General company presentation

Scientific Excellence

Operational Excellence

Evotec SE, Company presentation, August 2026

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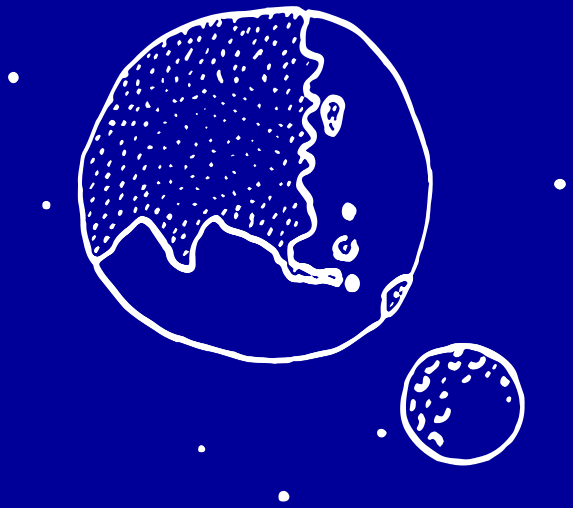

Pioneering Drug Discovery

Our purpose

> ***Unleashing innovation in drug discovery to develop life-changing medicines***

Four levers of mid-term value creation

Above market growth rates at better-quality earnings

Commitment to Operational Excellence

Just – Evotec Biologics – better monetization of technology & assets

Upside through returns on asset pipeline

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1 Cumulative, non risk adjusted values

Lever 1: Above market growth rates at better-quality earnings

Above market growth rates at better-quality earnings

Technological leadership and innovation; steering portfolio towards high value segments

Commitment to Operational Excellence

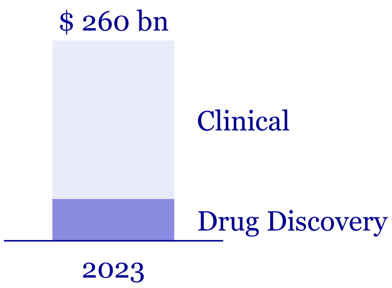
Just – Evotec Biologics – better monetization of technology & assets

Upside through returns on asset pipeline

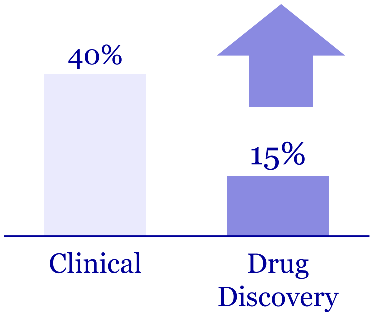
Operating in highly attractive markets

Outsourcing and paradigm shift as drivers for superior growth

Global R&D spend



Outsourcing share

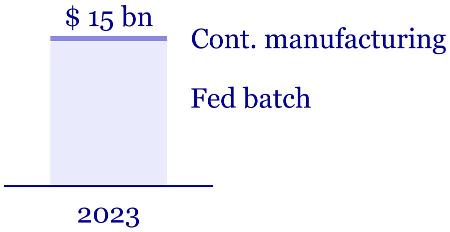


- Global R&D spend with 3% growth 2023-2030
- Outsourcing trend continuing - drug discovery catching up

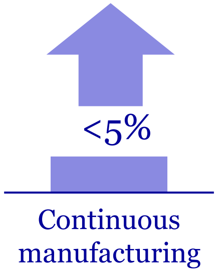
5-7% CAGR

(addressable CRO market growth 2024-2028)

