access

Drug discovery & development innovation hub

## Our integrated platforms

	<b>R&amp;D efficiency platforms<sup>1)</sup></b>	Fully integrated AI/ML-driven drug discovery & development	<b>EVO<i>iR&amp;D</i></b>
	<b>Precision medicine platforms</b>	Industrial scale Omics, and patient data analytics	<b>EVO<i>panOmics</i> &amp; EVO<i>panHunter</i></b>
	<b>Just – Evotec Biologics<sup>1)</sup></b>	AI/ML powered disruptive biologics up to manufacturing	<b>EVO<i>access</i></b>
	<b>Multimodality drug design</b>	iPSC drug discovery / cell therapy, gene therapy toolbox	<b>EVO<i>cells</i> &amp; EVO<i>genes</i></b>

## Collaboration routes



**“Fee-for-service”<sup>2)</sup>**





**EVO*equity***

**EVO*royalty***

















# Our Innovation hub is highly integrated and synergistic

## Capabilities & expertise overview

### Industry needs

	<b>R&amp;D efficiency platforms<sup>1)</sup></b>
	<b>Precision medicine platforms</b>
	<b>Just – Evotec Biologics<sup>1)</sup></b>
	<b>Multimodality drug design</b>

### Capabilities & expertise (illustrative)

															
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

<b>EVO</b> <i>panOmics</i>	<b>EVO</b> <i>panHunter</i>	 <b>iPSC Drug Discovery</b>	 <b>ScreenSeq</b> TRANSCRIPTOMICS	 <b>ScreenPep</b> PROTEOMICS	<b>J.HAL<sup>SM</sup></b> AI DESIGNED mAb LIBRARY
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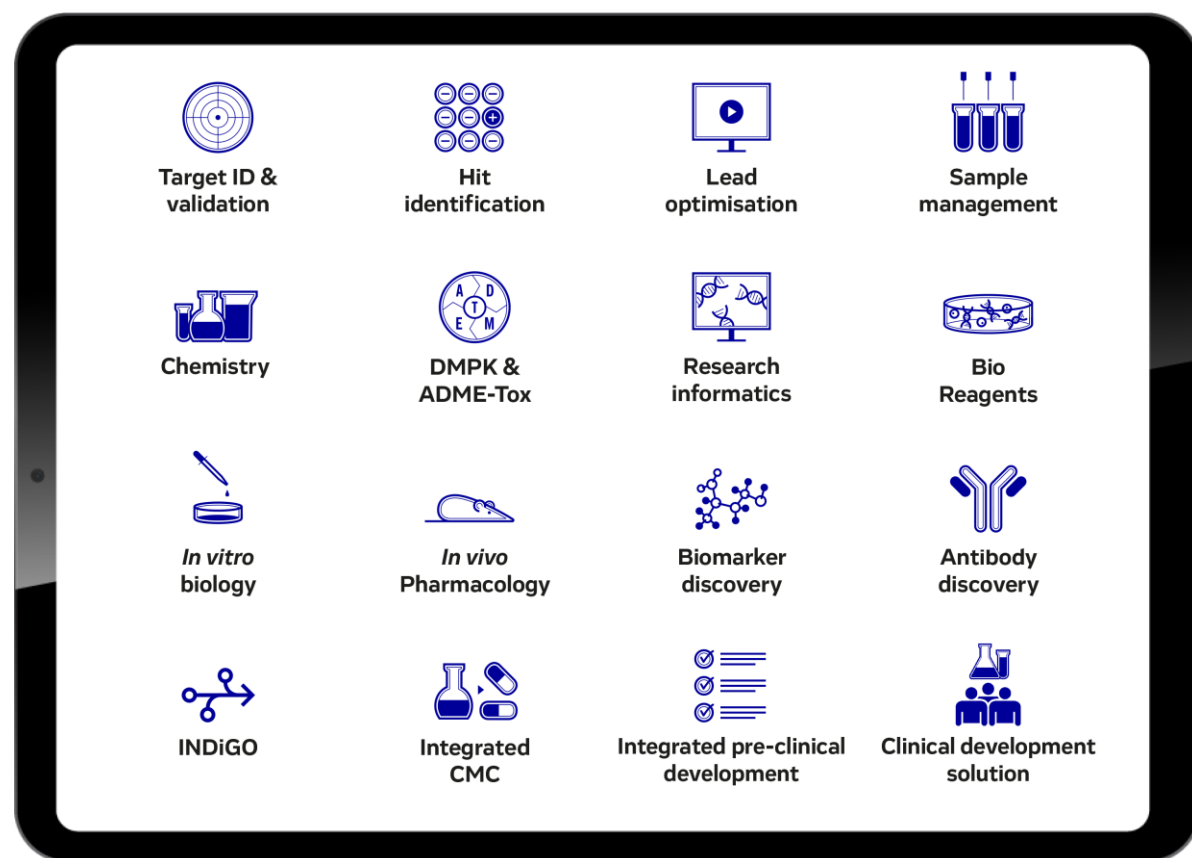
<b>J.DISCOVERY<sup>TM</sup></b> MOLECULE DISCOVERY	<b>J.HAL<sup>SM</sup></b> AI DESIGNED mAb LIBRARY	<b>J.MD<sup>TM</sup></b> MOLECULE DESIGN	<b>JP3<sup>®</sup></b> PROCESS & PRODUCT DESIGN	<b>J.POD<sup>®</sup></b> MANUFACTURING DESIGN
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<b>EVO</b> <i>cells</i>	<b>EVO</b> <i>genes</i>	Antibodies & Bifunctionals	Small molecules	Antisense	Protein degradation	Exosomes	RNA
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# We offer an attractive, comprehensive suite of services

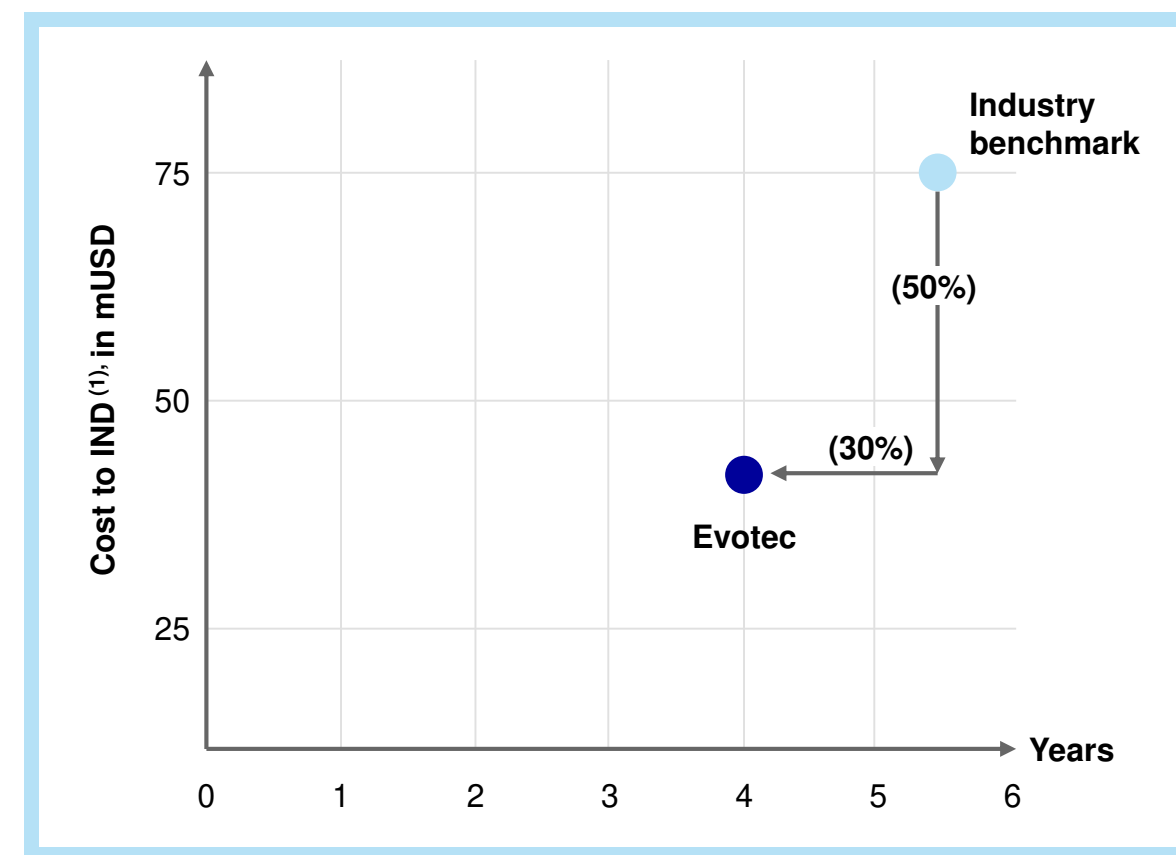
**EVOiR&D** – Integrated platform improving efficiency and precision

