General company presentation

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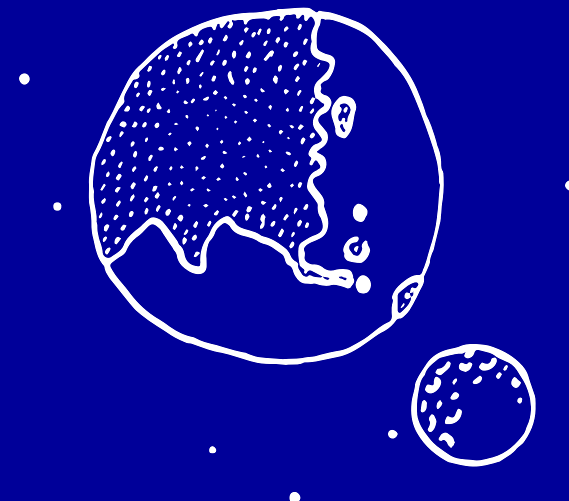
1 Pioneering Drug Discovery

2 Financials



Pioneering Drug Discovery

About us

Pioneering Drug Discovery

Pioneering drug discovery and development, leveraging cutting-edge technology, disruptive science, and AI-driven innovation. Together with our partners, we accelerate the journey from concept to cure

Just – Evotec Biologics –better monetization of technology & assets

World leader in developing enabling technologies for end-to-end continuous manufacturing

Unleashing innovation in drug discovery to develop life-changing medicines to ensure that the right drugs reach the right patients – sooner, safer, and smarter

Commitment to Operational Excellence

> € 50 m cost reduction by 2028 & further productivity improvement

Above market growth at better-quality earnings

Technological leadership and innovation; steering portfolio towards high value segments; upside through returns on asset pipeline

New strategy – sharpened investment focus

Building blocks for value creation

Enabling partners through technology and science leadership

Discovery & Preclinical Development

- Target Identification to IND
- Simplification of model, preferential investment in high value segments
- Automation & industrialisation, next-gen. platforms

Just – Evotec Biologics

- World leader in developing enabling technologies for end-to-end continuous manufacturing
- Focus on monetising leading technology & assets
- Pivoting to Capex-lighter model

New ways of working

Enhanced commercial model

Commitment to operational excellence

Focus on talent development

Strategy in Execution – simplifying our business model

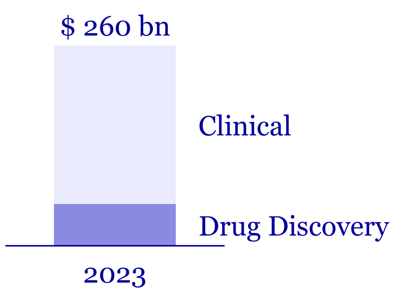
Implementation has started

Strategic shift	Focus & Action
Streamlining asset pipeline	• Cleaned up portfolio - high quality, high potential assets – divested EVT 201 • Own asset development limited to proof points for technological innovation
Optimizing risk/ opportunity mix	• Risk sharing deals exclusively for strategic partnerships • Contracts under review
Exiting equity portfolio	• Divested Recursion participation – € 70 m proceeds • Options for remaining portfolio under review
Optimizing Just portfolio	• Better monetize existing technology and resources • Not contemplating next J.POD in current planning period

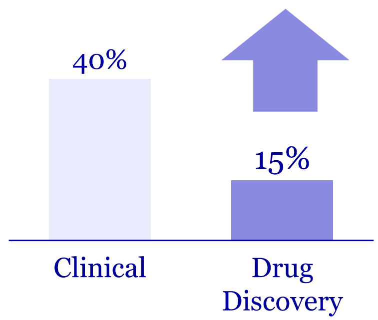
Operating in highly attractive markets

Outsourcing and paradigm shift as drivers for superior growth

Global R&D spend



Outsourcing share

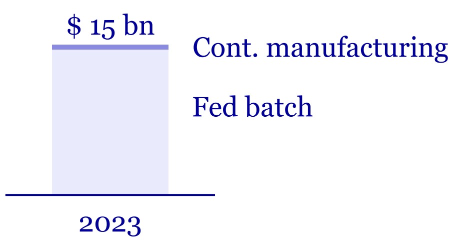


- Global R&D spend with 3% growth 2023-2030
- Outsourcing trend continuing - drug discovery catching up

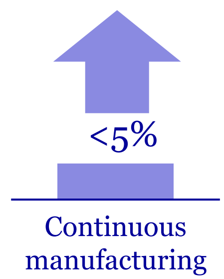
5-7% CAGR

(addressable CRO market growth 2024-2028)

