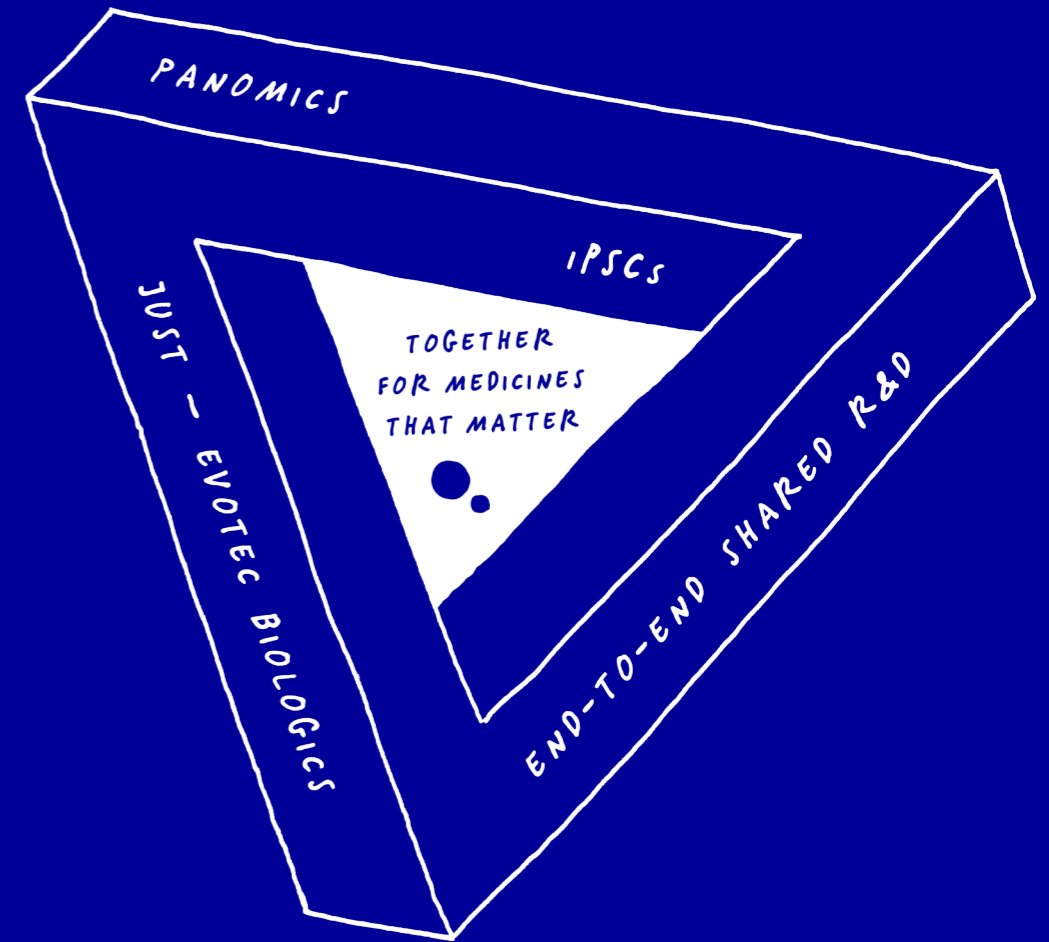


# General company presentation





# Disclaimer

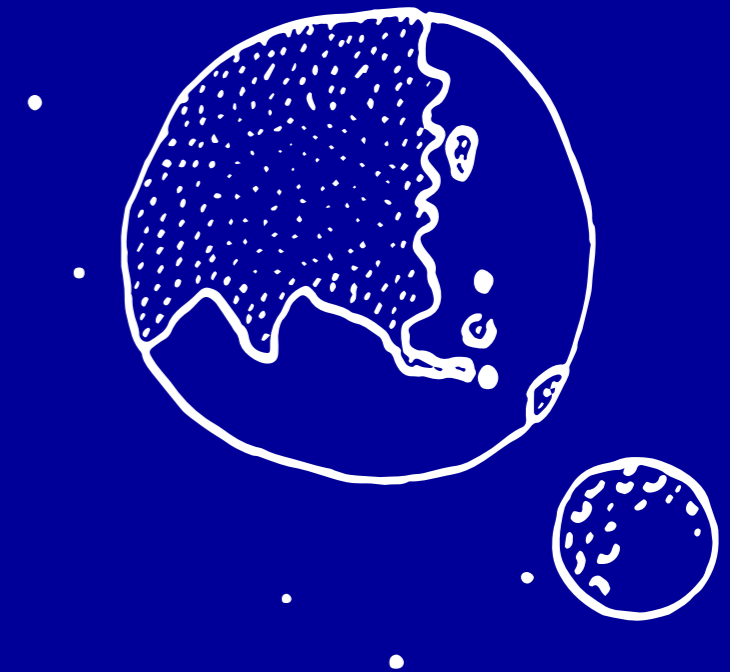
This presentation (including any information which has been or may be supplied in writing or orally in connection herewith or in connection with any further inquiries) is being delivered on behalf of Evotec SE (the “Company”, “we,” “our” or “us”). This presentation is made pursuant to Section 5(d) and/or Rule 163B of the Securities Act of 1933, as amended, and is intended solely for investors that are qualified institutional buyers or certain institutional accredited investors solely for the purposes of familiarizing such investors with the Company. This presentation shall not constitute an offer to sell or the solicitation of an offer to buy Evotec securities, nor shall there be any sale of these securities in any state or jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such state or jurisdiction. No representations or warranties, express or implied, are made as to the accuracy or completeness of the statements, estimates, projections or assumptions contained in the presentation, and neither the Company nor any of its directors, officers, employees, affiliates, agents, advisors or representatives shall have any liability relating thereto.

## **Cautionary Note Regarding Forward-Looking Statements**

This presentation contains forward-looking statements concerning our business, operations and financial performance and condition, as well as our plans, objectives and expectations for our business operations and financial performance and condition. Many of the forward-looking statements contained in this presentation can be identified by the use of forward-looking words such as “anticipate,” “believe,” “could,” “estimate,” “expect,” “intend,” “may,” “might,” “plan,” “potential,” “should,” “target,” “would” and other similar expressions that are predictions of or indicate future events and future trends, although not all forward-looking statements contain these identifying words. Forward-looking statements are based on our management’s beliefs and assumptions and on information currently available to our management. Such statements are subject to risks and uncertainties, and actual results may differ materially from those expressed or implied in the forward-looking statements due to a variety of factors. The forward-looking statements contained in this presentation speak only as of the date of this presentation, and unless otherwise required by law, we do not undertake any obligation to update them in light of new information or future developments or to release publicly any revisions to these statements in order to reflect later events or circumstances or to reflect the occurrence of unanticipated events.



- 1 Together for Medicines that Matter
- 2 PanOmics
- 3 iPSCs
- 4 Just – Evotec Biologics
- 5 End-to-End Shared R&D
- 6 Business / Financials / ESG

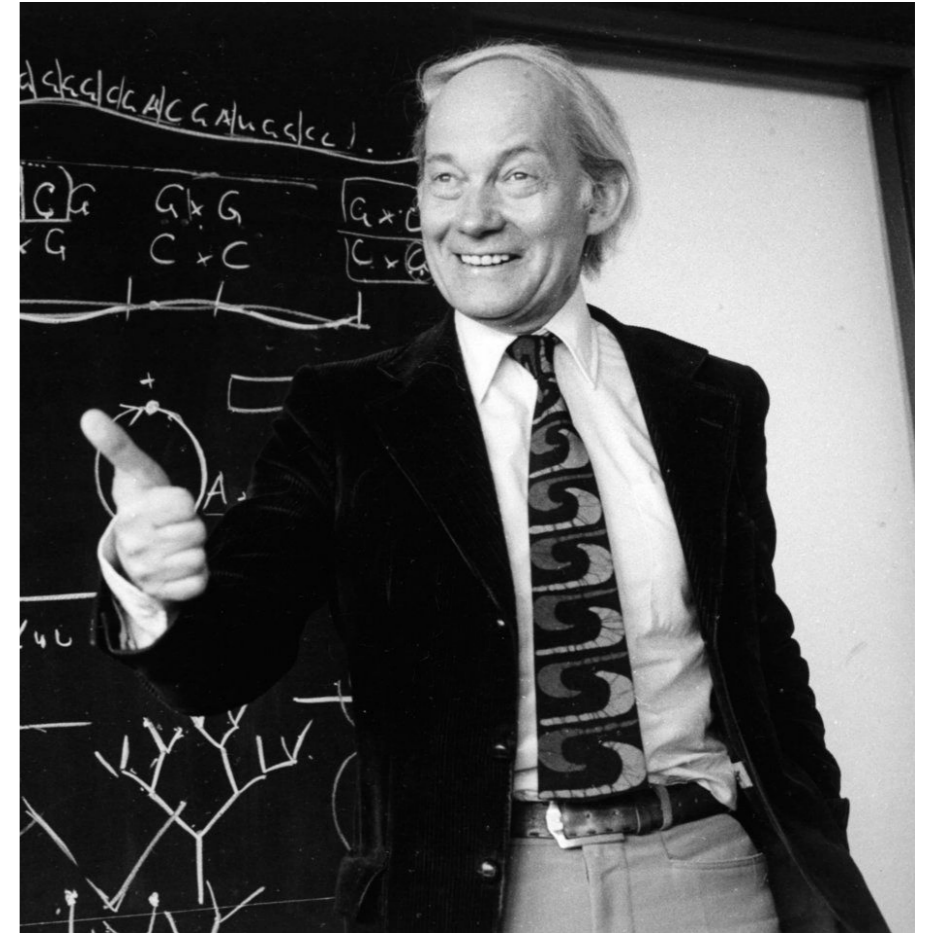




## The core idea of Evotec – evolutionary technology

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

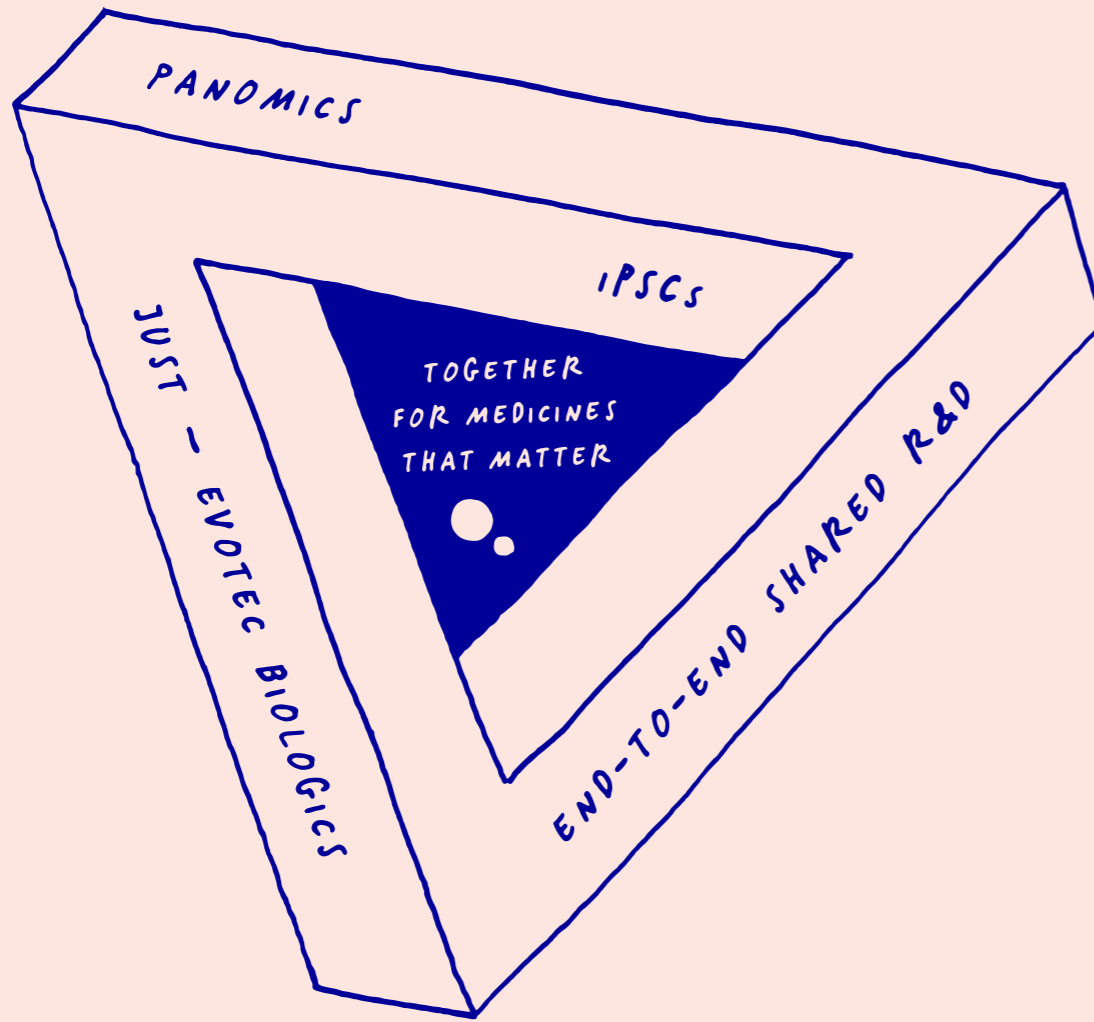
Eigen's theories about self-organisation of complex molecules and his development of the evolution machine founded a new branch of science – **evolutionary biotechnology**.