## Comprehensive service panel

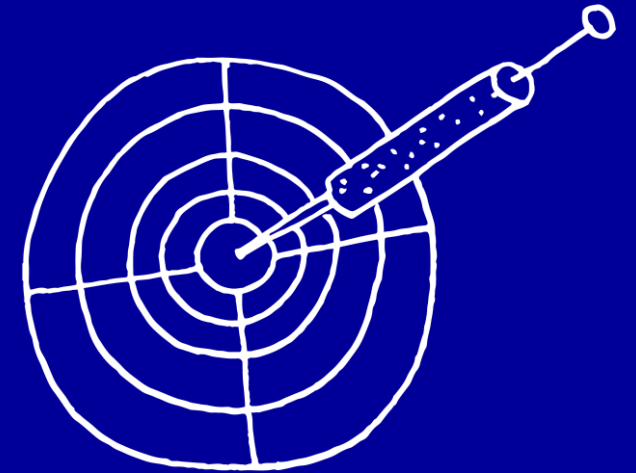


Attractive value proposition for partners

## Lower costs & shortened timelines vs benchmarks



# 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



**EVO***panOmics*



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

**EVO***panHunter*



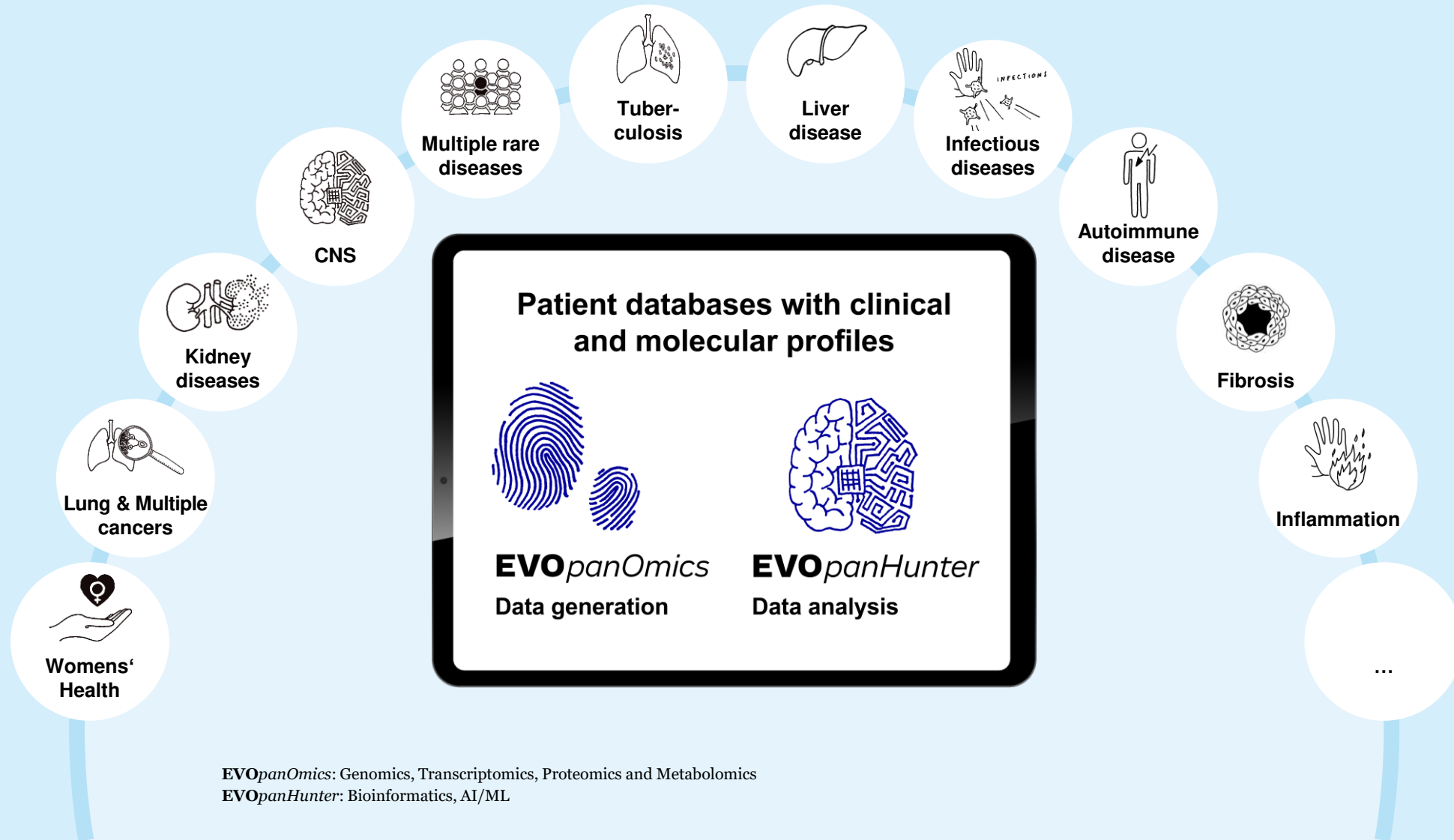
- User friendly AI/ML driven multi-omics analysis platform
- Exceeding industry standards in predicting drug safety (E.g.: liver injury 82% vs. 70%)

**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

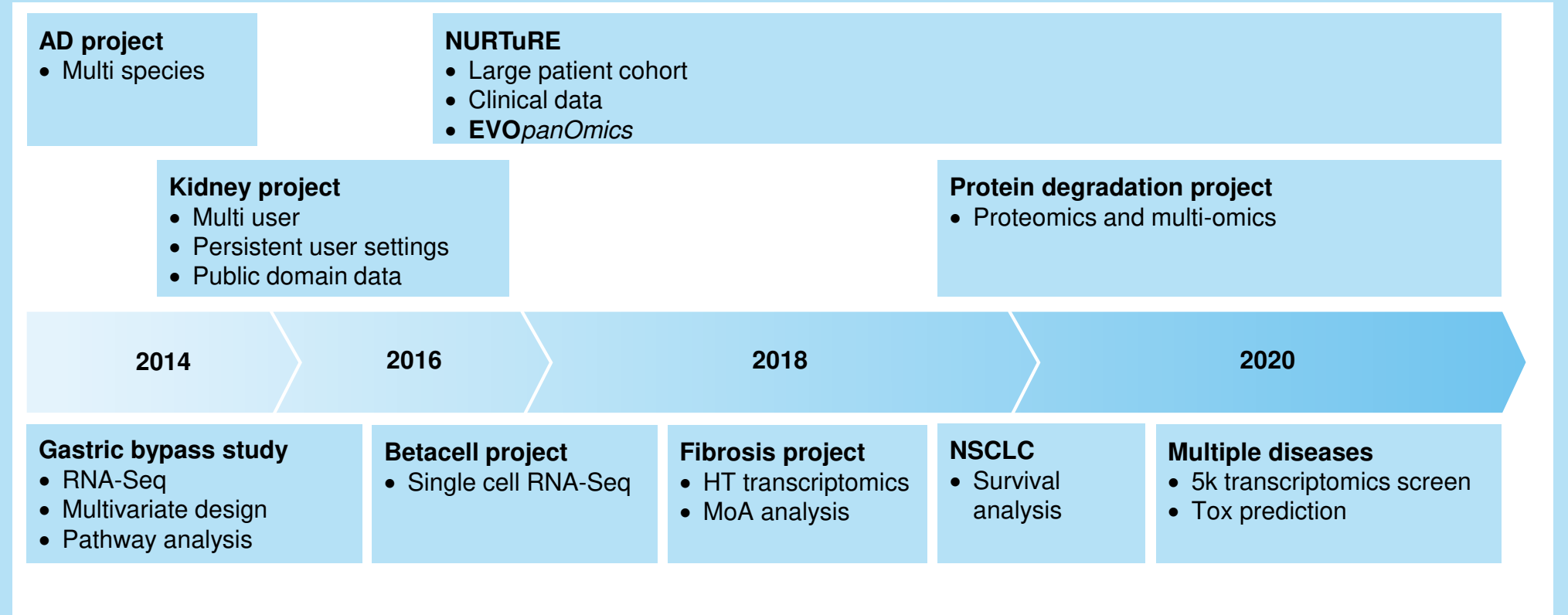




# Proven value generation with molecular patient data bases

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



Partners e.g.:



