

General company presentation





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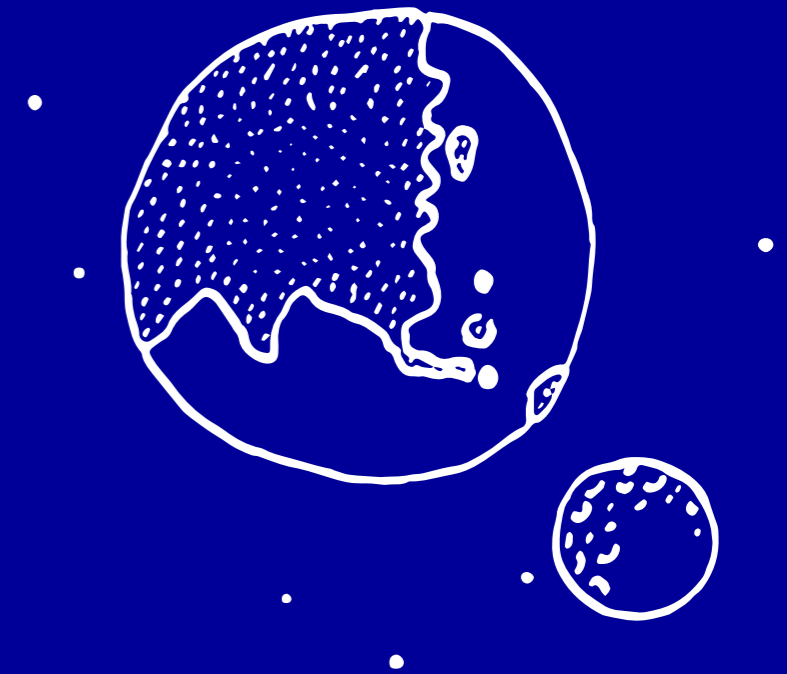
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- 1 Together for Medicines that Matter
- 2 Shared R&D
- 3 Just – Evotec Biologics
- 4 Financials

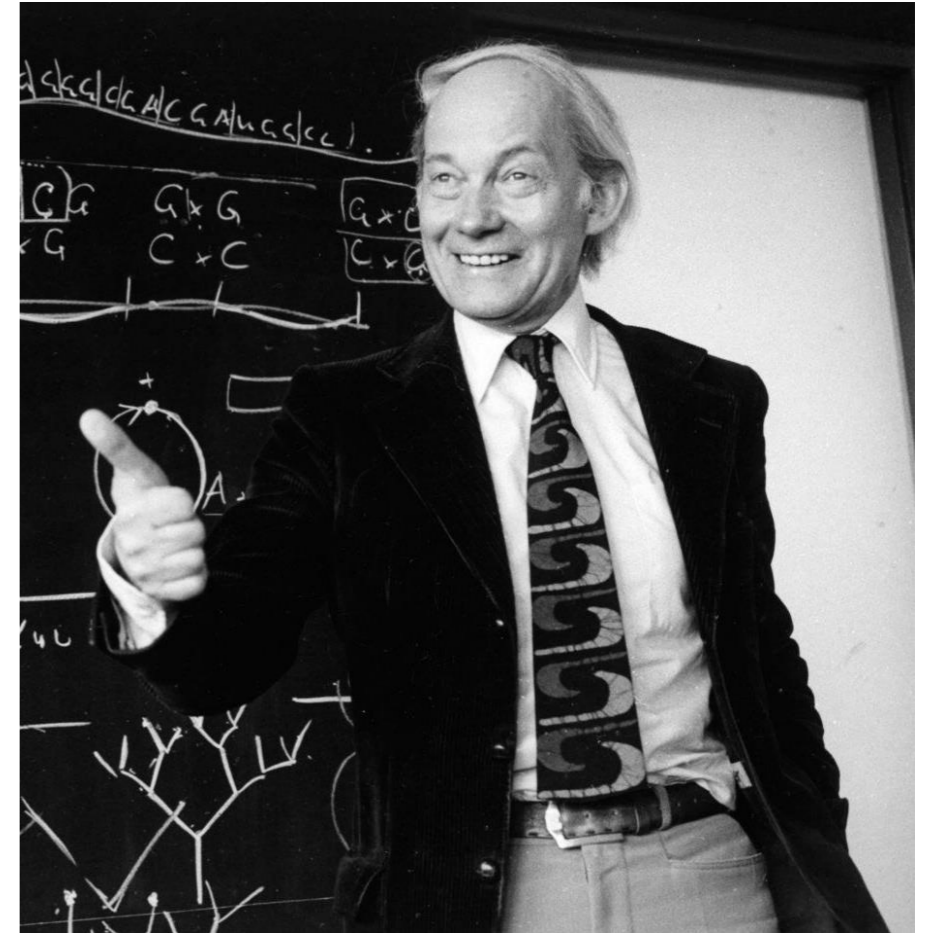




The core idea of Evotec – evolutionary technology

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

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



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



Accelerating medicines that matter

About us

4,000++ scientists empowering our partners

Across all disciplines and disease areas from target to commercial manufacturing

Co-creating pipelines

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

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

Performance – “Beyond FTEs”

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

Track record – highest quality, most capital-efficient execution

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



Scientific AND operational excellence are both essential for our success

Benefits of increased emphasis on Operational excellence

Shared R&D – From target to patient

Discovery of next generation drugs with higher efficacy and probability of success.

PanOmics approach for molecular disease understanding and iPSC disease modeling platform.

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

Design and execution of best strategies for rapid entry into first in human studies.

