

# *General company presentation*





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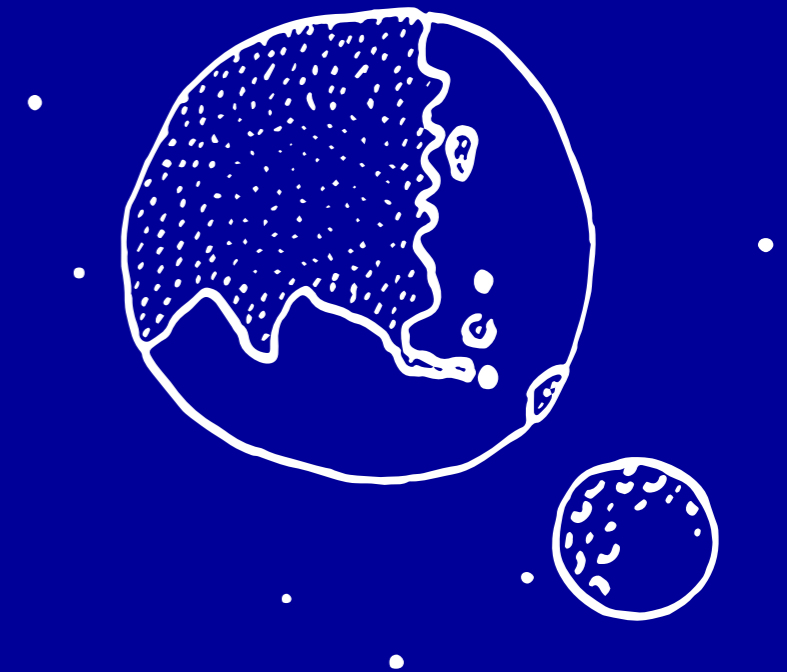
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- 1 Together for Medicines that Matter
- 2 Shared R&D
- 3 Just – Evotec Biologics
- 4 Financials

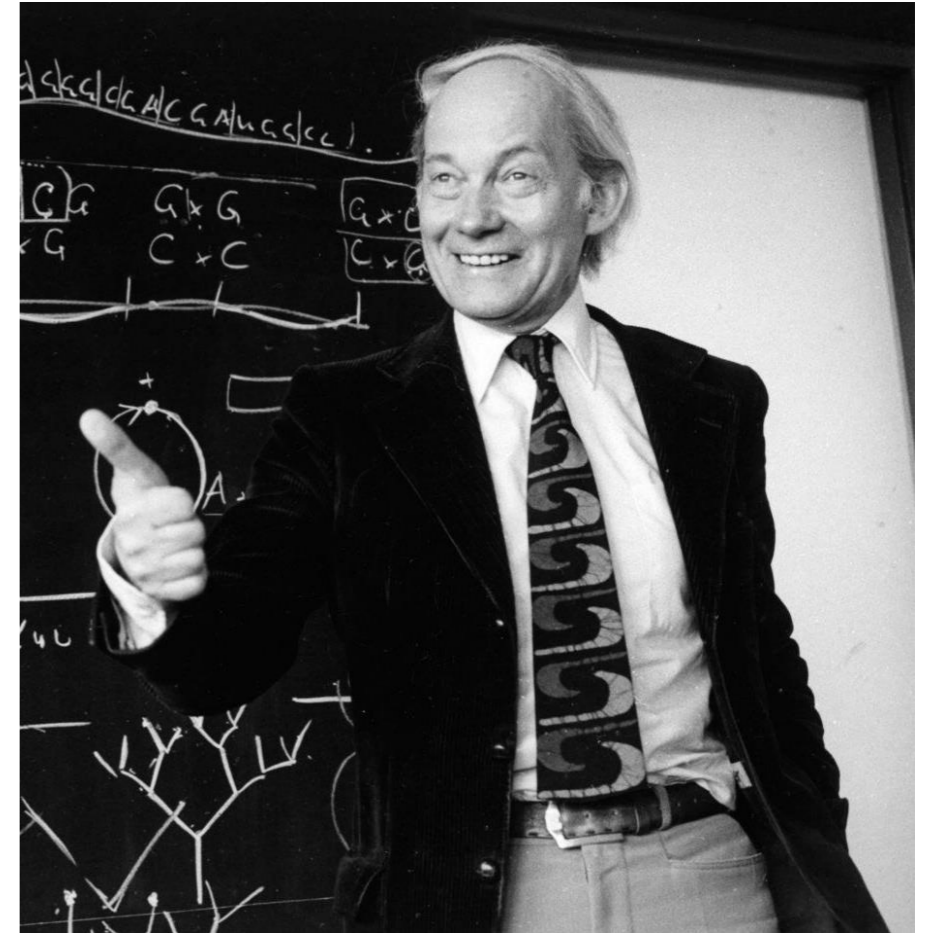




## The core idea of Evotec – evolutionary technology

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

Eigen's theories about self-organisation of complex molecules and his development of the evolution machine founded a new branch of science – **evolutionary biotechnology**.



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



# Accelerating medicines that matter

About us

## **4,000++ scientists empowering our partners**

Across all disciplines and disease areas from target to commercial manufacturing

## **Co-creating pipelines**

Leveraging our assets, targets or proprietary platforms for licensing, co-development or potential NewCo creation, frequently combining with Partners' programs, and ideas

***R&D Biotech that offers accelerated, high-value pipeline co-creation, and R&D solutions***

## **Performance – “Beyond FTEs”**

Collaborating with “end in mind”, result-driven partnership models

## **Track record – highest quality, most capital-efficient execution**

State-of-the-art services as core offering for partners



# Scientific AND operational excellence are both essential for our success

Benefits of increased emphasis on Operational excellence

## Shared R&D – From target to patient

Discovery of next generation drugs with higher efficacy and probability of success through industrialised PanOmics approach towards molecular disease understanding and E.iPSC disease modeling platform.

In-vitro & in-silico prediction of human exposure, clinical efficacy and toxicological outcome of a drug or chemical.

Design and execution of best strategy for rapid entry into crucial first in human studies and further advancement into clinical supply.

## Just – Evotec Biologics – Global access to biotherapeutics

Design and application of innovative technologies from discovery to commercial supply to dramatically expand global access to biotherapeutics.

Integrated continuous manufacturing platforms operating within cGMP facilities that employ autonomous clean room technology for the cost-efficient production of antibodies, next-generation biologics and biosimilar products.





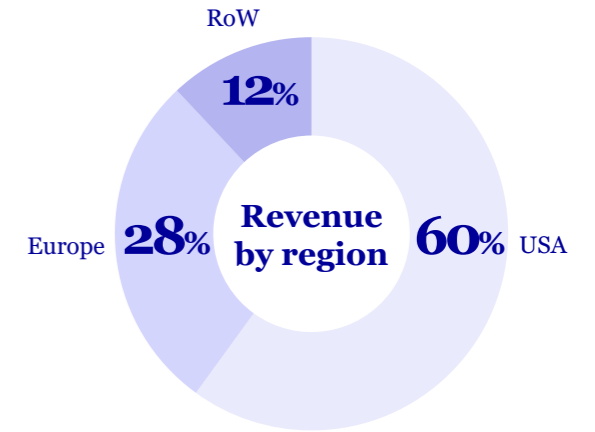
# A shared economy model in R&D as basis for success

A stable foundation



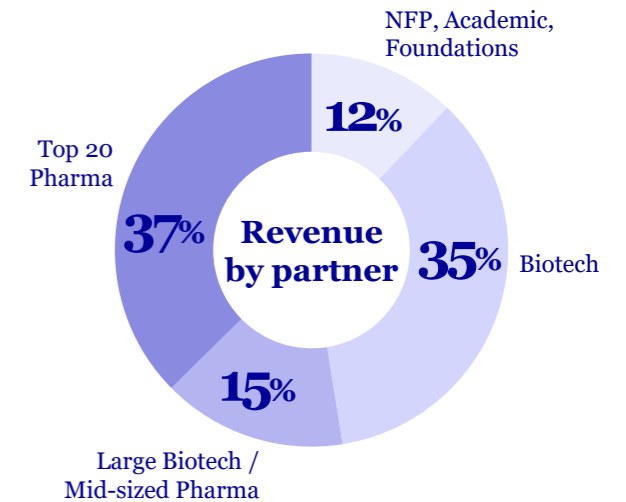
**>500**  
*Active partners*

**~47%**  
*Revenue share with  
TOP 10 partners*



**>93%**  
*Repeat  
business*

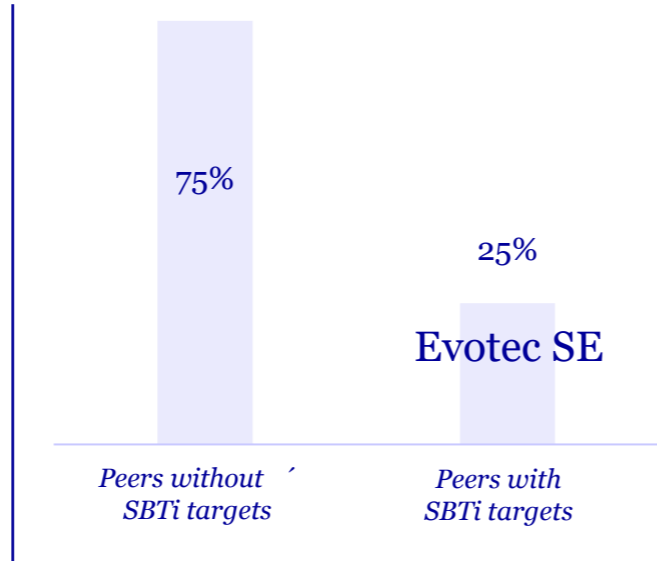
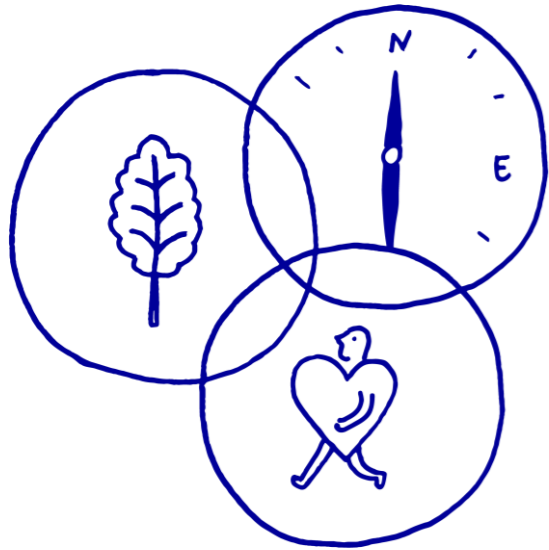
**102**  
*No. of partners with  
> € 1 m revenues*