Biologics CDMO market



Segment share



- Robust underlying market growth > 10%
- Technology advantage shaping a new segment

>10% CAGR

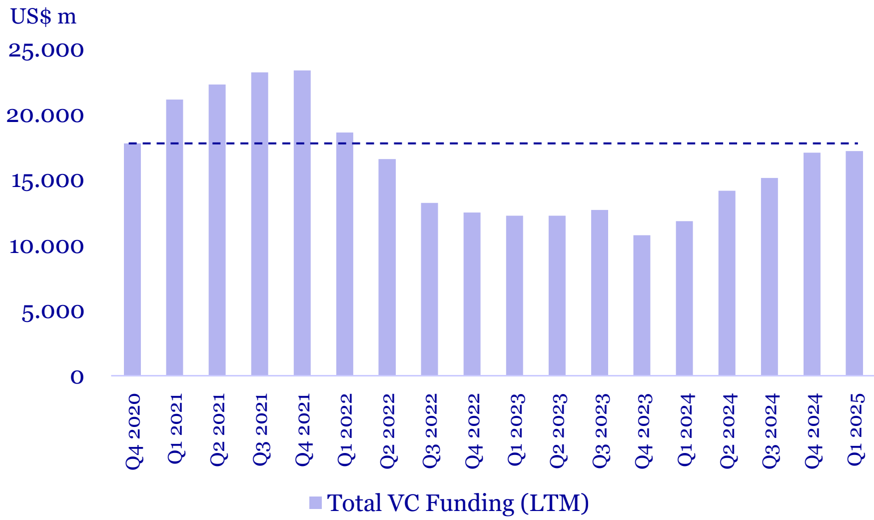
(addressable CDMO market)

Source: PhRMA membership survey; Statista; https://www.grandviewresearch.com/industry-analysis/drug-discovery-outsourcing-market; CRO/CDMO market analyst coverage; consultancy analysis

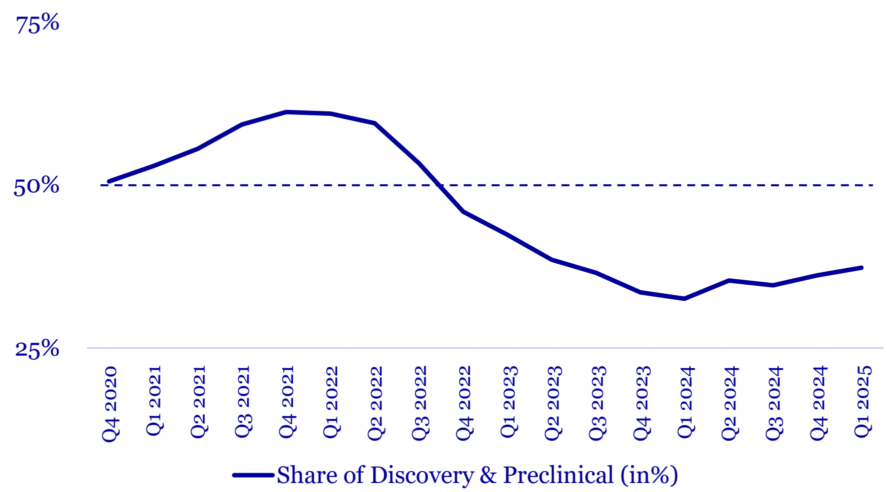
Funding stabilizing – Early-stage R&D to catch up