Just – Evotec Biologics – Global access to biotherapeutics

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

Selecting best therapeutic candidate via A.I./M.L./ Automation.

Implementation of “Lights-out” fully-continuous manufacturing.

Reduction of environmental impact.





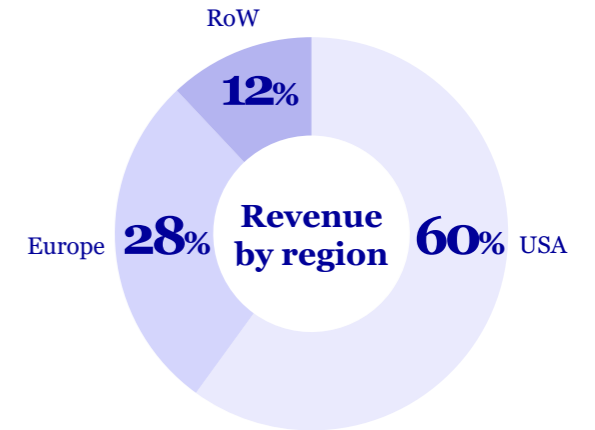
A shared economy model in R&D as basis for success

A stable foundation



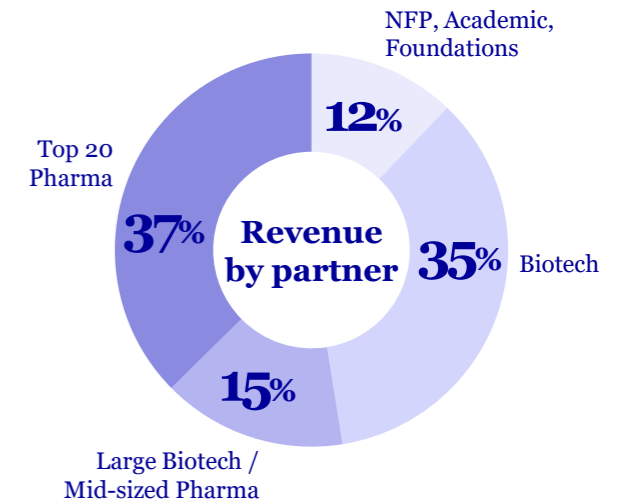
>500
Active partners

~47%
*Revenue share with
TOP 10 partners*



>93%
*Repeat
business*

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





Sustainable growth enabled by commitment, culture, values & people

Sustainability at Evotec

Our People

Safe work environment
Diversity, equity, and inclusion

Our Partners

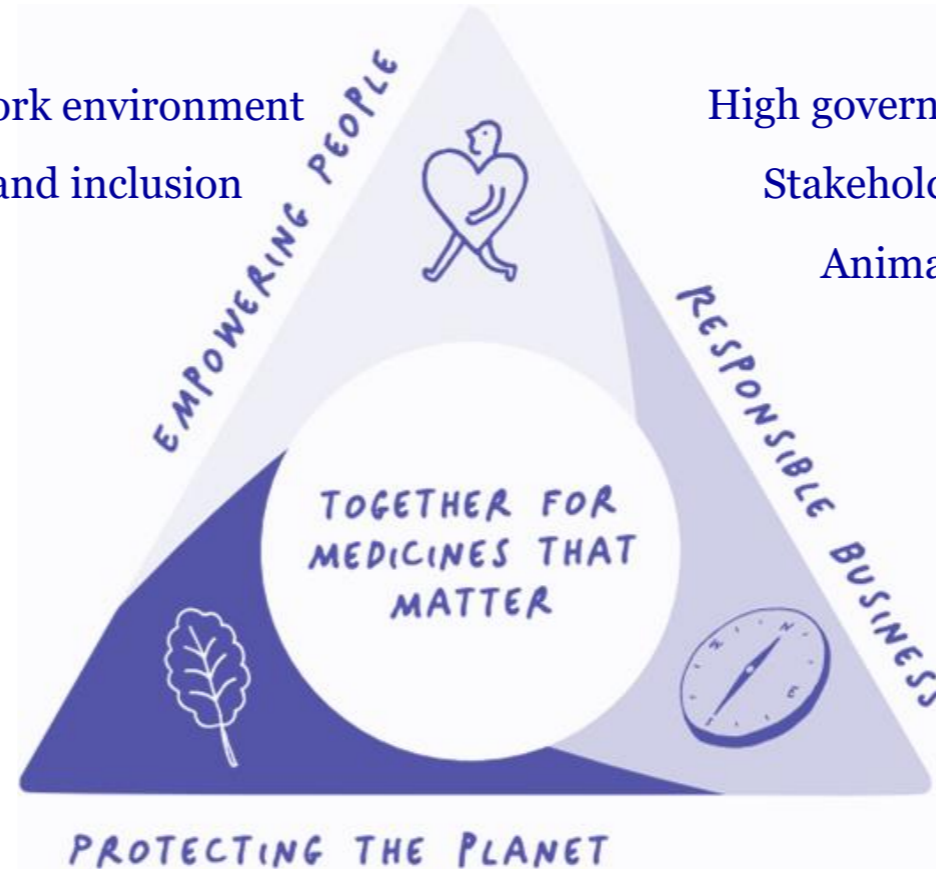
High governance standards and effective structures
Stakeholders' engagement
Animal welfare and bioethics

Our Patients

Positively impacting patients' lives and promoting worldwide wellbeing

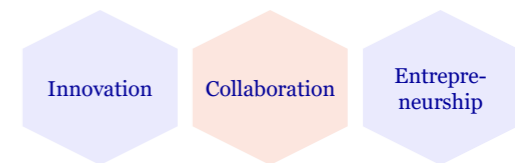


• Therapeutic areas addressed by Evotec's co-owned pipeline³



Our Values

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



Our Planet

A healthier environment for future generations

SBTi

Committed and targets approved

Responsible management of resources

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



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

>140 co-owned projects



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

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



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



Comprehensive integrated research and development

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

From Target...