Biologics CDMO market



Segment share



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

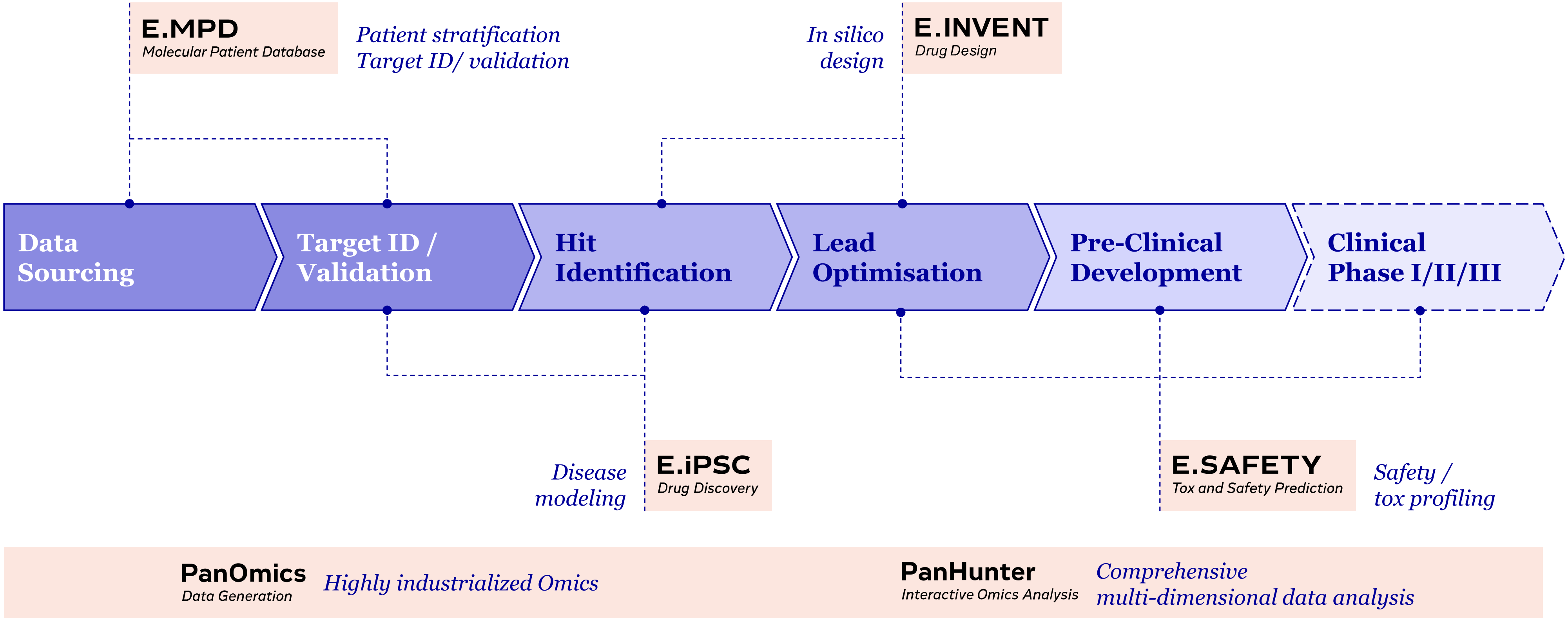
>10% CAGR

(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

Innovative D&PD platforms drive high value partnerships

Seamless AI enhanced DD platforms support expansion of co-owned asset pipeline



E.MPD
Molecular Patient Database

Patient stratification
Target ID/ validation

In silico
design

E.INVENT
Drug Design

Data Sourcing

Target ID / Validation

Hit Identification

Lead Optimisation

Pre-Clinical Development

Clinical Phase I/II/III

Disease
modeling

E.iPSC
Drug Discovery

E.SAFETY
Tox and Safety Prediction

Safety /
tox profiling

PanOmics
Data Generation

Highly industrialized Omics

PanHunter
Interactive Omics Analysis

Comprehensive
multi-dimensional data analysis

▷ Core D&PD Services ■ AI-powered tech platforms

Versatile commercial model tailor-made to customers’ needs

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)**

Lever 2: Commitment to Operational Excellence

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

Commitment to Operational Excellence
Accelerating cost-out plans & further productivity improvement

Just – Evotec Biologics – better monetization of technology & assets

Upside through returns on asset pipeline

Cost-out initiatives ahead of initial 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)	◑

2025 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

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

Lever 3: JEB – better monetization of technology & assets

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

Commitment to Operational Excellence
Accelerating cost-out plans & further productivity improvement

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

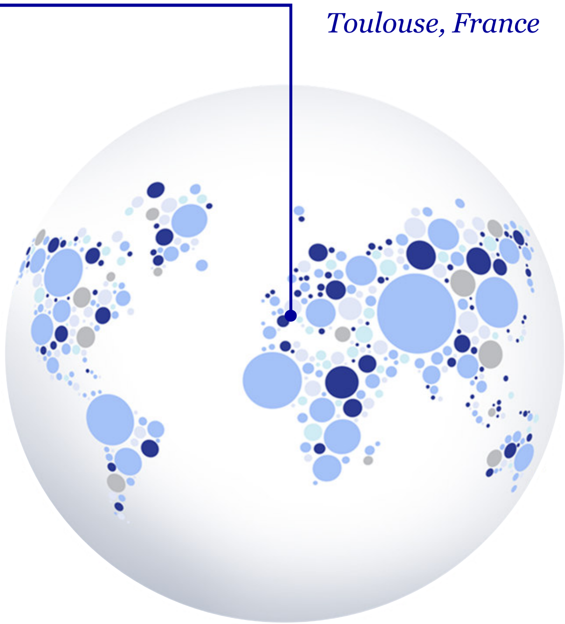
Upside through returns on asset pipeline

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	**Expanding technology 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	**Expanding range of potential partners**

Fast track toward asset-lighter model



Evotec and Sandoz have signed the sale of Just – Evotec Biologics EU[1], including the biologics manufacturing site (J.POD) located in Toulouse, France

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[1] Completion of transaction remains subject to consultation procedures with the French employee representative bodies, and satisfying other customary regulatory approvals

Construction of J.POD Toulouse benefited from French government funding as part of the Investments for the future Programme (programme d'investissements d'avenir in French) and was also supported economically by the Occitanie Region and Toulouse Métropole.