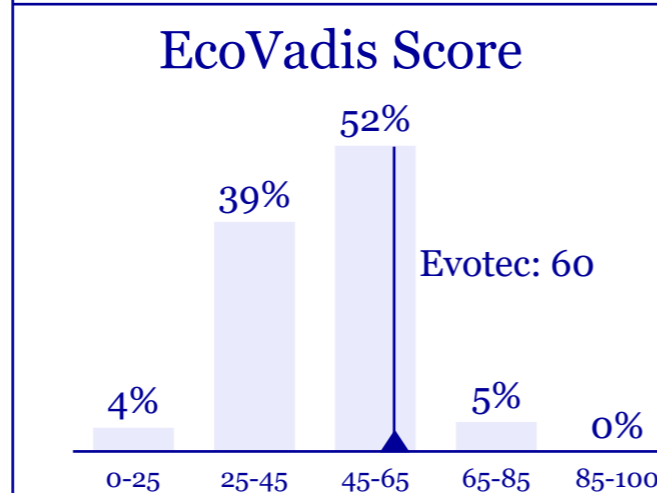
# Sustainable growth enabled by commitment, culture, values & people

Selected ESG-KPIs

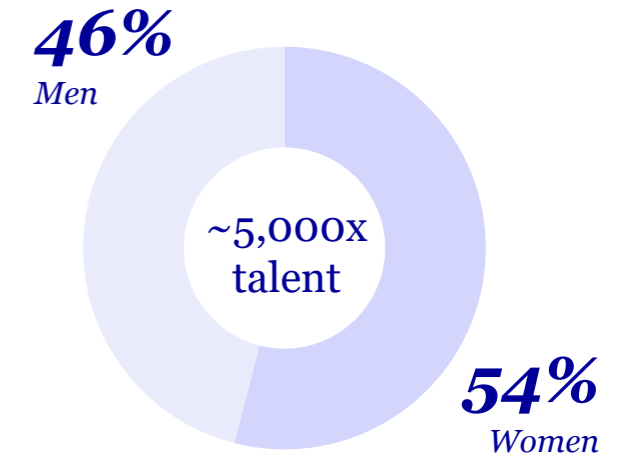


**33%**  
*Share of PhDs*

**32%**  
*Women in Leadership*



**93**  
*Nationalities*

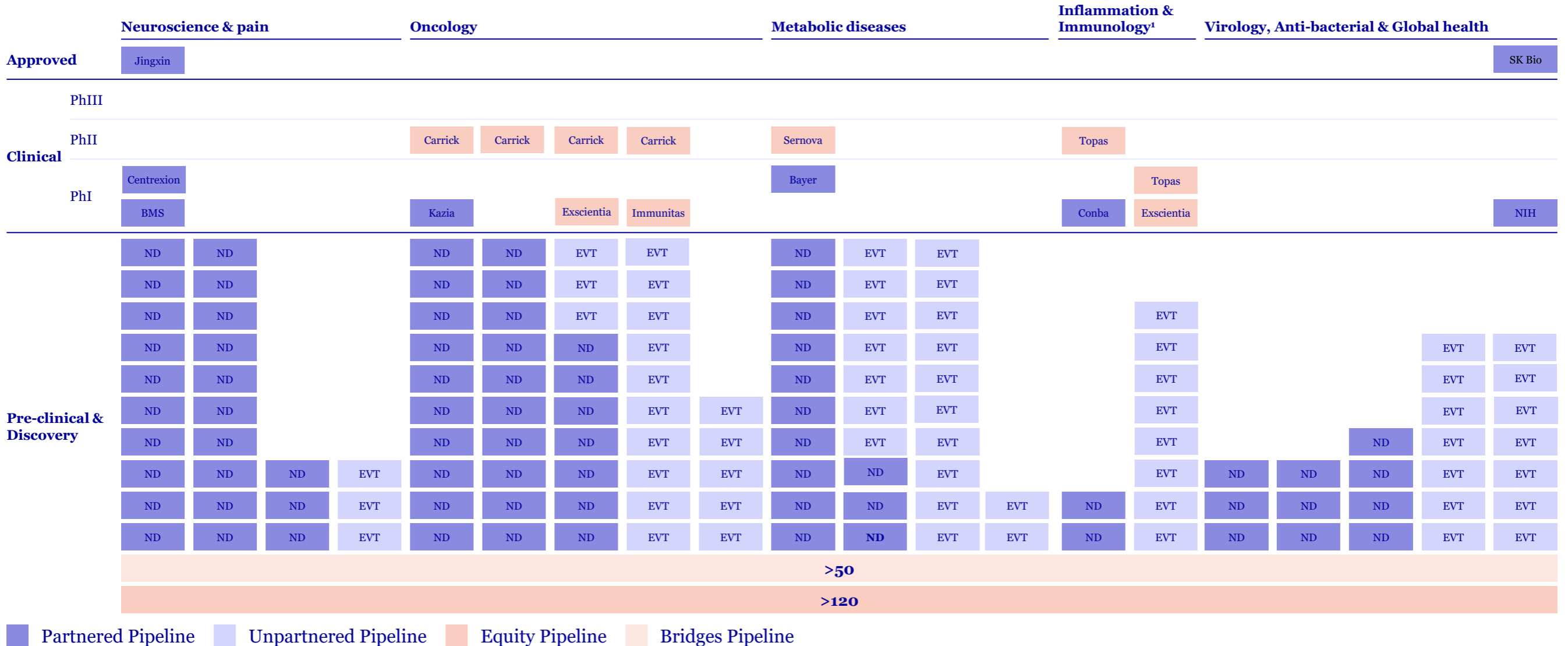






# The growing “iceberg” of first & best-in-class treatment options

>140 co-owned projects



Partnered Pipeline
  Unpartnered Pipeline
  Equity Pipeline
  Bridges Pipeline

<sup>1</sup> Also includes Women's Health, Respiratory projects  
 The Equity Pipeline does not contain programs from EVT/partners that are not publicly disclosed  
 Status as of 31 December 2023



**Shared R&D** – Discovery of next generation drugs with higher efficacy and probability of success



# The power of trust, excellence & expertise in collaboration

Sharing as basis for success



**>500**

*partners working  
in parallel on our  
platform*

**>50**

*compounds that  
have been  
approved for  
clinical trials*

**~10%**

*growth yoy  
in customer base*

**>90%**

*repeat business*

**~30%**

*time saved to IND*

**~50%**

*more cost efficient*



# Comprehensive integrated research and development

Illustrative functional capabilities of the End-to-End shared R&D continuum

From Target...

...to Patient

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| <ul style="list-style-type: none"><li>• Disease area expertise</li><li>• Exploratory biology</li><li>• Target validation</li><li>• Assay Development</li></ul> | <ul style="list-style-type: none"><li>• Structural biology</li><li>• Screening, virtual screening</li><li>• Molecular design, chemistry</li></ul> | <ul style="list-style-type: none"><li>• Molecular optimisation</li><li>• PK/PD, ADME, PK</li><li>• Safety, biomarkers</li><li>• Development readiness</li></ul> | <ul style="list-style-type: none"><li>• Regulatory Toxicology</li><li>• Formulation science</li><li>• Process development and manufacture</li></ul> | <ul style="list-style-type: none"><li>• Translational biology, biomarkers</li><li>• Clinical development support</li><li>• API manufacturing, product for clinical testing</li><li>• Drug Product</li></ul> | <ul style="list-style-type: none"><li>• Commercial API and drug product manufacturing</li></ul> |
|--|---|---|---|---|---|

- Comprehensive “under ONE” roof offering of technologies, experience and expertise
- Operational excellence and A.I./M.L.-driven predictive science



# It all starts with precise patient data – From human to human

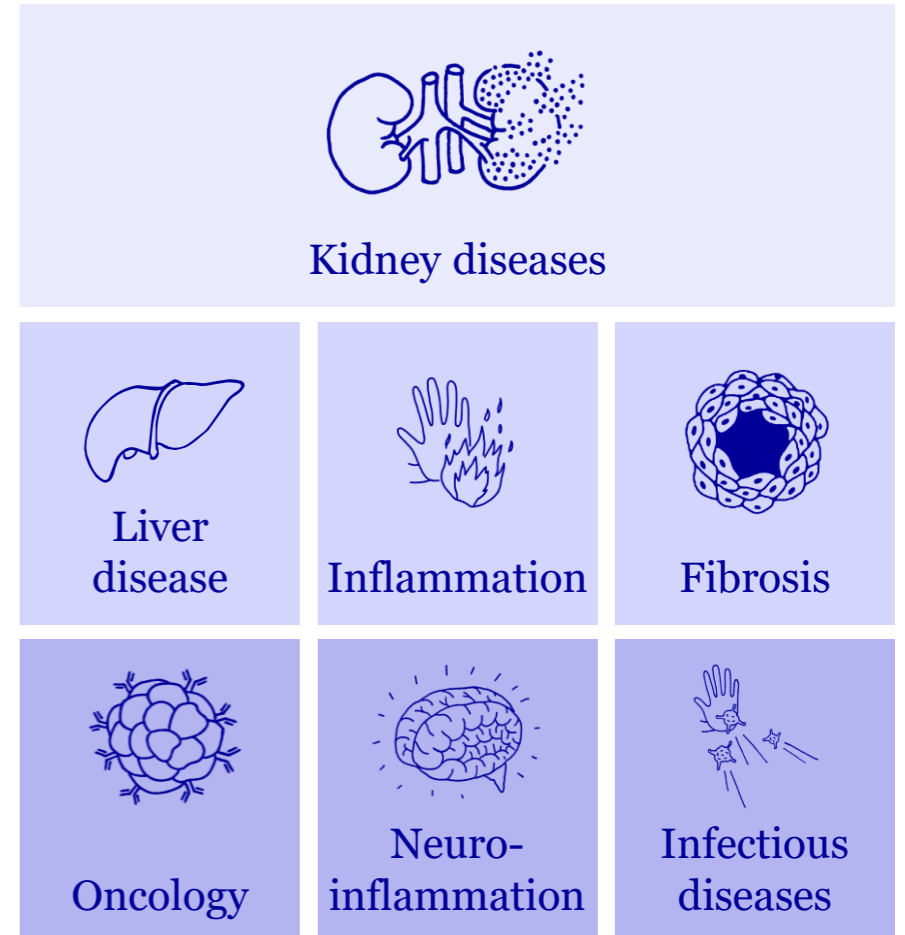
Portfolio of Evotec Molecular Patient Databases (E.MPD)