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



# Together for Medicines that Matter



## We aspire to impact patients' lives by

- **PanOmics**-driven drug discovery for deep disease understanding and effective therapies
- **IPSCs** "off-the-shelf" cell therapy based on induced-pluripotent stem cells
- **Just – Evotec Biologics**  
Artificial Intelligence and continuous manufacturing for better access to biologics
- **End-to-End Shared R&D**  
Integrated business-to-business platform for increased probability of success from target to the clinic



# Together for medicines that matter

Game changers within business to business / partnered R&D

## **More precise medicine**

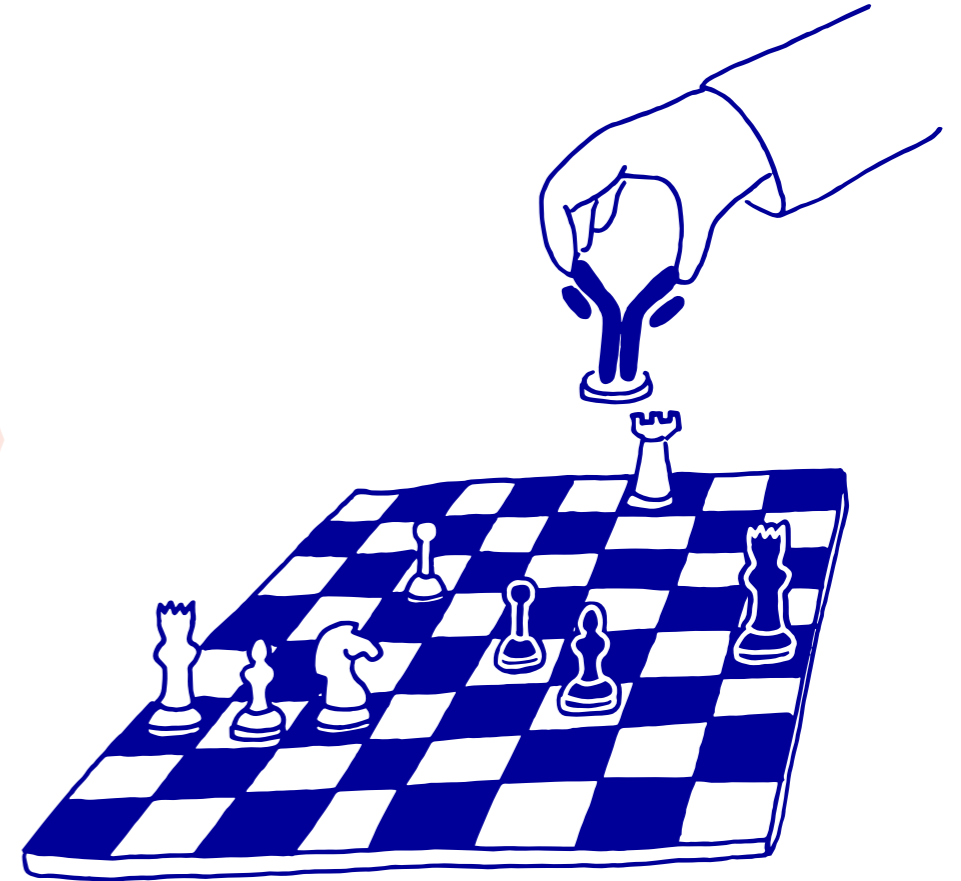
*PanOmics databases, multi-modality  
End-to-End Shared R&D*

## **A.I./M.L. & technology convergence**

*Latest technologies coming together with  
drug discovery, development, safety  
prediction and molecular diagnostics*

## **Right business model & best talents**

*Collaboration – from fixed to variable costs,  
with efficient access to best know-how*





# Industry at a pivotal moment

A shared economy platform in R&D

## Need for more precision

*Most drugs still provide benefit in only 50% of patients*

## Need for better disease understanding

*Lifetime risk for cancer e.g., 44% in men & 38% in women*

## Need for wider access

*Less than 20% of world's population have access to life changing biotherapeutics*

## Need for better safety earlier

*60% of all drugs still do not pass Phase I*

## Our focus areas

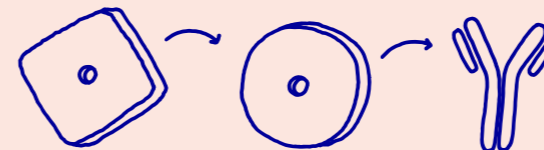
### PanOmics<sup>1</sup>



### iPSC cell therapy



### Just - Evotec Biologics



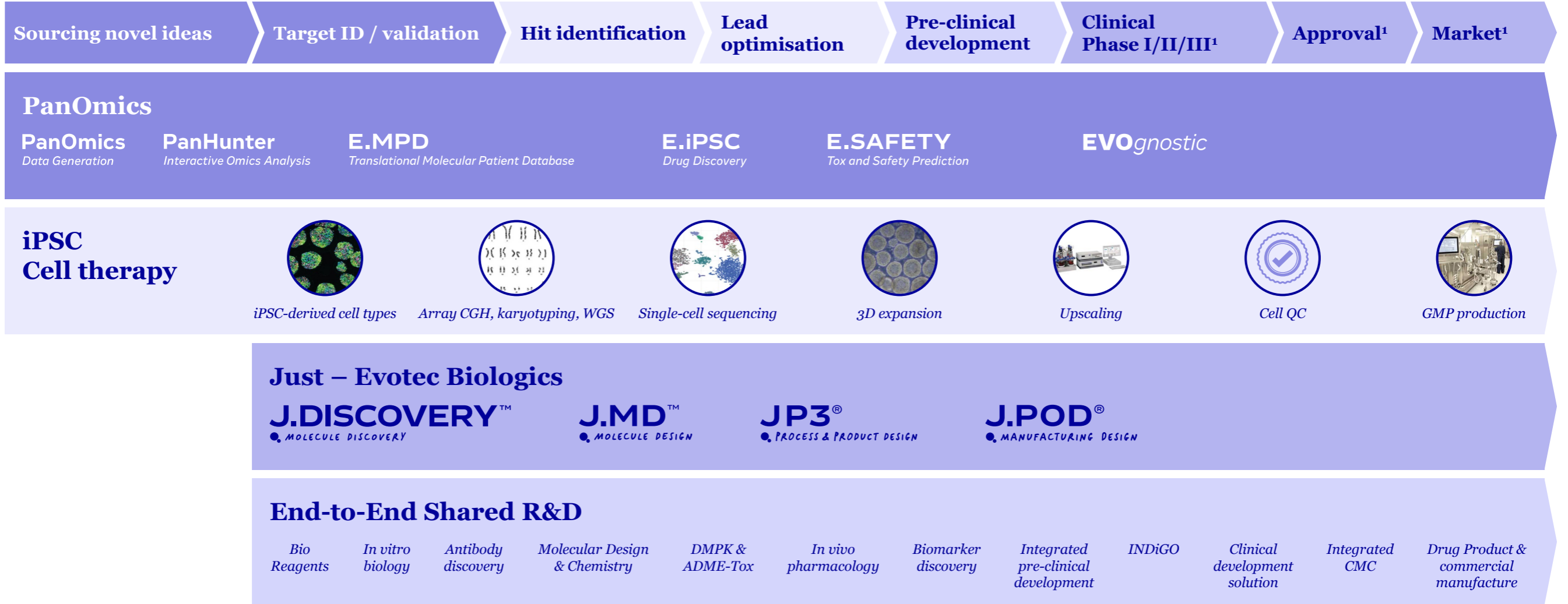
### End-to-End Shared R&D





# Fully integrated in discovery, development & manufacturing

Illustrative functional capabilities along the value chain







# Scientific leadership translating in commercial success

Massive milestone & royalty pool “...just at the beginning”

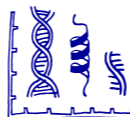


## Broadened and deepened strategic alliance in neurodegeneration

- Extension and expansion for eight more years
- \$ 50 m upfront payment, undisclosed license and performance milestone payments
- Tiered royalties of up to low double-digit percentage
- Total transaction value > US\$ 4 bn

## Development of pipeline based on novel mechanism of protein degradation

- Extension by 8 years and significant expansion
- US\$ 200 m upfront payment
- Tiered royalties of up to low double-digit percentage
- Total transaction value of up to US\$ 5 bn



## Collaboration with Janssen for development of innovative immune-based therapies in oncology

- Non-disclosed double-digit-million upfront payment
- milestone payments of up to US\$ 350 m per project; tiered royalties



## Technology-Partnership for biosimilars development and manufacturing

- Portfolio of next-generation biosimilars
- Non-disclosed double-digit-million upfront; up to US\$ 640 m Development revenues
- Non-disclosed payments for progress into commercial manufacturing and royalties



## Exclusive strategic partnership for development of iPSC-based beta-cell replacement therapy in diabetes

- Combination of iPSC-based beta-cells with Sernova's Cell Pouch™
- € 20 m equity investment in Sernova
- Phase I planned for 2024



# Growing milestone cascade towards a massive royalty pool

Selected KPIs

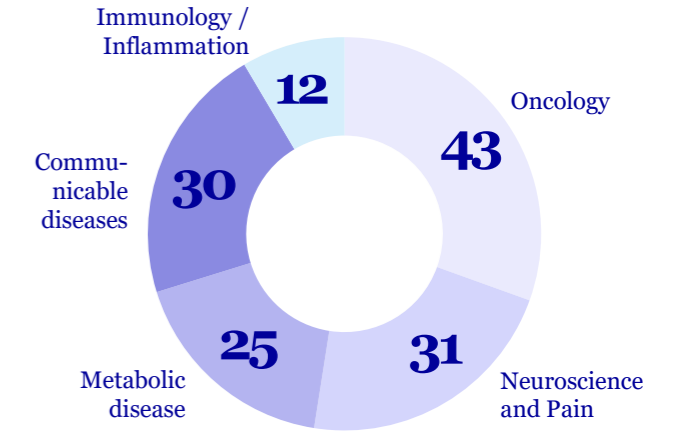
**TOGETHER  
FOR MEDICINES  
THAT MATTER**