Deal rationale

Transaction validates Evotec’s technology leadership and accelerates shift to asset-lighter model

Strategic focus	Transaction impact
Technology leadership	• Huge endorsement by strong partner – Retaining high-value IP and core R&D competencies • Leveraging technology advantage for shaping a new segment in a fast-growing market
Commercial model	• Shaping the next-generation CDMO model • Segway to faster participation in commercial success and increasing range of potential partners
Operations	• Change in ownership – continuation of seamless collaboration in Europe • Redmond site remains *Center of Excellence* – no commercial limitations in originator market
Financial profile	• Accelerating pivot to asset-lighter business model with strong growth and higher returns • Improving revenue mix by adding high-margin technology and IP revenue streams / Royalties

Attractive financial impact across multiple parameters

Key deal parameters

Key deal parameters, replacing existing commitments

Scope	• Sale of Just – Evotec's Biologics manufacturing site in Toulouse (J.POD)[1] • Technology license to operate J.POD, Toulouse based on Just – Evotec Biologics' technology		
Financial terms	**Upfront purchase price[2] & Technology license fee**	Upfront payment: **~US$ 350m**	*2025*
	Revenue commitments	License, Milestones & Development revenues during transition period: **> US$ 300 m**	*2026 - 2028*
	Royalties[3]	• Royalties on **ten biosimilars, of which six are in technical development** • **US$ 92 bn originator net sales** of six most advanced molecules	*> 2028*

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[1] Structured as sale of shares in of Just – Evotec Biologics EU

[2] Subject to customary closing adjustments

[3] From the first commercial sale

Supporting Sandoz in targeting US$ > 90 bn originator net sales

JEB partnered biosimilars portfolio

	Targeted brand	**Indication**	**Originator net sales (US$ bn)**	**Loss of Exclusivity**
Assets in technical development	**Darzalex®** daratumumab SC	Multiple Myeloma	**17**	Europe: 2031 US: 2029
	Enhertu® trastuzumab deruxtecan	var. HER2-positive or HER2 low tumors	**15**	Europe: 2036 US: 2033
	Tecentriq® atezolizumab	Non-Small Cell Lung Cancer (NSCLC)	**4**	Europe: 2033 US: 2031
	Skyrizi® risankizumab	Chronic immune-mediated inflammatory conditions	**25**	Europe: 2034 US: 2033
	Tremfya® guselkumab	Multiple immune-mediated inflammatory conditions	**7**	Europe: 2032 US: 2031
	Dupixent® dupilumab	Dermatology, respiratory, and gastrointestinal conditions	**24**	Europe: 2033 US: 2031
	4 undisclosed in early development		n/a	

Source: EvaluatePharma/Sandoz; https://www.fda.gov/media/156249/download

Poised for long term growth

Next-generation CDMO model – Leveraging innovation, retaining platform control

Leverage existing CDMO offerings

Full CDMO services including molecular design, upstream, downstream, analytical and formulation development

Early and late-stage commercial capabilities for biologics manufacturing under GMP

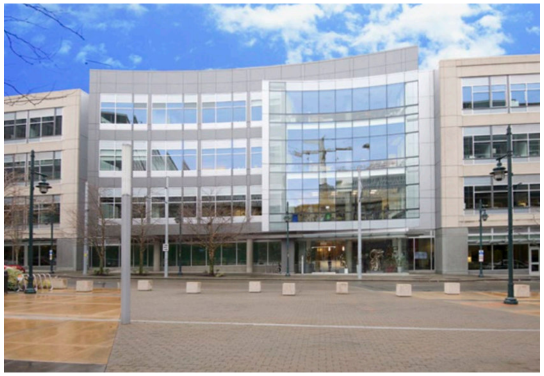
Continued investment and business momentum

> 2,400 m²
Expansion at Redmond in P&PD (completed) and MFG line (2026)

50+
Ongoing customer projects

Shaping new markets through innovation

- IP licensing model for proprietary continuous manufacturing platform
- Licensing of J.CHO cell line and perfusion media to access new markets
- Launchpad concept: Acceleration and enablement of alternative manufacturing platforms via proprietary J.POD design
- Continued investments into technology platforms

