

General company presentation





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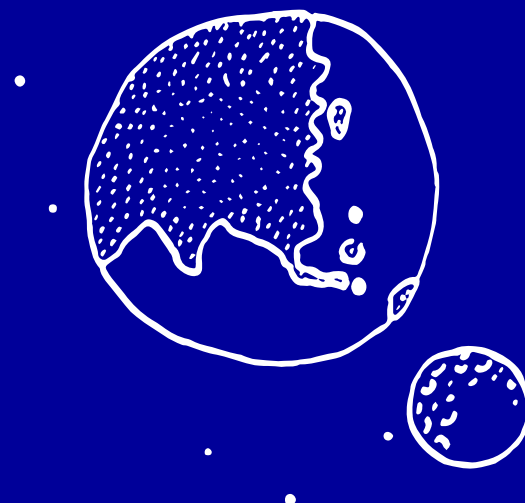
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- 1 Pioneering Drug Discovery
- 2 Financials
- 3 Strategy & Outlook





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



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



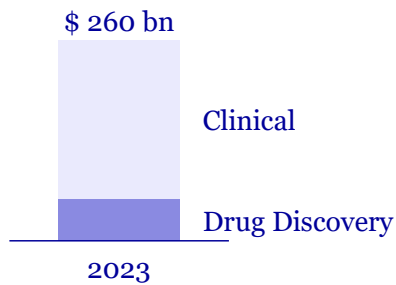
Upside through returns on asset pipeline



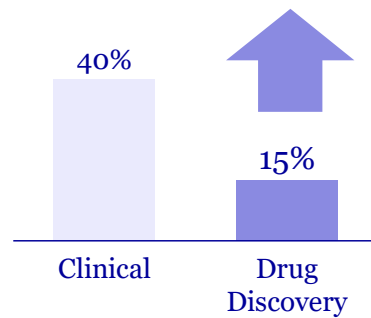
Operating in highly attractive markets

Outsourcing and paradigm shift as drivers for superior growth

Global R&D spend



Outsourcing share

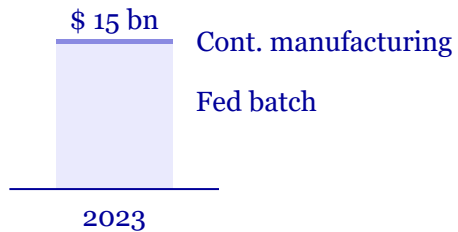


- Global R&D spend with 3% growth 2023-2030
- Outsourcing trend continuing - drug discovery catching up

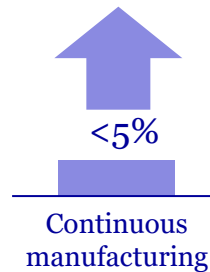
5-7%
CAGR

(addressable CRO market growth
2024-2028)