...to Patient

- **PanOmics**

- Disease area expertise
- Exploratory biology
- Target validation
- Assay Development

- **E.MPD**

- Structural biology
- Screening, virtual screening
- Molecular design, chemistry

- **E.IPSC**

- Molecular optimisation
- PK/PD, ADME, PK
- Safety, biomarkers
- Development readiness

- **Predictive safety**

- Formulation science
- Process development and manufacture

- **EVOgnostics**

- Translational biology, biomarkers
- Clinical development support
- API manufacturing, product for clinical testing
- Drug Product

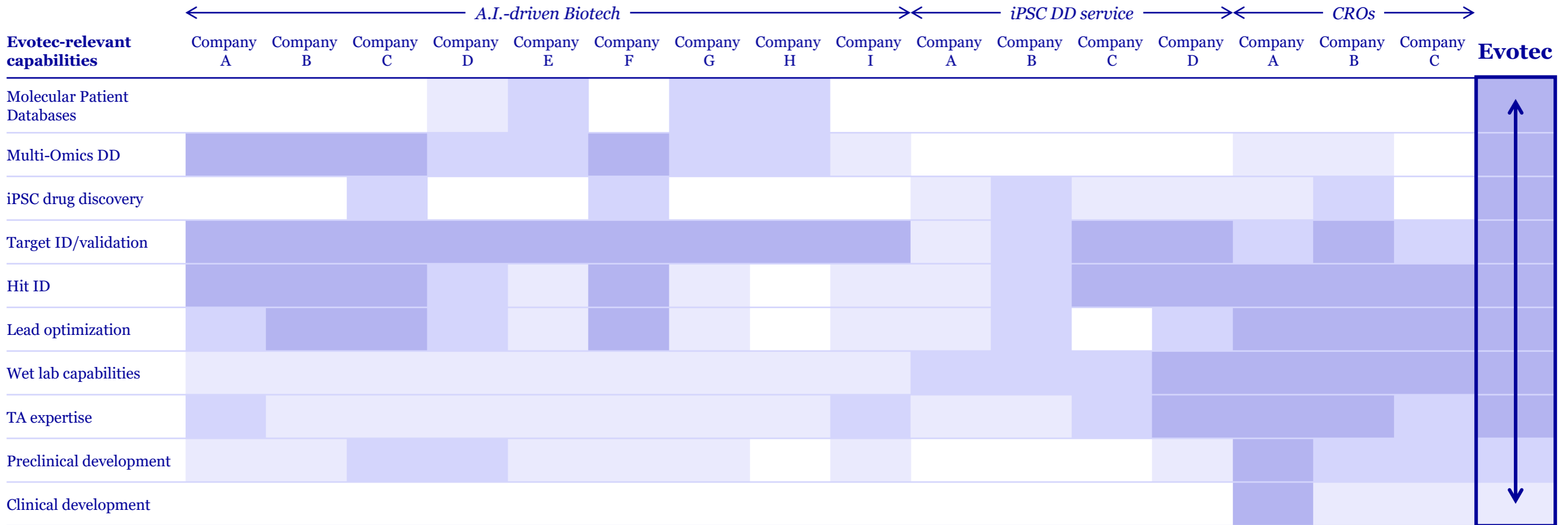
- Commercial API and drug product manufacturing

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



Broadest set of value adding capabilities

Unique integrated offering



Unique starting points with Molecular Patient Databases

Level of offering ■ High ■ Medium ■ Low □ No offering



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

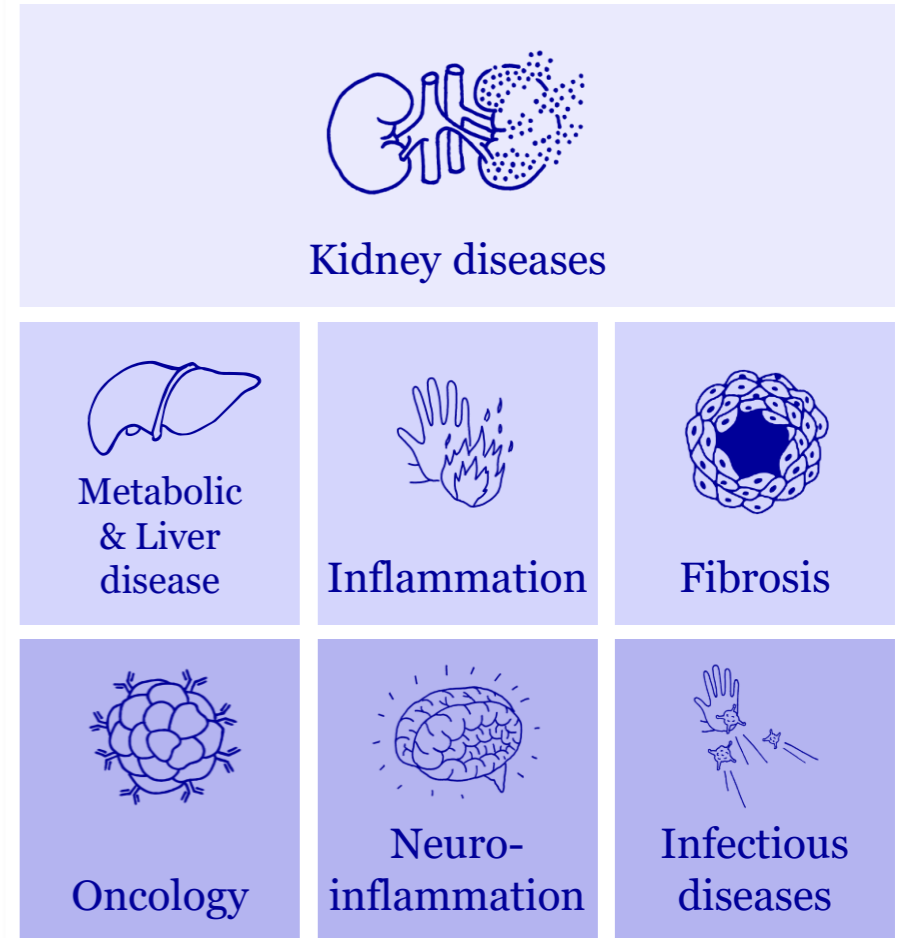
Portfolio of Evotec Molecular Patient Databases (E.MPD)