# 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

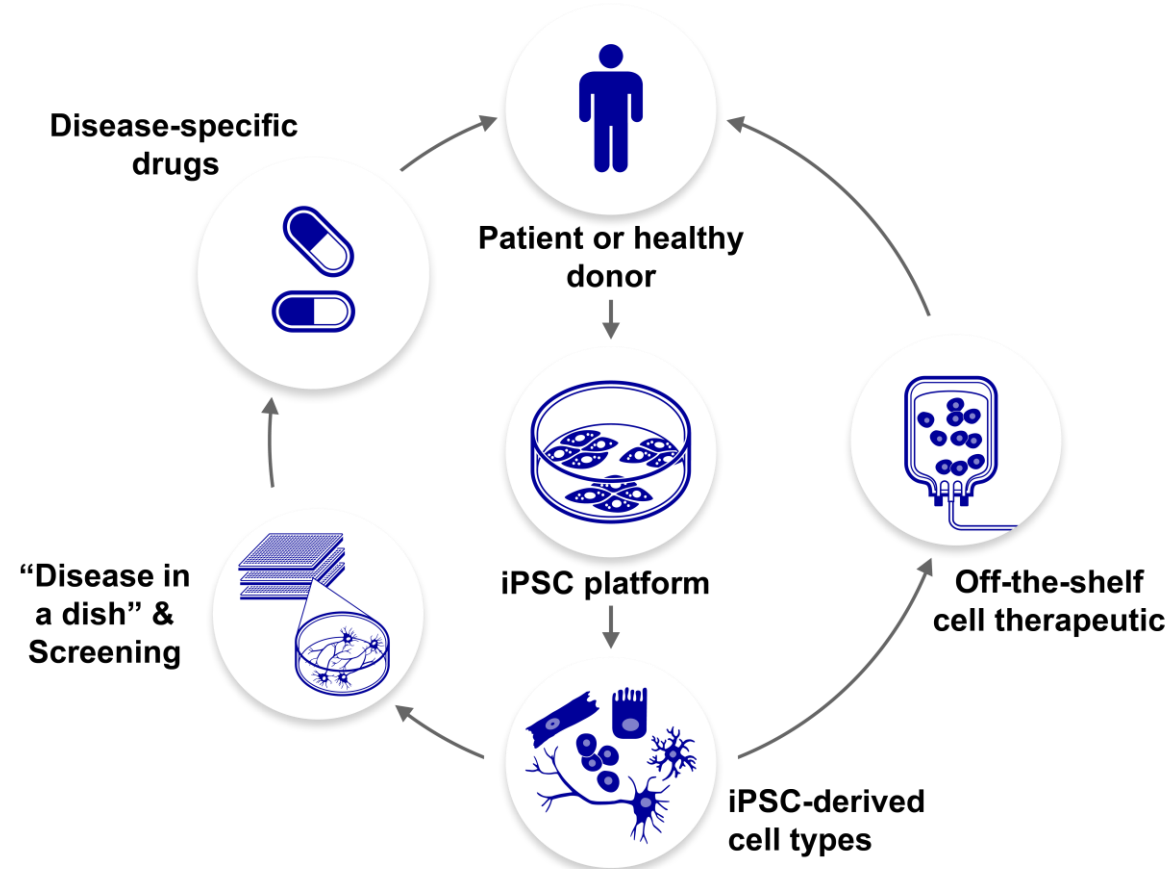
### Lysosomal Storage Diseases

Cortical neurons, Astrocytes, Microglia, Macrophages

### Chronic Kidney Disease

Podocytes, Proximal tubular epithelial cells, Glomerular endothelial cells

...more TA<sup>1)</sup> to come



## CELL THERAPY

**Diabetes**  
Beta cells

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

**Cardiac & Heart Failure**  
Cardiomyocytes

**Retinopathies**  
Retinal pigment epithelial cells

Partners e.g.:



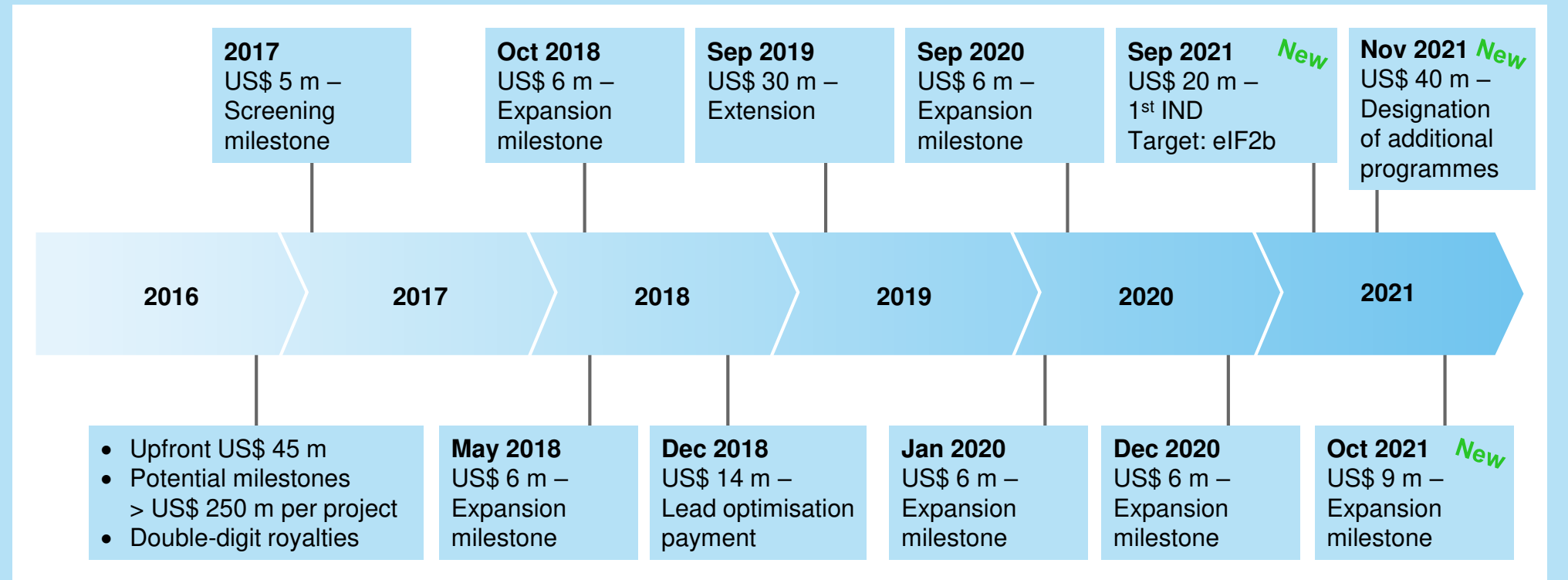
# Proving paradigm shift in iPSC partnership with BMS

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



## iPSC alliance in neurodegeneration

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



# Unbiased identification of disease relevant drug candidates

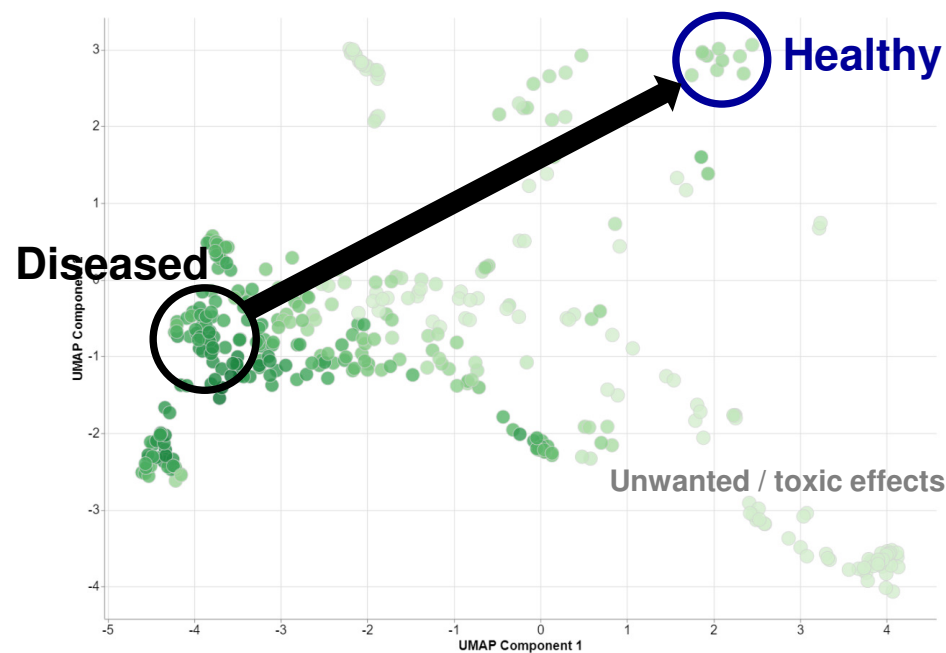
Screening to revert molecular patient profiles to healthy state

## 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.:



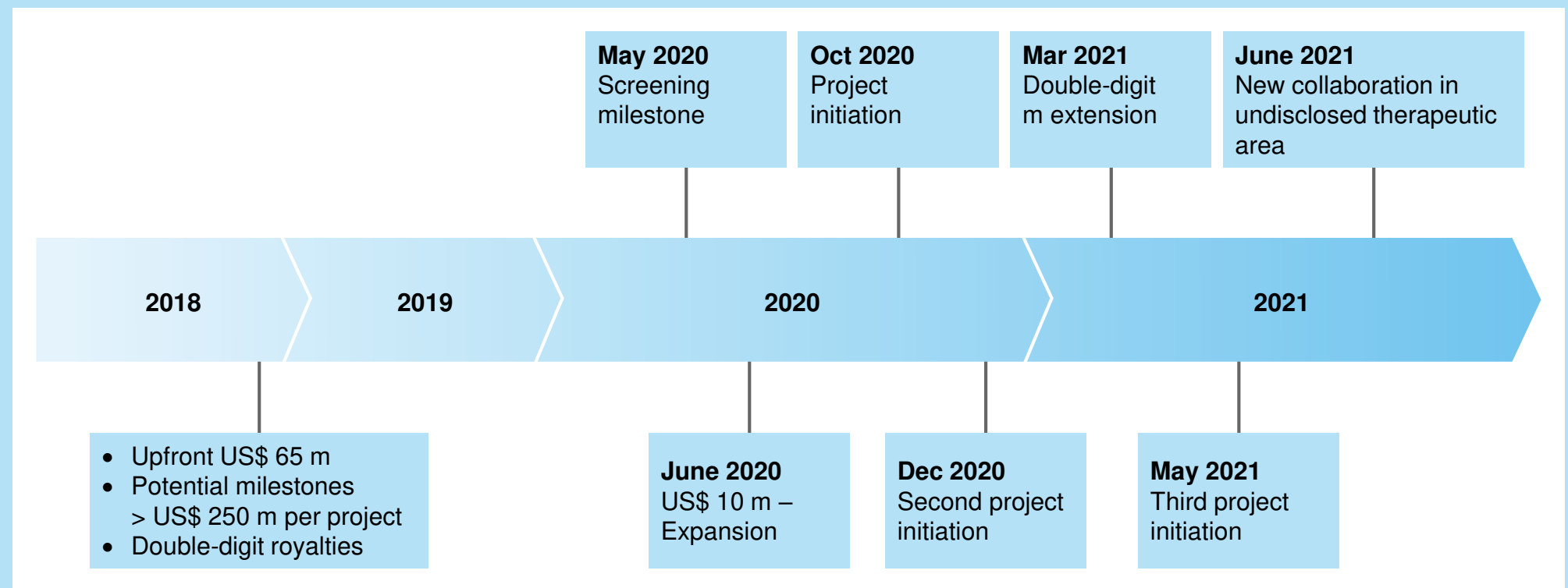
## Protein degradation partnership with BMS is accelerating