Key trends in VC market

VC funding back to pre-pandemic levels



Discovery & Pre-Clinical vs. Clinical not in sync



Funding is normalizing – Spending behaviour remaining cautious

Source Charts: https://www.locustwalk.com/
LTM = Last Twelve Months

Next-generation technology improving R&D returns

Benefits of better prediction

$ 7.7 bn

spend of TOP 20 Pharma on clinical trials that were terminated in 2024

Step change required to produce faster, safer & better R&D outcomes

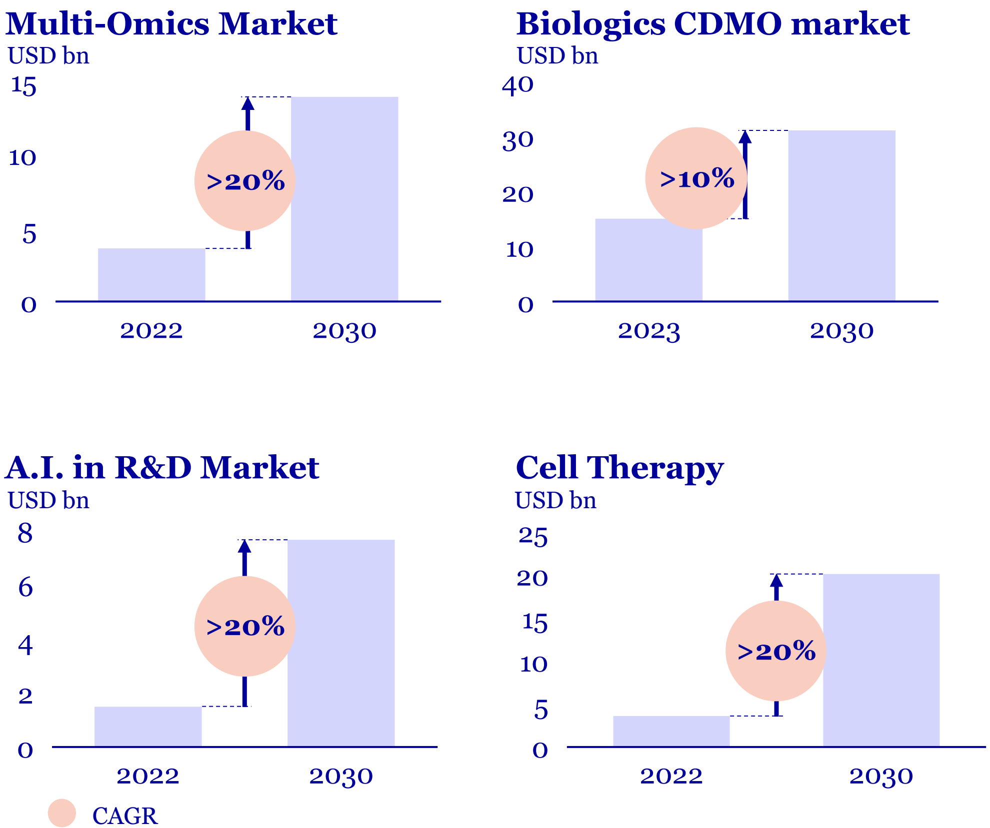
Prediction, automation, industrialisation, AI are key

Evotec leading in the field

Source: Deloitte: Be brave, be bold – Measuring the return from pharmaceutical innovation, March 2025

Growing faster than market with premium offerings

Leading technology as drivers for superior growth



Drivers for outperformance

Base market growth (“CRO essentials”) 5-7%
(Tipping point to be monitored)

+ additional technology play (accelerate drug discovery journey & improved returns)
+ partnering model (opening additional market)
+ biologics technology play

Outgrowing the broader market with >10% growth long-term

Enhancing our commercial model

Targeted value proposition

Our offerings	Our value proposition	Our commercial position
3 **Pioneering drug discovery & development**	• Access to cutting edge technology, next-gen biology & AI • Enhance drug discovery & development program • Tailored offer and research program • Access to full suite of expertise and know how	**Strategic partnerships & risk/ rewards sharing**
2 **Premium research services and partnerships**	• Most efficient operational platform (integrated site) • Access to Therapeutic Area (TA) expertise • Consulting	**Integrated deals**
1 **CRO Essentials**	• Access to advanced technology • Quality • Operational excellence • Speed & ease of doing business	**Standalone deals (FFS)**

Asset pipeline with ~ € 16 bn opportunity (non-risk adjusted)

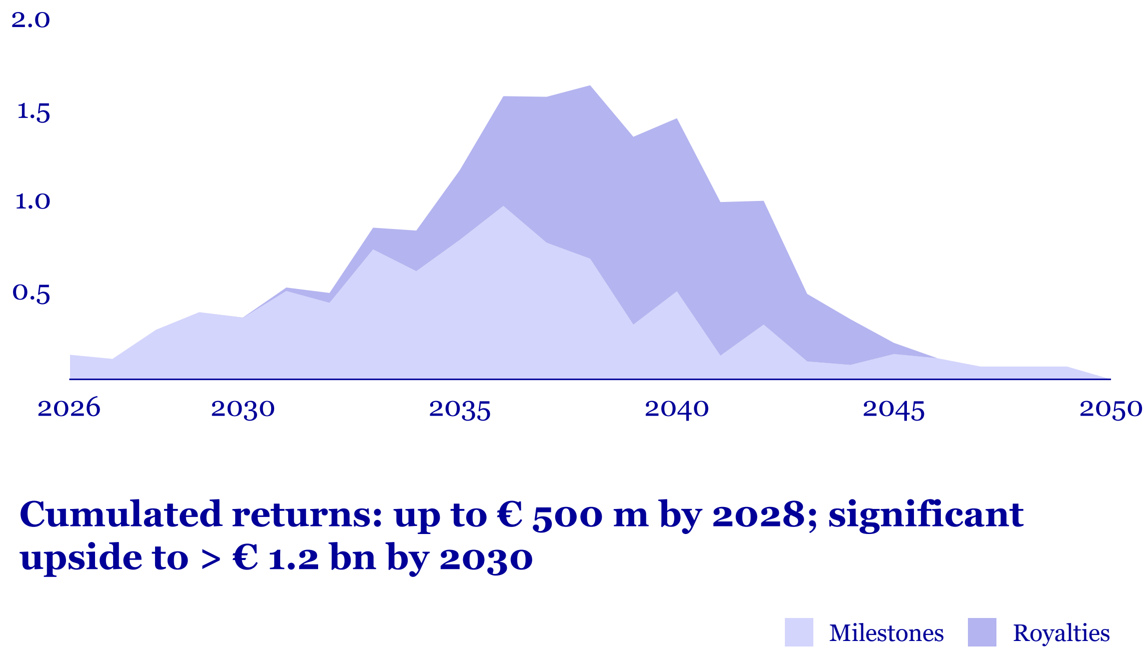
Re-prioritized asset pipeline an important value creation lever