Biologics CDMO market



Segment share



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

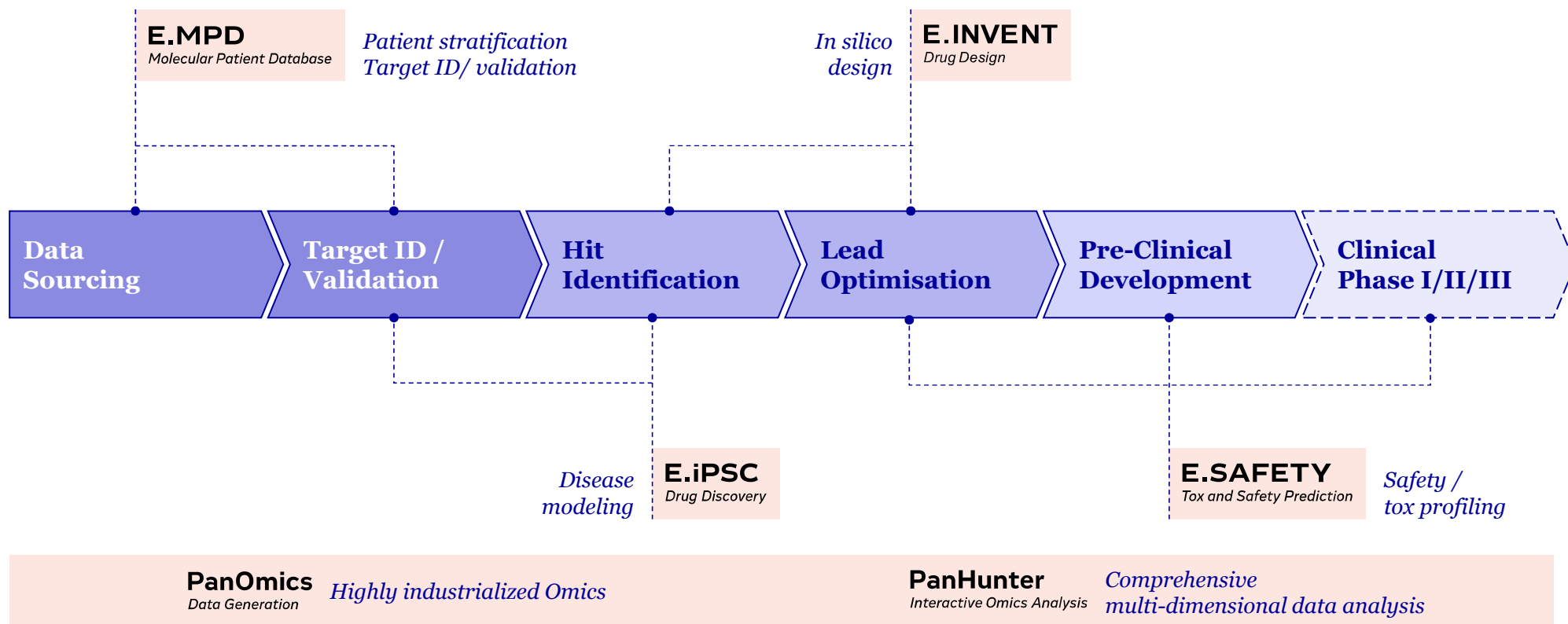
>10%
CAGR

(addressable CDMO market)