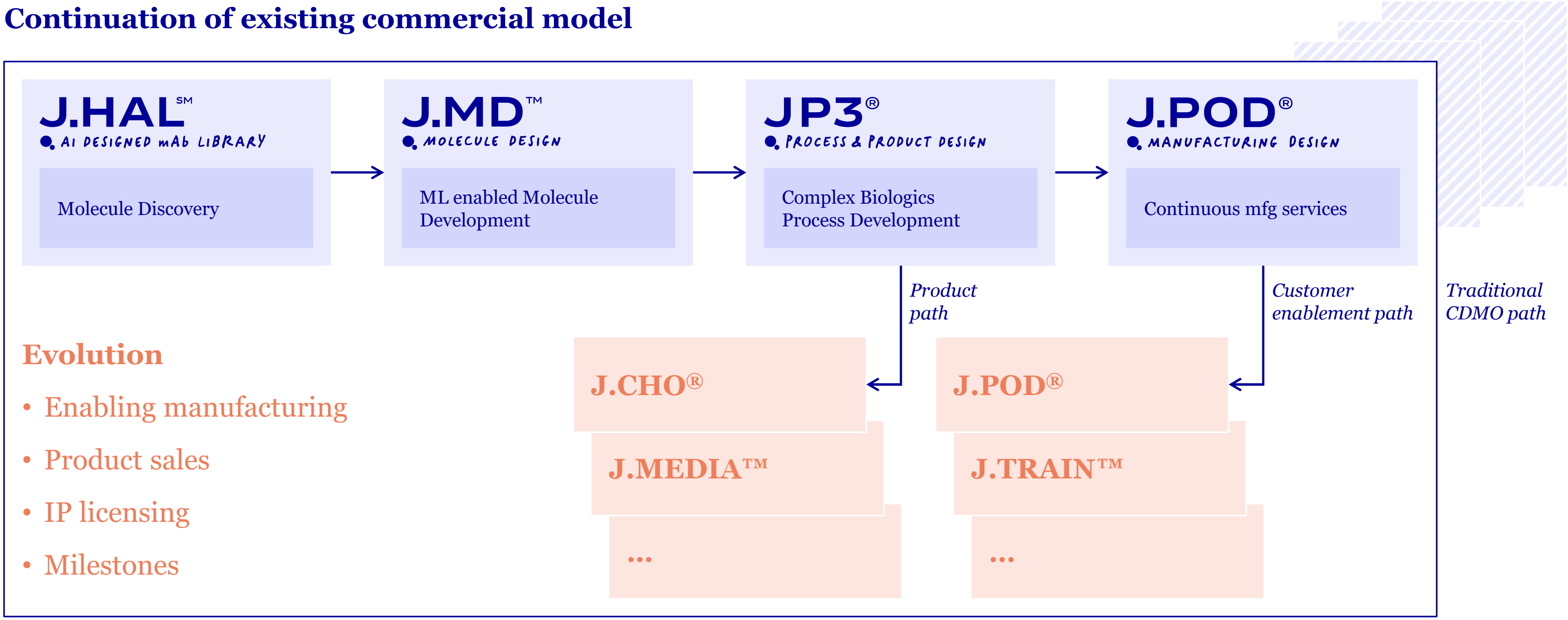

Seattle


Redmond

Shaping the next generation CDMO model

Accelerating growth – Enhancing margins – Improving capital return

Continuation of existing commercial model



J.HAL℠
AI DESIGNED mAb LIBRARY
Molecule Discovery

→

J.MD™
MOLECULE DESIGN
ML enabled Molecule Development

→

JP3®
PROCESS & PRODUCT DESIGN
Complex Biologics Process Development

→

J.POD®
MANUFACTURING DESIGN
Continuous mfg services

Product path

Customer enablement path

Traditional CDMO path

Evolution

- Enabling manufacturing
- Product sales
- IP licensing
- Milestones

J.CHO®

J.MEDIA™

…

J.POD®

J.TRAIN™

…

▭ Continued ▭ New ▨ Discontinued

Lever 4: Upside through returns on asset pipeline

Above market growth rates at better-quality earnings

Technological leadership and innovation; steering portfolio towards high value segments

Commitment to Operational Excellence

Accelerating cost-out plans & further productivity improvement

Just – Evotec Biologics – better monetization 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

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[1] Cumulative, non risk adjusted values

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

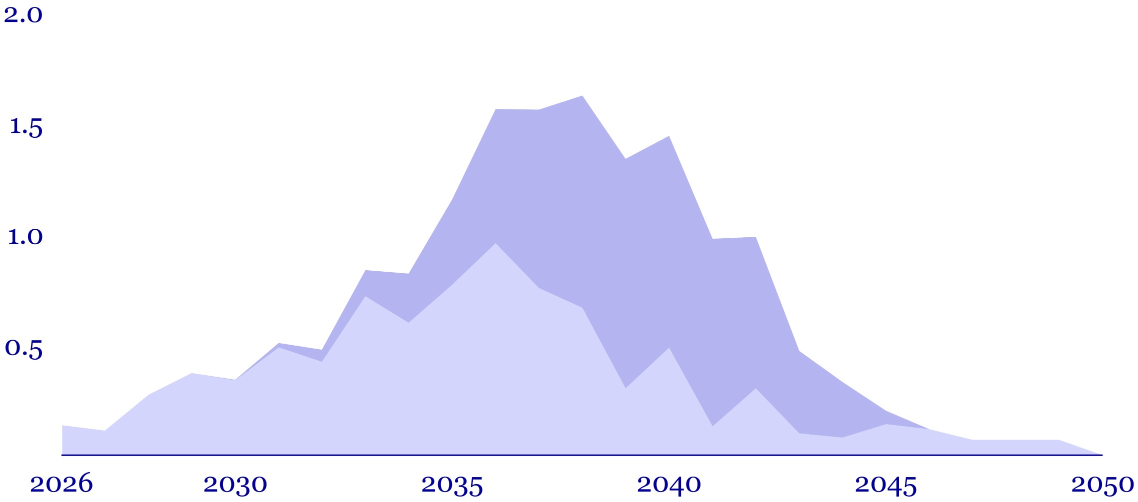
Financial upside is becoming more tangible as pipeline broadens and assets advance

Pipeline of product opportunities

- **>100 assets**, of which 60% partnered
- All preclinical and clinical projects are **supported by partnerships**
- Significant **progress in clinical stage projects in 2025**
- More progress **expected in 2026**