Therapeutic area **Patients**

Chronic kidney diseases (CKD)	12,000
Immune mediated diseases	3,000
Metabolic diseases	2,000
Healthy controls	1,500



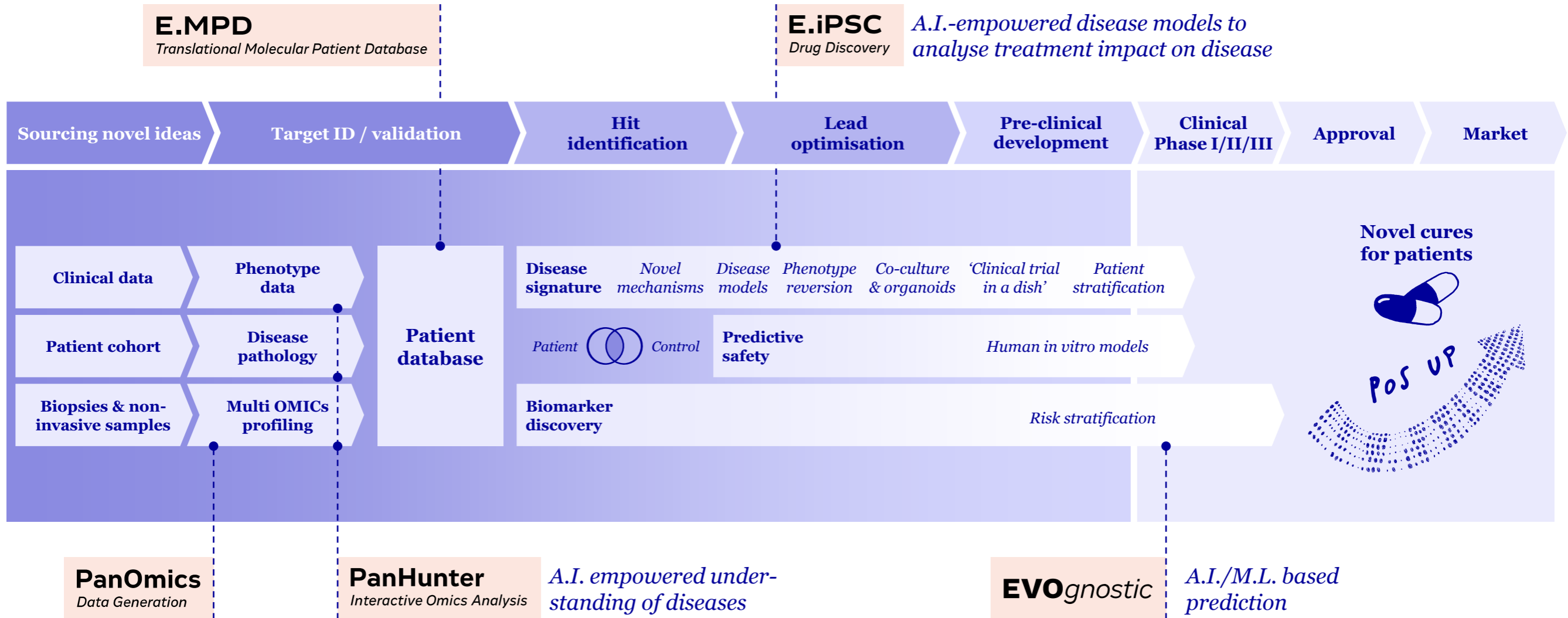
E.MPD
TRANSLATIONAL MOLECULAR PATIENT DATABASE