Pipeline priorities & targets

- Investments into a **unique combination of platforms and differentiated discovery stage** opportunities
- Streamlined asset pipeline **to focus on high-quality, high potential assets**
- >100 assets, 12 within clinical/pre-clinical phases; **elevation of pipeline quality in the next 24-36 months**
- **Collaborative approach** to balance financial upsides and risk

Existing portfolio with long-term revenue upside

Non-risk adjusted revenue, in € bn, excluding new pipeline building



Cumulated returns: up to € 500 m by 2028; significant upside to > € 1.2 bn by 2030

Note: all numbers are non risk adjusted

Just Evotec Biologics - better monetisation of technology & assets

Improving operational efficiency by focusing on technology leadership and core competencies

	Just – Evotec Biologics today	Our vision for tomorrow
Intellectual property	Validated technology leadership	Expand leadership on core technology competencies
Revenue mix/ Capital use	Revenues derived from process and product design and manufacturing; Growth as function of number of J.PODs	Enhancing commercial model towards higher revenue share from technology and IP Access to higher margin business
Addressable market	Selection of partners is limited to CDMO space	Expanded range of potential partners

Levers of value creation

Above market growth rates at better-quality earnings
Technological leadership and innovation; steering portfolio towards high value segments

Commitment to Operational Excellence
> € 50 m cost reduction by 2028 & further productivity improvement

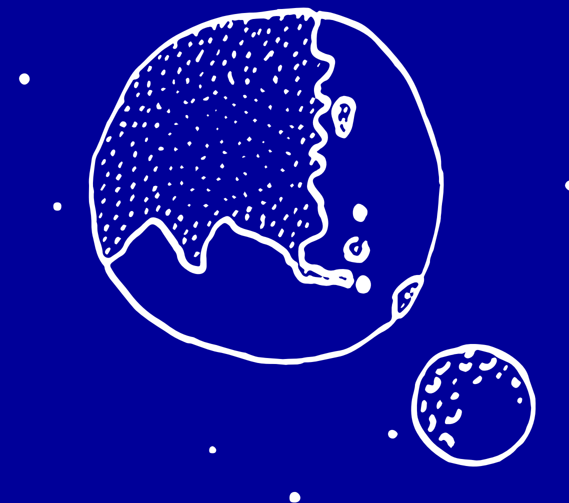
Just – Evotec Biologics –better monetisation of technology & assets
More capital efficient model

Upside through returns on asset pipeline
Milestone & royalty potential[1] > € 500 m (till 2028) – significant upside to > € 1.2 bn by 2030

1 Cumulative, non risk adjusted values

1 Pioneering Drug Discovery

2 Financials



FY 2024: Navigating a challenging year – JEB revenue +71%

Condensed income statement FY 2024

in € m[1]	**FY 2024**	**FY 2023**	**Change**	**Comments**
External Revenues	**797.0**	**781.4**	**2%**	*Soft Shared R&D market; temporarily more investments in late-stage assets*
Shared R&D	*611.4*	*673.0*	*(9)%*	
Just – Evotec Biologics (JEB)	*185.6*	*108.4*	*71%*	*Strong growth momentum of JEB based on existing relationships & new deals*
R&D expense[2]	(50.9)	(68.5)	(26%)	Focus on scalable, first-in-class platforms and technologies
Adjusted Group EBITDA[3]	**22.6**	**66.4**	**(66%)**	*Shared R&D with high fixed cost base*
Shared R&D	*12.7*	*78.4*	*(84%)*	*Toulouse Q4 ramp-up costs over-compensated through strong U.S. revenue growth*
Just – Evotec Biologics (JEB)	*9.9*	*(12.1)*	*mm*	