Existing portfolio with long-term revenue upside

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

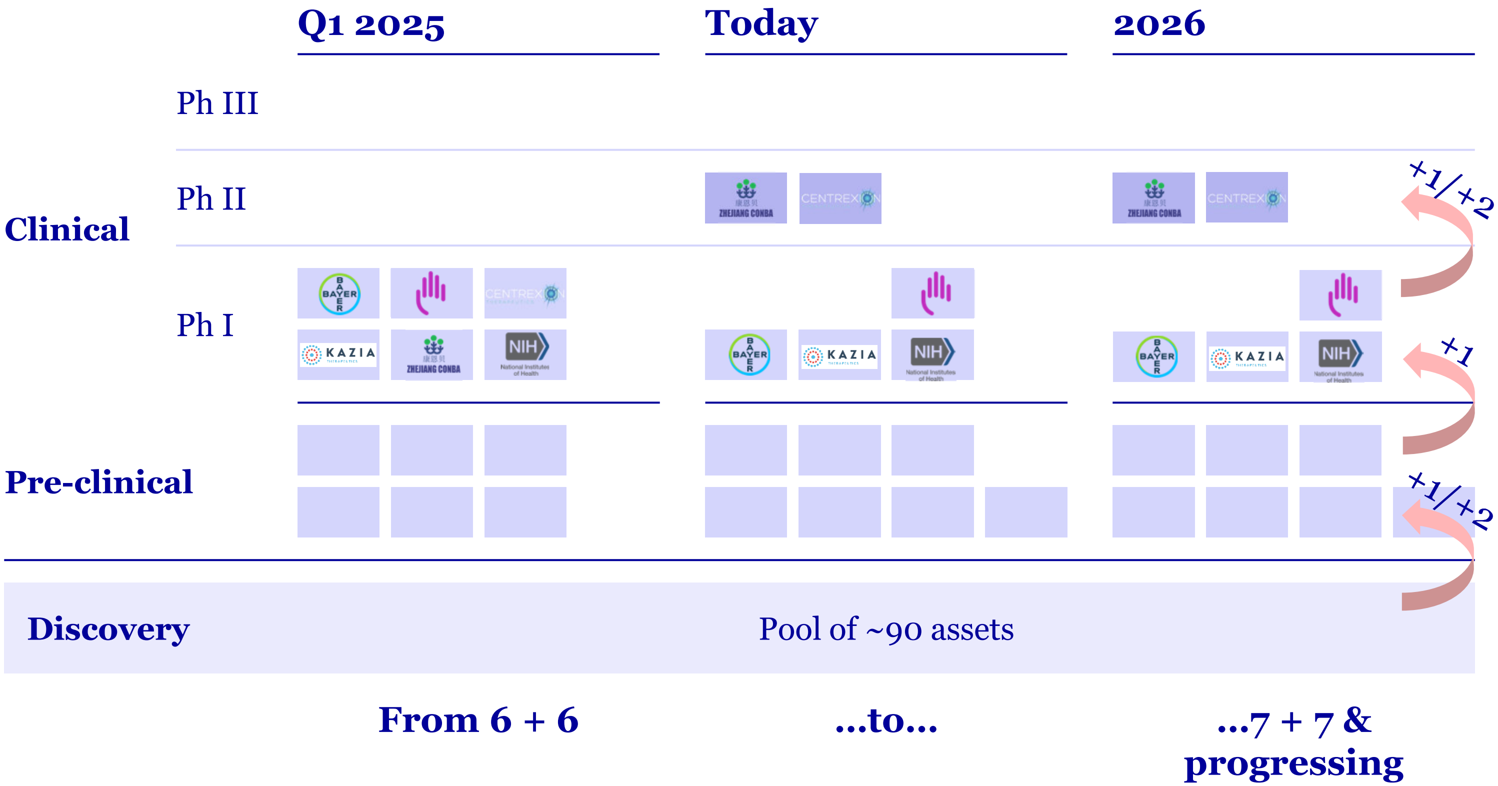


Cumulated returns: up to € 500 m by 2028; significant upside to > € 1.2 bn by 2030

Note: all numbers are non risk adjusted

Expecting meaningful pipeline advancements next 6-9 months

13 partnered projects in pre-clinical & clinical stage, addressing markets in Onco, CNS, I&I



- **Two assets in phase II** in Q4 2025, expected **to grow to up to four assets in 2026**
- **Number of assets** in clinical, pre-clinical, and discovery **growing**

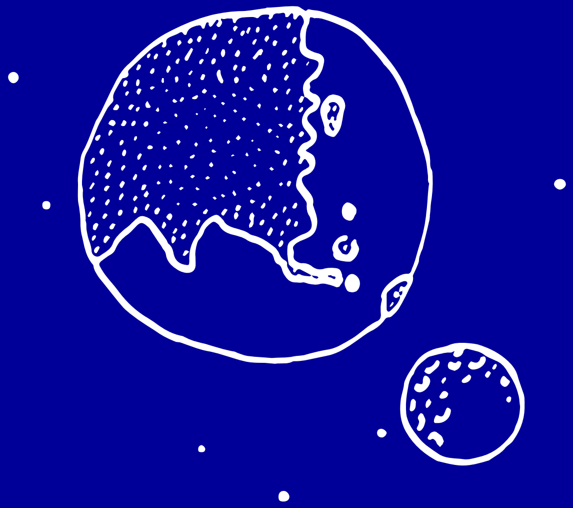
▼

Improving average success rate for access to milestones & royalties in multi-billion US$ markets