Example: Using **EVOpanOmics** & **EVOpanHunter** – Development since 2018



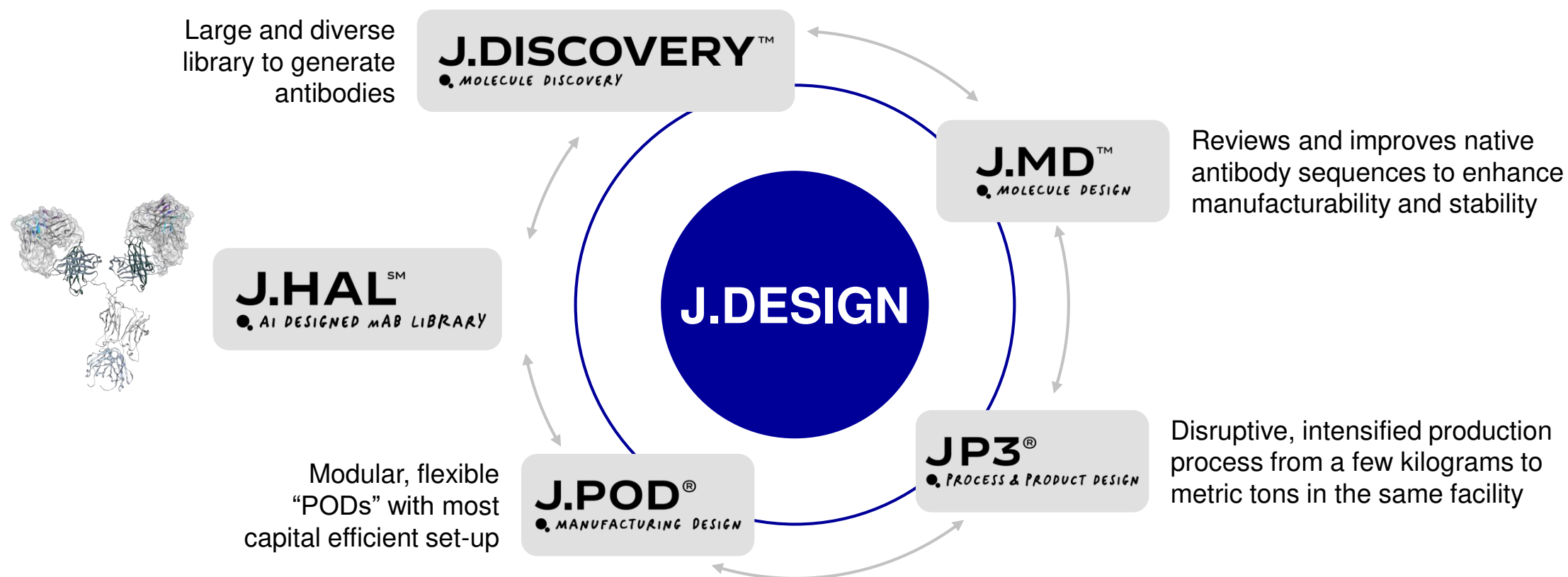
### Proteomics approach to targeted protein degradation

Development of novel therapies for a broad range of diseases



# Enabling global access to modern biologics

Example: Efficient and flexible biologics manufacturing (**EVOaccess**)



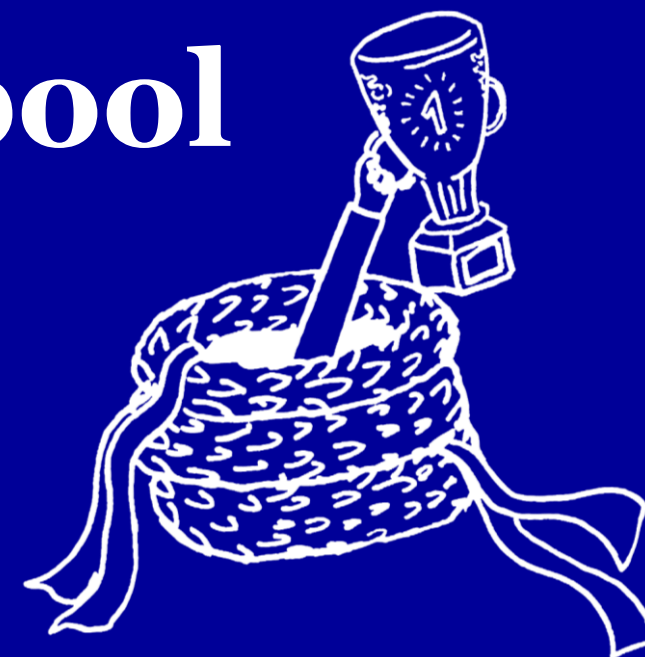
Partners e.g.:



BILL & MELINDA  
GATES foundation




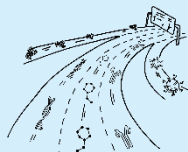
## Agenda

# 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

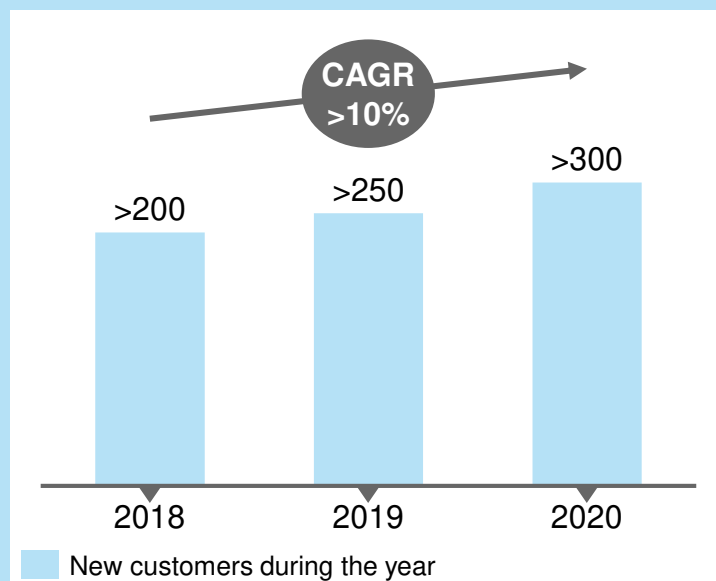
Industry needs		A “Fee-for-service”	B EVO <sub>royalty</sub>					C EVO <sub>equity</sub>		
	R&D efficiency platforms									
	Precision medicine platforms									
	Just – Evotec Biologics									
	Multimodality drug design	EVO <sub>cells</sub>	EVO <sub>genes</sub>	Antibodies & Bifunctionals	Small molecules	Antisense	Protein degradation	Exosomes	RNA	



## Tailor-made offering resonates with partners

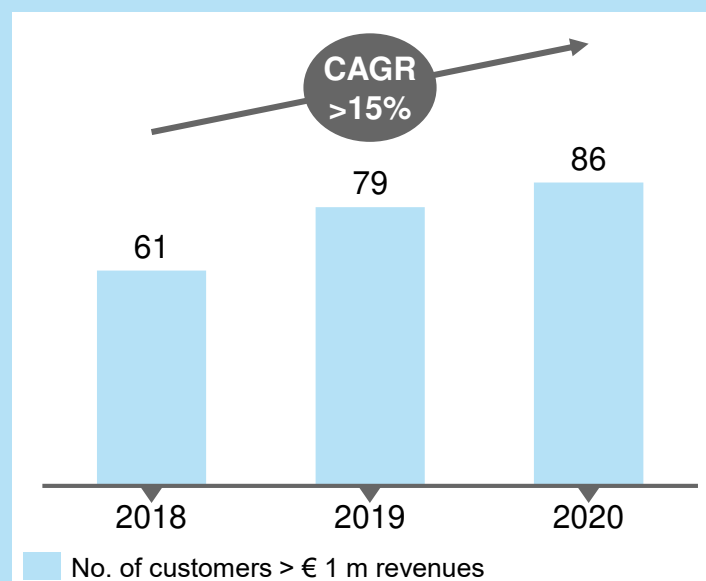
Attraction, extension, retention

### Attraction (“Land”)



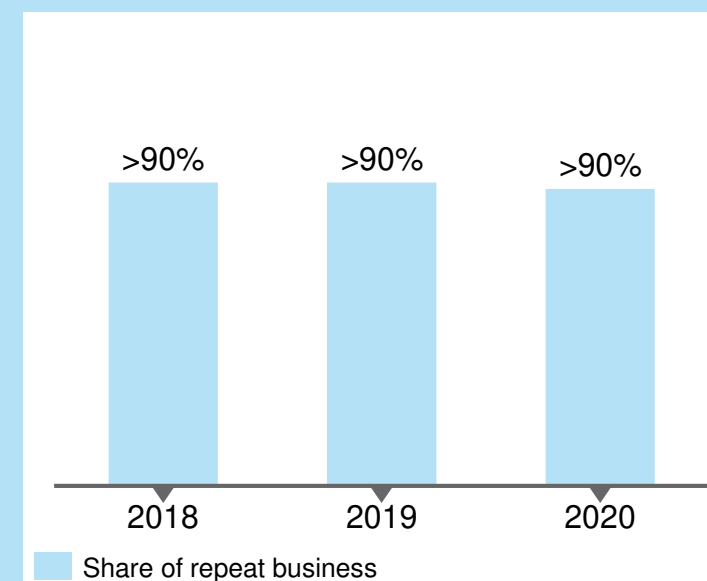
Robust demand for shared drug discovery & development - **EVOiR&D** leads to market share gains