**>140**  
*Co-owned  
pipeline assets*

**19**  
*Clinical  
stage*

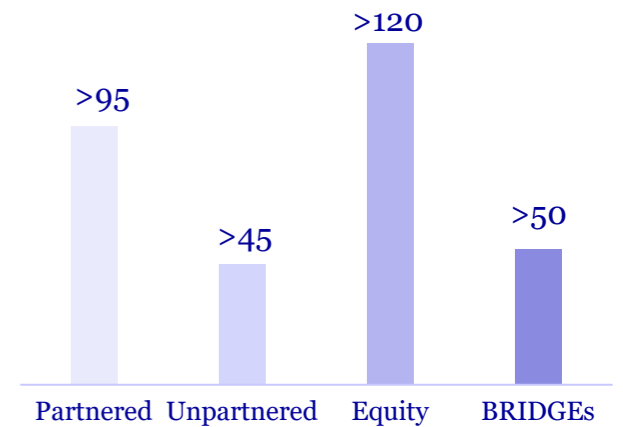
**# programmes by disease area\***



**>€ 15 bn**  
*Potential partnership  
milestones*

**8-10%**  
*Average  
royalty rate*

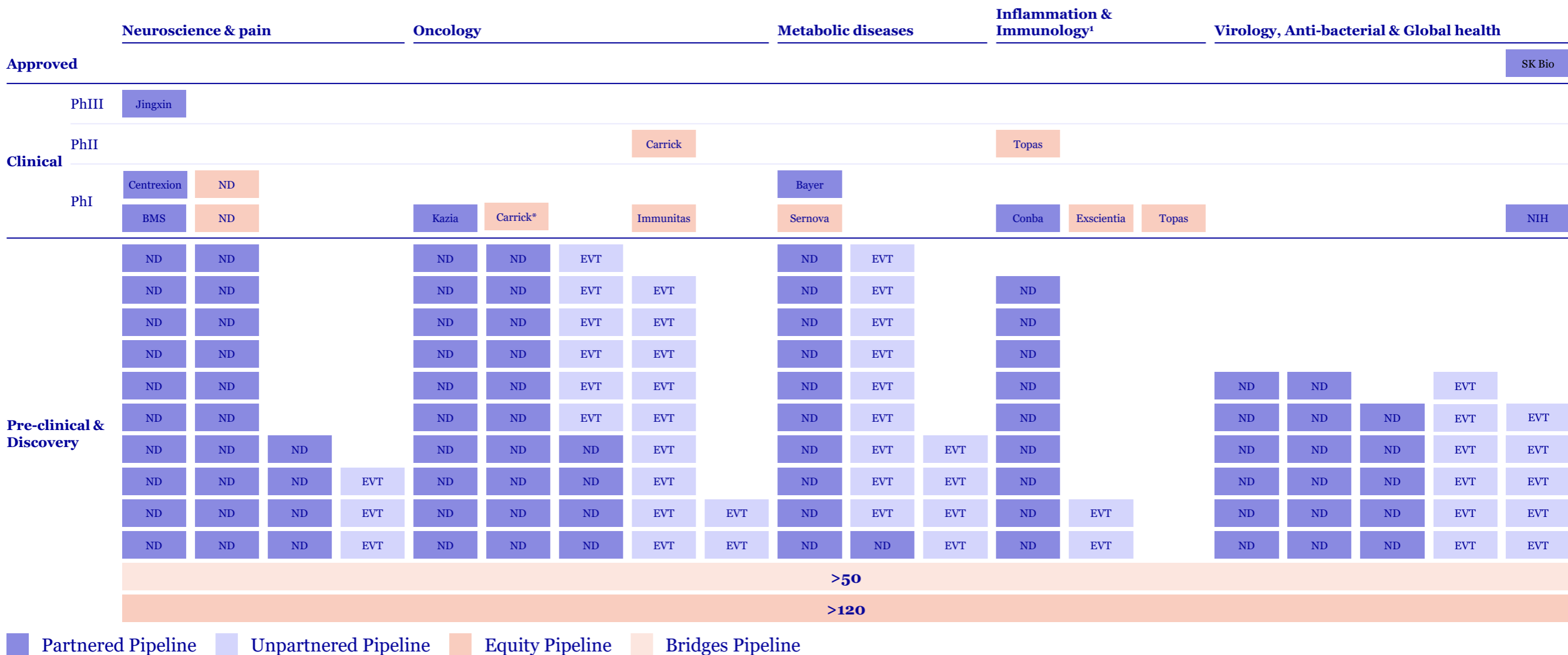
**> 300 programmes by model**





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

>140 co-owned projects

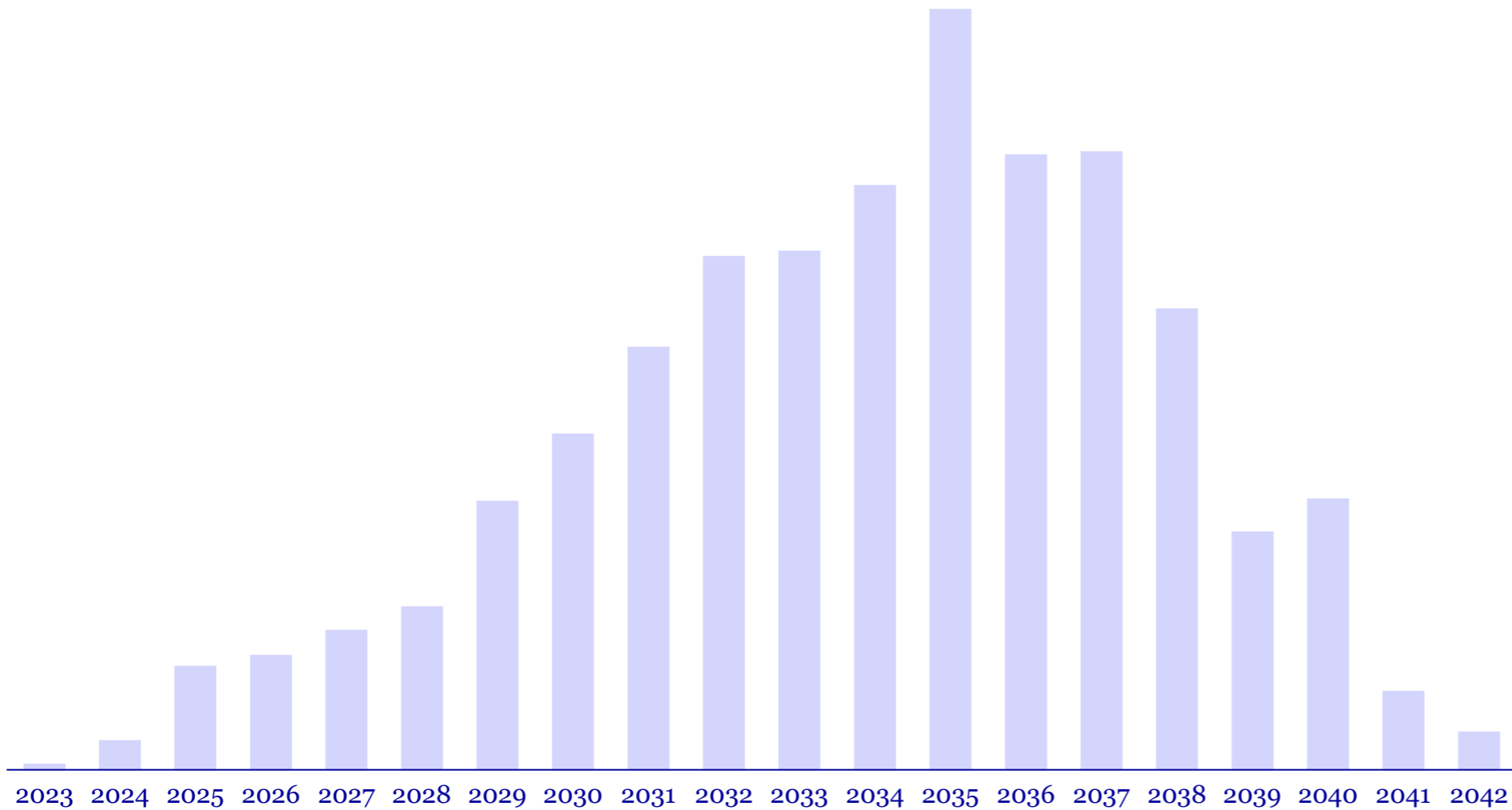


■ Partnered Pipeline  
 ■ Unpartnered Pipeline  
 ■ Equity Pipeline  
 ■ Bridges Pipeline

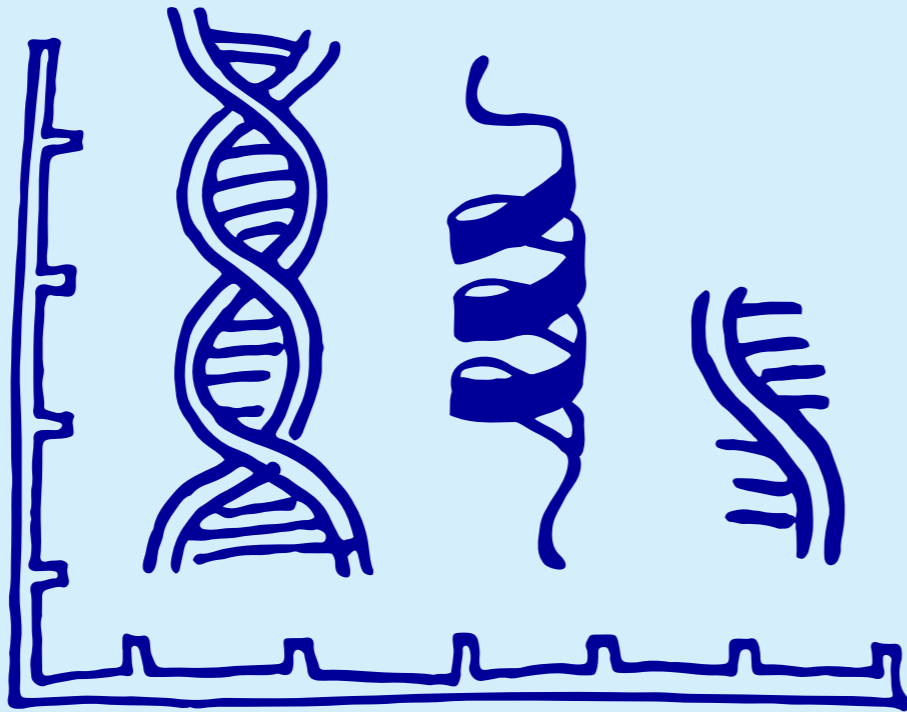


# >140 co-owned projects leading to massive milestone cascade<sup>1</sup>

20-yr milestones pipeline



- Collaborations with more than 30 Partners bearing massive upside from milestones...
- ... and subsequent royalties in case of success



**PanOmics-driven  
drug discovery for deep  
disease understanding  
and effective therapies**



**Pan** (Greek pan means all)

**Omics** (various disciplines in biology end in the suffix-omics)

any of several areas of biological study defined by the investigation of the entire complement of a specific type of biomolecule or the totality of a molecular process within an organism.

Examples of well-established fields include genomics, transcriptomics, proteomics, and metabolomics.

---



# Paving the way to a better disease understanding

PanOmics: Unique platform for data generation, aggregation, integration and analysis

## From

Defining diseases based on similar symptoms

One drug fits all

Clinical attrition due to missing efficacy endpoints

Late & inaccurate diagnosis

Intervention in symptomatic patients

## To

PanOmics mapping to define causes and drivers of diseases

Right drug, right dose, right patient

PanOmics-based clinical stratification

Early and precise diagnosis

Preventing disease by monitoring risk factors



## Others



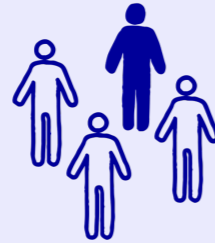


# Precision medicine is the only path to better outcomes

Leading A.I./M.L. driven drug discovery & development platforms

## Molecular patient databases

Re-defining health and disease via molecular disease profiles



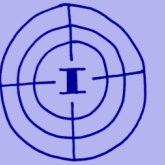
## Patient derived disease models & precision medicine approaches

Focus on **early** disease relevance



## Patient stratification and biomarkers

Precision diagnostics and tracking of diseases



### PanOmics

*Data Generation*

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

### PanHunter

*Interactive Omics Analysis*

- User friendly A.I./M.L. driven multi-omics analysis platform
- Exceeding industry standards in e.g. predicting drug safety (e.g.: liver injury 86% vs. 70%)

### E.iPSC

*Drug Discovery*

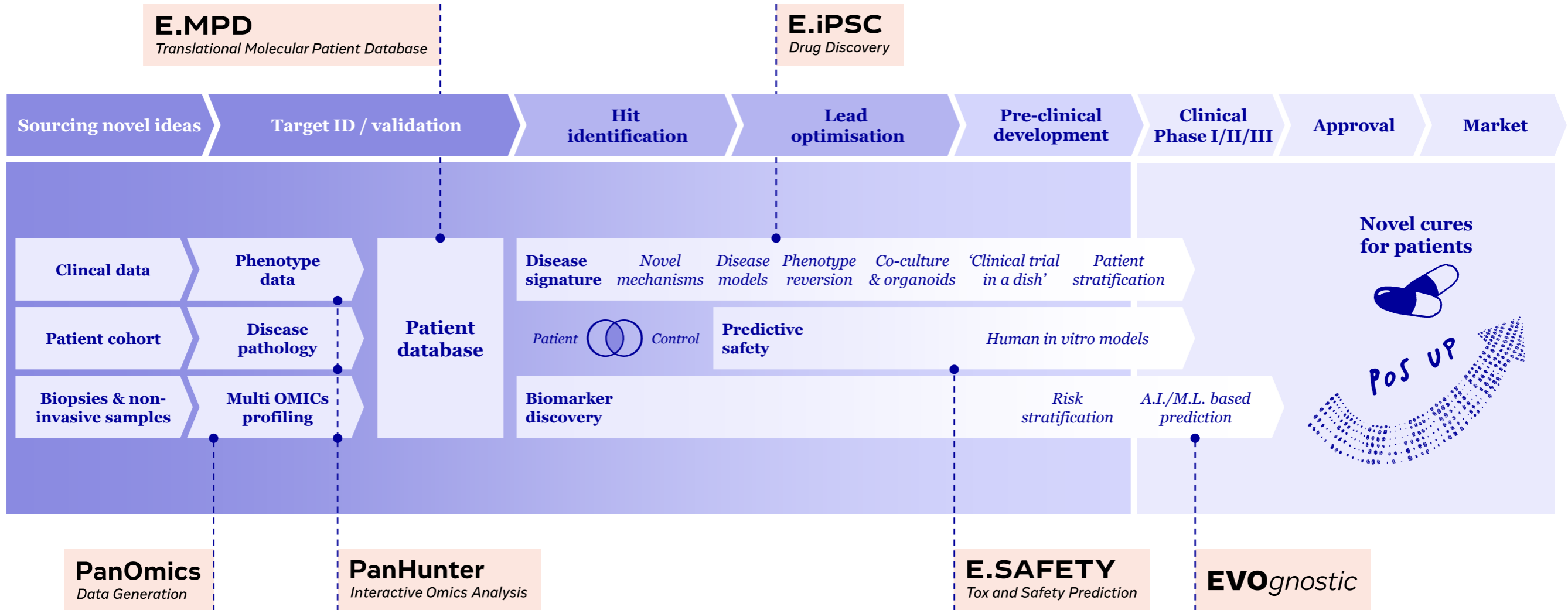
- One of the largest and most sophisticated iPSC platforms for drug discovery in the industry
- First IND in clinical development; large pipeline evolving





# Molecular disease understanding for higher Probability of Success (PoS)

## Overview of PanOmics-driven drug discovery

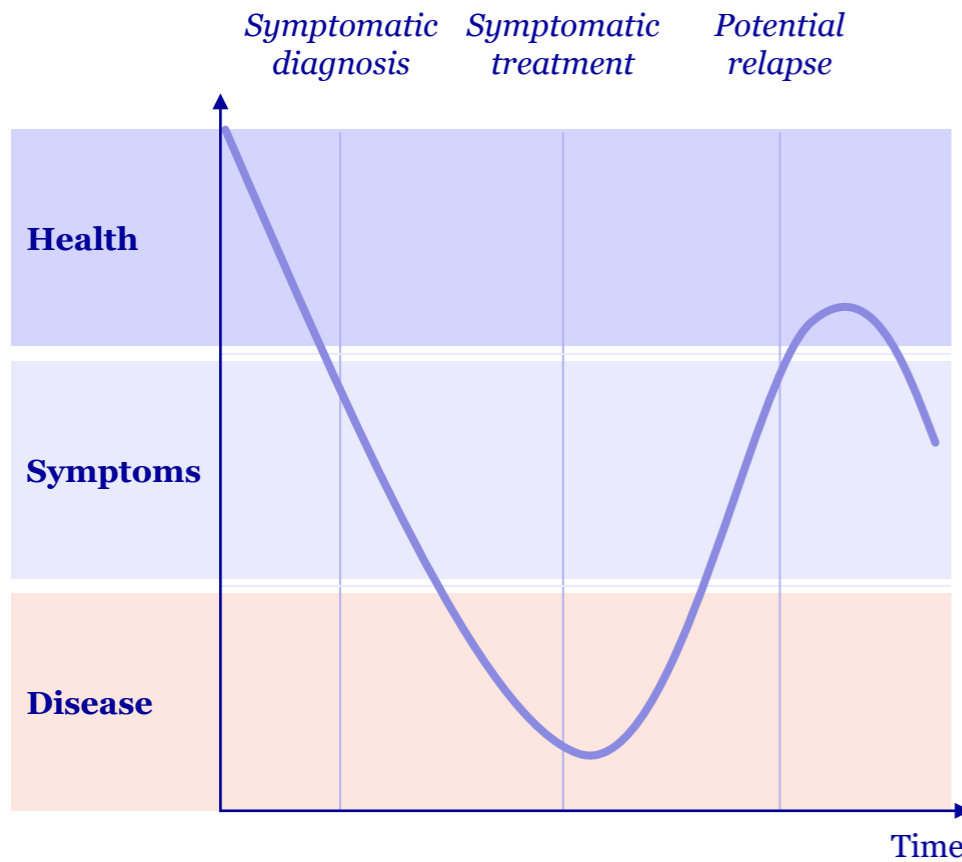




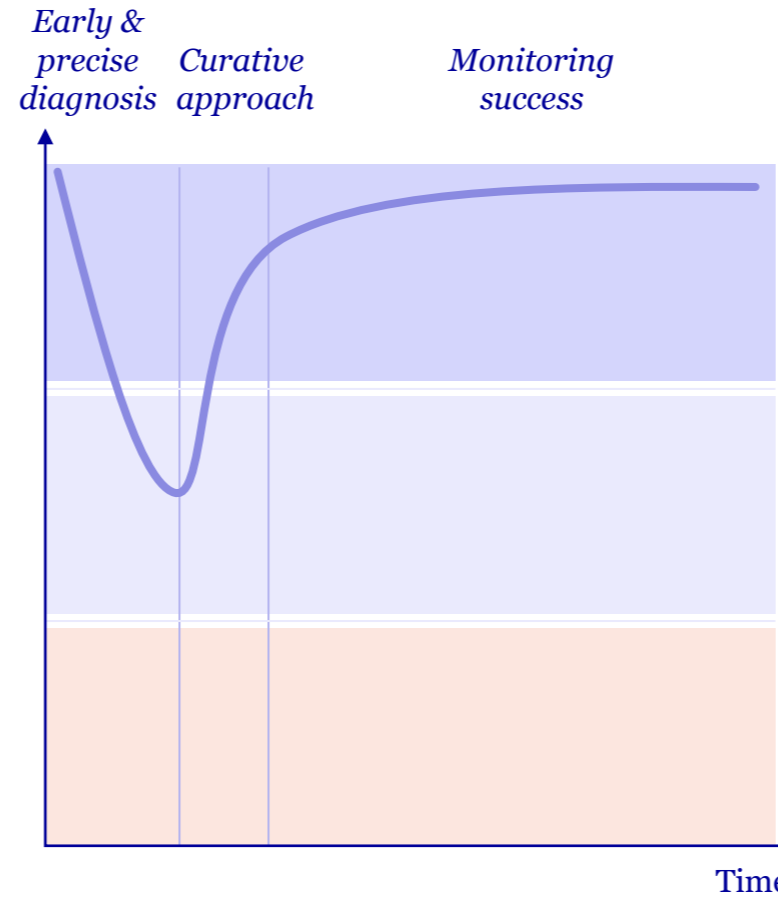
# Changing the healthcare paradigm with PanOmics