1 Pioneering Drug Discovery

2 Financials

3 Strategy & Outlook



Condensed Income Statement Full-Year 2025

Strong growth in JEB while facing persistent softness in early discovery

	Three month ended Dec 31,			Twelve month ended Dec 31,		
in € m[1]	2025	2024	Change	2025	2024	Change
External Revenues	***253.3***	***221.2***	*14.5%*	***788.4***	***797.0***	*-1.1%*
D&PD	*137.1*	*164.4*	*-16.6%*	*528.9*	*611.4*	*-13.5%*
JEB	*116.2*	*56.8*	*104.2%*	*259.4*	*185.6*	*39.8%*
Gross margin	***31.0%***	***20.8%***		***14.5%***	***14.4%***	
D&PD	*10.9%*	*23.1%*		*8.9%*	*16.7%*	
JEB	*54.6%*	*15.1%*		*26.0%*	*7.3%*	
R&D expense	**-9.8**	**-9.8**	-	**-37.5**	**-50.9**	*-26.3%*
Adj. Group EBITDA[2]	***58.0***	***28.5***	*103.6%*	***41.1***	***22.6***	*81.9%*
D&PD	*6.8*	*19.4*	*-65.0%*	*-12.0*	*12.7*	*-194.5%*
JEB	*51.2*	*9.1*	*463%*	*53.2*	*9.9*	*443%*

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[1] Differences may occur due to rounding
[2] Adjusted EBITDA excludes changes of and impairments on intangible and tangible assets as well as the total non-operating result

Preliminary Condensed Income Statement Q2 and H1 2026 (unaudited)

Challenging start to the year marked by timing-related revenue effects

	Three month ended June 30,			Six month ended June 30,		
in € million[1]	2026	2025	Change	2026	2025	Change
Group Revenues	***143.5***	***171.2***	*-16%*	***300.1***	***371.2***	*-19%*
D&PD	*108.1*	*128.4*	*-15%*	*227.9*	*269.0*	*-16%*
JEB	*35.4*	*42.9*	*-17%*	*72.3*	*102.2*	*-29%*
Adj. Group EBITDA[2]	***-20.8***	***-5.0***	*-321%*	***-42.7***	***-1.9***	*-2,208%*

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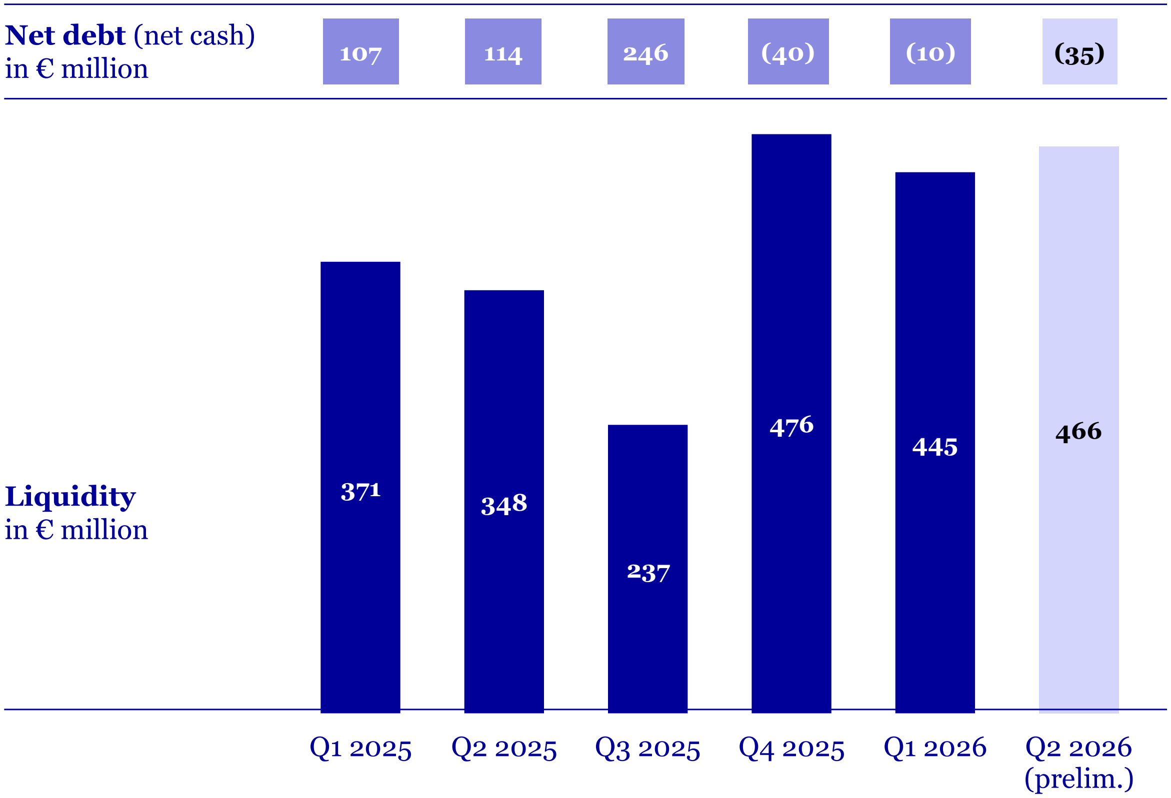
[1] Differences may occur due to rounding
[2] Adjusted EBITDA excludes changes of and impairments on intangible and tangible assets as well as the total non-operating result