Innovative D&PD platforms drive high value partnerships

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



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

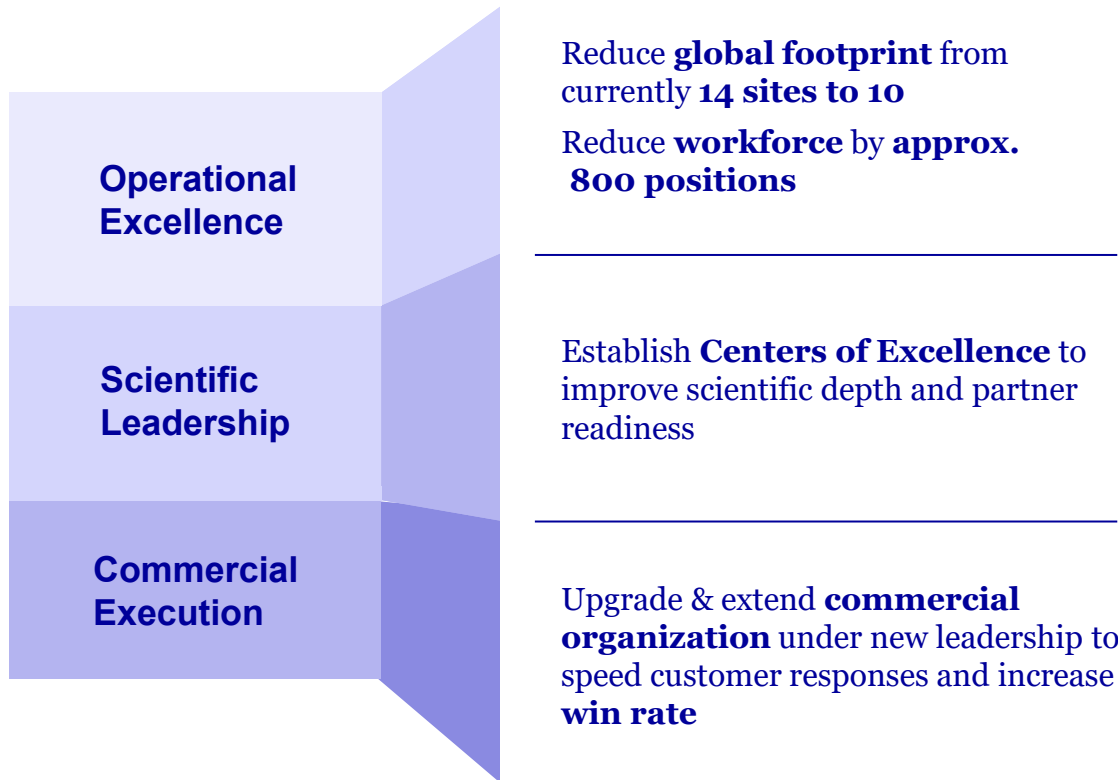


Upside through returns on asset pipeline



Horizon: Transforming Evotec for Sustainable Growth

Multi-stage transition from stabilization to intensified value creation





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

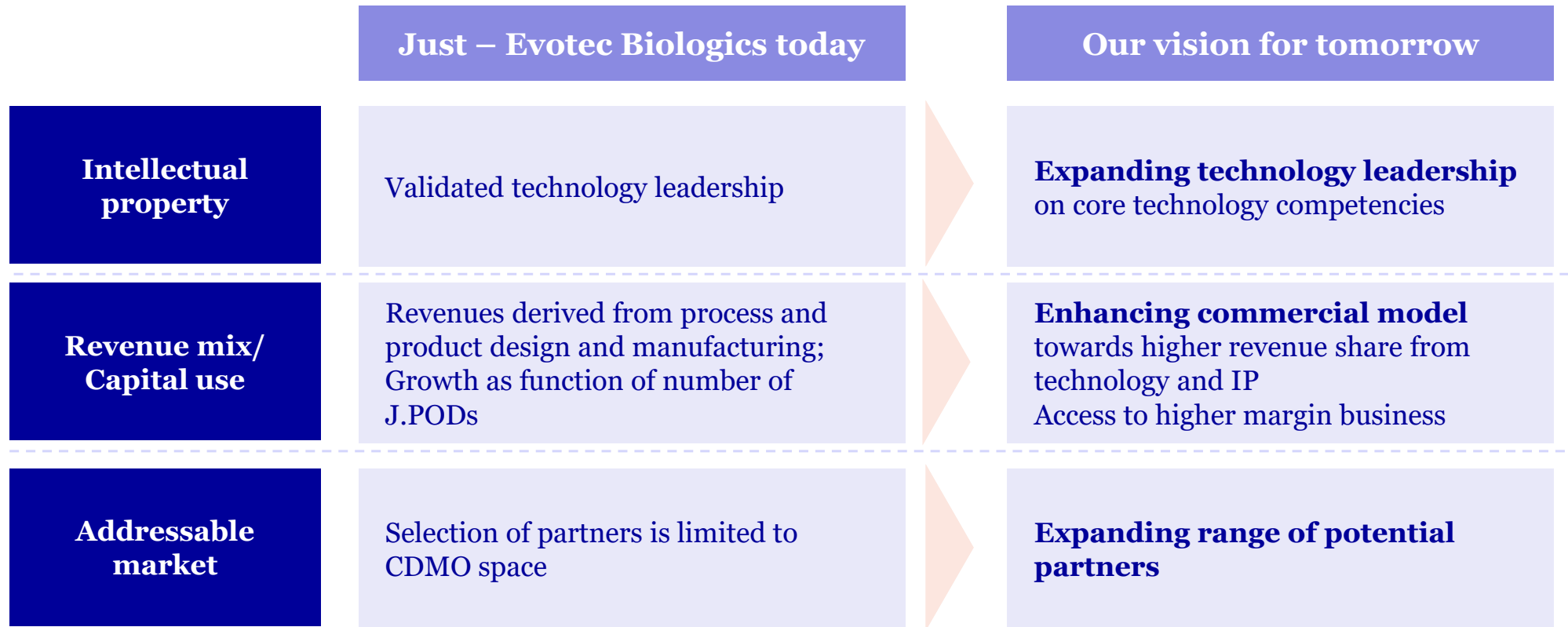


Upside through returns on asset pipeline



Just Evotec Biologics – better monetisation of technology & assets

Improving operational efficiency by focusing on technology leadership and core competencies





Fast track toward asset-lighter model



Toulouse, France



Evotec and Sandoz have signed the sale of Just – Evotec Biologics EU¹, including the biologics manufacturing site (J.POD) located in Toulouse, France



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 price² & Technology license fee	Upfront payment: ~US\$ 350m	2025
	Revenue commitments	License, Milestones & Development revenues during transition period: > US\$ 300 m	2026 - 2028
	Royalties³	• Royalties on ten biosimilars, of which six are in technical development • US\$ 92 bn originator net sales of six most advanced molecules	> 2028



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

JEB partnered biosimilars portfolio

Assets in technical development	Targeted brand	Indication	Originator net sales (US\$ bn)	Loss of Exclusivity
	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	