From symptomatic treatments to data-driven healthcare

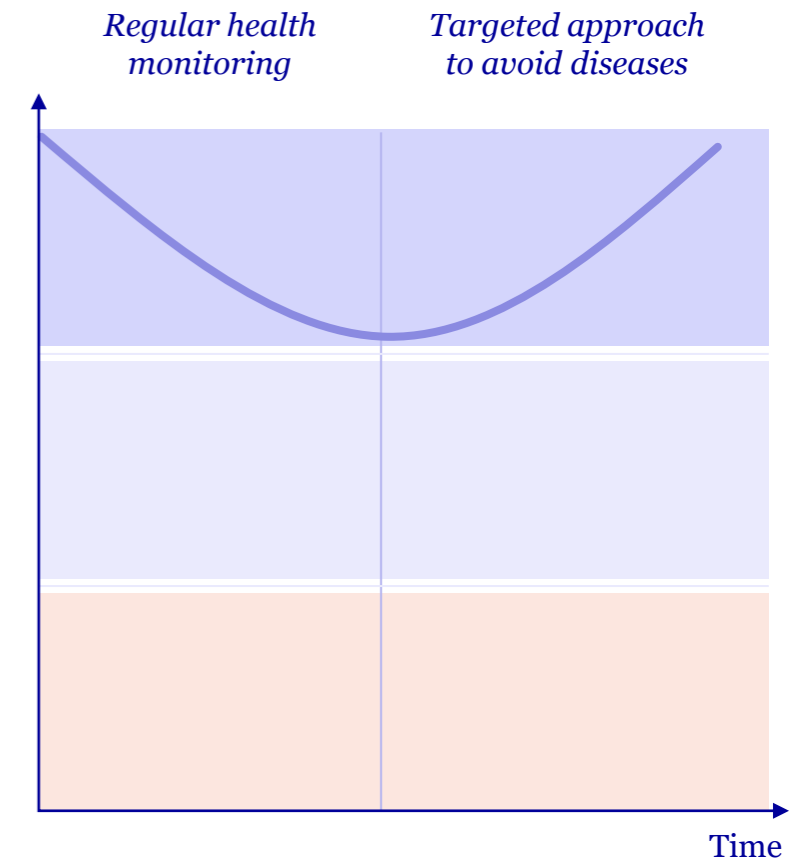
## “Successful” symptomatic treatments

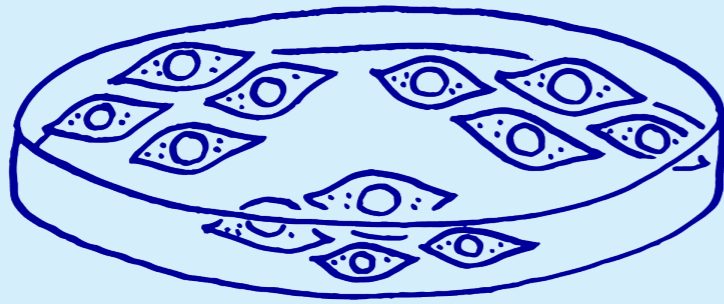


## Precision medicine



## Data-driven healthcare





**IPSCs "off-the-shelf" cell therapy based on induced-pluripotent stem cells**



## iPSCs

**Cell therapy** is a treatment in which *viable cells* (*autologous, allogeneic, iPSC-derived*), are injected, grafted or implanted *into a patient* in order to improve or cure a disease.

**Induced pluripotent stem cells** (iPSCs) are a type of stem cell that can be generated directly from a somatic cell. *iPSC technology* was pioneered by Shinya Yamanaka's lab. He was awarded the 2012 nobel prize for the discovery that mature cells can be reprogrammed to become pluripotent.

---



# iPSC-based cell therapies will reach more patients than ever before

Next generation off-the-shelf cell therapy

## From

Availability  
Patient-by-patient

Manufacturing dose-by-dose

Tens of doses per month

Expensive

Autologous products

## To


Availability for large  
patient populations

Manufacturing large scale

Thousands of doses

Affordable

Simplified manufacturing  
Off-the-shelf product

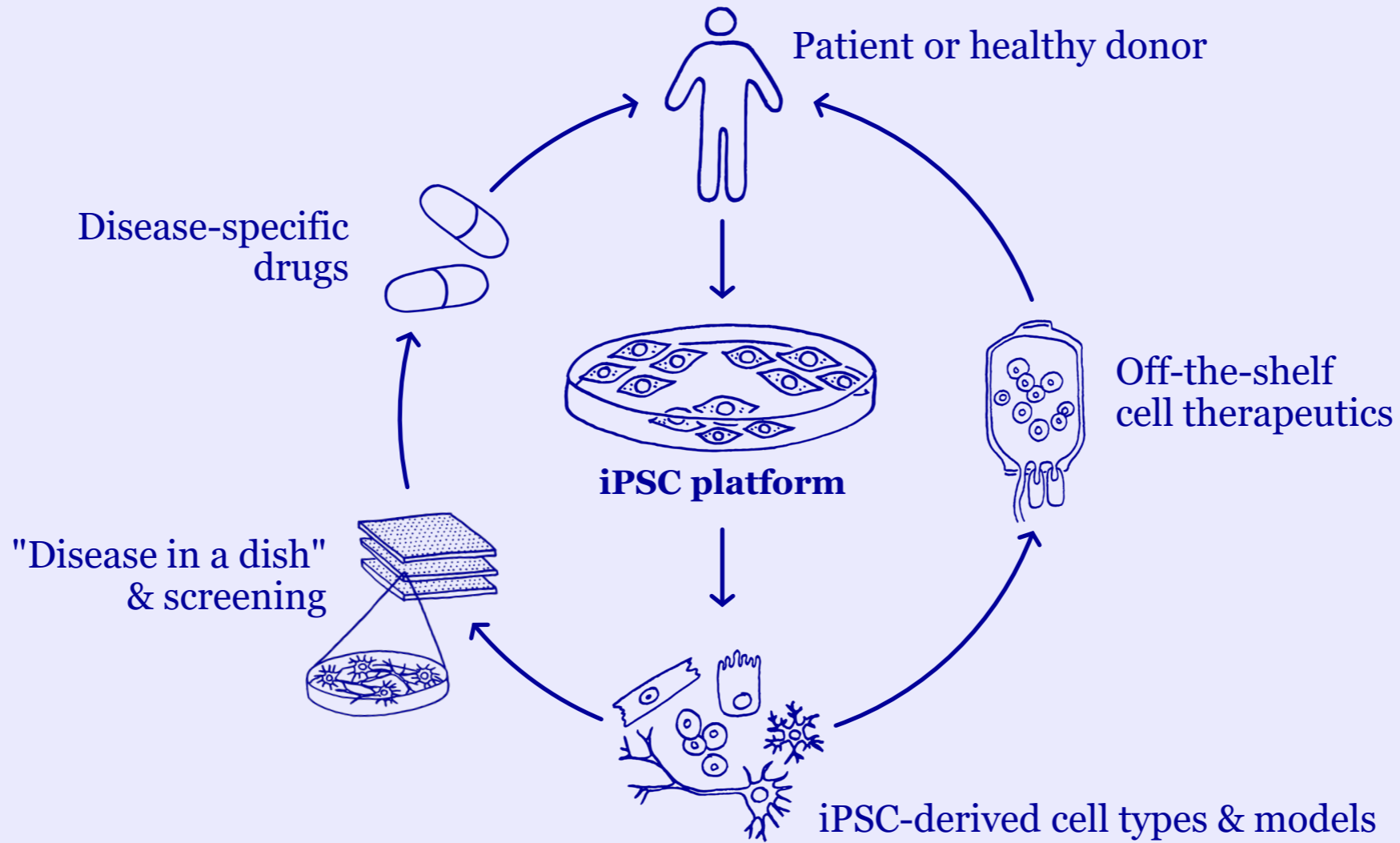
 evotec  
iPSC approach      Autologous approaches





# From humans for humans

iPSC-based drug discovery and off-the-shelf cell therapy

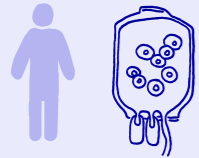




# Off-the-shelf approach will revolutionise cell therapy applications

Benefit of manufacturing process for iPSC-based therapeutics

## Autologous



Patient



Manufacturing

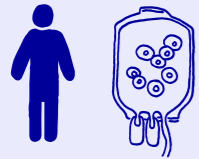
*Just-in-time*



1x dose



## Allogeneic donor-derived



Healthy donor

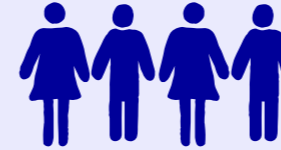


Manufacturing

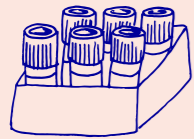
*Off-the-shelf*



100x doses



## Allogeneic iPSC-derived



Master iPSC bank



Manufacturing

*Off-the-shelf*



10,000x doses



## iPSC-based off-the-shelf therapeutics

- **Reduced manufacturing complexity:** Patient is not part of manufacturing process
- **Unlimited** starting material
- **Versatile & high-fidelity** gene editing
- **Consistent quality** of final product
- **On demand** product available to patients
- **Broad applicability:** Suitable for multiple cell types & disease areas



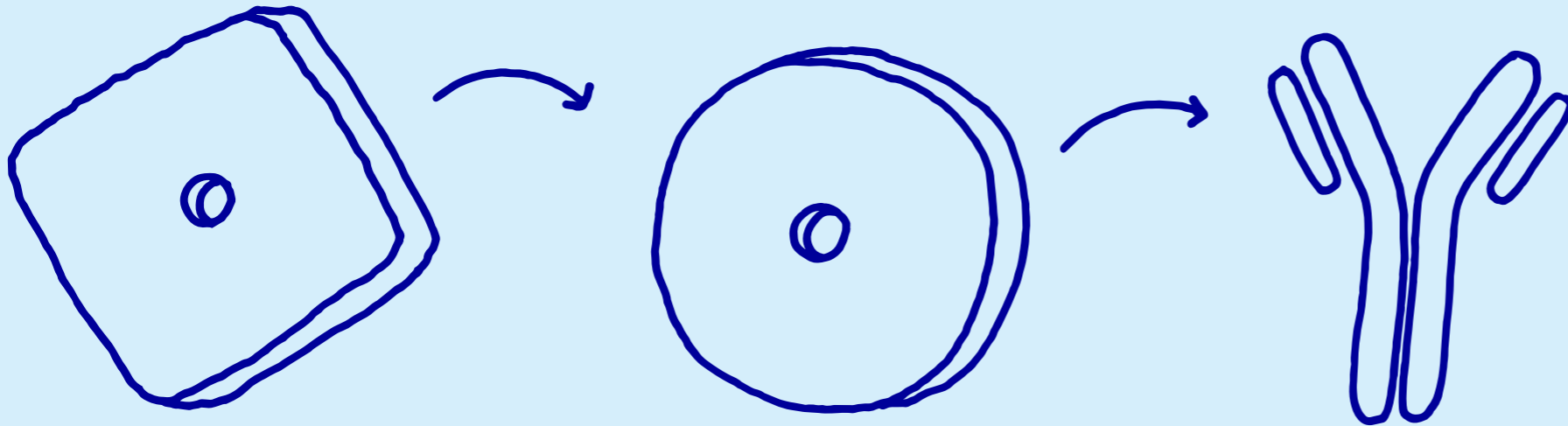




# **Just – Evotec Biologics**

Artificial Intelligence and  
continuous manufacturing  
for better access to biologics

*Paradigm shift in biologics*





# Just – Evotec Biologics

Paradigm shift in biologics

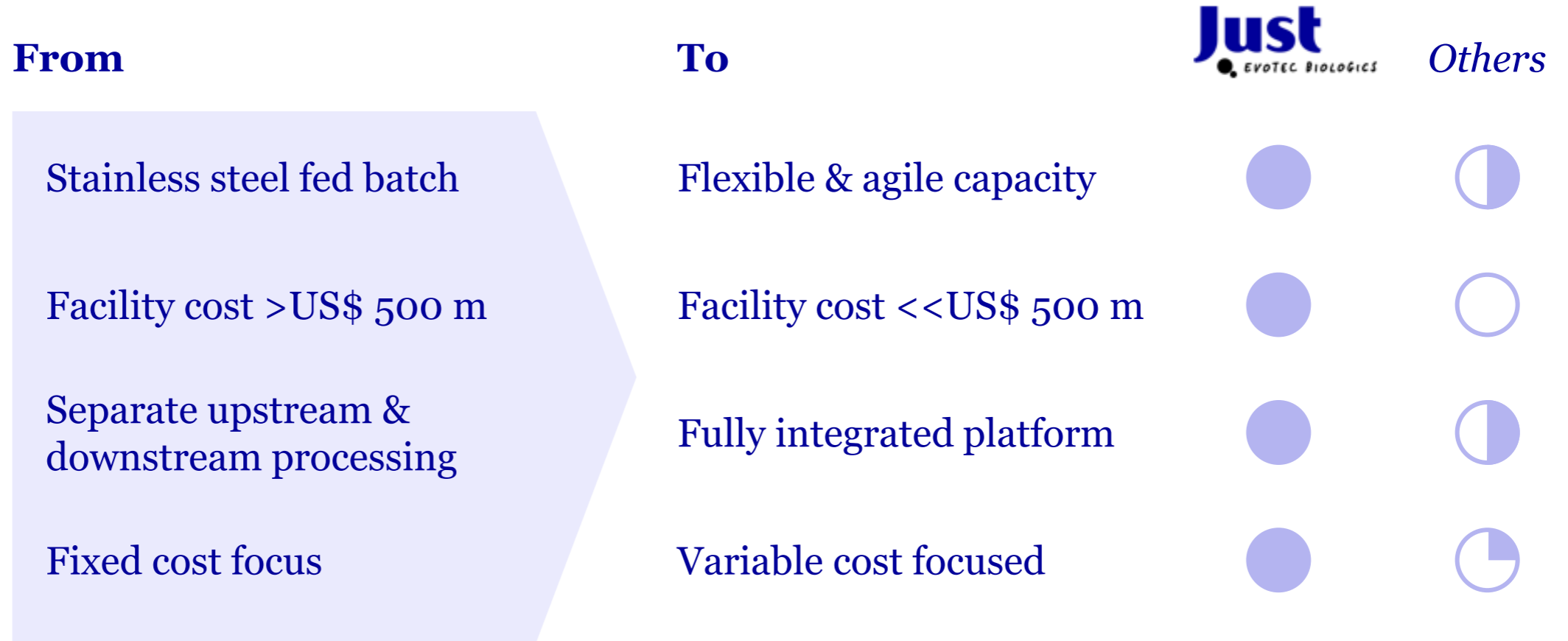
At Just – Evotec Biologics, we design and apply innovative technologies to dramatically expand global access to biotherapeutics by ...