Quarterly Liquidity Development

Solid liquidity maintained through portfolio monetization and financing activities



① Q2 liquidity includes **$100 million** of proceeds from the Tubulis transaction and **€116 million** of net proceeds from the convertible bond issuance

② **€65.8 million** debt repayment in H1 largely offsets liquidity increase from transaction proceeds

1 Pioneering Drug Discovery

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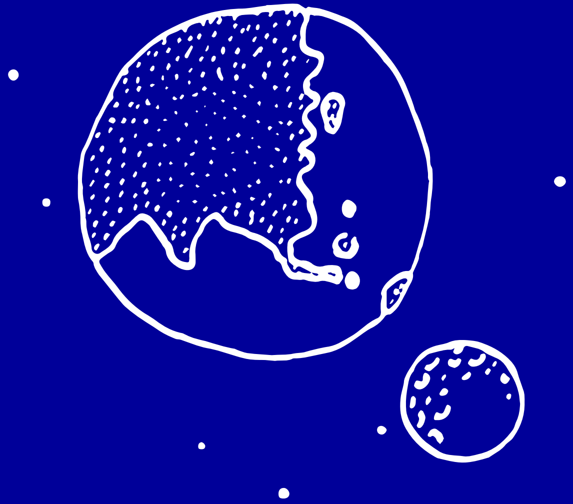


Horizon: Transforming Evotec for Sustainable Growth

Multi-stage transition from stabilization to intensified value creation

Operational Excellence

Reduce **global footprint** from currently **14 sites to 10**

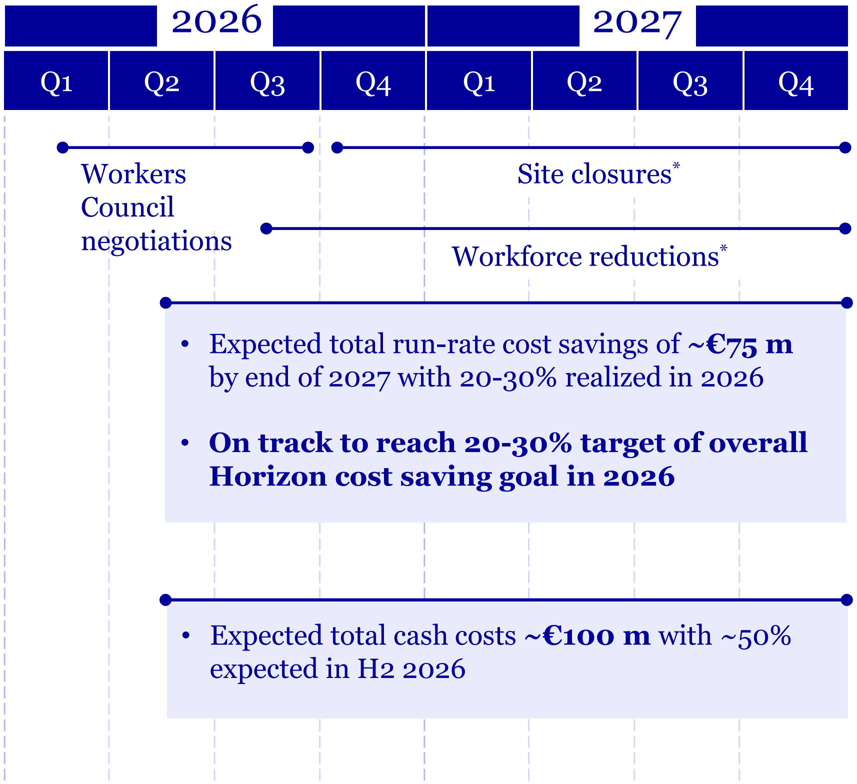
Reduce **workforce** by **approx. 800 positions**

Scientific Leadership

Establish **Centers of Excellence** to improve scientific depth and partner readiness

Commercial Execution

Upgrade & extend **commercial organization** under new leadership to speed customer responses and increase **win rate**



- Expected total run-rate cost savings of **~€75 m** by end of 2027 with 20-30% realized in 2026
- **On track to reach 20-30% target of overall Horizon cost saving goal in 2026**