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

Overview of PanOmics-driven drug discovery

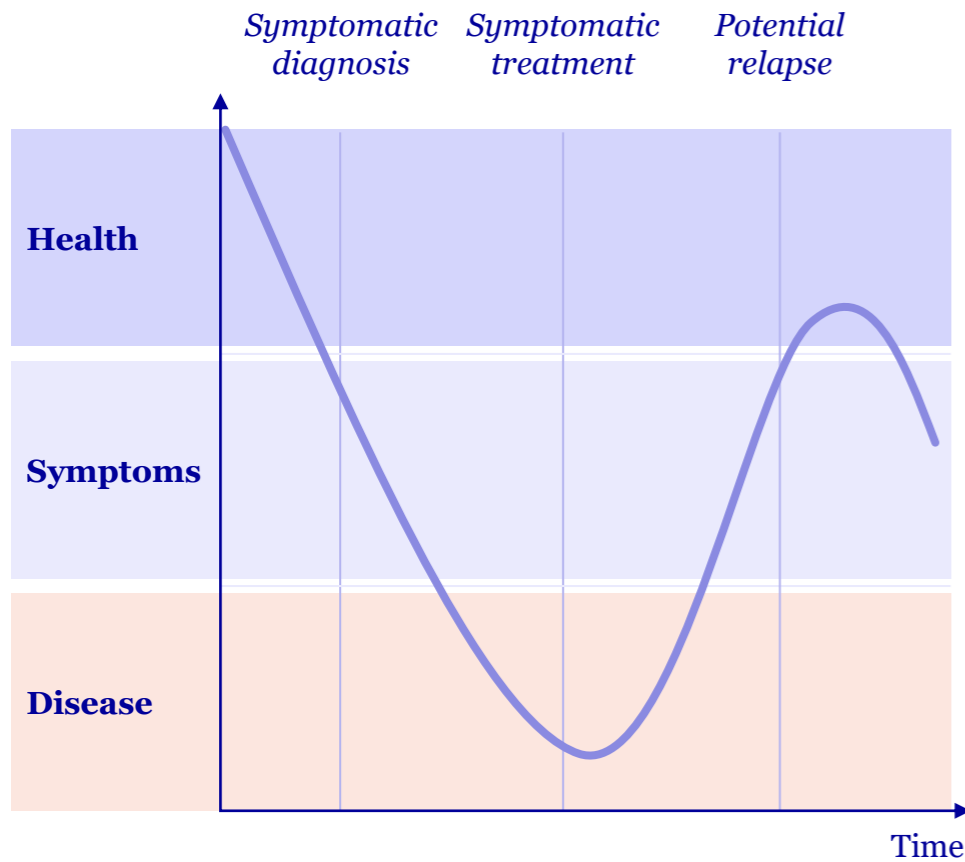




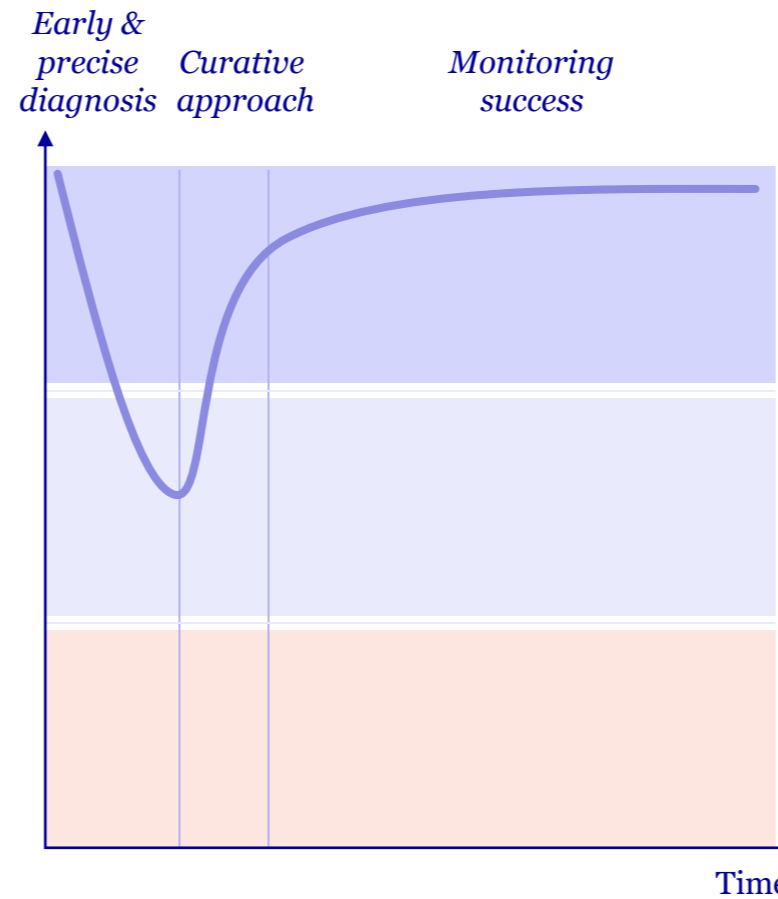
Changing the healthcare paradigm with PanOmic