### Extension (“Expand”)



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

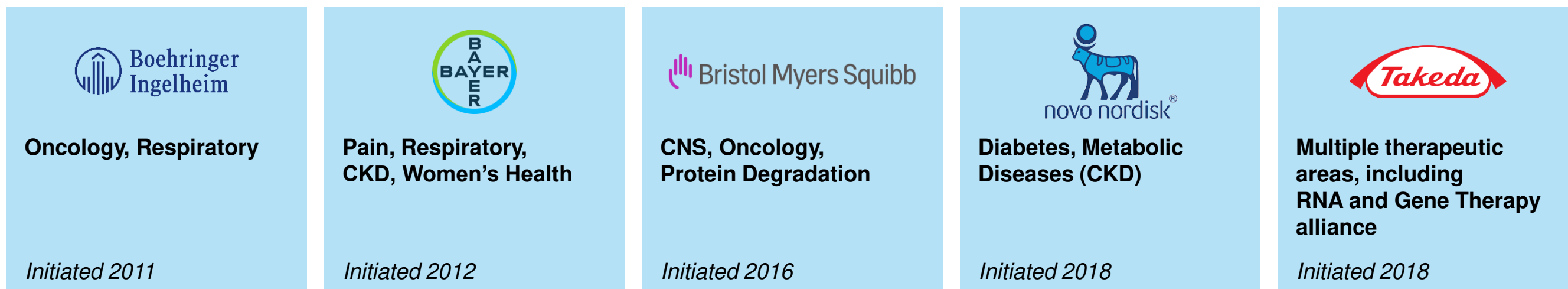
### Share of repeat business >90%<sup>1)</sup>



KPI indicates high degree of satisfaction & **cross selling** opportunities

## Partnerships built on “Land & Expand” track record

Integrated alliances with leading biopharma partners



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

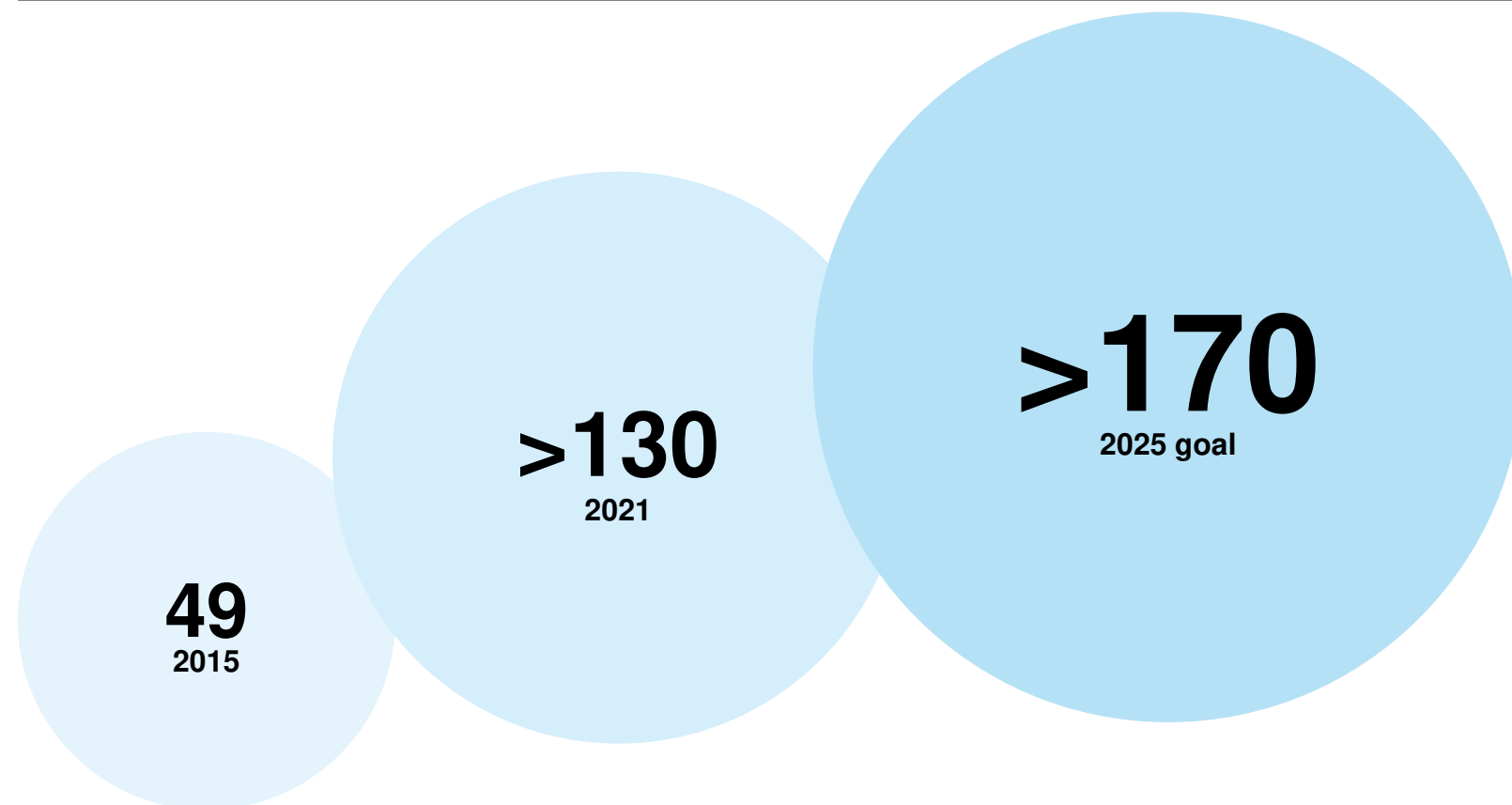


## Building a robust, de-risked pipeline within *EVO*royalty

High-value partnerships offer path to increased royalties

	Pipeline assets in 2021
Small molecules	<b>&gt; 90</b>
Biologics	<b>&gt; 20</b>
Cell and Gene therapy	<b>&gt; 10</b>
Multiple modalities <sup>2)</sup>	<b>&gt; 10</b>

### Number of projects<sup>1)</sup>



# “Evotec Inside” – Fully leveraged pipeline gaining visibility

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

## 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 Neuropathic pain (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, ...)

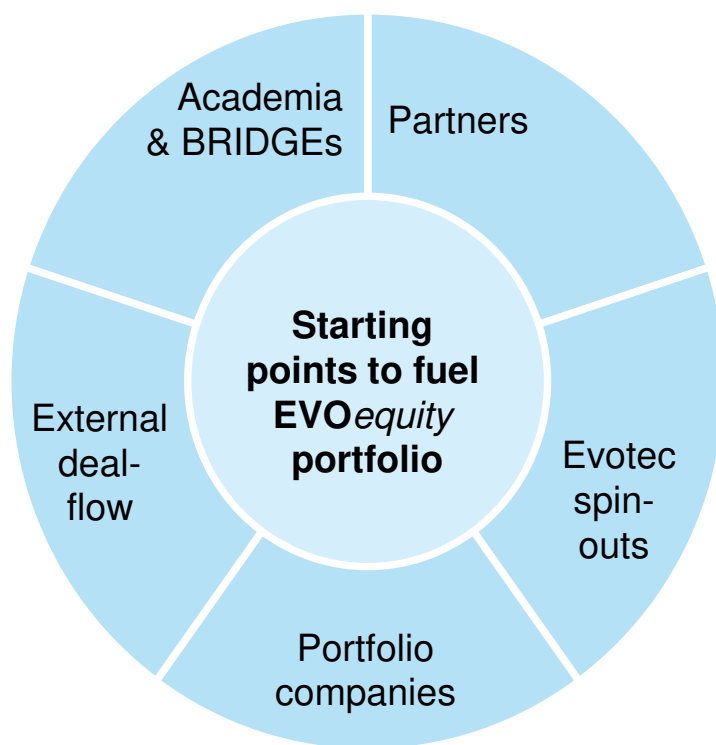
	Molecule	Therapeutic Area/Indication	Partner	Discovery	Pre-clinical	Phase I	Phase II	Phase III
Clinical	EVT201	Insomnia (GABA-A)	京新药业					
	eliapixant	Chronic cough (P2X3)						
	eliapixant	Overactive bladder						
	eliapixant	Neuropathic pain						
	eliapixant	Endometriosis						
	XP-105	Oncology (mTORC1/2)	XYNOMIC					
	EVT401	Immunology & Inflammation (P2X7)	康希诺生物 CONBA GROUP					
	BAY2328065	Gynaecology						
	EXS21546	Oncology (various programmes)	Exscientia					
	CNTX 6016	Pain (CB2)	CENTREXION					
	EVT894	Chikungunya (antibody)	NIH SANOFI					
	Not Disclosed	Gynaecology	n.a.					
	Not Disclosed	Neuroscience & Pain	n.a.					
	Not Disclosed	Neuroscience & Pain	n.a.					
	Not Disclosed	Neuroscience & Pain	n.a.					
Pre-clinical	EVT801	Oncology (VEGFR3)	KAZIA					
	EVT8683	Neurodegeneration (eIF2b activator)	Bristol Myers Squibb					
	APN411	Oncology – Immunotherapy	SANOFI APEIRON					
	GLPGxxxx	Fibrosis (not disclosed)	Galapagos					
	BAYxxxx	Nephrology (not disclosed)						
	QRB001	Metabolic – Diabetes (not disclosed)	QRbeta					
Discovery	EVT075	Covid-19 / HBV	SANOFI					
	EVTxxxx	CNS, Metabolic, Pain, ...	>10 further programmes					
Multiple programmes across nephrology, oncology, immunology among other therapeutic areas								