1 Differences may occur due to rounding
2 FY2023 includes € 3.7 m partnered R&D, not applicable in 2024
3 Adjusted EBITDA excludes changes of contingent considerations, income from bargain purchase and impairments on goodwill, other intangible and tangible assets as well as the total non-operating result

D&PD behind expectations – JEB ahead of plan

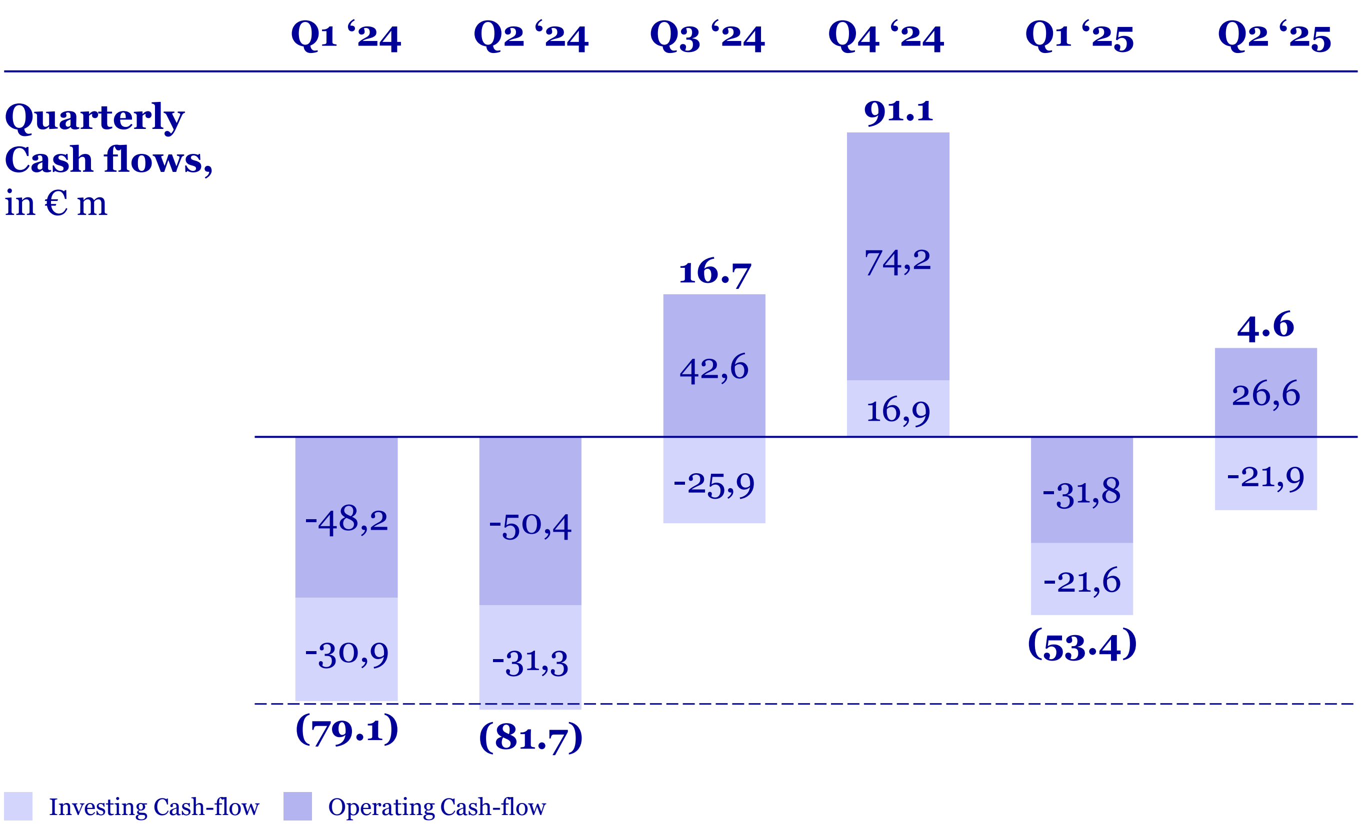
Condensed income statement H1 2025

in € m[1]	**H1 2025**	**H1 2024**	**Change**	**Comments**
External Revenues	**371.2**	**390.8**	**(5)%**	**Behind initial group expectations**
D&PD	*269.0*	*302.4*	*(11)%*	*No recovery of relevant market, yet*
JEB[2]	*102.2*	*88.5*	*16%*	*Broadening customer base*
Gross margin	**9.6%**	**12.9%**	**(3.3) pp.**	
D&PD	*9.8%*	*14.2%*	*(4.4) pp.*	*Ahead of cost-out plans softening revenue impact*
JEB	*9.1%*	*8.9%*	*0.1 pp.*	*J.POD Toulouse with planned ramp-up cost*
R&D expense	**(19.0)**	**(29.3)**	**(35%)**	*More focused R&D investments*
Adjusted Group EBITDA[3]	**(1.9)**	**(0.5)**	**nm**	**In-line with group expectations**
D&PD	*(9.3)*	*(3.8)*	*nm*	*Ahead of cost-out plans*
JEB	*7.5*	*3.3*	*127%*	*Positive operating leverage despite build-out*

1 Differences may occur due to rounding
2 JEB business segment with additional € 0.0 m (€ 0.5 m) intersegment revenue in Q1 2025 (Q1 2024). Details on intersegment eliminations see full interim statement H1 2025