**Therapeutic area**      **Patients**

<b>Chronic kidney diseases (CKD)</b>	<b>12,000</b>
<b>Immune mediated diseases</b>	<b>3,000</b>
<b>Metabolic disease (Liver)</b>	<b>2,000</b>
<b>Healthy controls</b>	<b>1,500</b>



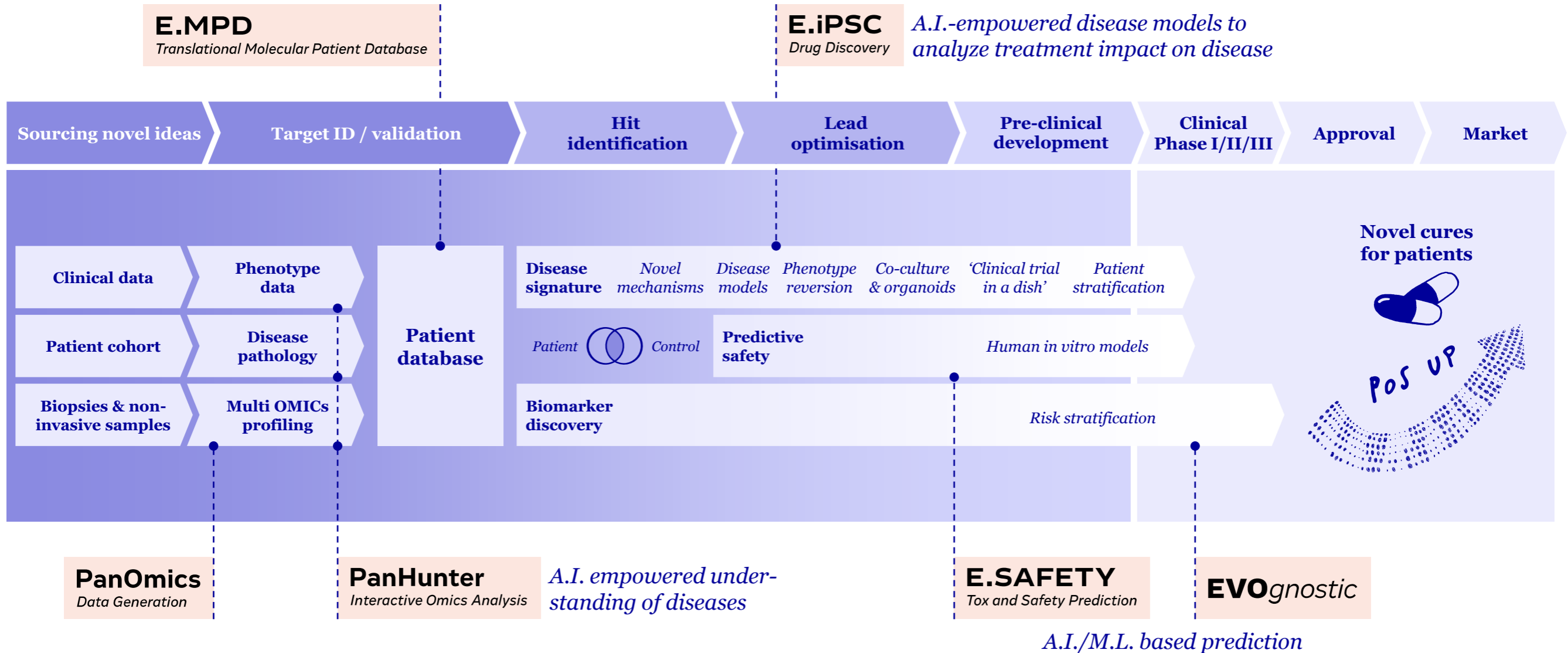
**E.MPD**  
TRANSLATIONAL MOLECULAR PATIENT DATABASE





# A.I.-powered insights change the way we work

## Overview of PanOmics-driven drug discovery



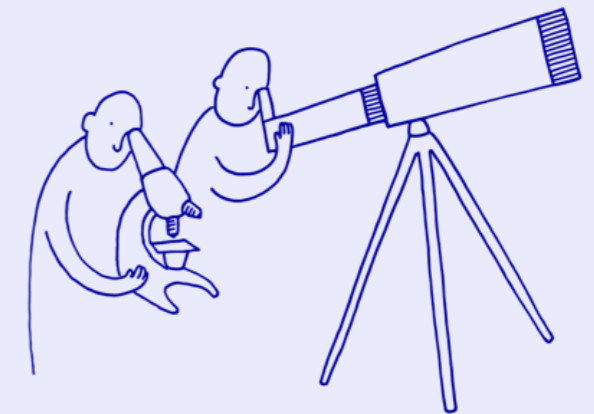


# Fundamental market disruption takes time, but will come!

## A.I. in Healthcare

	<b>From</b>	<b>To</b>
<b>Disease understanding</b>	Mechanistic understanding limited by <b>human capabilities and stochastic patterns.</b>	Target identification through <b>A.I.-assisted analysis of vast datasets in PanOmics</b> for pattern identification understanding of mechanism of underlying diseases
<b>Hit ID &amp; Lead optimisation</b>	<b>Wet-lab-based</b> screening of compounds with time and physical constraints	<b>In silico screening</b> of hits and leads for vastly accelerated timelines.
<b>Drug safety</b>	<b>In vivo and in vitro</b> testing	<b>In silico prediction</b> of potential safety issues and toxicity
<b>Clinical development</b>	<b>Trial and error</b> approach for dosage and patient group	<b>In silico prediction</b> of optimal dosing regime, <b>bypassing trial and error</b> and leading to higher POS and lower costs
<b>Drug manufacturing</b>	<b>Increasing regulatory burden</b> for GMP compliance Managed largely through <b>human workload</b>	<b>Optimisation of quality control, production consistency</b> and prediction of machine maintenance needs

*We overestimate near term impact, ...*



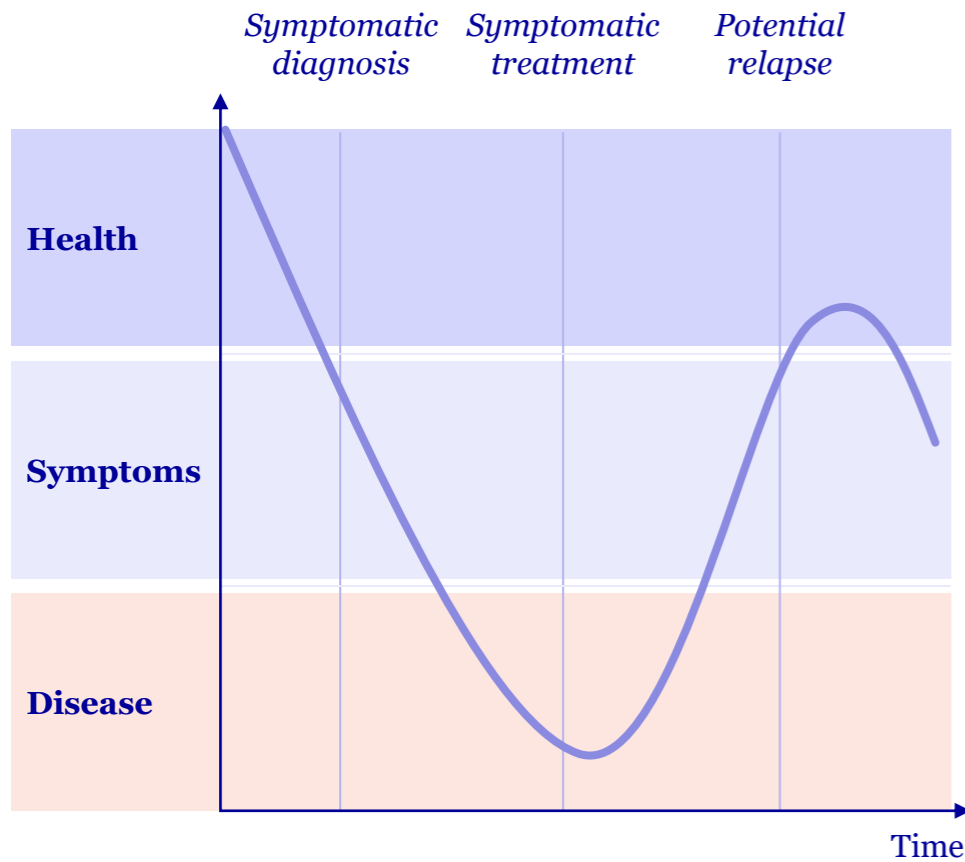
*... but underestimate long-term impact.*



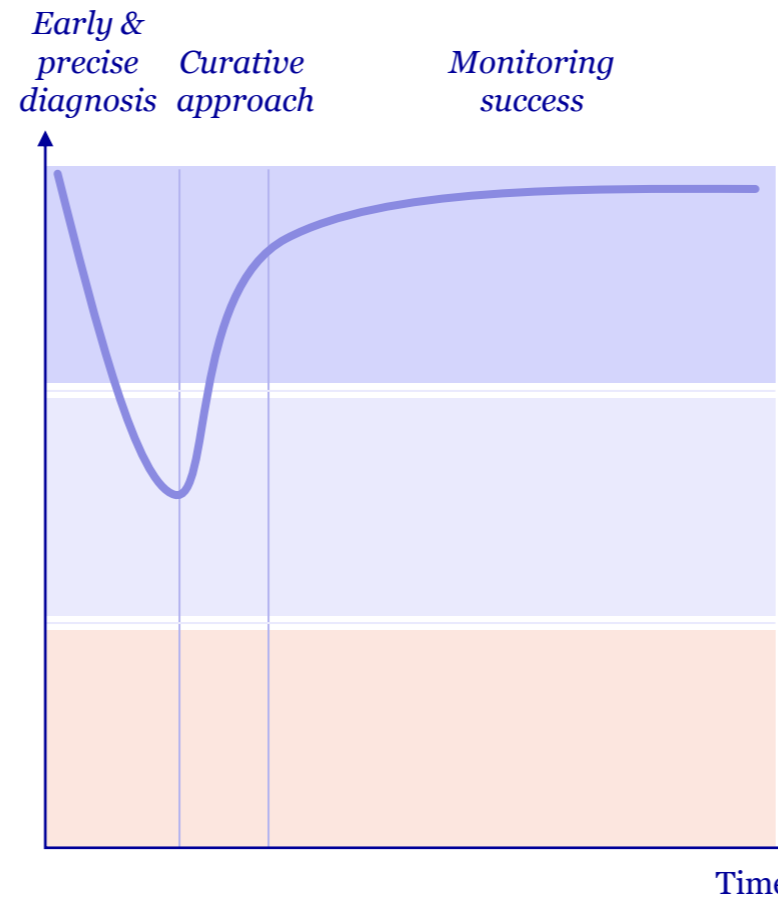
# Changing the healthcare paradigm with PanOmic