- ... selecting the best therapeutic candidate via A.I./M.L./Automation
  - ... implementing “Lights-out” fully-continuous manufacturing
  - ... improving quality of products manufactured
  - ... reducing the environmental impact with smaller footprint facilities
-



# The paradigm shift is already in full motion

Accelerating the paradigm shift in biologics





# Our purpose is to contribute to better access

Access for all



**7,000**

underserved rare indications that could be addressed with biologics

Underserved indications



**70%**

higher prices for antibodies vs. small molecules in the US alone

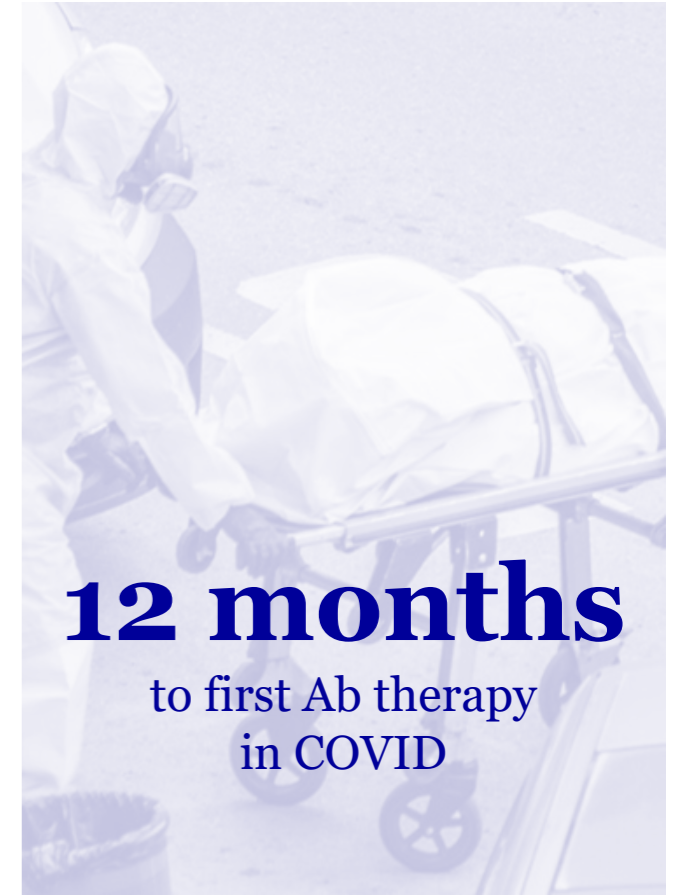
Underserved populations



**6 bn**

without access to biologics based on geography

Underserved regions<sup>1</sup>



**12 months**

to first Ab therapy in COVID

Communicable diseases & pandemics<sup>2</sup>

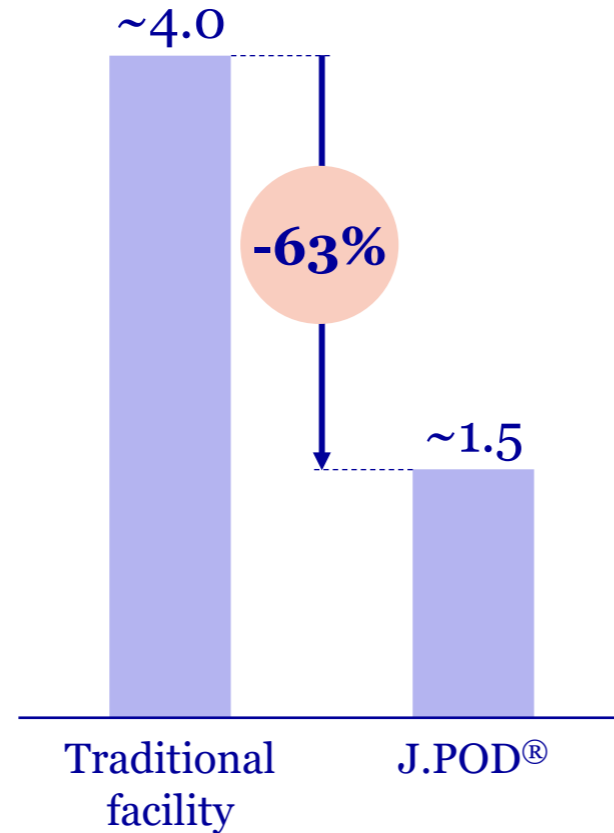


# Disrupting the industry with flexible and agile continuous manufacturing

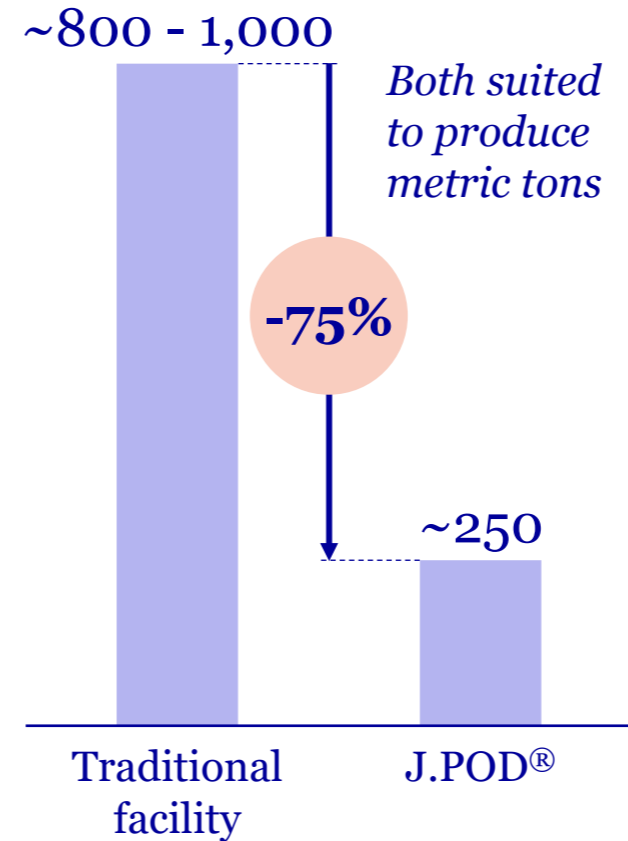
J.POD<sup>®</sup> – The physical expression of agility

- Reduced cost and time to set up facility
- More environmentally friendly versus traditional facilities due to avoidance of unnecessary steps
- Smaller footprint

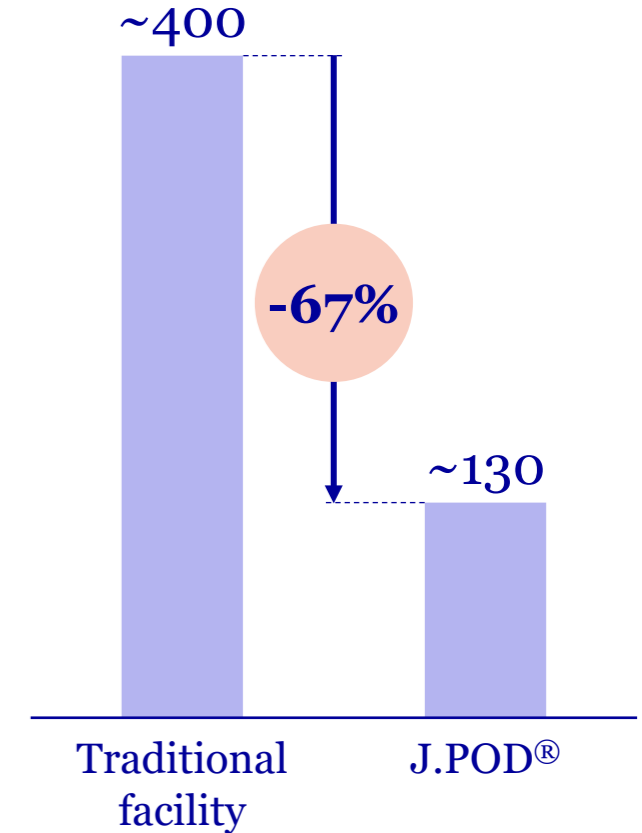
## Time to set up a J.POD<sup>®</sup> is short, Years



## Cost of a J.POD<sup>®</sup> facility, US\$ m



## Smaller Footprint Square feet x 1,000





# Highly intensified processing yields to lowest possible COGs

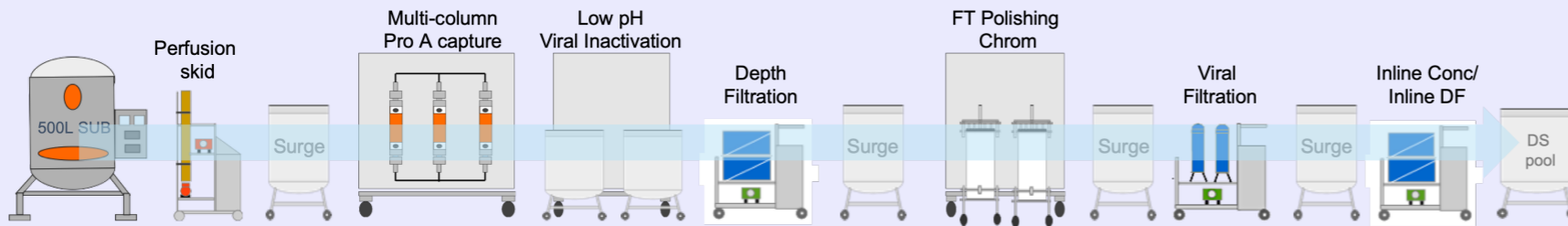
The key to start the paradigm shift

## Fully end-to-end continuous process for late-stage products

*>25-day production*

**J.POD<sup>®</sup>**  
MANUFACTURING DESIGN

- COGS from 200 to 50 \$/g
- Flexible scale up
- Shorter switch between products



COGs

-75%

Traditional  
CDMOs

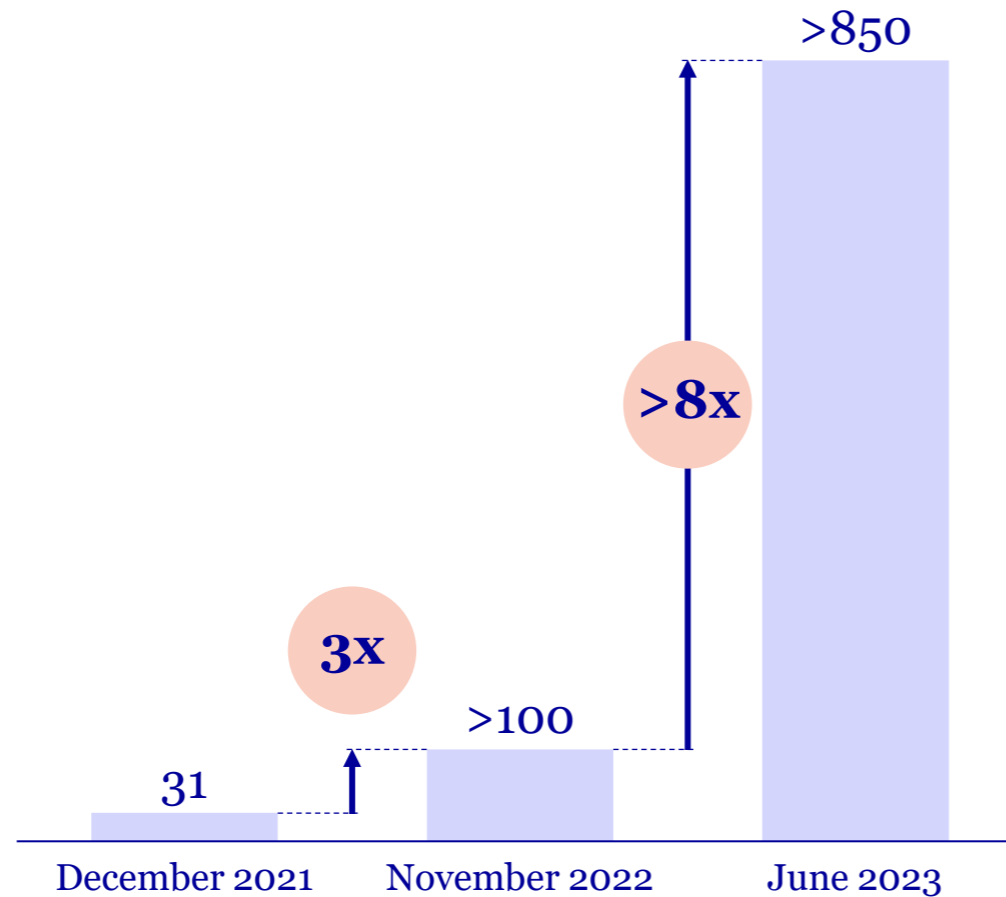
Just – Evotec  
Biologics



# Just – Evotec Biologics – Sales order book approaching € 1 bn

Key achievements 2021-2023

## Closed Sales in € m



## Key progress



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



Anti-Plague mAb development programme initiated

Development programme for Orthopoxvirus mAb candidates



Pre-clinical, clinical & commercial process developments





# 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





**End-to-End Shared R&D –**  
Integrated business-to-  
business platform  
for increased probability of  
success from target to the clinic