3 Adjusted EBITDA excludes changes of and impairments on intangible and tangible assets as well as the total non-operating result

Improved Operating and Investing cash flow vs. H1 2024

Quarterly Cash Flows



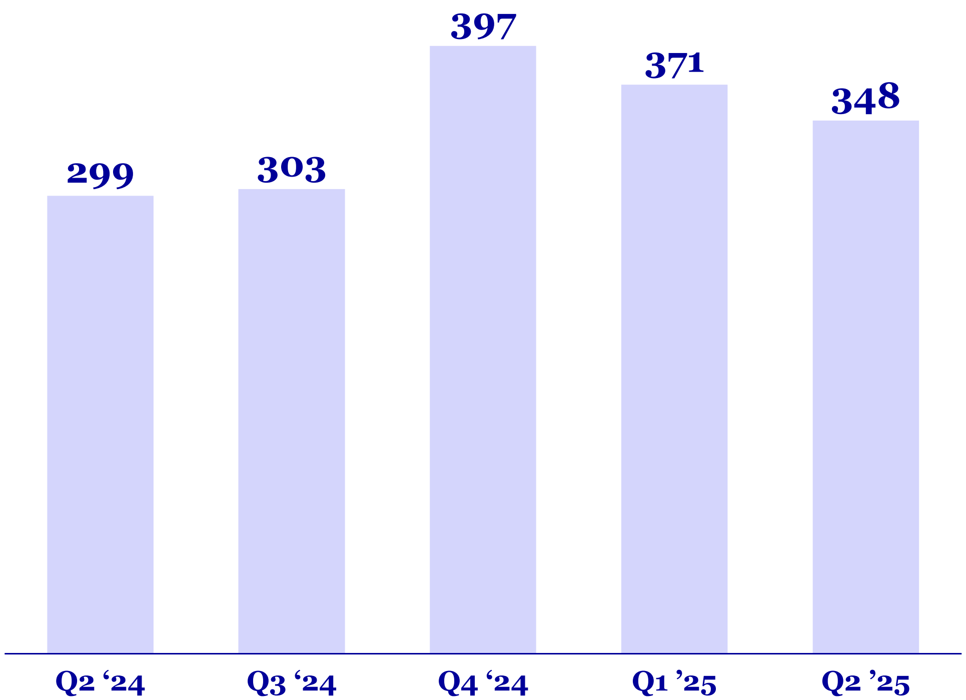
- **Improved Operating Cash flow (OCF)**
  - Favorable changes in working capital
- **Reduced cash outflow from investing activities**
  - Nearing completion of JEB Toulouse site
  - Improved rigor in investment processes

Liquidity developing as expected

Quarterly liquidity development

	Q2 '24	Q3 '24	Q4 '24	Q1 '25	Q2 '25
Net debt, in € m	173	164	43	107	114

Liquidity at quarter end, in € m



- Stable financing, materialized cost savings and proactive liquidity management
- Total liabilities and lease obligations decreased to € 462 m from € 478 m (end of Q1 ‘25) based on regular lease and debt payments
- RCF facility not currently required and cancelled; no active covenants remaining

Cost out initiatives ahead of plan

Cost reduction measures

Measure	Progress
• Remaining Priority Reset initiatives implemented	●
• Disciplined spending & restricted hiring activities	●
• Demand reduction external spend	◐
• Increase target for disciplined spending & restricted hiring activities (€ +10 m vs. target comm. Q1)	◐

Impact

~ 600 FTE reduction in D&PD (Mar 24 – Jun 25); +200 FTE vs. Priority Reset Target

FY 2025 total cost-out target of € 60+ m (incl. € 30 m FY impact of Priority Reset)