From symptomatic treatments to data-driven healthcare

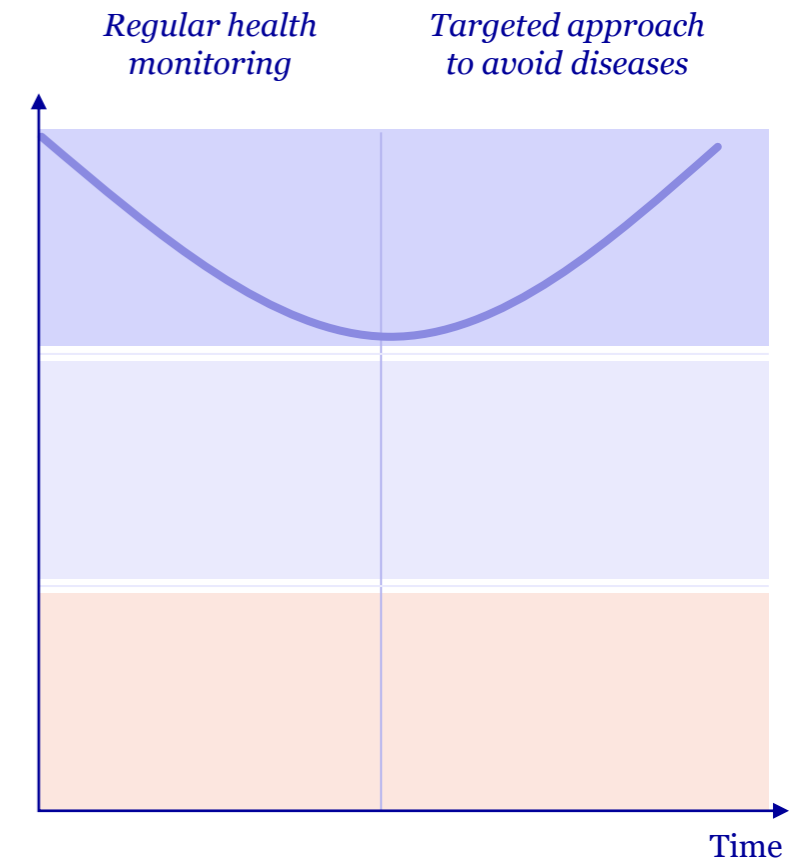
## “Successful” symptomatic treatments



## Precision medicine



## Data-driven healthcare

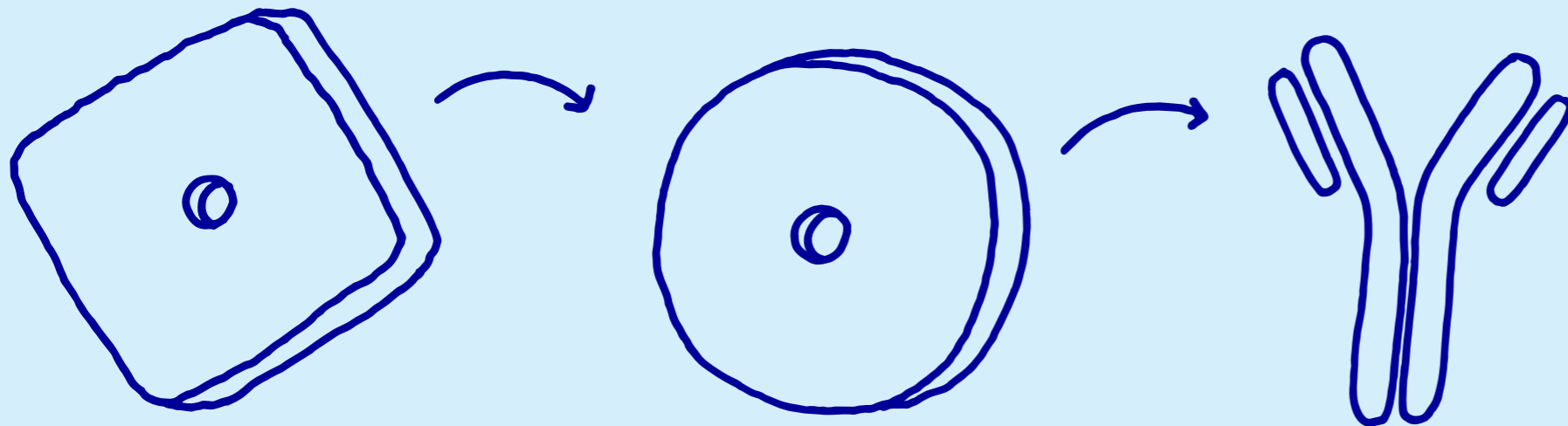






# **Just – Evotec Biologics** Design and application of innovative technologies from discovery to commercial supply to dramatically expand global access to biotherapeutics

*Paradigm shift in biologics*





# New options to cure Rare Diseases

Underserved indications



**50%**

of the people affected by rare diseases are **children**

**30**  
million people

in **Europe** are living with rare disease

**7,000**

rare disease & disorders have been identified

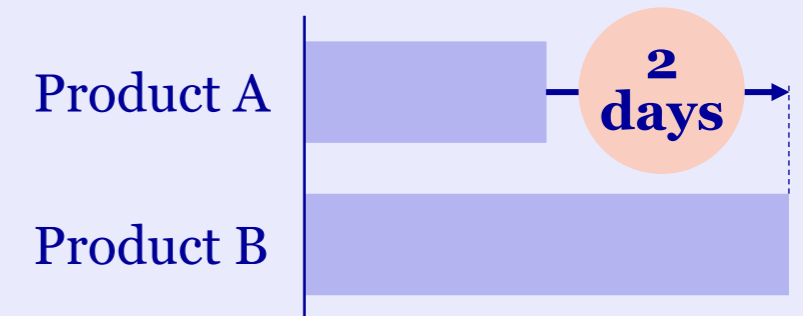
**30**  
million people

in **US** are living with rare disease

**Just**  
EVOTEC BIOLOGICS

**1. High titer cell lines**

**2. Rapid turn around**





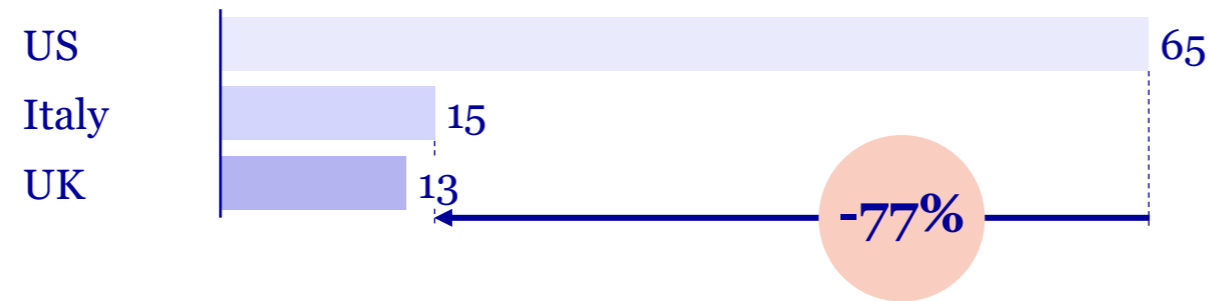
# Reducing burdens for healthcare systems

Underserved populations

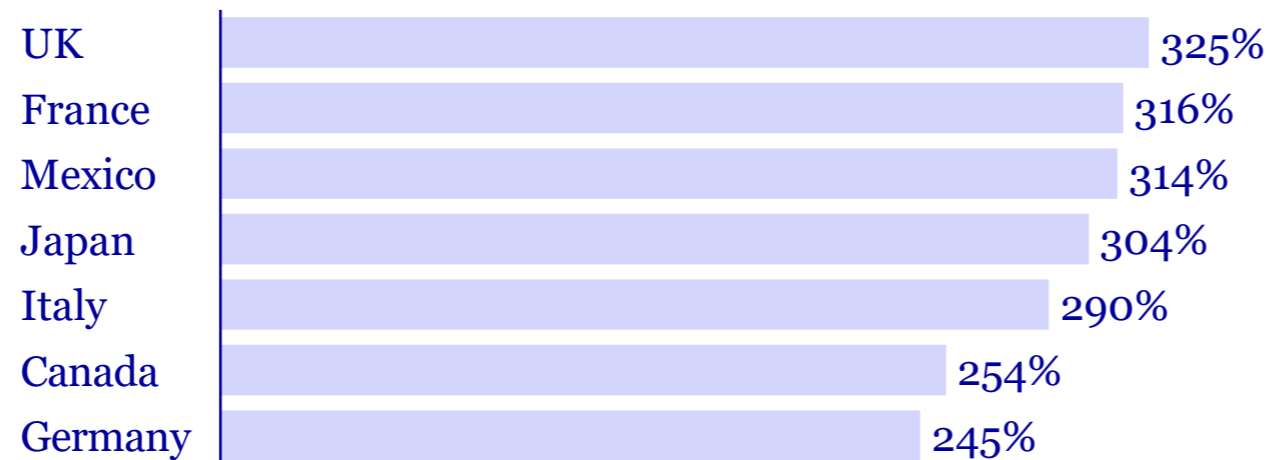


## Case example for top-5 mAb therapy – Psoriatic Arthritis

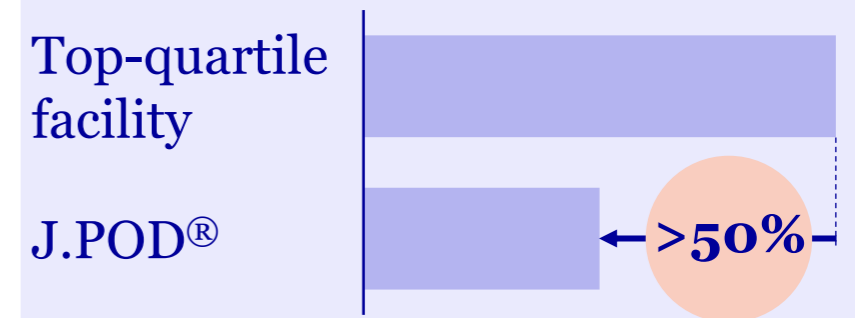
Comparison of annual treatment costs U.S., in US\$ (000s)<sup>1</sup>