In total > 200 proprietary projects with big financial upside

PAGE \*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



Attractive portfolio with significant upside

## At Equity Holding ( $\geq 20\%$ ) or Significant influence



## Minority Shareholdings ( $< 20\%$ )



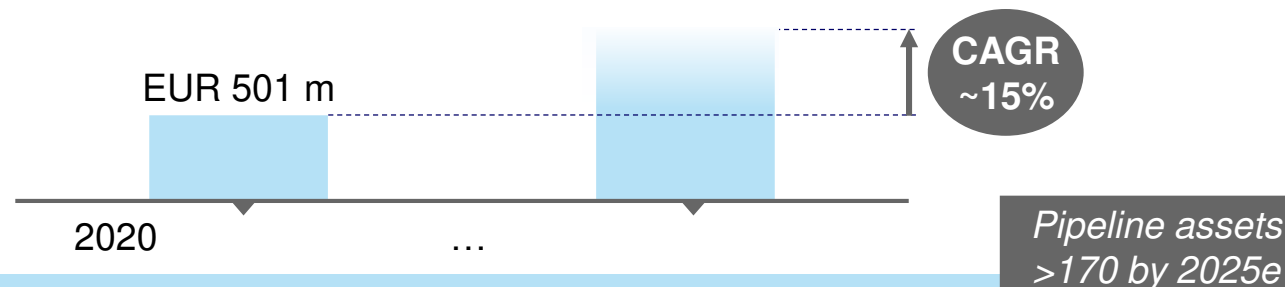
## BRIDGES



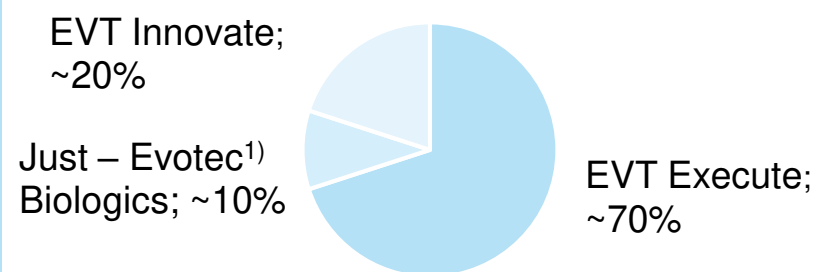
# Clear strategy in place – Action Plan 2025

## Growth and investment strategy overview

### Targeted revenue development

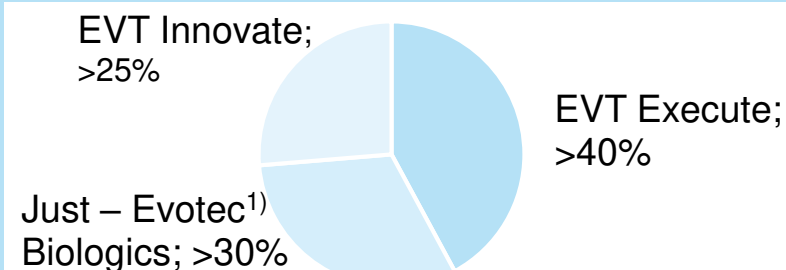


### Revenue composition 2020



≥2x

### Goal revenue composition



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

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

# 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

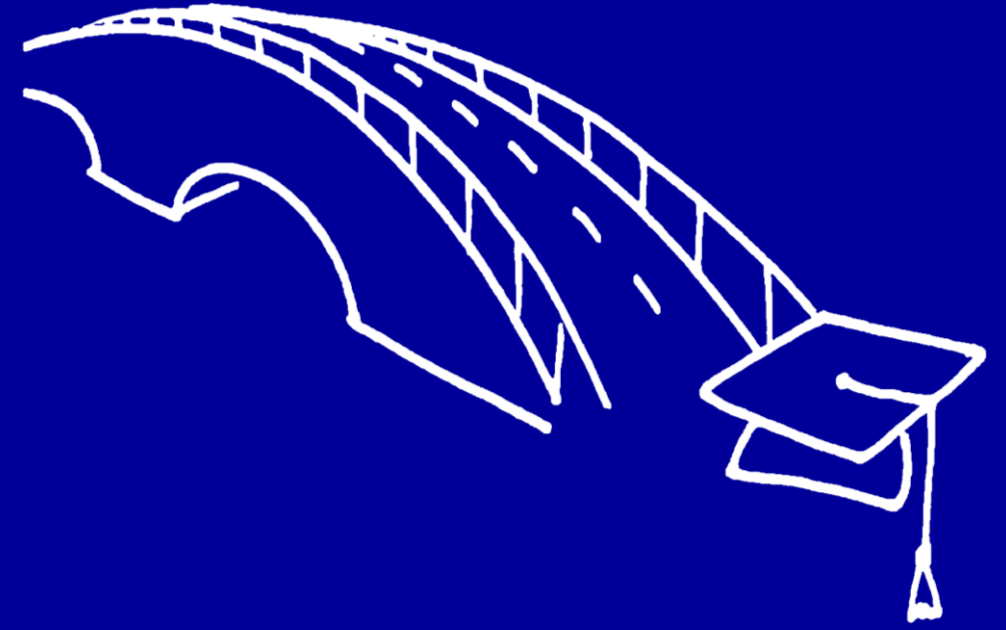
- ☐ EVT8683 (1<sup>st</sup> iPSC based candidate) Phase I initiation
- ☐ EVT075 Phase I initiation in Covid-19/HBV
- ☐ Phase II eliapixant data in other indications than RCC
- ☐ Strategic progress of iPSC-based QRbeta programme
- ☐ Multiple new strategic co-owning partnerships
- ☐ Opening of J.POD® 2;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

### Corporate Newsflow

- ☐ Quarterly results 9M 2021 (11<sup>th</sup> Nov 2021)
- ☐ Virtual Capital Markets Day (2<sup>nd</sup> Mar 2022)