Additional cost reduction measures increased from € 20m to €30m 2025 impact

1. Based on 2025 savings impact of completed sub-initiatives, P&L impact might only accrue in coming months

Guidance 2025

	FY 2024	Guidance 2025[1]	Comment
Group revenues	€ 797 m	**€ 760 - 800 m**	Stable development driven by strong JEB segment; Drug Discovery & Development in soft market environment pivoting towards high-value offering
R&D expenditure[2]	€ 50 m	**€ 40 - 50 m**	Further prioritisation of scalable tech-platforms and technologies
Adjusted EBITDA[3]	€ 23 m	**€ 30 - 50 m**	Improved revenue mix and productivity measures to increase long-term profitability

1 Guidance based on FX rates of 1.08 EURUSD and 0.82 EURGBP, respectively
2 No material FX effects as most R&D efforts are carried out in € area.
3 Excluding one-off costs of € 55 m for the priority reset in 2024 and potential costs related to the transformation program in 2025

Commitment to operational excellence

Creating a sustainable cost base long-term

Key levers to be addressed (short to mid-term)

COGS	Structural cost reset, overcapacity, footprint and processes
SG&A	Reduce complexity, standardisation, from admin to business value
Procurement	Global sourcing, standardisation, supplier management, processes
Productivity	Operational leverage: Focus on efficiency, automation & industrialisation

>€ 50 m

Total cost out by 2028, productivity gains on top

Note: In addition to Priority Reset and 2025 ambition

Mid-term Outlook

2028 aspiration

	Revenue CAGR[1] 2024-2028	Adj. EBITDA margin 2028
	8-12% (FY 2024: € 797 m)	**>20%** (FY 2024: ~3%)
Drivers	Market recovery, Differentiation, Value add-ons	Operating leverage, Mix/Value add-ons, Productivity, Cost optimisation

1 CAGR = Compound annual growth rate

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

Paul Hitchin

CFO (since 1 March 2025)

Experience

- 2018 – 2024: CFO of Mediq
- 2016 – 2017: CFO of GE Mining
- 2001 – 2016: Different finance functions & leadership roles at General Electric
- 2001 – 2004: Different finance functions at Ford Motor Company

Aurélie Dalbiez

CPO (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

- Since 2014 Member of Evotec's Supervisory Board (2021 Chairperson)
- Until 2024, 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 Chairperson) 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)

Duncan McHale
Founder and Director of Weatherden Ltd.

- Since 2024 Member of Evotec's Supervisory Board
- Since 2017 Founder and Director of Weatherden Ltd.
- 2018-2023 CMO of Evelo Biosciences
- 2011-2017 Global Head of Exploratory Development at UCB Pharma
- 2008-2011 AstraZeneca, most recent as Vice President of Translational Sciences

Wesley Wheeler
CEO of LabConnect

- Since 2024 Member of Evotec's Supervisory Board
- Since 2024 CEO of LabConnect
- 2019-2023 President of UPS Healthcare
- 2011-2019 CEO & Director of Marken, a UPS company
- 2007-2010 CEO & Director of Patheon
- 2003-2007 President of Valeant Pharmaceuticals International
- 2002-2003 CEO of DSM Pharmaceutical Products
- 1989-2002 SVP Manufacturing & Supply GlaxoSmithKline

Constanze Ulmer-Eilfort
Partner at Peters, Schönberger & Partner

- Since 2021 Member of Evotec's Supervisory Board
- Since 2022 Partner at the law firm Peters, Schönberger & Partner (PSP Munich)
- Until 2021 Equity Partner at Baker McKenzie
- 2012 – 2017 Managing Partner in the German and Austrian offices of Baker McKenzie
- 2017 - 2021 Member of the Global Executive Committee of Baker McKenzie
- Since 1994 Baker McKenzie

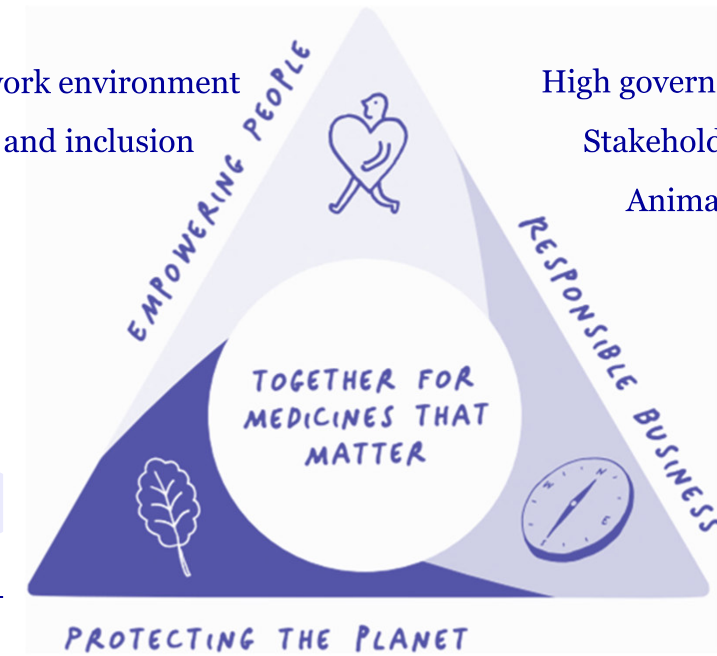
Sustainable growth enabled by commitment, culture, values & people