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

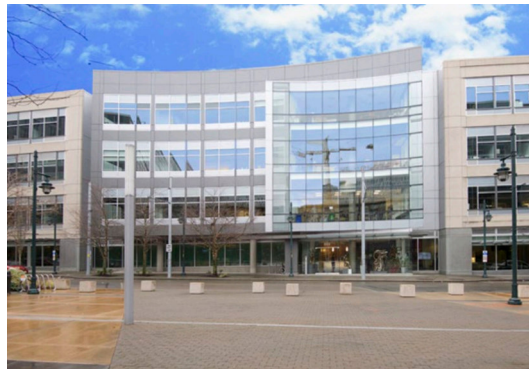
Expansion at Redmond in P&PD (completed) and MFG line (2026)

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



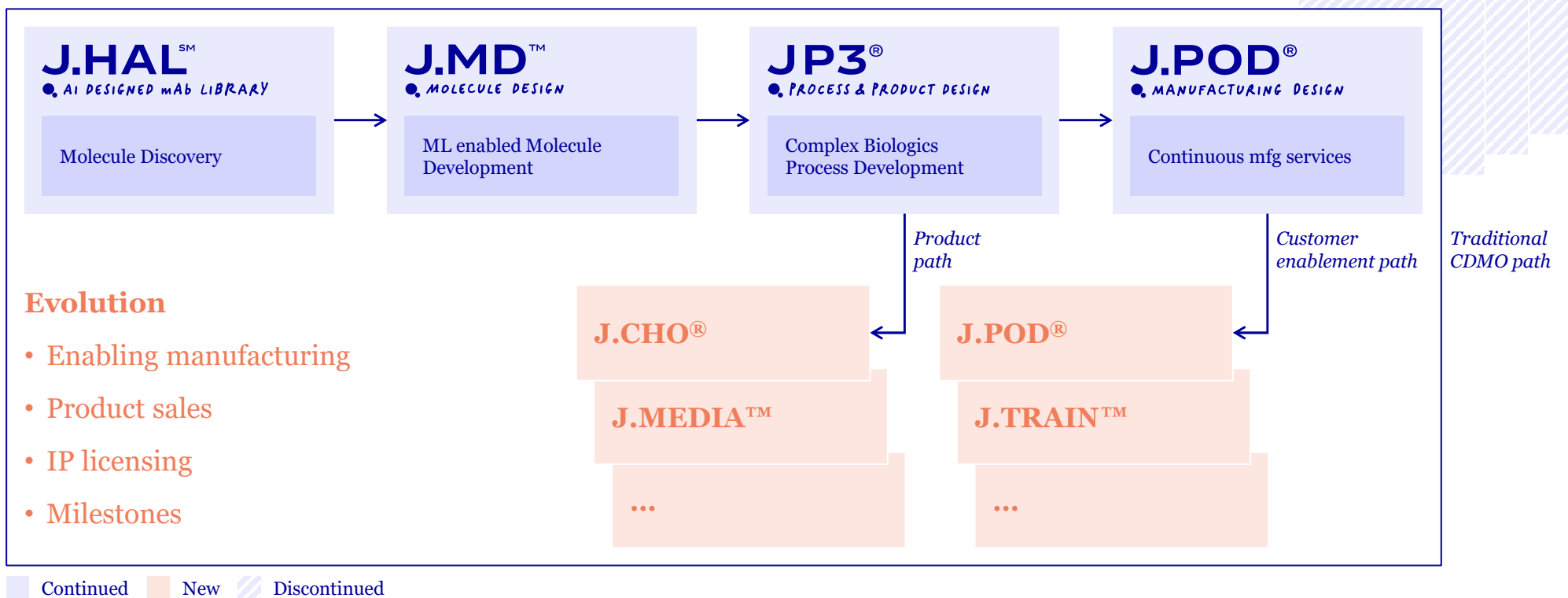
Redmond



Shaping the next generation CDMO model

Accelerating growth – Enhancing margins – Improving capital return

Continuation of existing commercial model





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 potential¹ > € 500 m (till 2028) – significant upside to > € 1.2 bn by 2030