From symptomatic treatments to data-driven healthcare

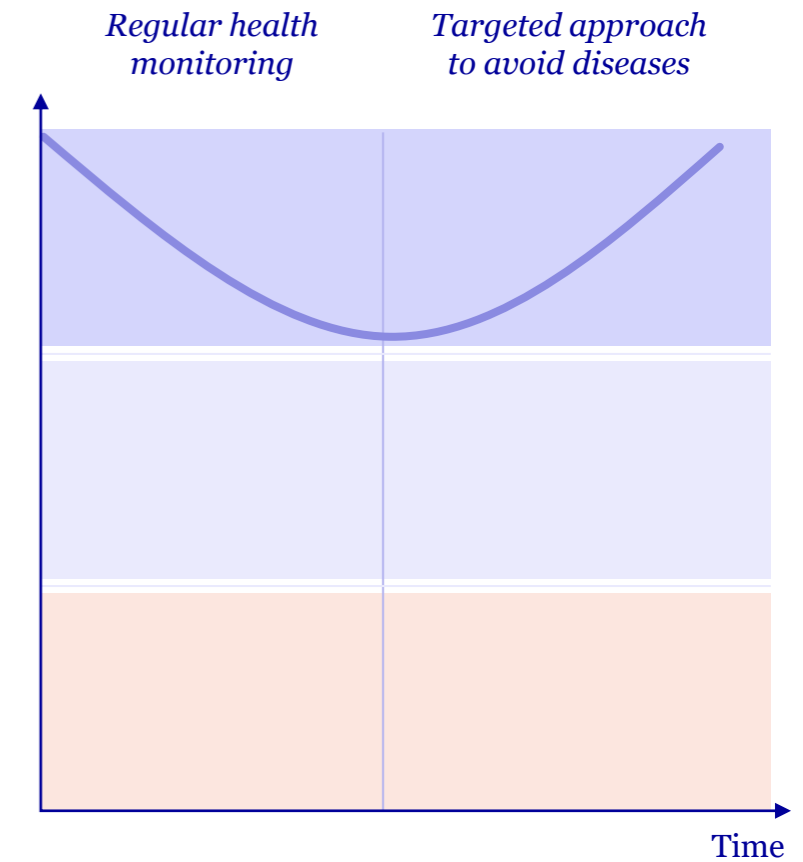
“Successful” symptomatic treatments

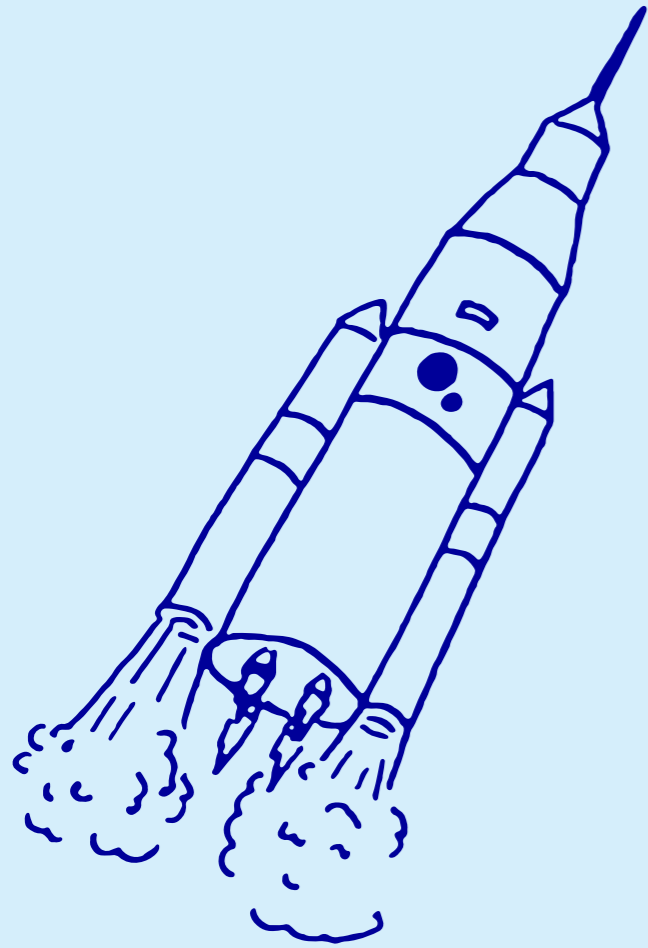


Precision medicine



Data-driven healthcare





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

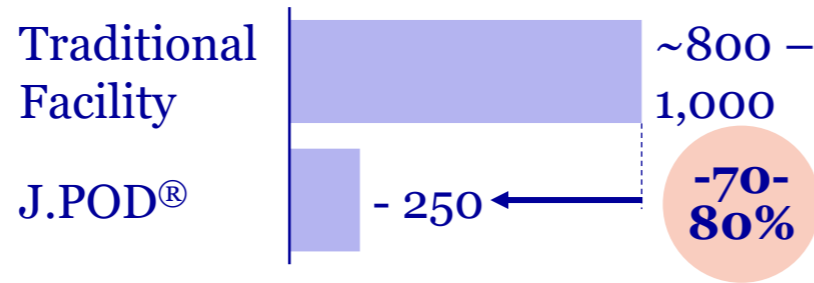
Paradigm shift in biologics



JUST is addressing global access by alleviating major pain points

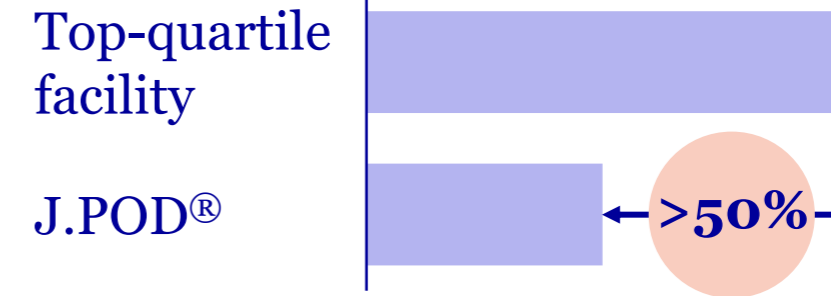
Key advantages of biologics manufacturing with Just – Evotec Biologics