Sustainability at Evotec

Our People

Safe work environment

Diversity, equity, and inclusion



Our Partners

High governance standards and effective structures

Stakeholders‘ engagement

Animal welfare and bioethics

Our Patients

Positively impacting patients' lives and promoting worldwide wellbeing

Oncology | Metabolic | Neurology | Virology | Others ...

- *Therapeutic areas addressed by Evotec's co-owned pipeline*[3]

Our Values

Empowering people to discover first-in-class therapies in collaborations to the benefit of all

Innovation | Collaboration | Entrepre-neurship

Our Planet

A healthier environment for future generations

SBTi

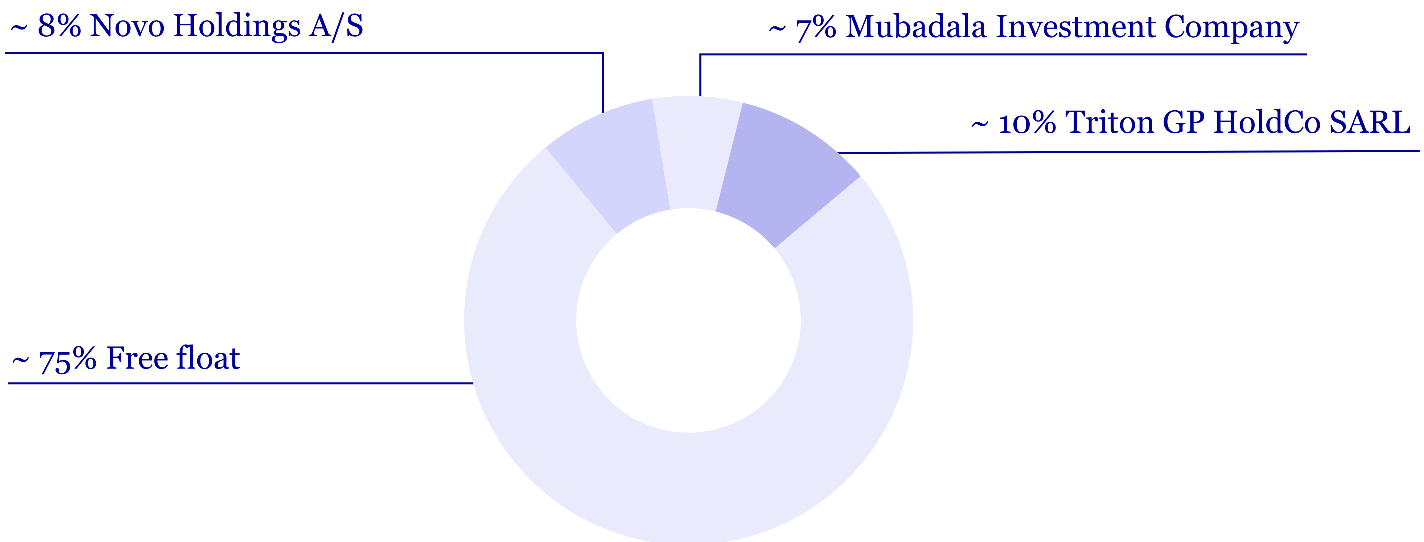
Committed and targets approved

Responsible management of resources

These slides contain 2023 data.
More information on our ESG performance can be found on our website: ESG Performance - Evotec Website (English)
For further information regarding prevalences, please refer to the sustainability report: Evotec_SustainabilityReport_2023_English.pdf

Shareholders supporting sustainable growth

Shareholder structure[1]



Number of shares:

177.8 m

Listings:

Frankfurt Stock Exchange (SDAX, TecDAX), Ticker: EVT

NASDAQ Global Select Market (ADS), Ticker: EVO

52 week high/low:

€ 10.62/€ 5.06

1 Rounding differences may occur

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#PioneeringDrugDiscovery