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

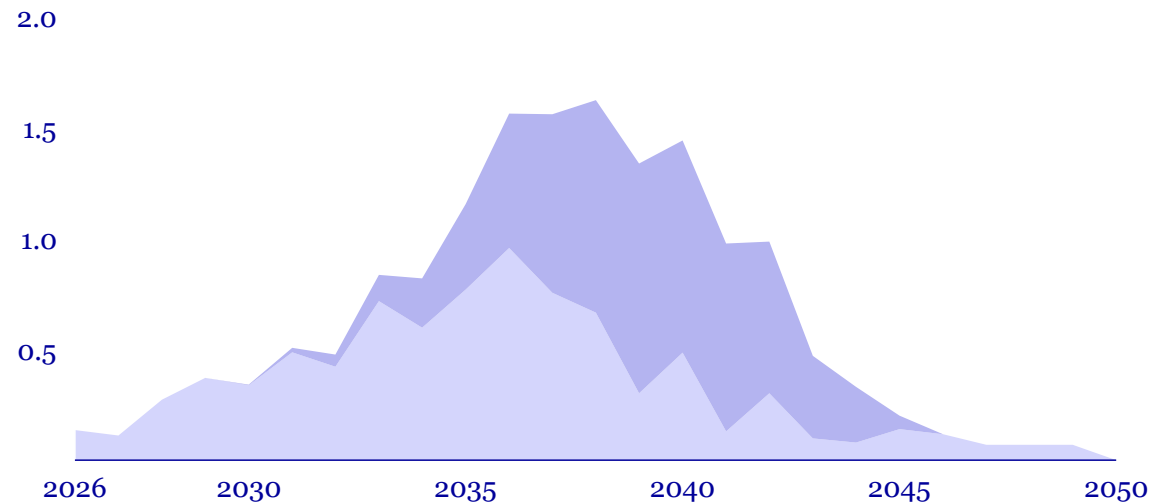
Financial upside is becoming more tangible as pipeline broadens and assets advance

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



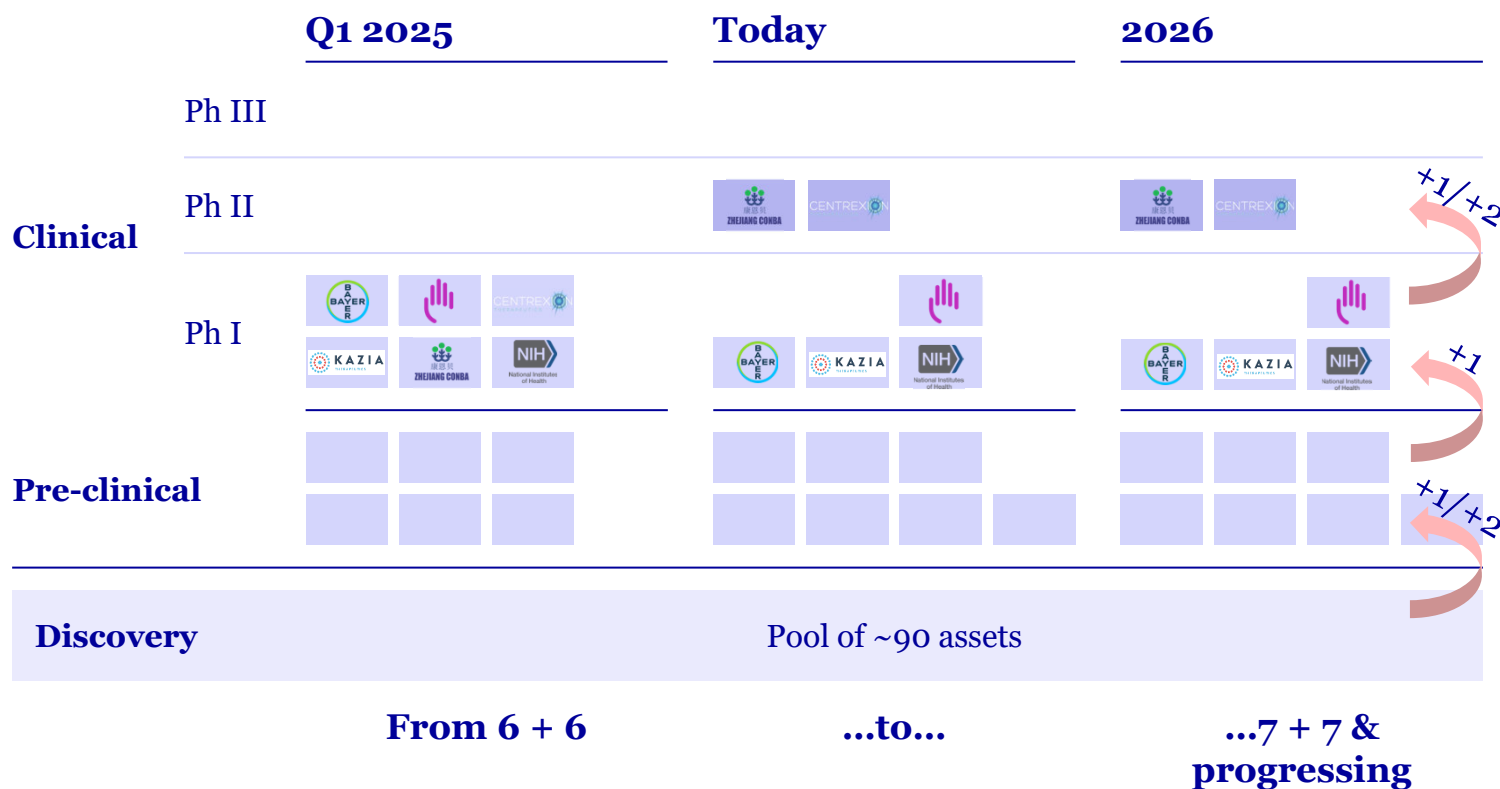
**Cumulated returns: up to € 500 m by 2028;
significant upside to > € 1.2 bn by 2030**