US Biologics prices as a % of other countries<sup>2</sup>



**Lower COGs potential**  
US\$/g



**Proximity to key markets**



J.POD® technology can be quickly established in other countries/regions

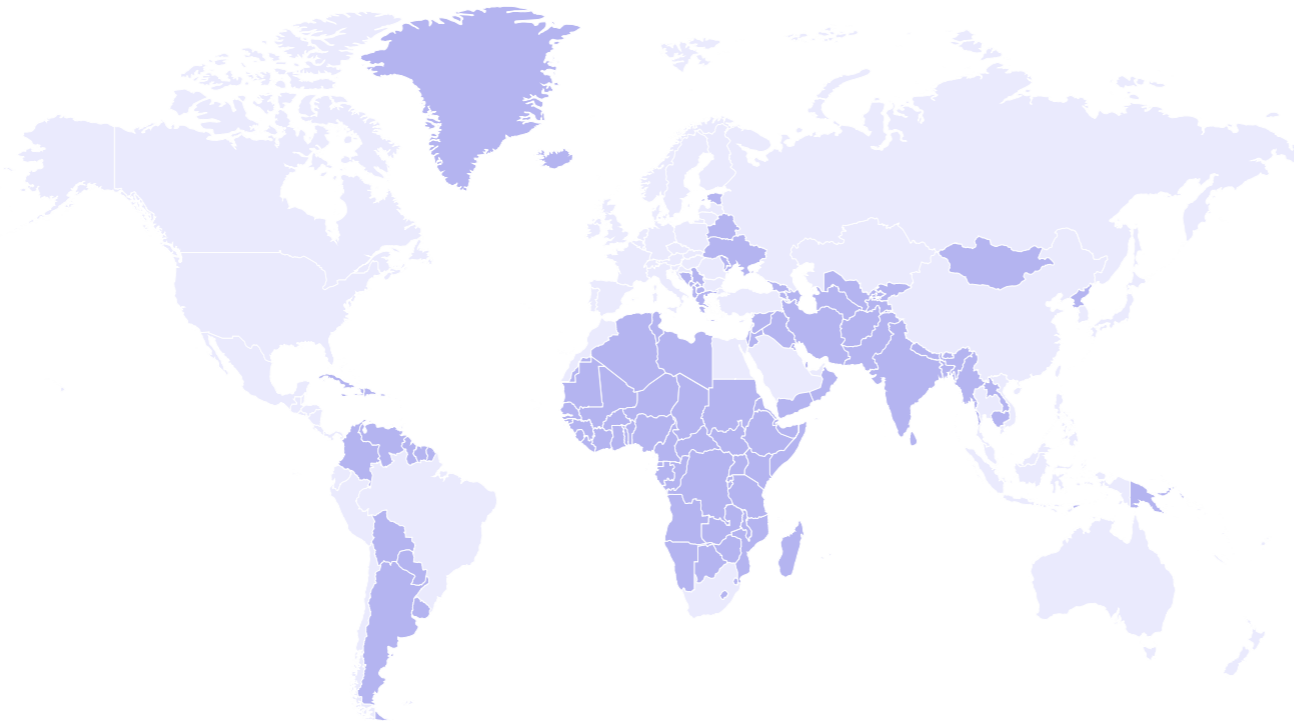


# Improving equitable access across the globe

Underserved regions



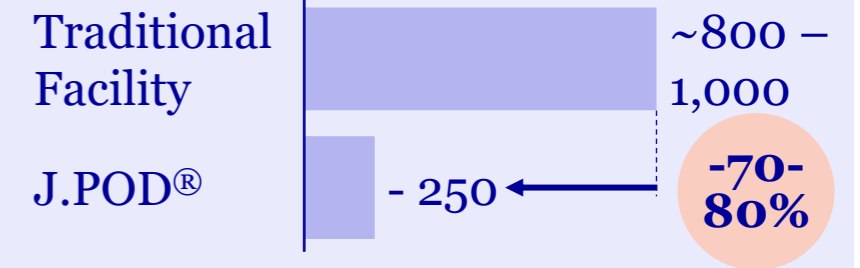
## Case study – Countries where key PD-1 antibodies are currently not available