## End-to-End Shared R&D

- Still today, a **new medicine** takes an average of 10-15 years and more than **US\$ 2.5 billion**, before reaching patients
  - Average peak sales per drug are in decline, internal rates of return (**IRR**) per R&D dollar spent are **too low**
  - We provide what the industry really needs: Convergent technologies and modality agnostic solutions result in a **cost-effective and rapid progression with higher Probabilities of Success (PoS)** of projects
  - By offering access to our End-to-End Shared R&D platform, Evotec operates as a **B2B biotech platform for all players in the industry**
-



# Unique knowledge, technology, A.I./M.L. and process excellence

An industry leading platform

## From

Higher R&D cost with falling IRRs

High cost of failures from late-stage pipelines

Fixed cost focus

Traditional in-house model

Incompletely unqualified screening of molecules

## To

Improve efficiency with speed & quality

Fully integrated platform incl. early precision & efficiency

Variable cost

Sharing & open innovation model

Disease understanding & multi-modality



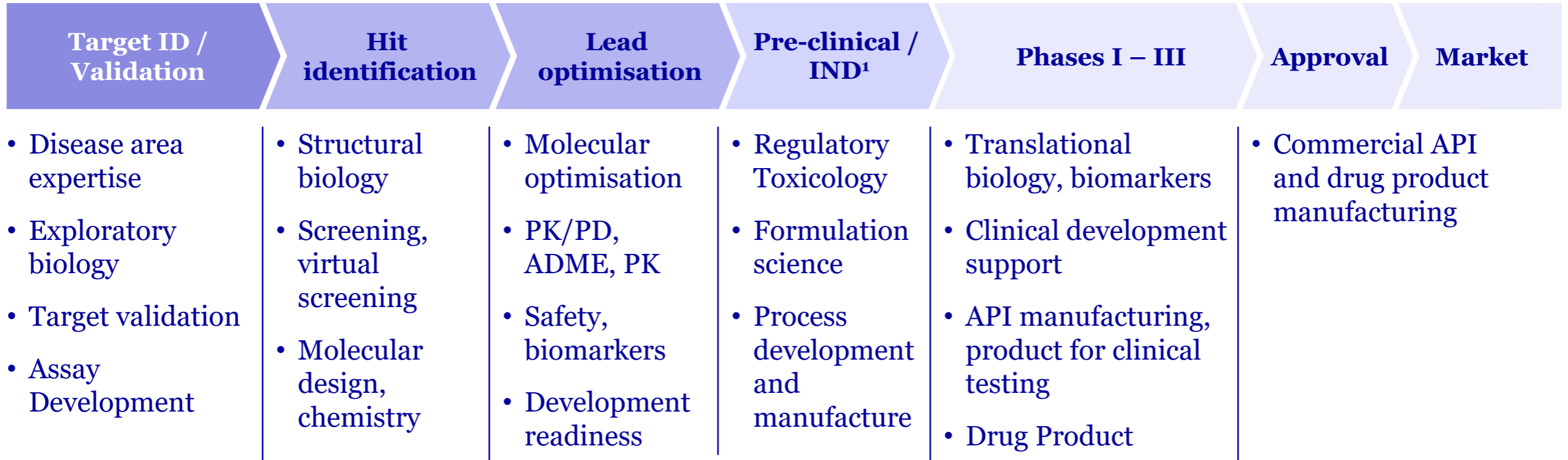
## Others





# Comprehensive integrated research and development

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



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



# 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*



# Serving all key parts of the industry

Central infrastructure for partners with different missions

## Partners

## Collaboration priorities

## Examples

**>40  
Pharma**

Flexible access to technologies and assets



**>400  
Biotech**

Integrated drug discovery & development processes



**>30  
Academia**

Funding & operations for industrial translation



**>10  
Foundations**

Data pooling & advanced analytics of patient data





# Collaborative model for efficiency in drug discovery

Platforms & technologies and network for more precision and efficiency

## **Seattle (US)**

Dedicated to biologics

## **J.POD® Redmond (US)**

Biologics development & cGMP commercial manufacturing

## **Branford site (US)**

Dedicated Sample Management Facility

## **Princeton (US)**

Gertrude B. Elion Campus, dedicated to cell & protein production

## **Framingham (US)**

US site of the ADME-Tox capabilities

## **Alderley Park (UK)**

Focused on antimicrobial and infectious disease; Cypotex – global leader in DMPK/ADME-tox

## **Abingdon (UK)**

Dorothy Crowfoot Hodgkin Campus, integrated drug discovery & development

## **Toulouse (FR)**

Campus Curie – Oncology & immuno-oncology centre of excellence; integrated drug discovery; 2<sup>nd</sup> J.POD®

## **Lyon (FR)**

Anti-infective drug discovery; BSL 3 laboratory set up

## **Hamburg (GER – HQ)**

Manfred Eigen Campus – A major hub for integrated drug discovery including variety of HTS screening activities; home of neuroscience experts & the basis for leading end-to-end iPSC platform

## **Vienna (AU)**

Dedicated to gene therapy

## **Modena (IT)**

Cell therapy manufacturing

## **Verona (IT)**

Campus Levi-Montalcini Integrated drug discovery & development

## **Göttingen (GER)**

Manfred Eigen Campus – home of multi-omics data analysis PanHunter, E.MPD & iPSC-derived cells

## **Cologne (GER)**

Induced pluripotent stem cell (iPSC) technology

## **Halle (GER)**

Centre of excellence for rare disease drug substance manufacturing

## **Munich (GER)**

Dedicated to unrivalled proteomics and bioinformatics; unique mass spectrometry-based “omics” platform



# ***Business / Financials / ESG***



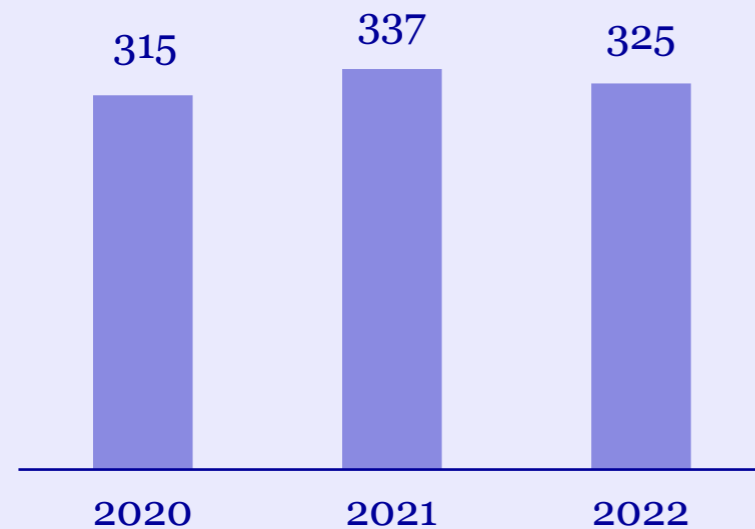


# Partner satisfaction is basis for long-term success

Attraction, Extension, Retention

## Attraction

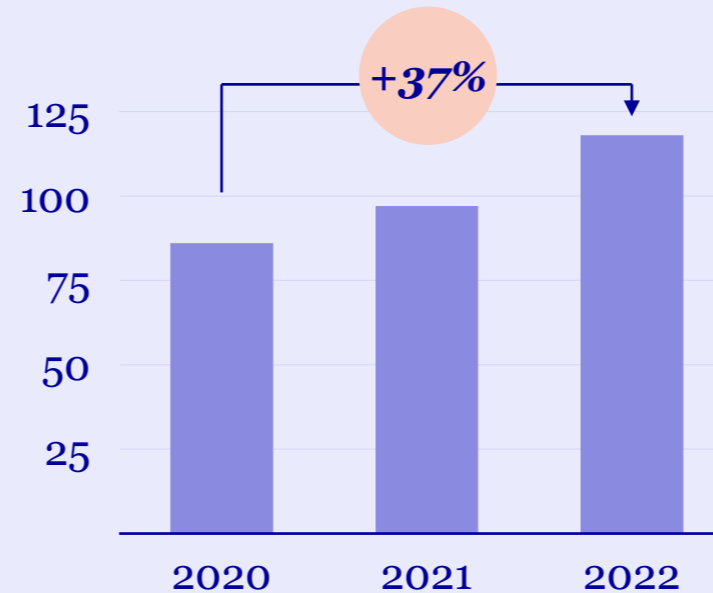
New customers during the year



Customer base more diversified;  
revenues have grown significantly

## Extension

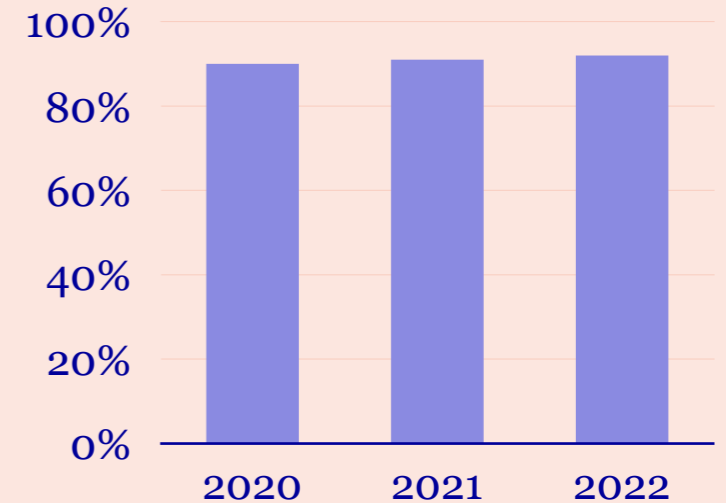
No. of customers >€ 1 m revenues



Integrated drug discovery &  
development to offer yields  
increasing "share of wallet"

## Structural Retention ≥90%

Customer relation rate



Solid customer retention rates;  
Strong basis for double-digit growth



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

Financial overview (2010-today)

- Highly profitable and capital efficient
- Revenue CAGR >20%
- R&D CAGR >30%
- Adj. EBITDA CAGR >35%

## Revenues

€ m



2010



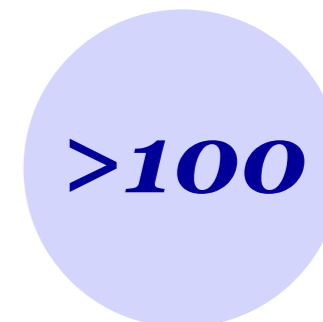
Today

## Adj. EBITDA

€ m



2010



Today

## R&D investments

€ m



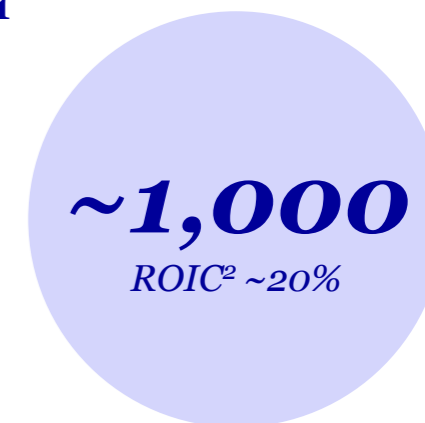
2010



Today

## Investments<sup>1</sup>

cum. € m



2010 – Today



# Expertise and sharing lead to steep learning curves

Corporate overview

- Founded: 1993 in Hamburg, Germany
- 17 Sites in Europe & US
- Highest density of PhDs in the industry<sup>1</sup>
- Profitable growth and creation of large royalty pool
- >10 proprietary state-of-the-art fully integrated technologies / platforms

## People



2010

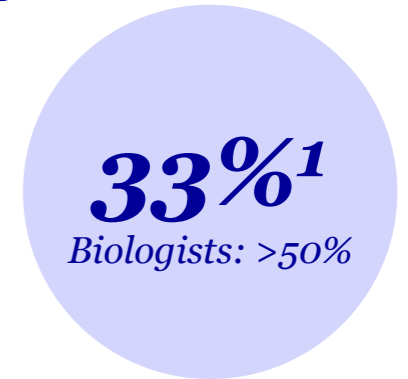


Today

## Share of PhDs



2010

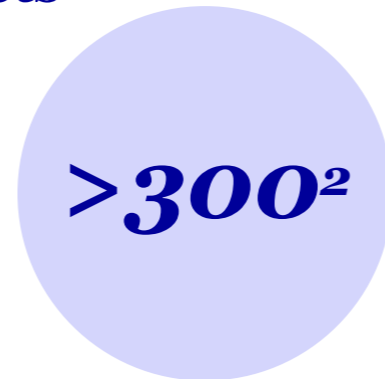


Today

## Co-owned assets



2010



Today

## Core partners



2010



Today



# Resilient with strong comeback in H2

Guidance 2023

	Guidance 2023 <sup>4</sup>	YE 2022	Comments
Group revenues (at constant fx-rates <sup>1</sup> )	€ 750 – 790 m (€ 765 – 805 m)	€ 751.2 m	At least stable despite approx. € 70 m one-off effect
Unpartnered R&D <sup>2</sup>	€ 60 – 70 m	€ 69.9 m	Stable
Adjusted EBITDA <sup>3</sup> (at constant fx-rates <sup>1</sup> )	€ 60 – 80 m (€ 70 – 90 m)	€ 101.0 m <sup>3</sup>	Mitigation of large parts of approx. € 90 m one-off effect

***Approx. € 200 m continued investments for enabling and supporting growth  
(e.g., capacity expansion in biologics manufacturing, CO<sub>2</sub>e reduction, iPSC, E.MPD, ...)***