■ Milestones ■ Royalties



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

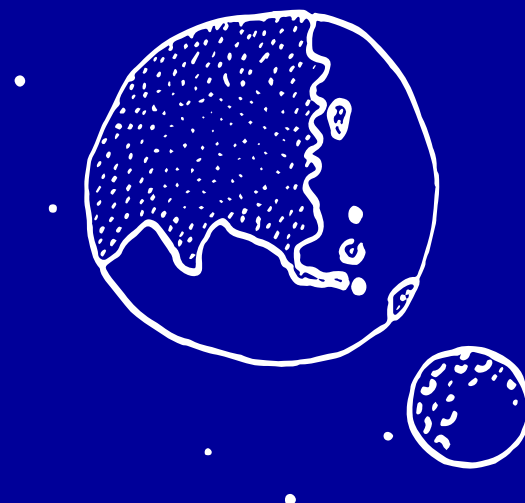
- Number of assets in clinical, pre-clinical, and discovery growing



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



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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		
<i>in € m¹</i>	2025	2024	Change	2025	2024	Change
External Revenues	253.3	221.2	14.5%	788.4	797.0	-1.1%
<i>D&PD</i>	137.1	164.4	-16.6%	528.9	611.4	-13.5%
<i>JEB</i>	116.2	56.8	104.2%	259.4	185.6	39.8%
Gross margin	31.0%	20.8%		14.5%	14.4%	
<i>D&PD</i>	10.9%	23.1%		8.9%	16.7%	
<i>JEB</i>	54.6%	15.1%		26.0%	7.3%	
R&D expense	-9.8	-9.8	-	-37.5	-50.9	-26.3%
Adj. Group EBITDA²	58.0	28.5	103.6%	41.1	22.6	81.9%
<i>D&PD</i>	6.8	19.4	-65.0%	-12.0	12.7	-194.5%
<i>JEB</i>	51.2	9.1	463%	53.2	9.9	443%



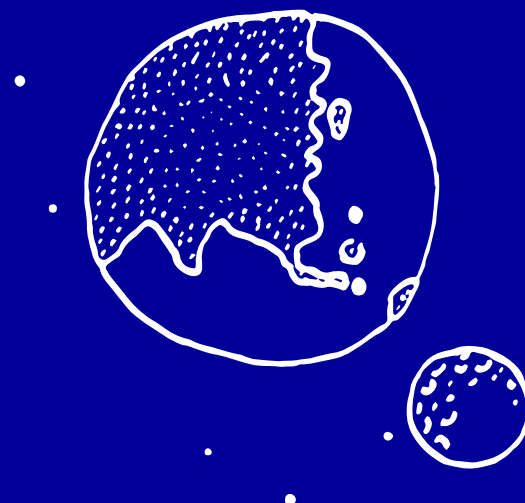
Condensed Income Statement First Half 2026

Reported performance impacted by strong prior-year comparison and currency effects