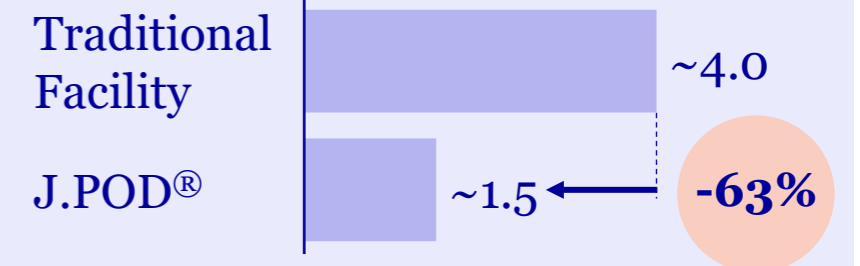
Enabling new business models



### Facility building costs, US\$m



### Time to set up facility, years



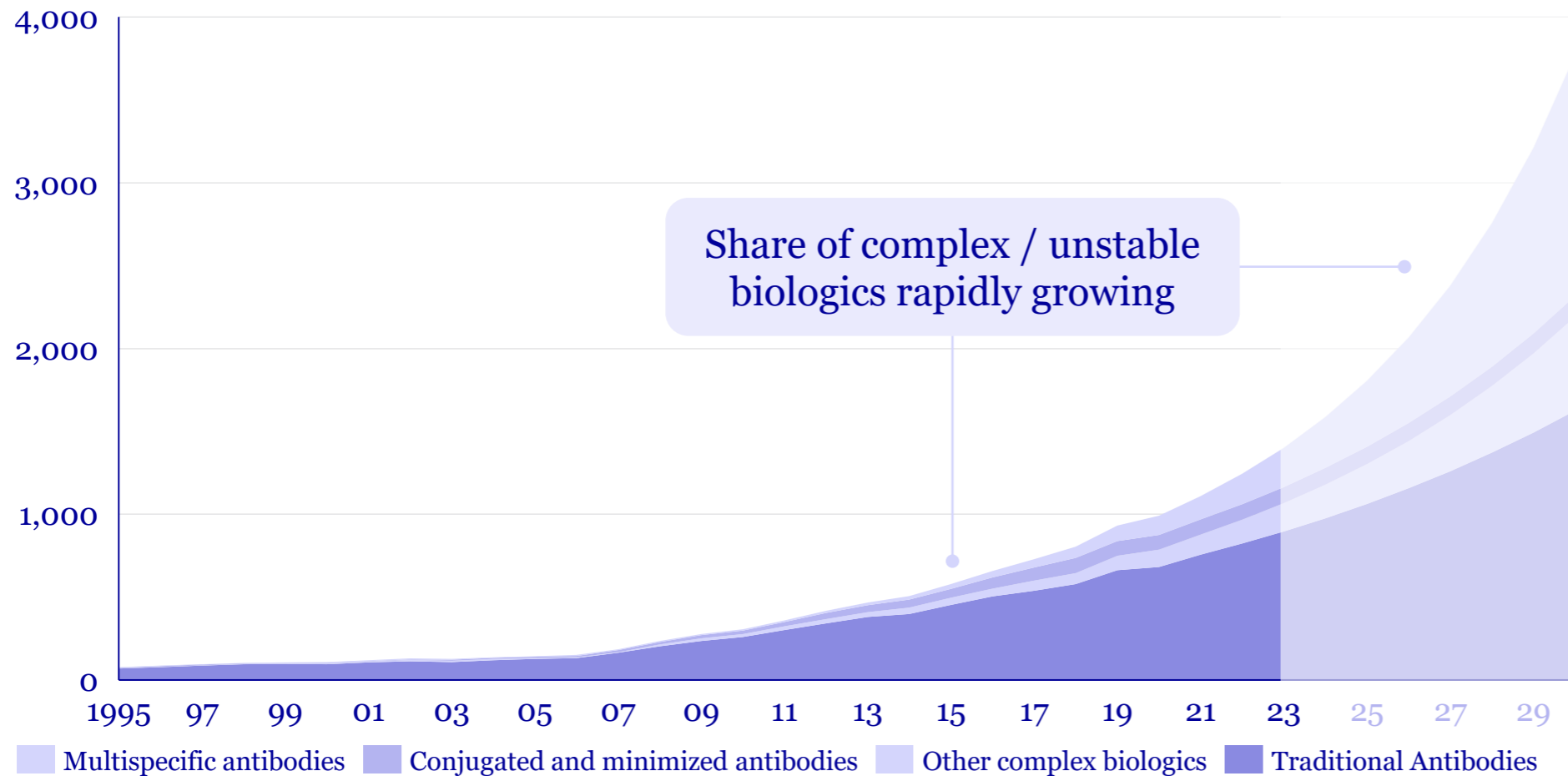


# Our continuous platform will even further excel with complex biologics

## Trends in global biologics pipelines

### Size of global pipeline by therapeutic modality

Number of products<sup>1</sup>, from Phase I to III



### Share of complex biologics in the pipeline

**Just**  
● EVOTEC BIOLOGICS

**>40%**

**Industry average**

**~30%**

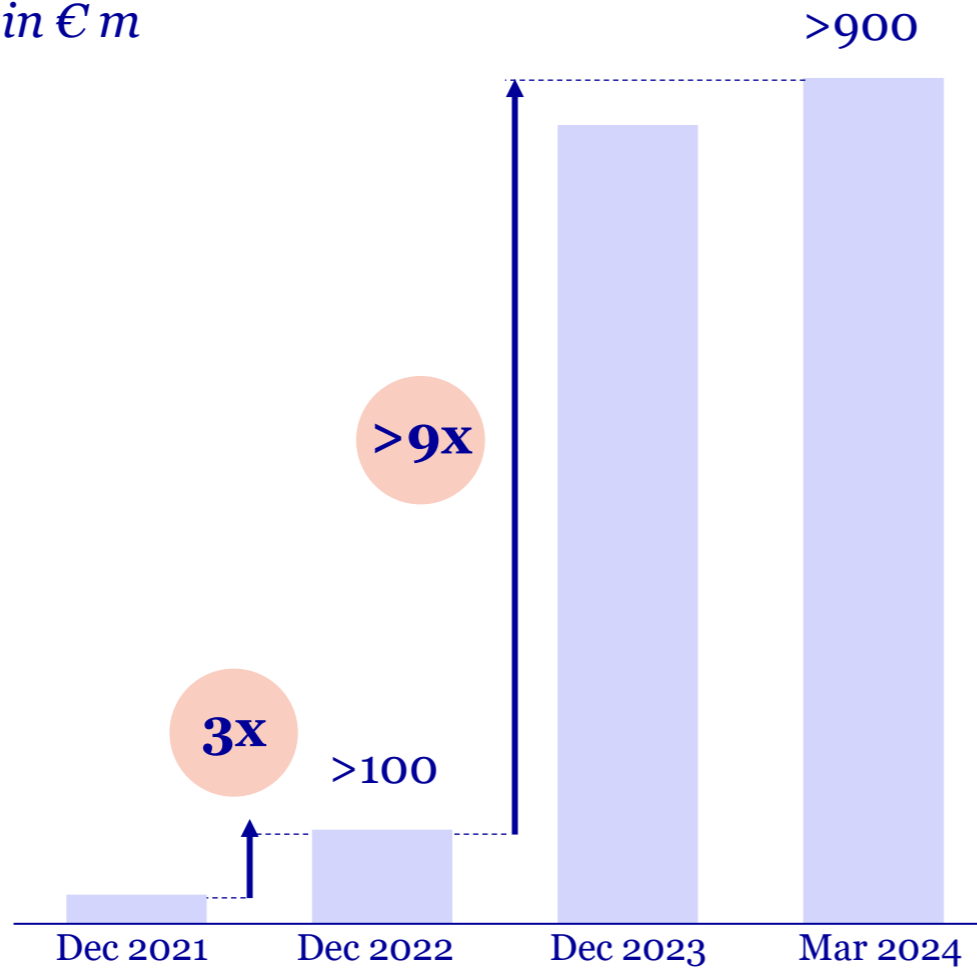


# Just – Evotec Biologics is building markets faster than expected

Key achievements 2021-2024

## Closed Sales

in € m



## Key progress

**SANDOZ**

Up to US\$ 640 m for development work plus massive upside



Anti-Plague mAb development programme initiated

Development programme for Orthopoxvirus mAb candidates



# Global access with global network

Cloning of J.POD facilities – Status and timing



## J.PLANT Seattle, Washington, US

- 500L SUB
- Phase I – Clinical
- Over 34 runs
- 100% success years



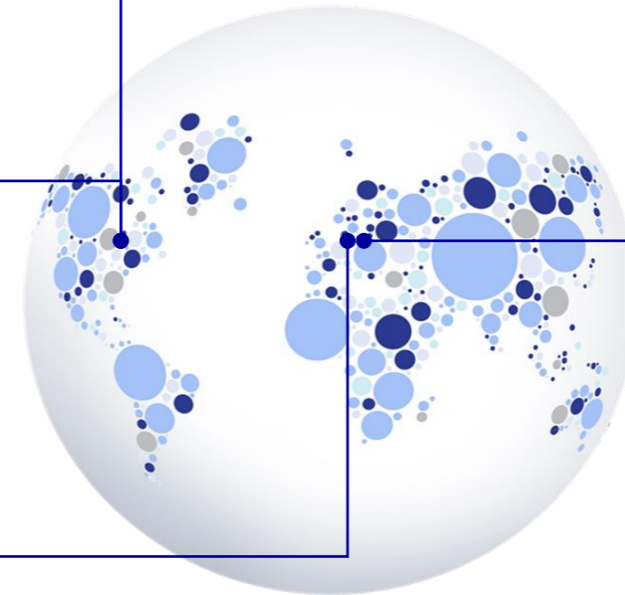
## J.POD® Redmond, Washington, US

- 500L & 1,000L SUB
- Phase I – Commercial
- First cGMP run Oct 2021



## J.POD® Toulouse, France, EU

- 500L & 1,000L SUB
- Phase I – Commercial
- Groundbreaking 2022
- Expected CQV 2024



## “S.POD” – Cloning of J.POD® facilities (option)

- 100% Sandoz-owned
- Just-Evotec Biologics “enabled” from design to technology



# *Financials*





# More than 10 years with more than 20% annual growth

Financial overview (2010-today)

## Revenues

€m



2010



2023

## Adj. EBITDA

€m



2010



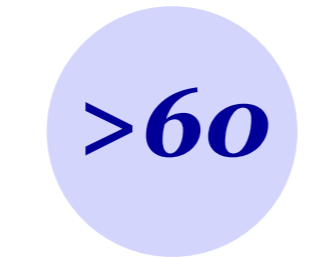
2023

## R&D investments

€m



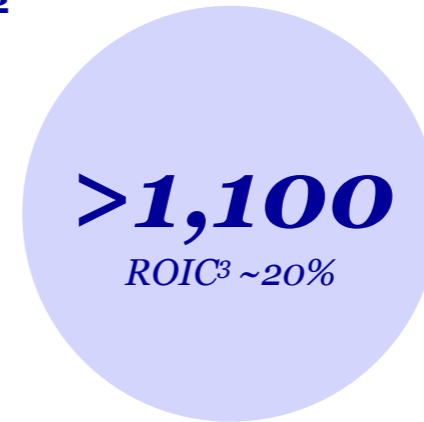
2010



2023

## Investments<sup>2</sup>

cum. €m



2010 – 2023

<sup>1</sup> 2023 severely impacted by cyber-attack

<sup>2</sup> Capex + Acquisitions

<sup>3</sup> Return on Invested Capital based on cumulated Net Operating Profit After Taxes (NOPAT) 2017-2021 only



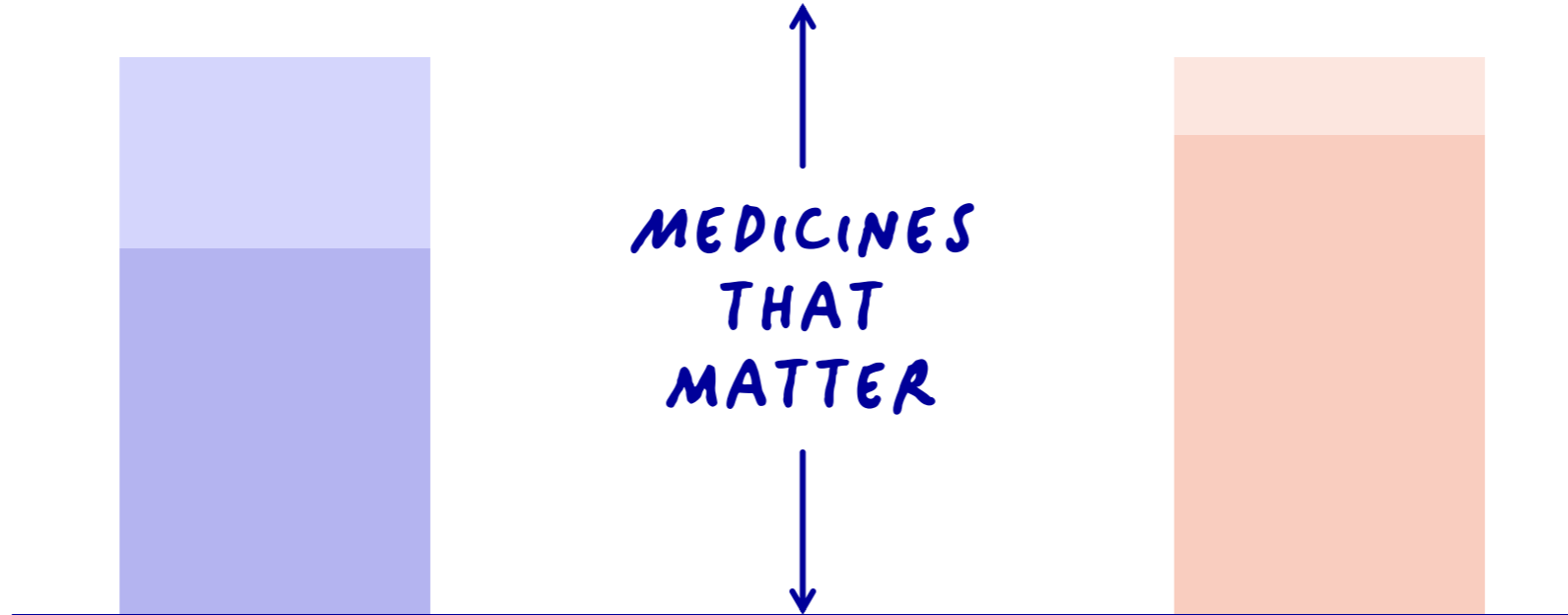
# New segment reporting reflecting a leaner organisational structure

New reporting structure as of Q1 2024 – accountability, efficiency, visibility and simplicity

*From ...*

*EVT Innovate*

*EVT Execute*



*... to*

*Just – Evotec Biologics*

*Shared R&D*

- Shared R&D: ONE end-to-end R&D platform with > 500 partners
- Minimal intersegment reporting reducing complexities and redundancies
- Just – Evotec Biologics: Increased visibility for paradigm shifting technology