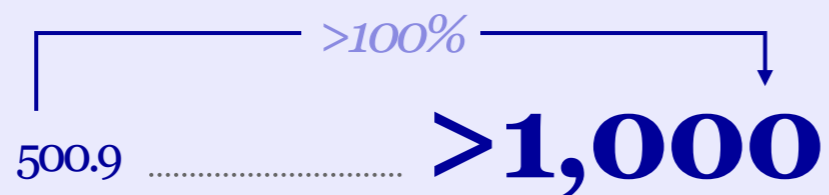


# Our mid-term aspirations are unchanged

2020-2025 estimated key performance indicator goals<sup>1</sup>

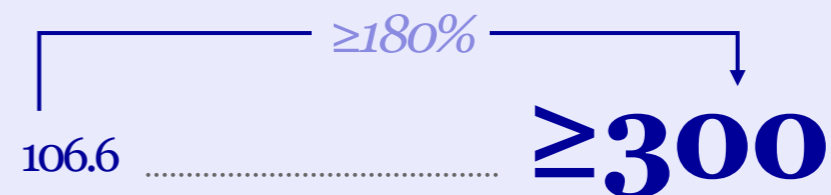
## Group revenues

in € m



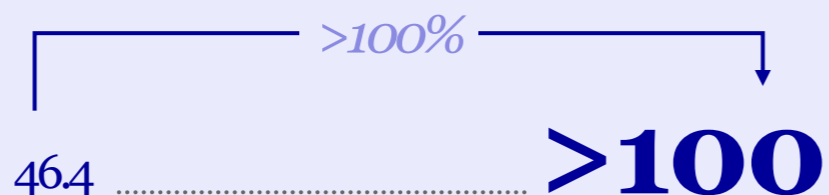
## Adjusted group EBITDA

in € m

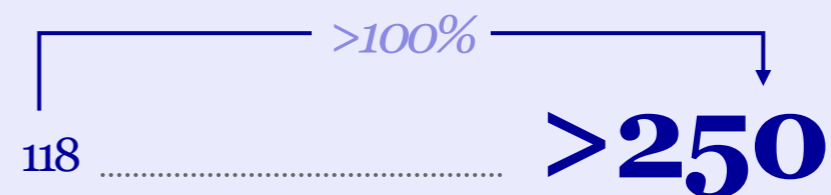


## Unpartnered R&D

in € m



## Co-owned projects<sup>2</sup>





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

Aligned with UN SDGs<sup>1</sup>, sustainable thinking is holistic and ensures long-term success

## Best possible environment for employees and potential recruits

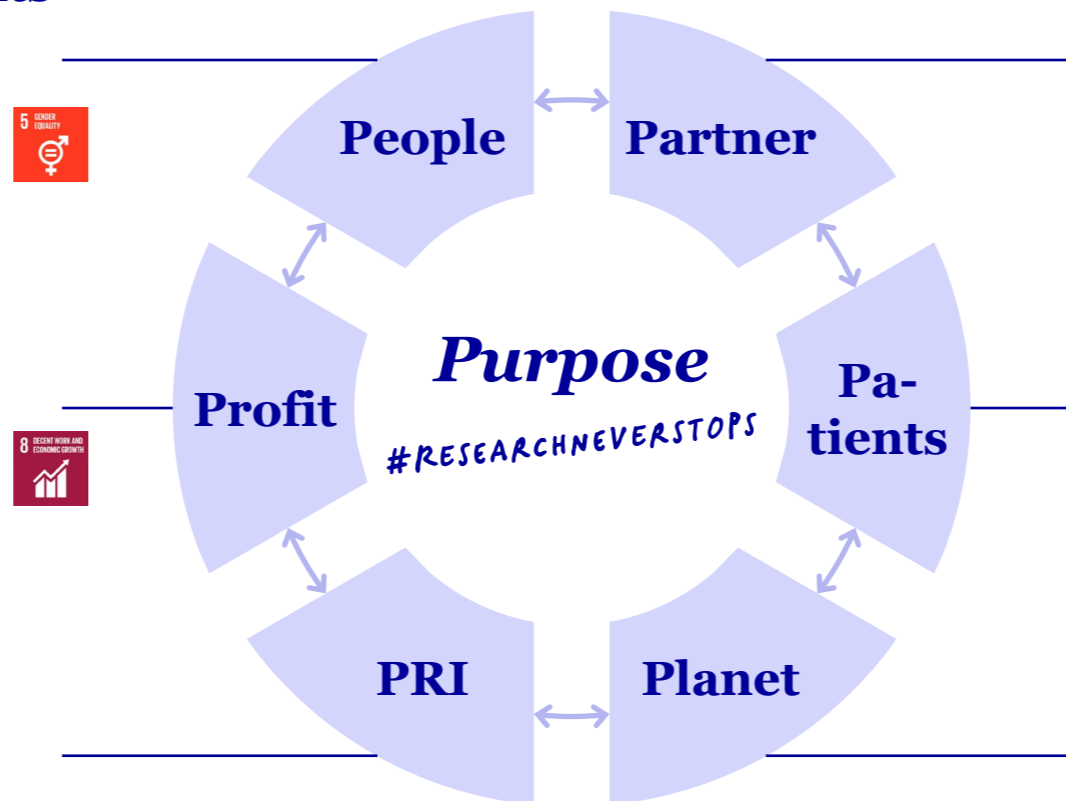
- Engagement & commitment
- Leadership & training
- Diversity, Equity & Inclusion

## Resilient business model

- Financial resilience & independence
- Constant investments into the future
- Basis for sustainable success

## Acknowledging Principles for Responsible Investment

- Compliance with investors' sustainable investment criteria
- Source for funding resilient growth



## The "shared economy" in R&D

- Integrated platform for >800 partners
- Sharing values of highest integrity
- Sharing success



## Cures for all / Access for all

- We will not stop until all existing diseases can be cured
- Precise, patient-centric medicine
- Respecting diversity in science



## Protecting the planet

- Commitment to SBTi<sup>2</sup>
- Responsible use of resources





# Executing to accelerate growth along Action Plan 2025

Selected major newsflow 2023



## PanOmics

- New strategic partnerships and expansions of co-owned alliances
- New clinical trial initiations, e.g. Bayer
- Significant progress of later stage co-owned pipeline



## iPSCs

- New strategic partnerships, e.g., Janssen
- Progression of partnered cell therapy assets, e.g., Sernova
- Expansion of internal portfolio of cell therapy assets



## Just – Evotec Biologics

- Significant expansion of order book for J.POD Redmond, WA (US)
- Progression of construction J.POD Toulouse, France (EU)<sup>1</sup>
- Evaluation of global network of J.PODs



## End-to-End Shared R&D

- Conclude post-cyber business recovery - on track for AP 2025
- Integration of Evotec DS Germany

## Group

- Science-based targets in place aligned with 1.5°C goal
- Highly impactful contribution to UN SDG 3<sup>2</sup>
- Spin-Offs and investments along Building Blocks of AP 2025





# “Evotec inside” – further progressing

Selected pipeline events within next 12-24 months

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Phase III & registration (CHN) JingXin in insomnia (EVT201)

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Phase I data with BMS in CNS (EVT8683)

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Phase I data with Kazia in Oncology (EVT801)

---

Phase I data in Chikungunya virus (EVT894)

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Phase I initiations with kidney diseases with other partners

---

Phase I initiation with BMS in CNS

---

Phase I initiation with BMS in Oncology

---

Phase I initiation with Sernova in Diabetes

---

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 9M 2023

**08 November 2023**

2<sup>nd</sup> Capital Markets Day 2023

**15 November 2023**

Jefferies Healthcare Conference, London

**16 November 2023**

German Equity Forum, Frankfurt/Main

**27 November 2023**

Berenberg European Conference

**05/06 December 2023**

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# *Appendix*



# Experienced management team with long-term mission

## The management team



**Werner Lanthaler**

CEO (since 2009)

### Experience

- 2000-2009: CFO of Intercell AG
- 1998-2000: Director Federation of Austrian Industries
- 1995-1998: Senior Management Consultant at McKinsey



**Laetitia Rouxel**

CFO (since April 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

- 2015: Directeur General and Site Head, Evotec (France) SAS
- 2012-2017: SVP Drug Discovery and Innovation Efficiency; Global Head, Integrated Drug Discovery, 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 synthesis and accredited LEAN Sigma Black Belt



**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
- Member of the German Science Council (Wissenschaftsrat) (since 2021)



# Global view and deep experience for best governance

## The 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**

Former COO 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





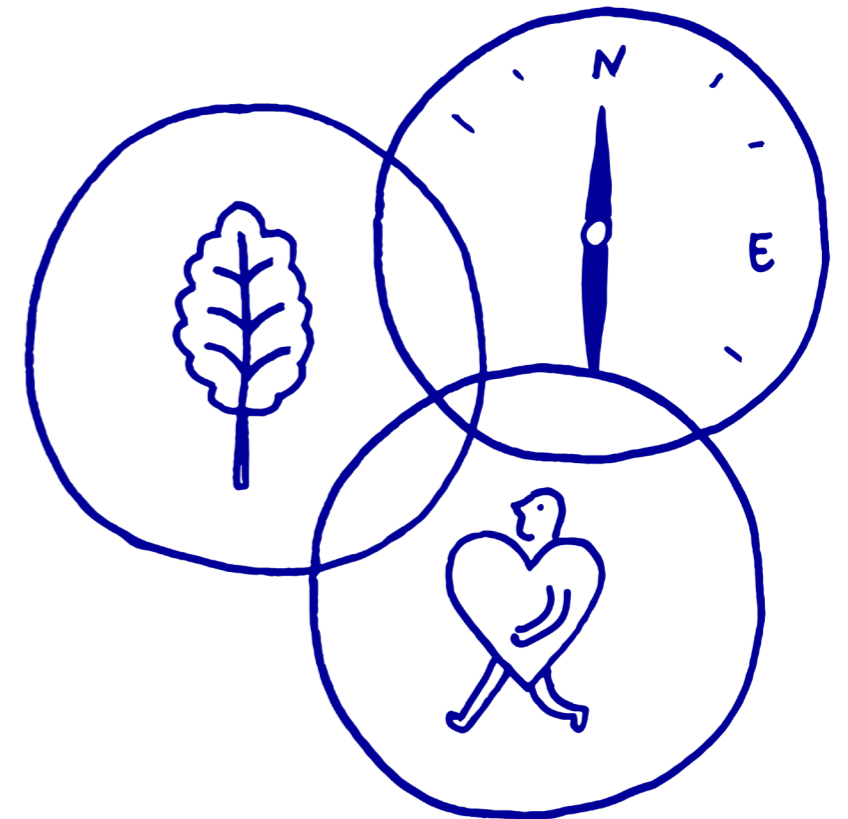
# Our promise

## ESG Goals 2023

Approve and implement the SBTi initiative action plan at all Evotec sites and invest one percent of 2022 revenues to achieve SBTi targets

Conduct engagement survey by mid 2023  
Define and communicate a management plan for 2024 and beyond based on results of engagement survey

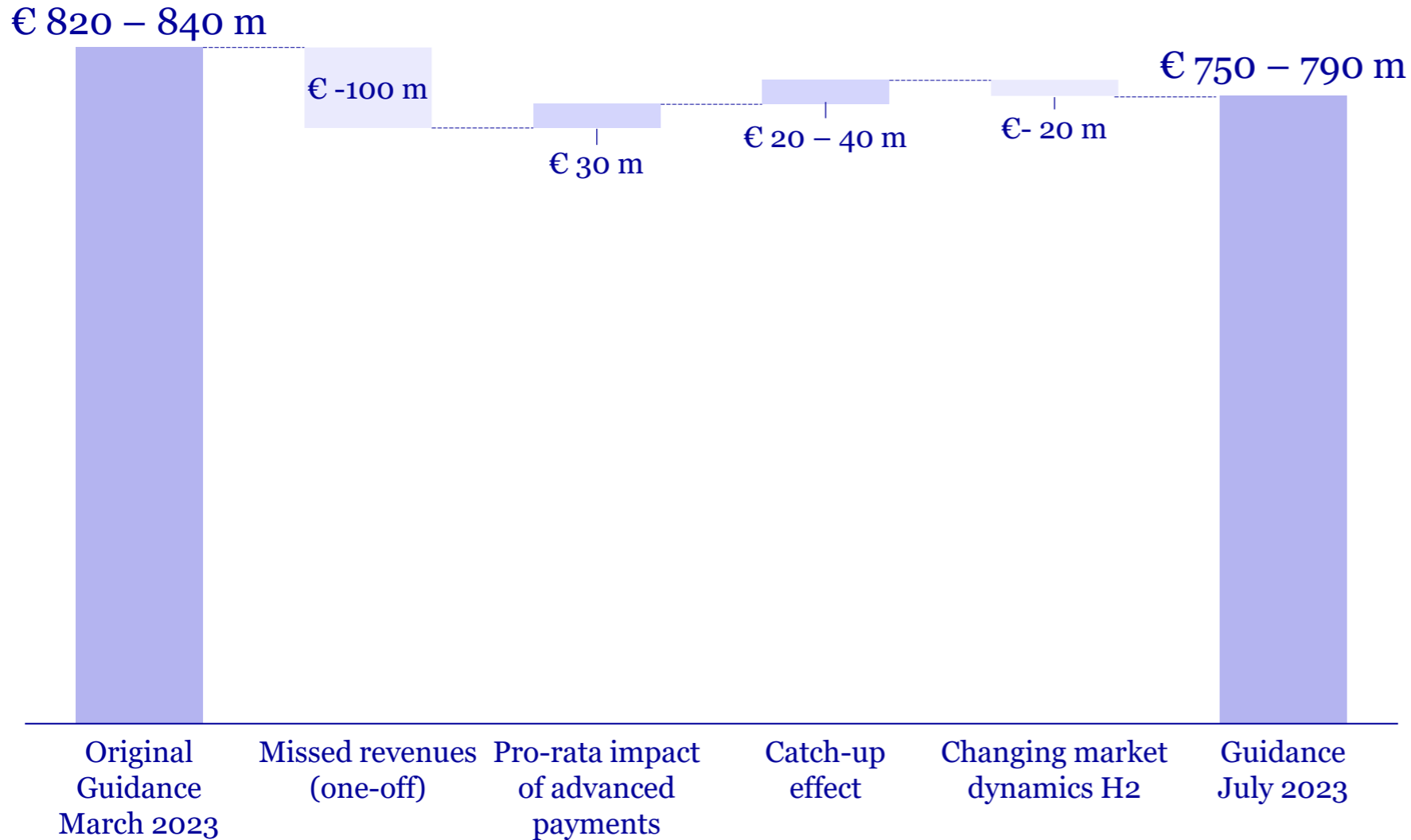
Engage sustainability champions at each site to create governance structures fostering environmental and social goals as well as site specific sustainability projects





# Approx. 8% revenue one-off impact due to cyber-attack

Revenue guidance bridge



## Manageable one-off effects and reflecting market sentiment

- Revenues (net), missed in Q2 2023, representing ~8% of initial revenue guidance
- Missed revenues largely related to development processes – awaiting remaining re-audits in August
- Visible partnering pipeline strong but seeing buyers' dynamics in more service-oriented business
- Earlier and better than anticipated effects from advanced payments mitigating parts of negative effects



# Embracing the moment to learn, grow, and become even more efficient

Better, safer, more agile

**1** Value Protection Programme (VPP)

**2** Optimised capital allocation

**3** Strategic review

## **Bouncing back better**

- Securing liquidity and profitability
- Improving processes and systems
- Improving GMP compliance
- Preparing focused ERP build-out in UK and J.POD Toulouse (EU)
- Continued investments in Focus Areas for technology leadership