Facility building costs, US\$m

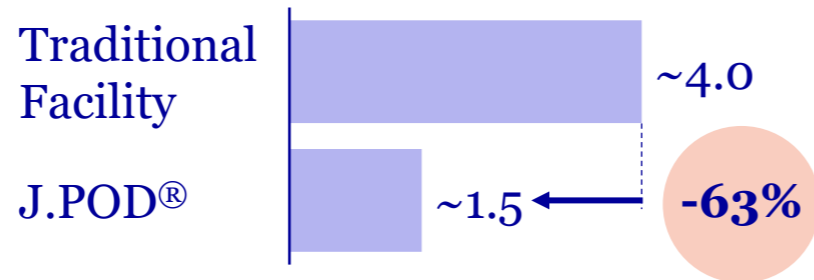


Lower COGs potential

US\$/g



Time to set up facility, years



Proximity to key markets

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



Just – Evotec Biologics carves the path for a **paradigm shift in biologics manufacturing** through its continuous manufacturing approach



New options to cure Rare Diseases

Underserved indications



50%

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

30
million people

in **Europe** are living with rare disease

7,000

rare disease & disorders have been identified

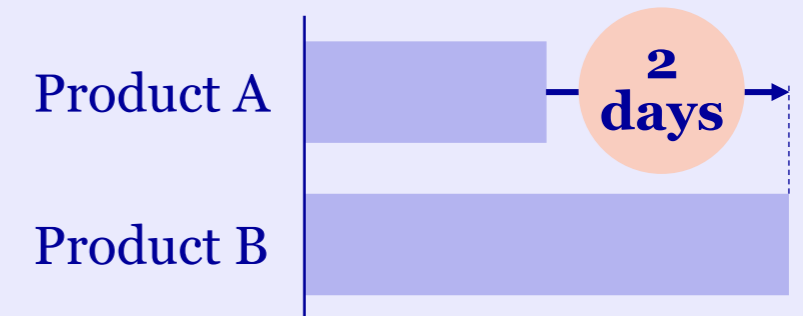
30
million people

in **US** are living with rare disease

Just
EVOTEC BIOLOGICS

1. High titer cell lines

2. Rapid turn around



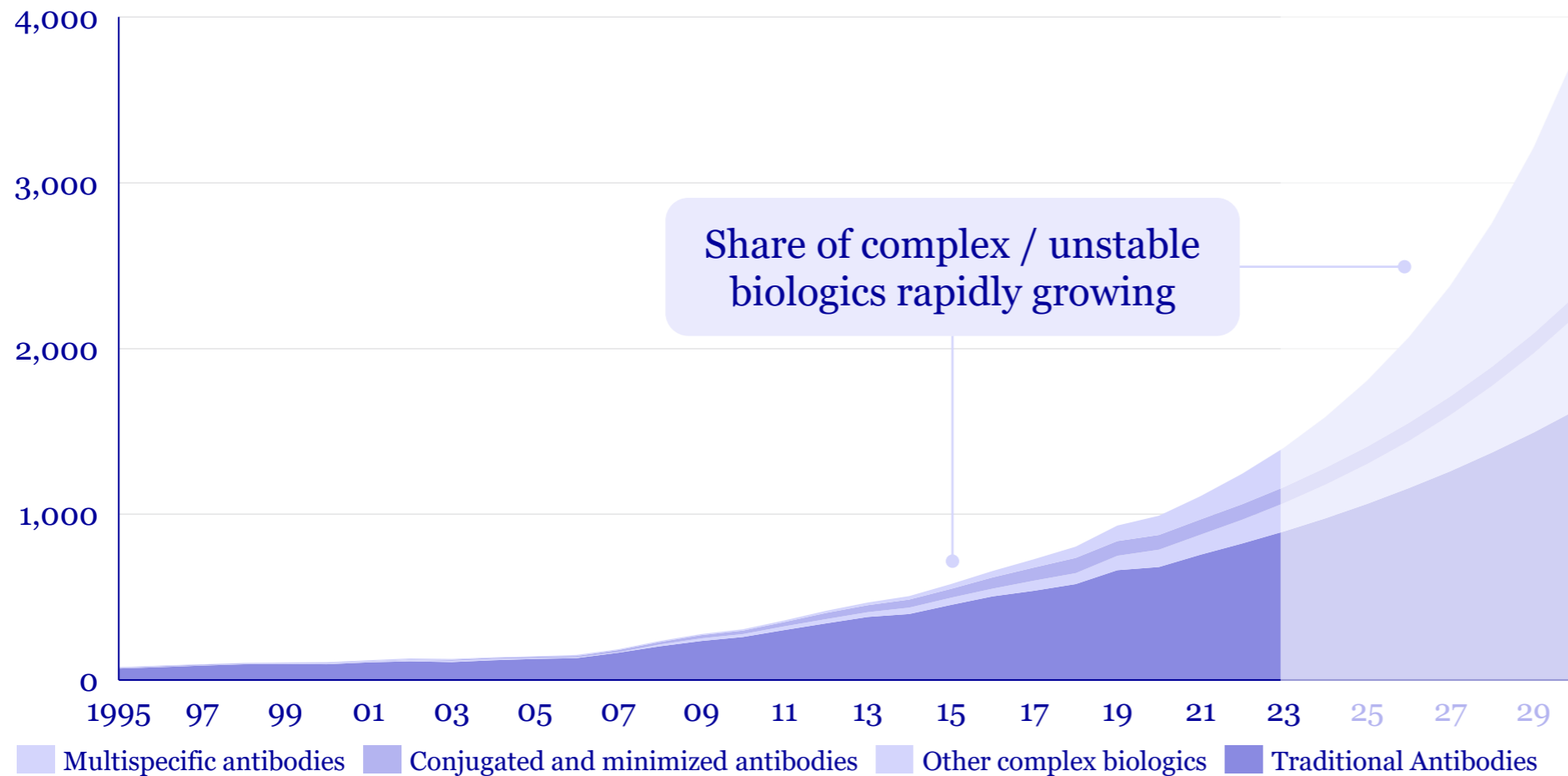


Our continuous platform will even further excel with complex biologics

Trends in global biologics pipelines

Size of global pipeline by therapeutic modality

Number of products¹, from Phase I to III



Share of complex biologics in the pipeline

Just
● EVOTEC BIOLOGICS

>40%

Industry average

~30%

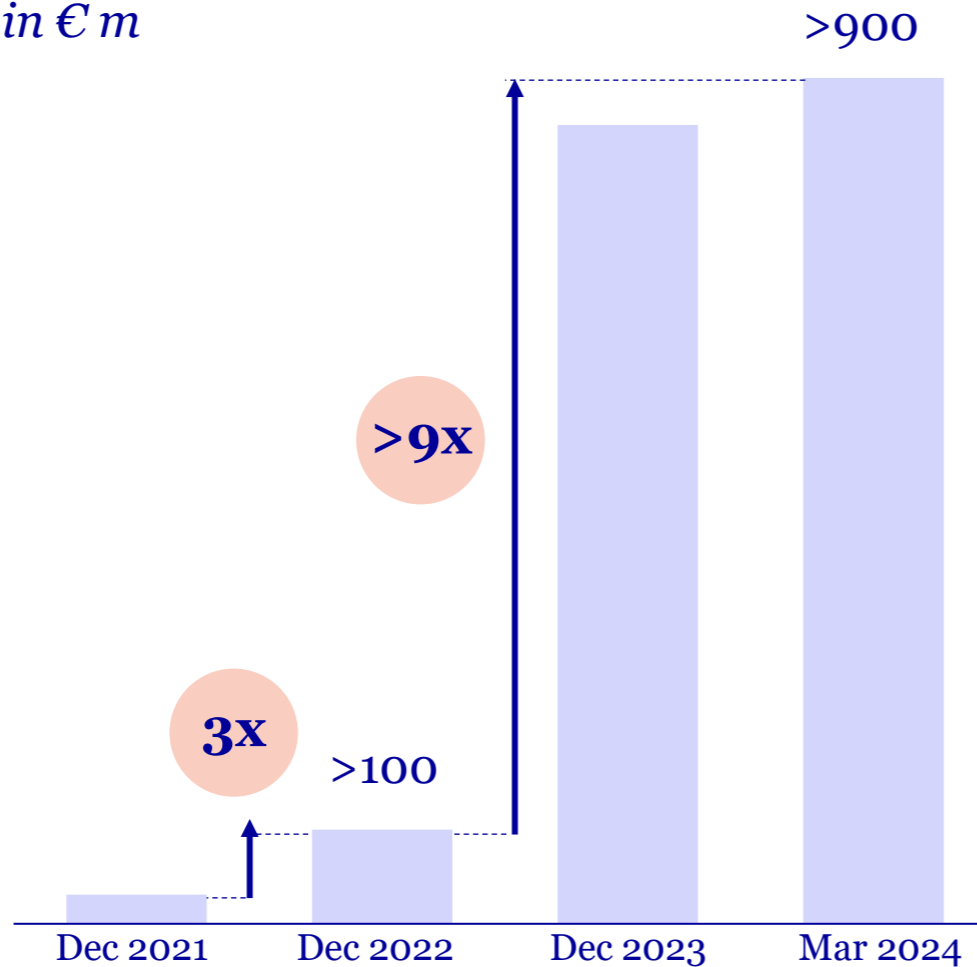


Just – Evotec Biologics is building markets faster than expected