# Continued growth despite multiple challenges

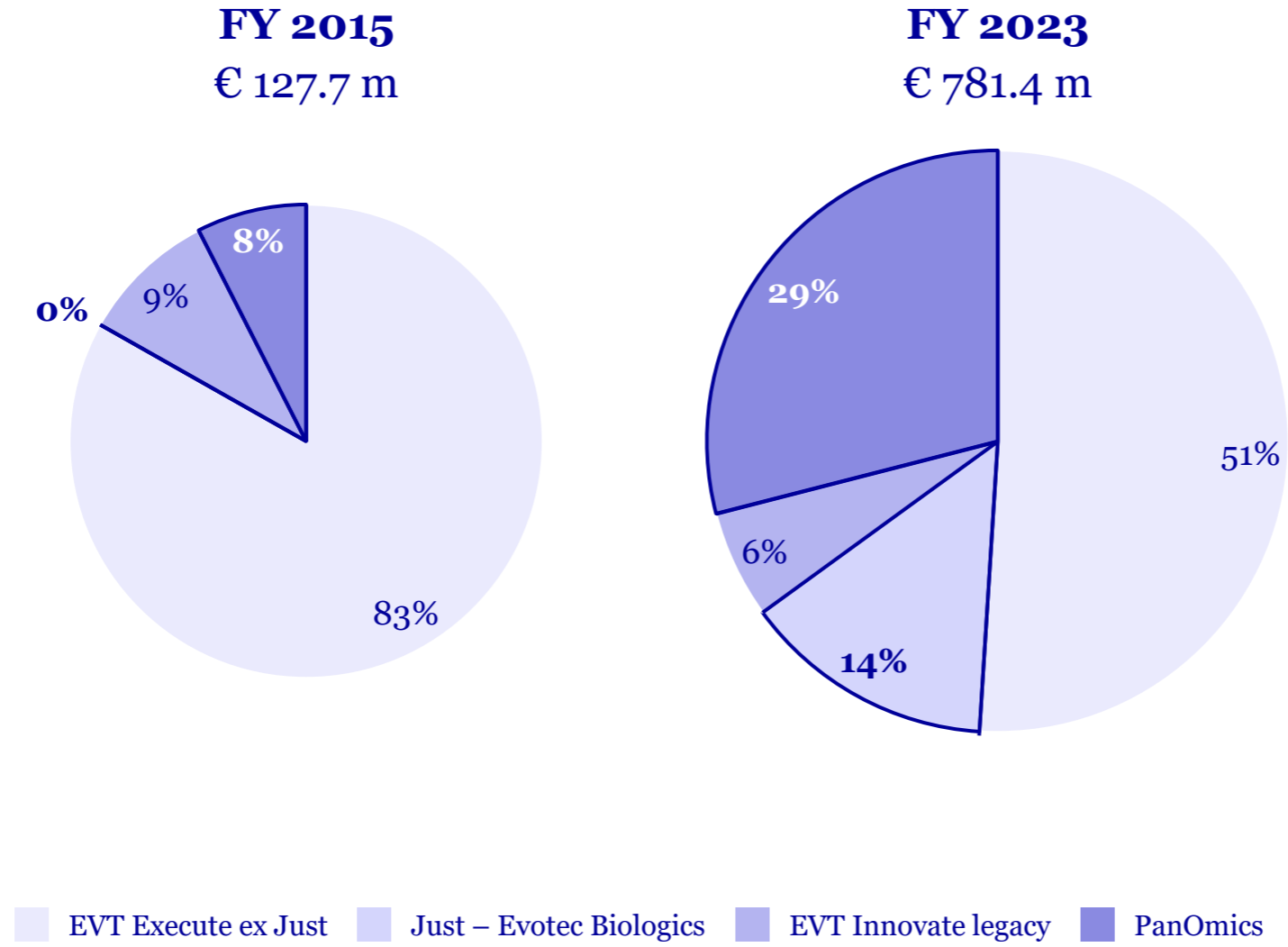
Condensed income statement 2023 – Evotec SE and subsidiaries

<i>in € m<sup>1</sup></i>	<b>2023</b>	<b>2022</b>	<b>Change</b>	<b>Comment</b>
<b>Revenues</b> <i>of which Just – Evotec Biologics (JEB)</i>	<b>781.4</b> 108.4	<b>751.4</b> 51.3	<b>4%</b> >110%	<ul style="list-style-type: none"> <li>• Cyber-related impact (especially Development and Cyprotex)</li> <li>• Challenging markets (esp. biotech)</li> <li>• <i>Sandoz tech partnership</i></li> </ul>
Gross margin <i>Gross margin excl. JEB</i>	22.6% 27.0%	23.2% 31.1%	(60) base pts. (410) base pts.	Cyber, market, less MS, <i>Ramp-up of capacity at JEB</i>
<b>Unpartnered R&amp;D expense</b>	<b>64.8</b>	<b>70.2</b>	<b>(8)%</b>	Investing into the future
<b>Adjusted Group EBITDA<sup>2</sup></b>	<b>66.4</b>	<b>101.7</b>	<b>(34)%</b>	Impacted by internal cyber-related costs
Adjusted Group EBITDA excl. JEB <sup>2</sup>	72.4	138.3	(47)%	Majority of cyber-related costs accounted for within EVT Execute
Scope 1 & 2 emissions (tons CO <sub>2</sub> e)	27,480	38,549	(29)%	Growing greener



# Paradigm-shifting platforms to remain key growth drivers

Revenue distribution 2015 versus 9M 2023



## Revenue CAGRs<sub>2015 - 9M 2023</sub> outpacing base business

- PanOmics ~50%
- € 108 m incremental contribution from Just – Evotec Biologics since 2019
- EVT Innovate ex PanOmics ~20%
- EVT Execute ex Just – Evotec Biologics ~20%



# Growing faster than market growth, more profitable

Guidance 2024

	<b>Guidance 2024</b>	<b>YE 2023</b>	<b>Comment</b>
<b>Group revenues</b>	Low double digit percentage growth	€ 781.4 m	Navigating in a challenging market with differentiated offering
<b>R&amp;D<sup>1</sup></b>	Mid-single to low double digit percentage reduction	€ 64.8 m	Long-term expansion of pipeline / Focus on first-in-class platforms and project
<b>Adjusted EBITDA<sup>2</sup></b>	Mid double digit percentage growth	€ 66.4 m	At least doubling rate of revenue growth / upside from efficiency measures and improving demand

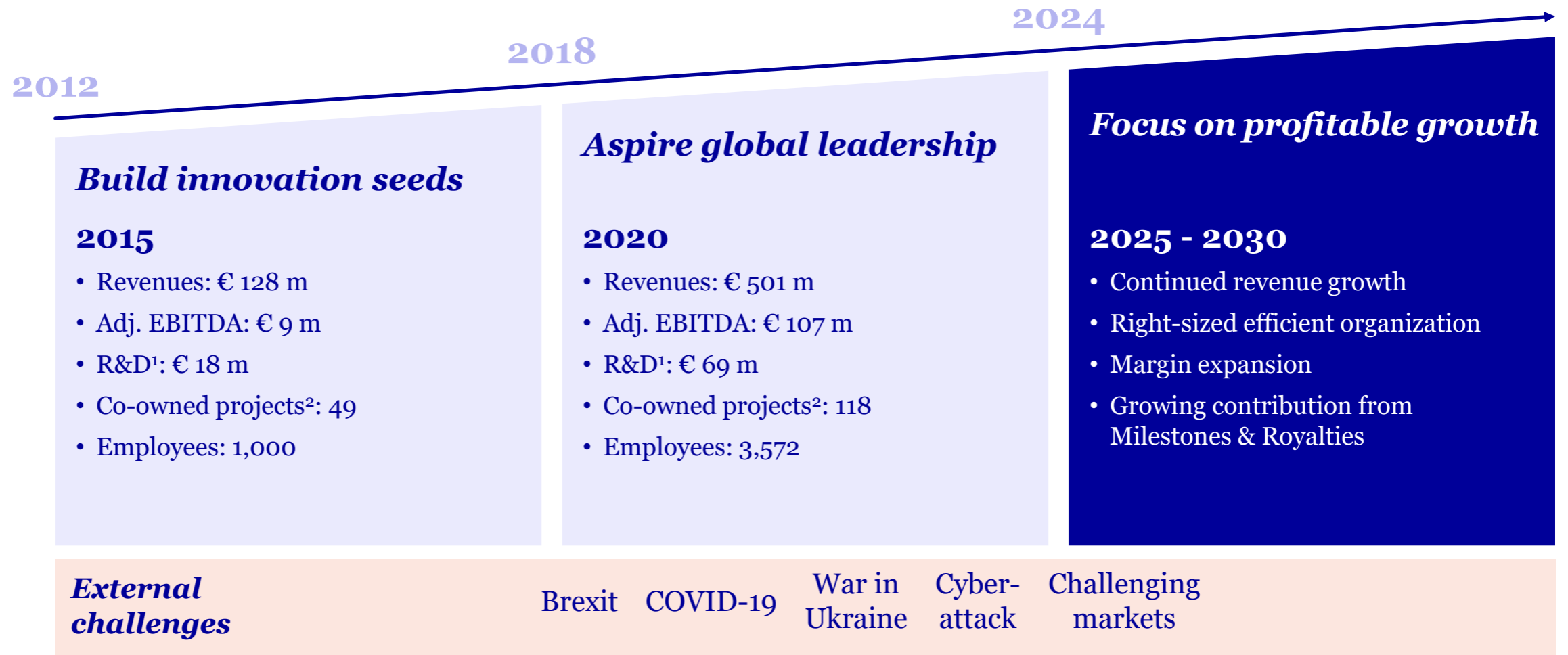
***€ 150-200 m continued investment programme for enabling and supporting growth***

**Refined guidance to be assessed together with new CEO – Update planned for H1 results**



# Reset will be reflected in 2025 & beyond

Our journey



**Mid-term outlook to be assessed together with new CEO – first update planned for H1 results**

<sup>1</sup> Including equity investments

<sup>2</sup> Does not include EVT equity investments



# “Evotec inside” – further progressing

Selected pipeline events within next 12-24 months

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Phase II data with BMS in CNS (EVT8683)

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Phase II initiation with Bayer in Kidney Disease

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Phase I data with Kazia in Oncology (EVT801)

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Phase I initiations with Kidney Diseases with other partners

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Phase I initiation with BMS in CNS

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Phase I initiation with BMS in Oncology

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Phase I initiation with Sernova in Diabetes

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Phase I data in Chikungunya virus (EVT894)

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Progress of multiple co-owned equity companies (not disclosed) (e.g., Topas, ...)

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# Upcoming important dates

## Financial calendar 2023

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Quarterly Statement Q1 2024	<b><i>22 May 2024</i></b>
Annual General Meeting 2024	<b><i>10 June 2024</i></b>
Half-year 2024 Interim Report	<b><i>06 August 2024</i></b>
Capital Markets Day	<b><i>10 October 2024</i></b>
Quarterly Statement 9M 2024	<b><i>08 November 2024</i></b>

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***Full annual report and sustainability report 2023 available for download***

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# In a nutshell ...

## Key takeaways

**Resetting for profitable growth in 2024**

**Strong demand for core offerings -  
double digit top-line growth**

**Creating a right-sized & efficient organisation**

**Putting an even stronger team in place**





# *Appendix*



# Experienced management team with long-term mission

## The management team



**Christian Wojczewski**

CEO (as of 1 July 2024)

### Experience

- 2017 – 2022 CEO of Mediq
- 2005 – 2017 Various leadership positions at Linde Group, since 2007 member of the Group Executive Committee & Head of Global Business Unit Healthcare
- 2000 – 2005 McKinsey & Company



**Laetitia Rouxel**

CFO (since 2023)

### Experience

- 2021-2023: Global CFO of Wavin
- 2018-2021: Divisional CFO, SVP M&A of Coty
- 1996-2018: Different finance functions & leadership roles at Pfizer, J&J and Danone



**Matthias Evers**

CBO (since 2022)

### Experience

- 2002-2022: McKinsey & Company
- Significant exposure to the U.S., China, India, and Europe, where he supported R&D organisations to excel at innovation
- Areas of expertise: convergence of biology and technology
- Advisor and speaker at high-profile science events



**Craig Johnstone**

COO (since 2019)

### Experience

- 2012-2019: Various leadership roles at Evotec
- 1994-2012: Project, function, & leadership roles at AstraZeneca, Prosidion and Rapier Research
- Fellow of the Royal Society of Chemistry and Chartered Chemist, BSc in Chemistry and a PhD in organic and organometallic



**Aurélie Dalbiez**

CFO (as of 15 June 2024)

### Experience

- 2021 – 2024 Chief Human Resources Officer at Corbion
- Prior to Corbion, various leadership positions at Lonza AG and Novartis AG
- More than 25 years of experience in international HR leadership



**Cord Dohrmann**

CSO (since 2010)

### Experience

- 1999-2010: Leading DeveloGen from a start-up to an internationally recognised metabolic disease company
- 20 years in biomedical research at leading academic institutions and in the biotech industry



# Global view and deep experience for best governance

## Independent and diverse Supervisory Board



**Iris Löw-Friedrich**

CMO – UCB S.A.