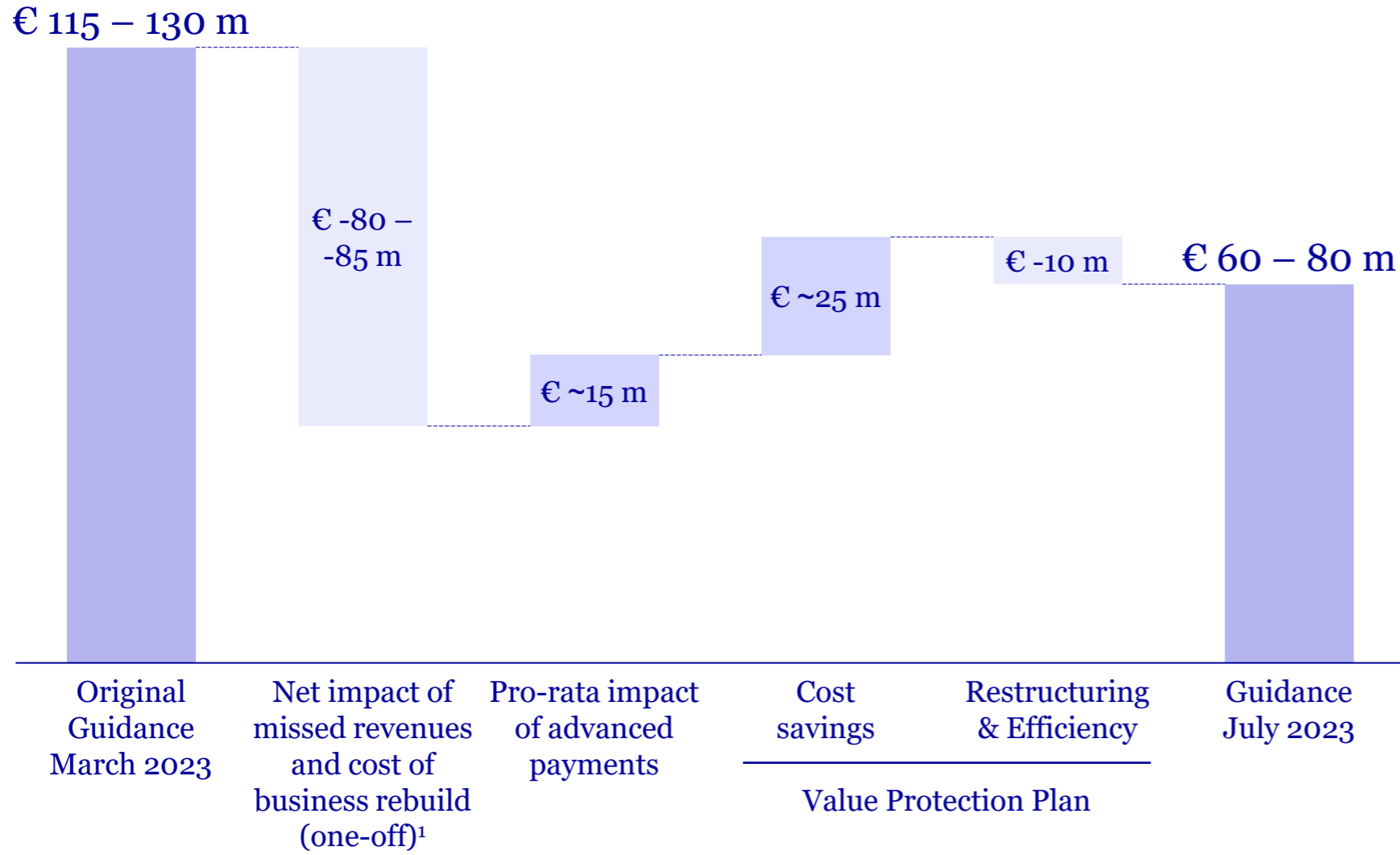
**Identified savings potential of € 25 m in 2023**





# Offsetting one-off burdens

Adj. EBITDA guidance bridge



## Better, safer & more efficient

- Net impact of one-off costs to re-build business and missed revenues of € 80 – 85 m
- Biggest impact from missing revenues of **Development / API manufacturing** business
- Value Protection Plan to build a leaner & safer organisation resulting in recurring savings as of 2024
- Adj. EBITDA guidance includes one-off items of € ~90 m

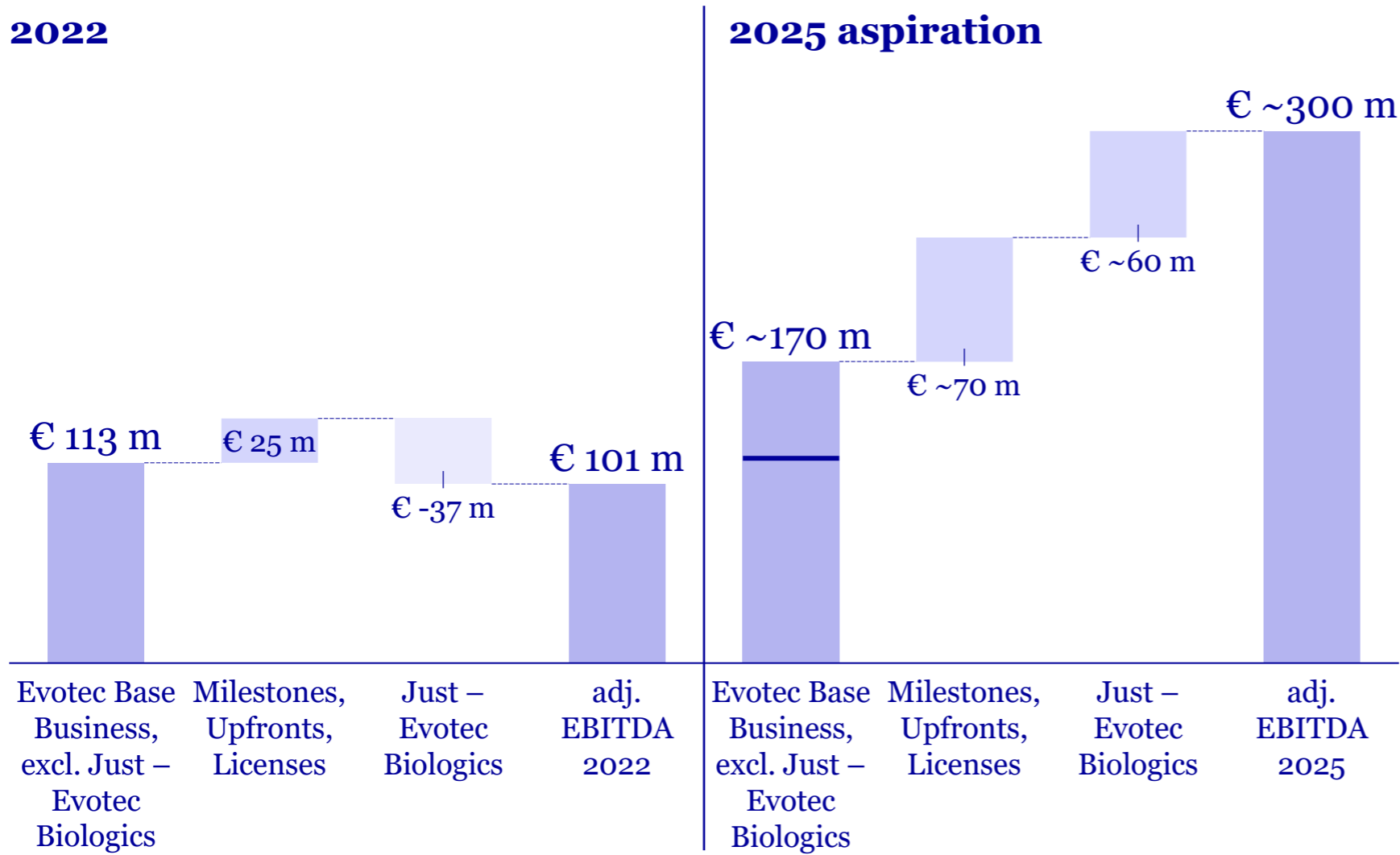


# How to get there ...

## Mid-term adj. EBITDA bridge

**2022**

**2025 aspiration**



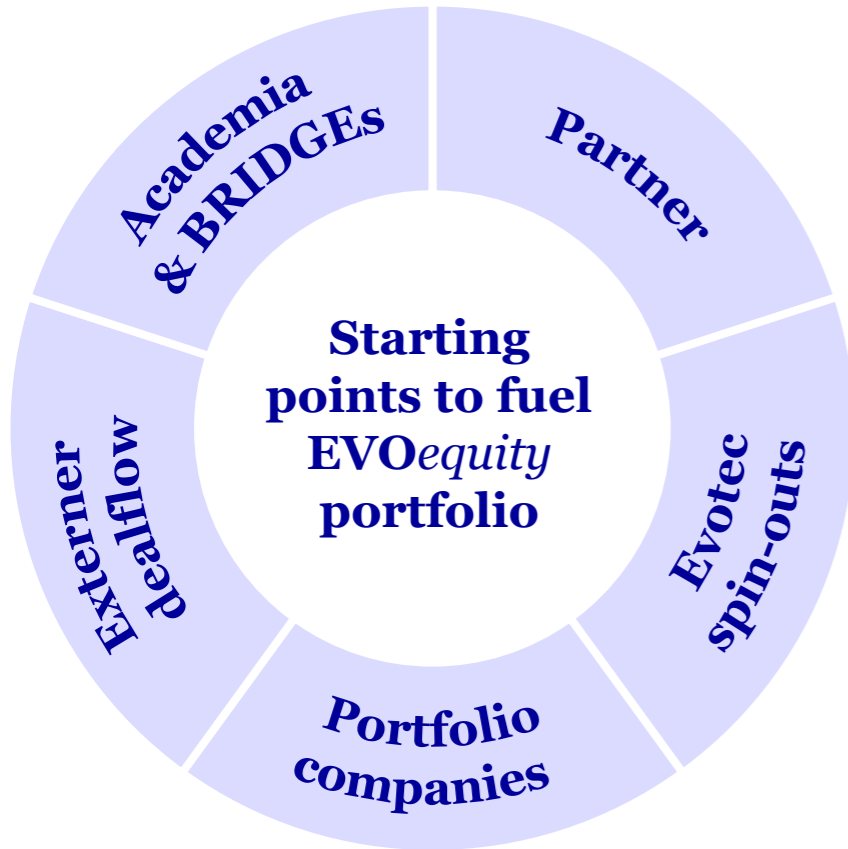
### Well-balanced cascade

- Average annual growth of Base Business adj. EBITDA of 15% due to
  - Robust top-line growth
  - Operating leverage
  - Efficiency (Value Protection Programme)
- Incremental income from Milestones, Upfronts, Licenses of € 45 m due to increasing breadth and depth of pipeline
- Accelerated growth of Just - Evotec Biologics



# EVOequity complements co-owning strategy

Operational VC model – diversified portfolio with multiple shots on goal



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



## Minority Shareholdings (<20%)



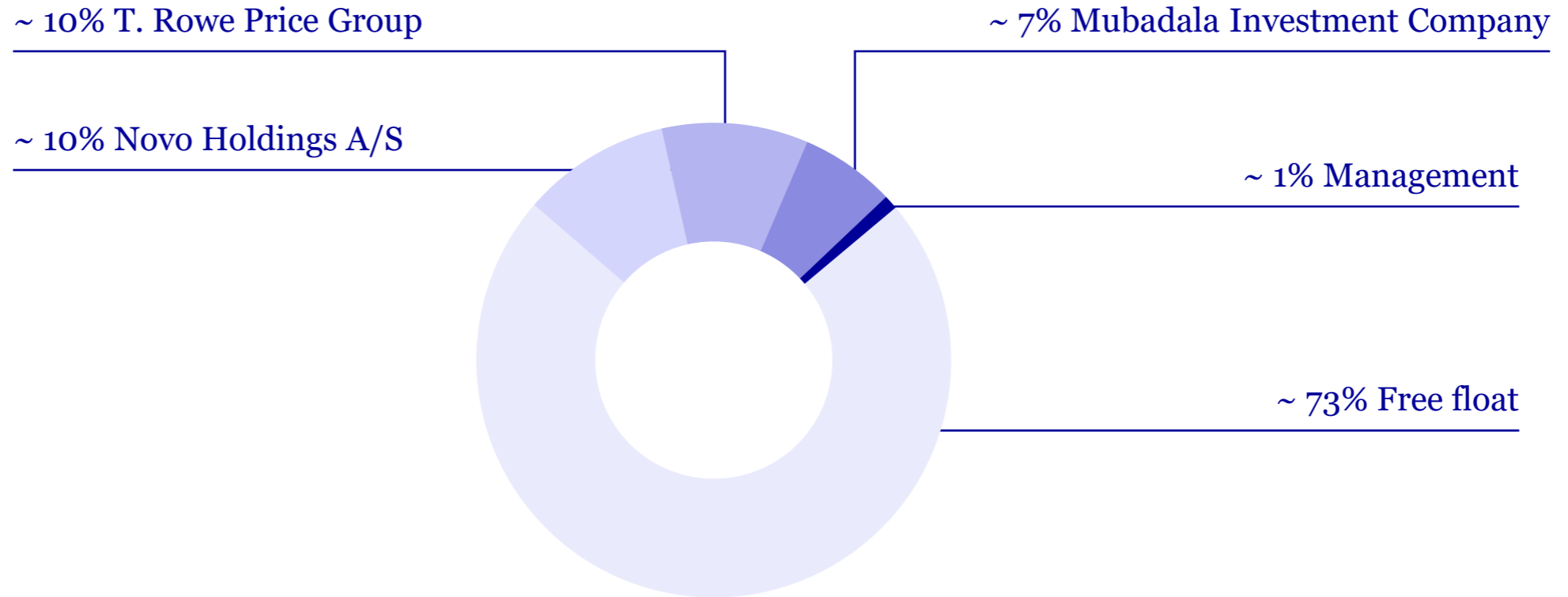
## BRIDGES





# Shareholders supporting sustainable growth

Shareholder structure<sup>1</sup>



## Number of shares:

177.2 m

## Listings:

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

## 52 week high/low:

€ 24.45/€ 14.86

*Volker Braun  
SVP Head of Global Investor Relations & ESG*

*+49 (0) 40 560 81-775  
+49 (0) 151 1940 5058 (m)  
volker.braun@evotec.com*

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