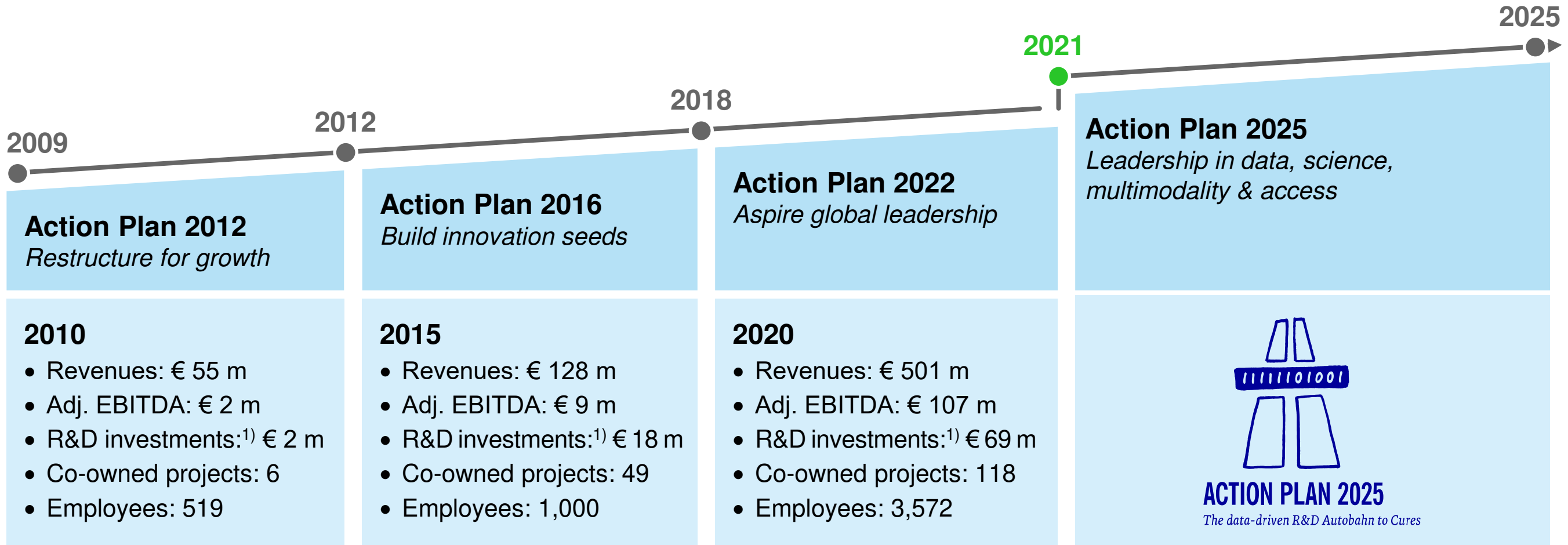


# Appendix



# Action Plans deliver significant value

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



# One platform – more efficiency, better precision, higher speed

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



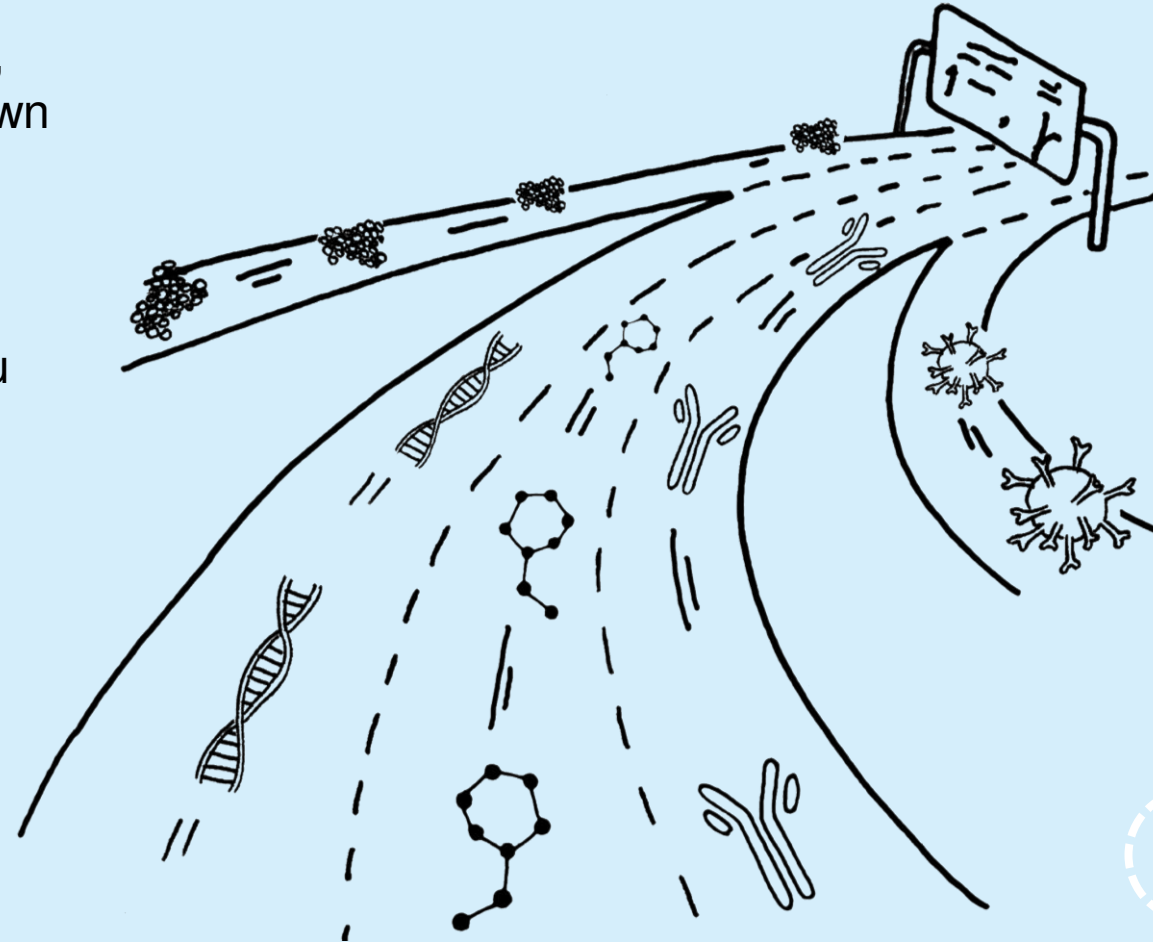
Princeton, Seattle,  
Branford, Watertown  
~400 FTE



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

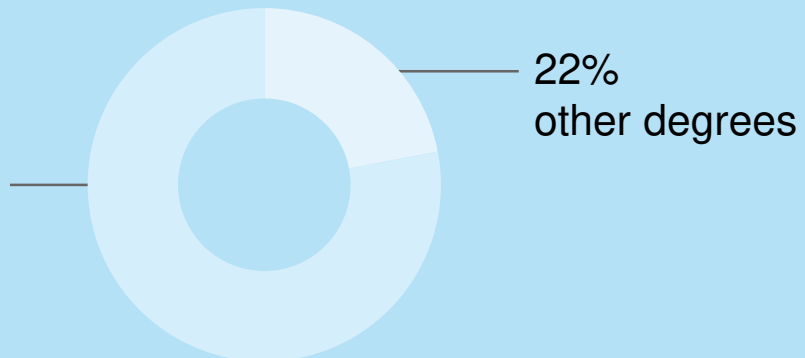
Overview Employees – more than. 4,100

## Interdisciplinary

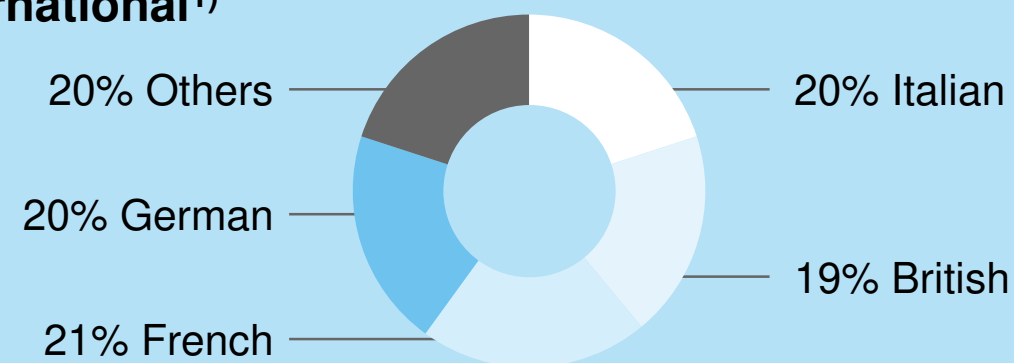
- Biochemists
- Medicinal chemists
- Molecular biologists
- Cell biologists
- Toxicologists
- Data scientists
- Process/Analytical chemists
- Clinicians
- mAb process engineers