- Expected total cash costs **~€100 m** with ~50% expected in H2 2026

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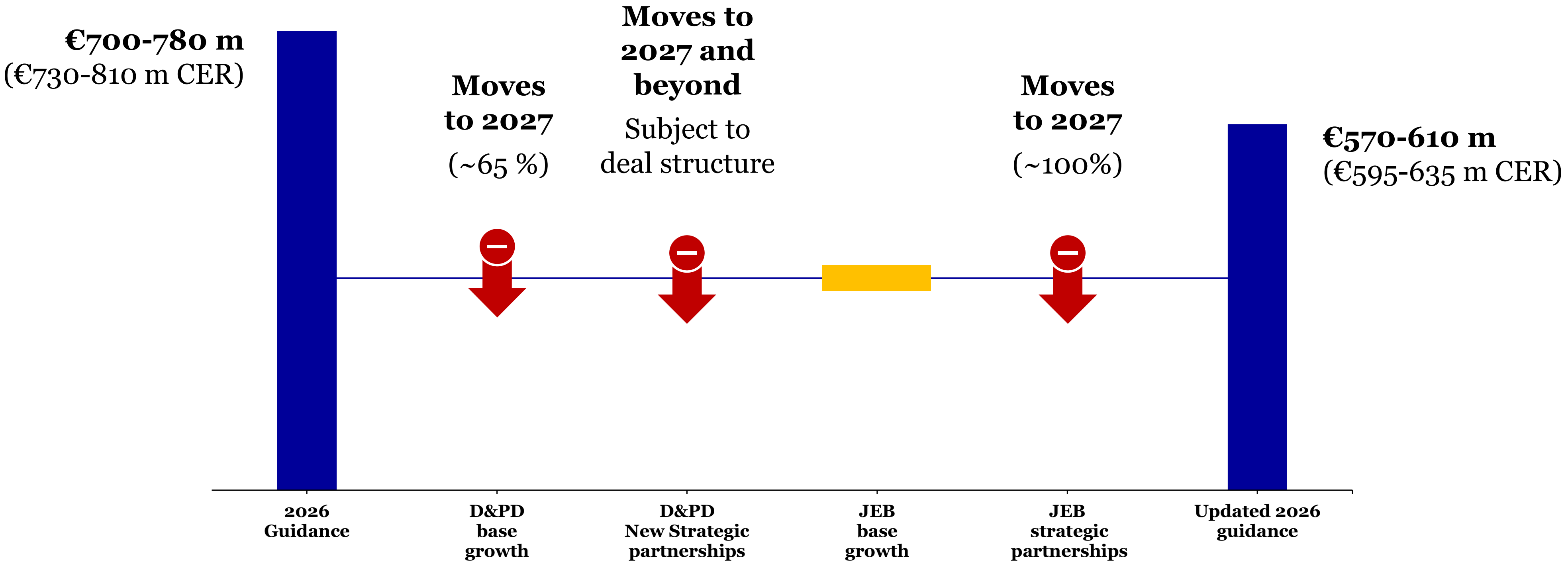
*Horizon measures proceed responsibly and in accordance with local law

Updated FY 2026 Outlook Driven by Timing and Conversion Effects

Positive underlying business trends point to future growth; partnership-related contributions delayed



Key Messages

Foundations in place to drive Evotec's next phase of growth

- **H1 revenue and adj. EBITDA:** Business performance in line with expectations for a challenging start of the year
- **H2 outlook negatively impacted by strategic partnership developments**: Lower anticipated contributions from new strategic partnerships in H2 and delays in certain milestone-related revenues into 2027 expected to reduce FY 2026 revenues relative to the previous outlook
- **Positive leading commercial indicators**: Increased year-over-year net sales and other indicators create momentum for improvements in 2027
- **Horizon transformation implementation proceeding**: Expected run-rate cost savings of ~€75 m per year on track to fully accrue by 2027; 20-30% realized in 2026
- **Leadership positioned to pursue long-term strategy**: CFO, COO, chief commercial officer and others have begun reshaping the organization for improved cost efficiency, greater responsiveness and increased commercial activity

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

Claire Hinshelwood

CFO (since 1 May 2026)

Experience

- 2023 – 2025 CFO at BMI Group
- 2020 – 2022 Global Head of Finance Operations at Novartis
- 2005 – 2020 Various leadership positions at Syngenta
- 1994 – 2005 Finance Controller at Hillshire Brands

Dr. Ingrid Müller

CFO (since 1 May 2026)

Experience

- 2024 – 2026 VP Portfolio Strategy & Execution at CureVac N.V.
- 2015 – 2023 Various Leadership positions at at Sanofi-Aventis Deutschland, most recently Head/Senior VP Global Procurement, External Manufacturing & Operations
- 2007 – 2015 Fresenius Kabi Deutschland, most recently Director Innovation & Project Portfolio Management Pharmaceuticals

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

Dieter Weinand

Non-Executive Board Member of Board of directors in various companies

- Since 2026 Chairman of Evotec's Supervisory Board
- 2018-2020 EVP, Primary Care at Sanofi
- 2014-2018 President and CEO, at Bayer Pharma
- 2013-2014 President, Global Commercialization at Otsuka
- 2010-2013 President, Primary Care, Asia Pacific and Canada at Pfizer
- 2001-2010 Various leadership positions at Bristol Myers Squibb, most recently President, Intercontinental

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

Wolfgang Hofmann

CEO of leon-nanodrugs

- Since 2026 Member of Evotec's Supervisory Board
- Since 2025 CEO of leon-nanodrugs
- Since 2024 Non-executive Director of Trailhead Biosystems
- 2010-2024 Various leadership positions at Fresenius Group and Fresenius Medical Care, most recently Group Head of Technology and Innovation at Fresenius Group;
- 2005-2012 Founder, Investor and Board Member of Adaptive Neuromodulation GmbH
- 1999-2005 Various positions at Novartis

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

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

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

Dr. Sarah Fakih
EVP Head of Global Communications & Investor Relations

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