	Three month ended June 30			Six month ended June 30		
<i>in € m¹</i>	2026	2025	Change	2026	2025	Change
External Revenues	143.5	171.2	-27.8	300.1	371.2	-71.1
<i>D&PD</i>	<i>108.1</i>	<i>128.4</i>	<i>-20.3</i>	<i>227.9</i>	<i>269.0</i>	<i>-41.1</i>
<i>JEB</i>	<i>35.4</i>	<i>42.9</i>	<i>-7.5</i>	<i>72.3</i>	<i>102.2</i>	<i>-30.0</i>
Gross margin	-1.1%	10.0%		-1.0%	13.6%	
<i>D&PD</i>	<i>2.7%</i>	<i>15.4%</i>		<i>4.4%</i>	<i>15.3%</i>	
<i>JEB</i>	<i>-12.7%</i>	<i>-6.3%</i>		<i>-18.3%</i>	<i>9.1%</i>	
R&D expense	-10.3	-14.5	4.2	-20.3	-29.4	9.1
Adj. Group EBITDA²	-20.8	-5.0	-15.9	-42.7	-1.9	-40.8
<i>D&PD</i>	<i>-14.6</i>	<i>-2.5</i>	<i>-12.2</i>	<i>-24.4</i>	<i>-9.3</i>	<i>-15.1</i>
<i>JEB</i>	<i>-6.2</i>	<i>-2.5</i>	<i>-3.7</i>	<i>-18.3</i>	<i>7.5</i>	<i>-25.7</i>



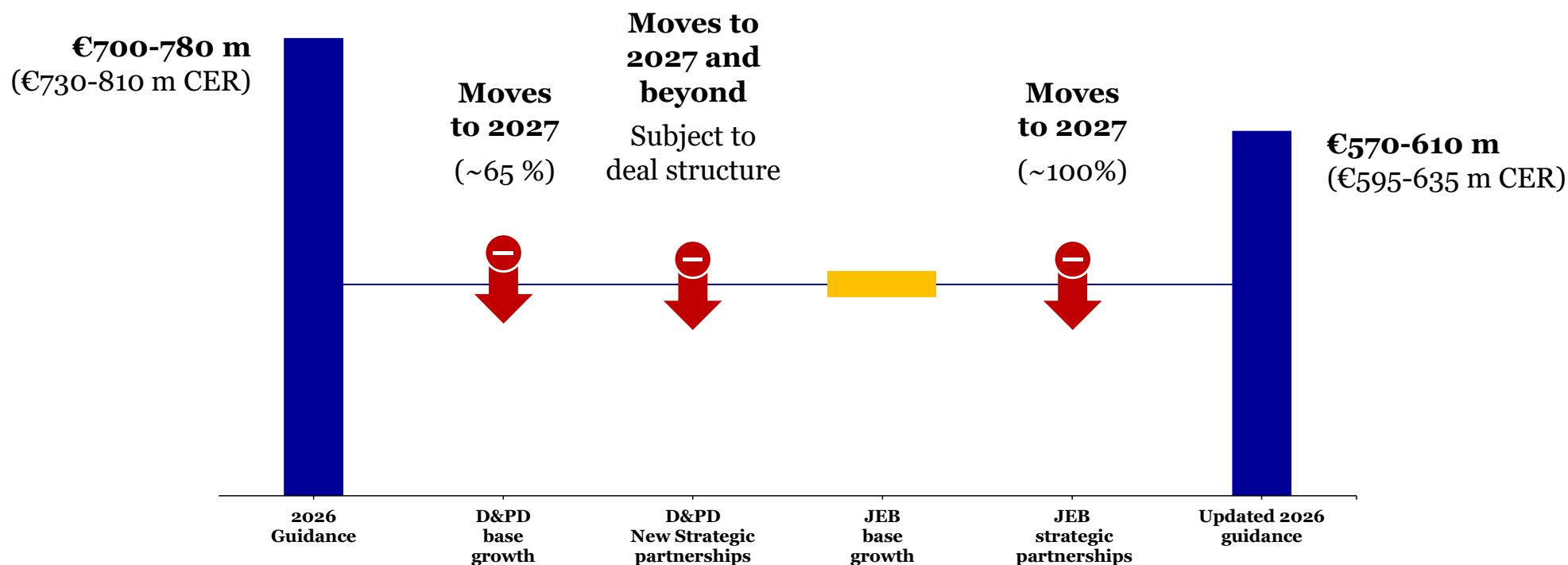
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Updated FY 2026 Outlook Driven by Timing and Conversion Effects

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 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



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



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



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