## Highly qualified

78% with at least one academic qualification



## International<sup>1)</sup>

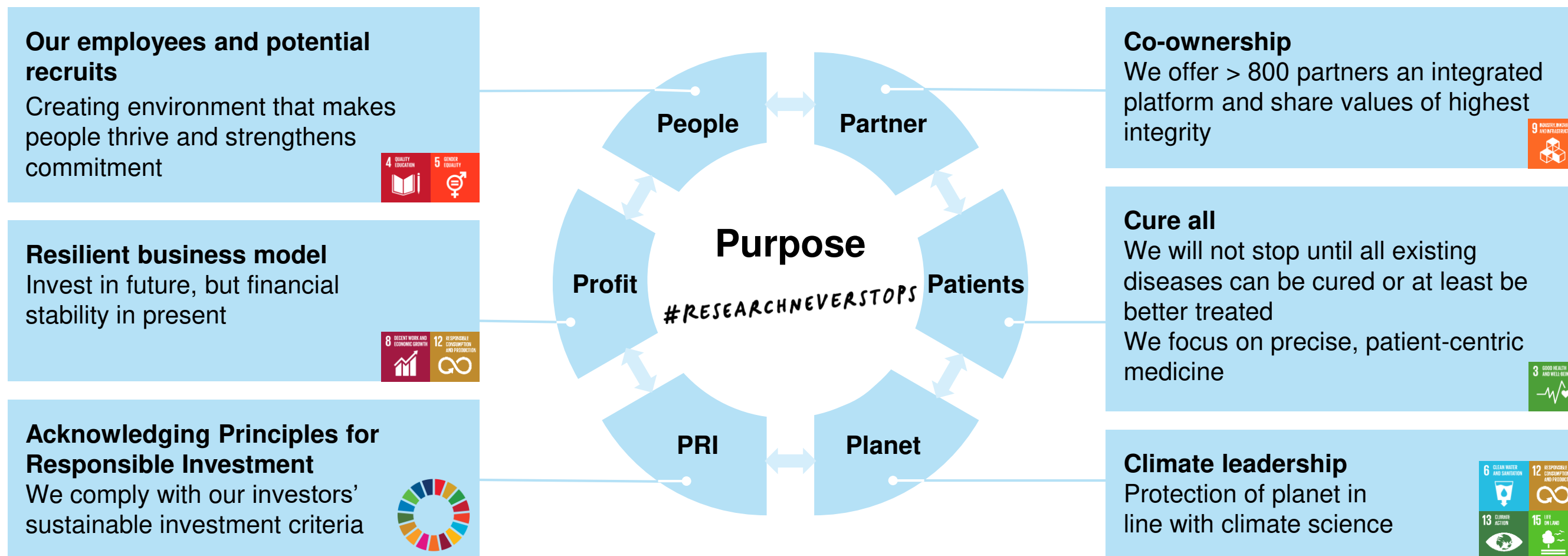


## Diverse and experienced

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

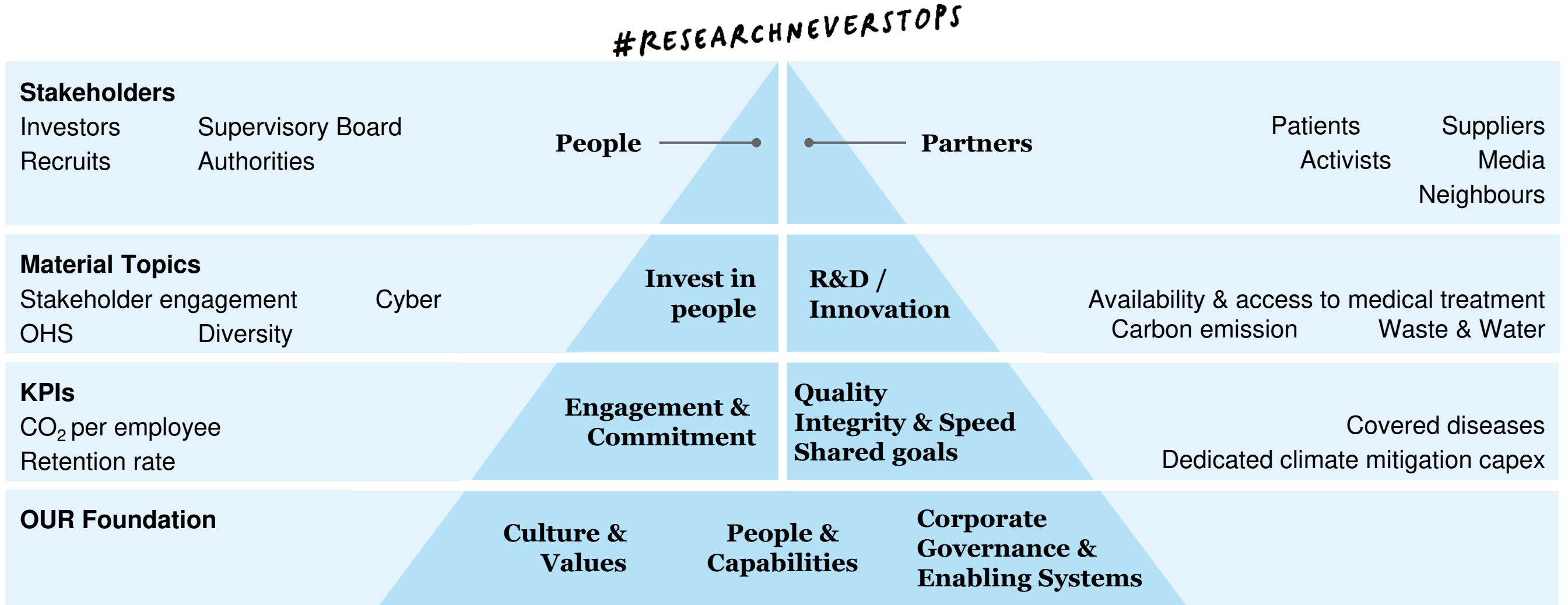
# Our purpose is to go VERY long as ONE – *#researchneverstops*

Sustainable thinking is holistic and ensures long-term success



# Our purpose defines a sustainable corporate strategy

Focus on most material topics in a holistic approach



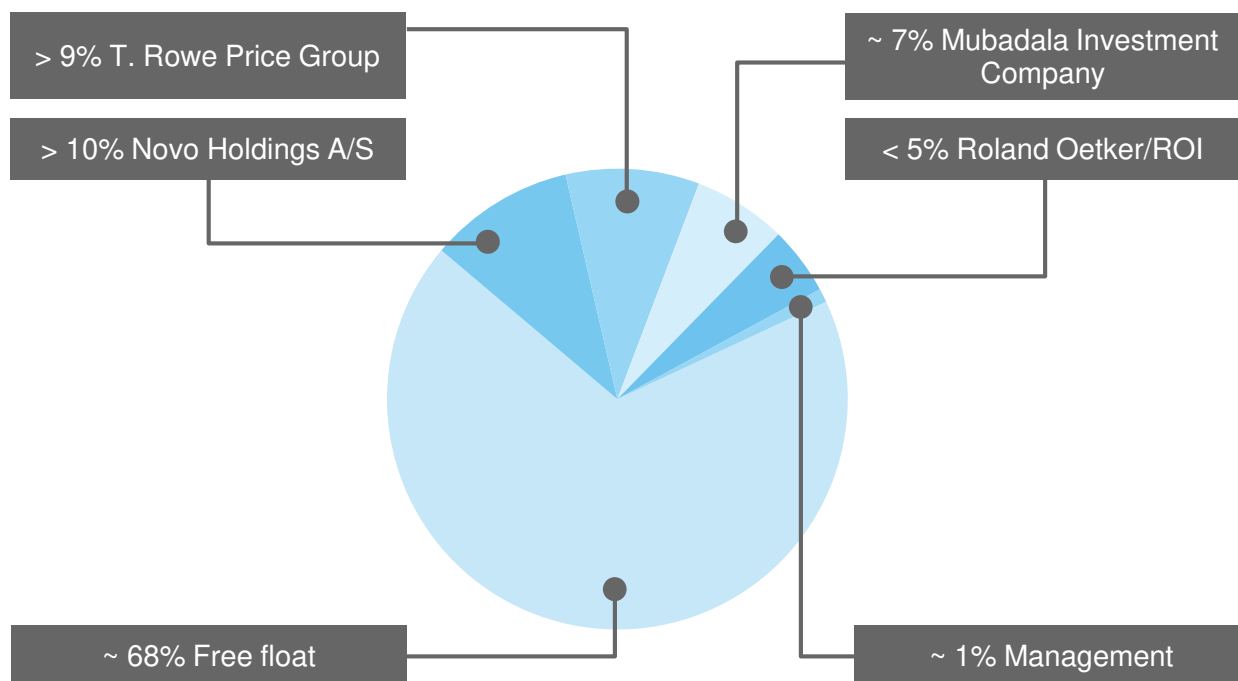
# Completion of secondary listing at NASDAQ (Ticker: EVO)

## Offering Summary

<b>Issuer</b>	<b>Evotec SE</b>
<b>Ticker (Exchange)</b>	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”
<b>Offering Structure</b>	Offering through US listing of ADSs
<b>Security Type</b>	ADSs
<b>Offering</b>	20 million ADSs (representing 10 million ordinary shares) or approximately US\$ 435 million <sup>1)</sup>
<b>Over-allotment</b>	15% of total offering
<b>Share Composition</b>	100% Primary Offering
<b>ADS to Ordinary Share Ratio</b>	Two ADS represent one Ordinary Share
<b>Use of Proceeds</b>	<ul style="list-style-type: none"> <li>i. Expanding our biologics manufacturing capacity in the United States</li> <li>ii. Building additional J.POD® capacity</li> <li>iii. Investing in our technology platforms,</li> <li>iv. Accelerating pipeline activities</li> <li>v. Expanding our portfolio of equity projects</li> <li>vi. General corporate purposes</li> </ul>
<b>Lock-up</b>	90 days for Company, executive officers, directors and certain other existing security holders
<b>Syndicate</b>	<b>Joint Lead Book-Running Managers</b> BofA Securities, Morgan Stanley
	<b>Joint Book-Running Managers</b> Citigroup, Jefferies, Cowen, RBC Capital Markets
<b>Closing of transaction</b>	8 November 2021

# Strong team and shareholders supporting sustainable growth

## Management & shareholder structure<sup>1)</sup>



**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/€ 24.94

### 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

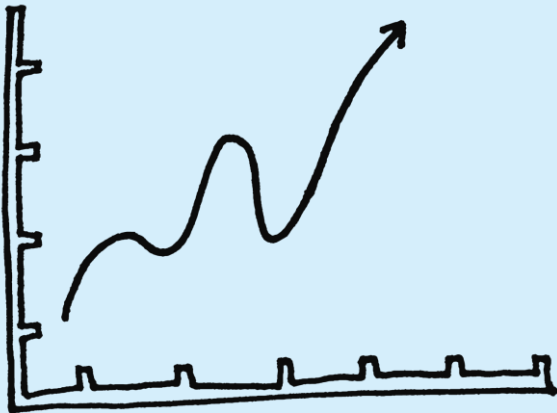
### Supervisory Board

- **Iris Löw-Friedrich**  
UCB
- **Kasim Kutay**  
Novo Holdings
- **Mario Polywka**  
Ex-Evotec
- **Roland Sackers**  
QIAGEN
- **Elaine Sullivan**  
Ex-Lilly
- **Constanze Ulmer-Eilfort**  
Baker McKenzie



# 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<sup>1)</sup>)

## 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<sup>®</sup> 1 capacities in US & J.POD<sup>®</sup> 2 in EU
- Adjusted Group EBITDA<sup>2)</sup> **€ 105-120 m** (€ 115-130 m at constant exchange rates<sup>1)</sup>)

## 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<sup>3)</sup>**

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