- Since 2014 Member of Evotec’s Supervisory Board (2021 Chairperson)
- Since 2008, CMO of UCB S.A., Brussels (Belgium)
- 2001-2009, Member of the Executive Board of Schwarz Pharma AG, responsible for global R&D



**Roland Sackers**

CFO & Managing Director  
QIAGEN N.V.

- Since 2019 Member of the Supervisory Board (2021 Vice Chair Person) and Chairman of the Audit Committee of Evotec
- Since 2004, CFO of QIAGEN N.V.
- 1999-2004, Auditor at Arthur Andersen



**Camilla Macapili Languille**

Head of Life Sciences  
Mubadala Investment Company

- Since 2022 Member of Evotec’s Supervisory Board
- Since 2013, Different positions at Mubadala Investment Company, (UAE)
- 2011-2013, Senior Manager Mergers & Acquisitions Daiwa Capital Advisory Partners (France)
- 2007-2010: Investment Manager at Virgin Management Ltd. (UK)
- 2005-2007, Analyst at JPMorgan Securities, Inc. (UK/USA)



**Mario Polywka**

Interim CEO of Evotec SE\*

- Since 2019 Member of Evotec’s Supervisory Board
- 2018, Retired from the Management Board of Evotec
- 2007-2018, COO of Evotec
- 1991 Founding chemist of Oxford Asymmetry International plc (OAI), which was merged with Evotec BioSystems in 2000



**Elaine Sullivan**

CEO Keltic Pharma  
Therapeutics Ltd.

- Since 2015 Member of Evotec’s Supervisory Board
- 2015-2019, CEO of Carrick Therapeutics Ltd,
- 2011-2014, VP Global External R&D at Eli Lilly & Company, Inc
- 1995-2010, Various positions in the area of drug discovery and development at AstraZeneca



**Constanze Ulmer-Eilfort**

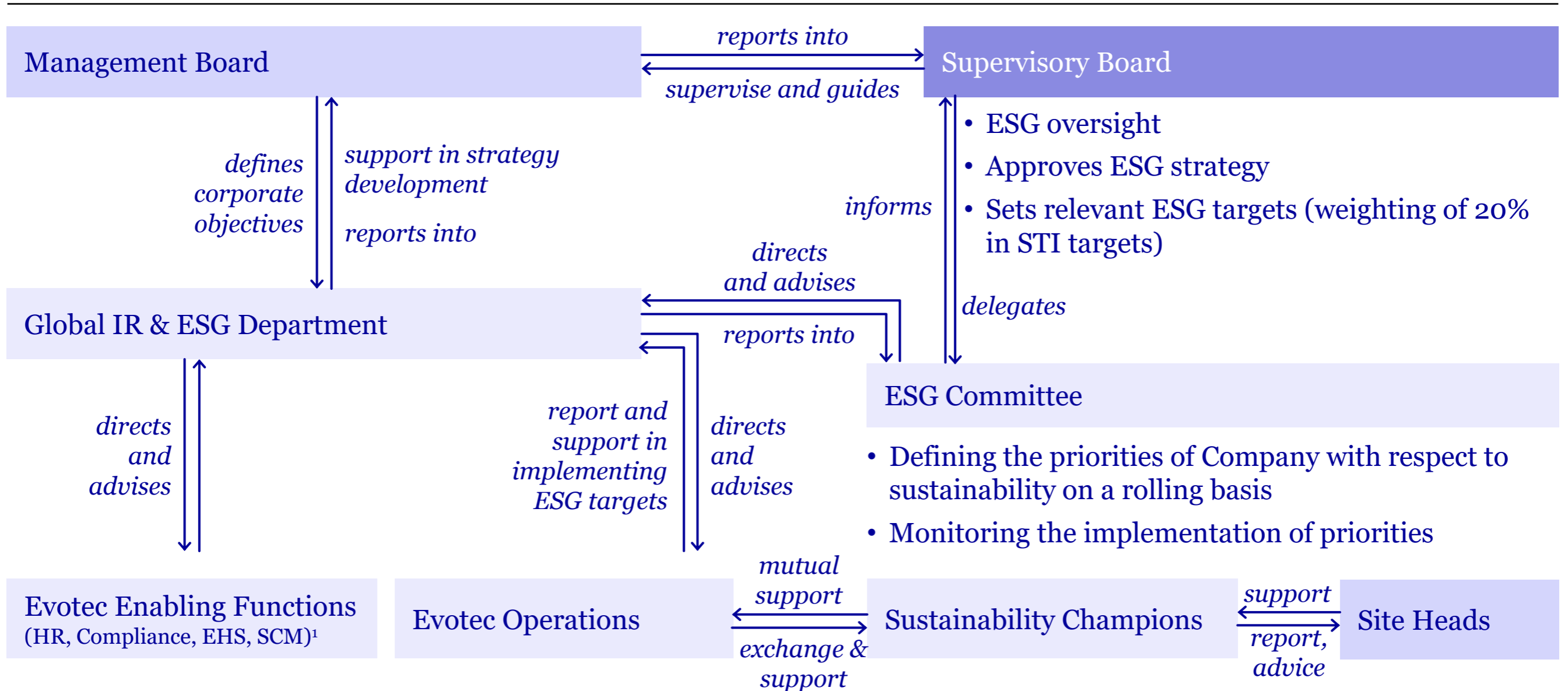
Partner at Peters,  
Schönberger & Partner

- Since 2021 Member of Evotec’s Supervisory Board
- Since 2000, Equity Partner at Baker McKenzie
- Since 2017, Member of the Global Executive Committee of Baker McKenzie
- S4DX GmbH, Chair of the Advisory Committee



# Strong Sustainability Governance in place

Supervisory Board assumes responsibility for sustainability





# EVOequity portfolio making progress

Operational VC model – diversified portfolio with multiple shots on goal

## At Equity Holding (≥20%) or significant influence



## Minority Shareholdings (<20%)



## BRIDGEs

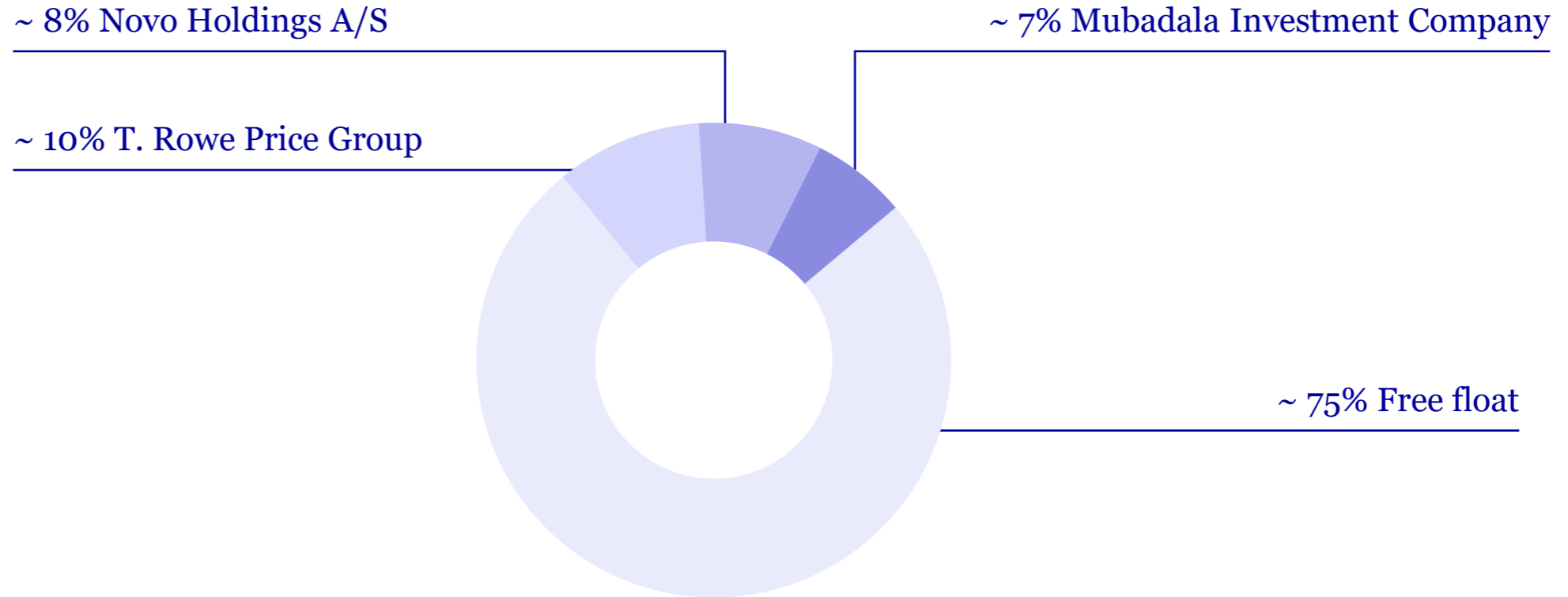


- **Breakpoint Therapeutics** – Nomination of first preclinical development candidate, BTX-011
- **Tubulis** – Closing of upsized € 128 m Series B2 financing round
- **Carrick Therapeutics** – First patient dosed in Phase 1b/2 clinical trial of Samuraciclib in combination with Vepdegestrant
- **Topas Therapeutics** – Initiation of Phase 2a clinical trial for TPM502 in Celiac Disease
- **Tubulis** – Strategic license agreement with Bristol Myers Squibb to develop next generation ADCs



# Shareholders supporting sustainable growth

Shareholder structure<sup>1</sup>



## Number of shares:

177.5 m

## Listings:

Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT  
NASDAQ Global Select Market (ADS), Ticker: EVO

## 52 week high/low:

€ 24.44/€ 8.52

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EVP Global Head of Investor Relations & ESG*

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