Key achievements 2021-2024

Closed Sales

in € m



Key progress

SANDOZ

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



Anti-Plague mAb development programme initiated

Development programme for Orthopoxvirus mAb candidates



Global access with global network

Cloning of J.POD facilities – Status and timing



J.PLANT Seattle, Washington, US

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



J.POD® Redmond, Washington, US

- 500L & 1,000L SUB
- Current: Phase I – Commercial Ready
- First cGMP run Oct 2021
- Capacity: 2,5 t/yr



J.POD® Toulouse, France, EU

- 500L & 1,000L SUB
- Phase I – Commercial
- Groundbreaking 2022, Expected CQV 2025
- Capacity: 2,5 t/yr



Cloning of J.POD® facilities (option)

Just-Evotec Biologics “enables” from facility design to technology



Financials



More than 10 years with more than 20% annual growth

Financial overview (2010-today)

Revenues

€m



2010



2023

Adj. EBITDA

€m



2010



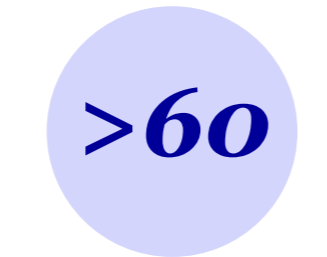
2023

R&D investments

€m



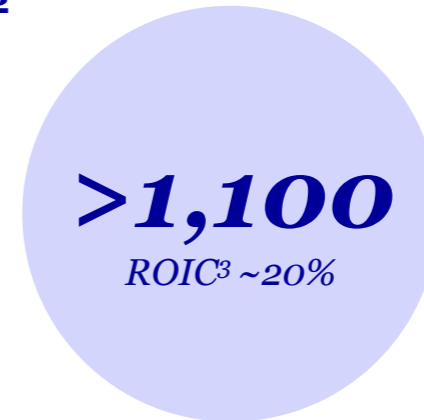
2010



2023

Investments²

cum. €m



2010 – 2023

¹ 2023 severely impacted by cyber-attack

² Capex + Acquisitions

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



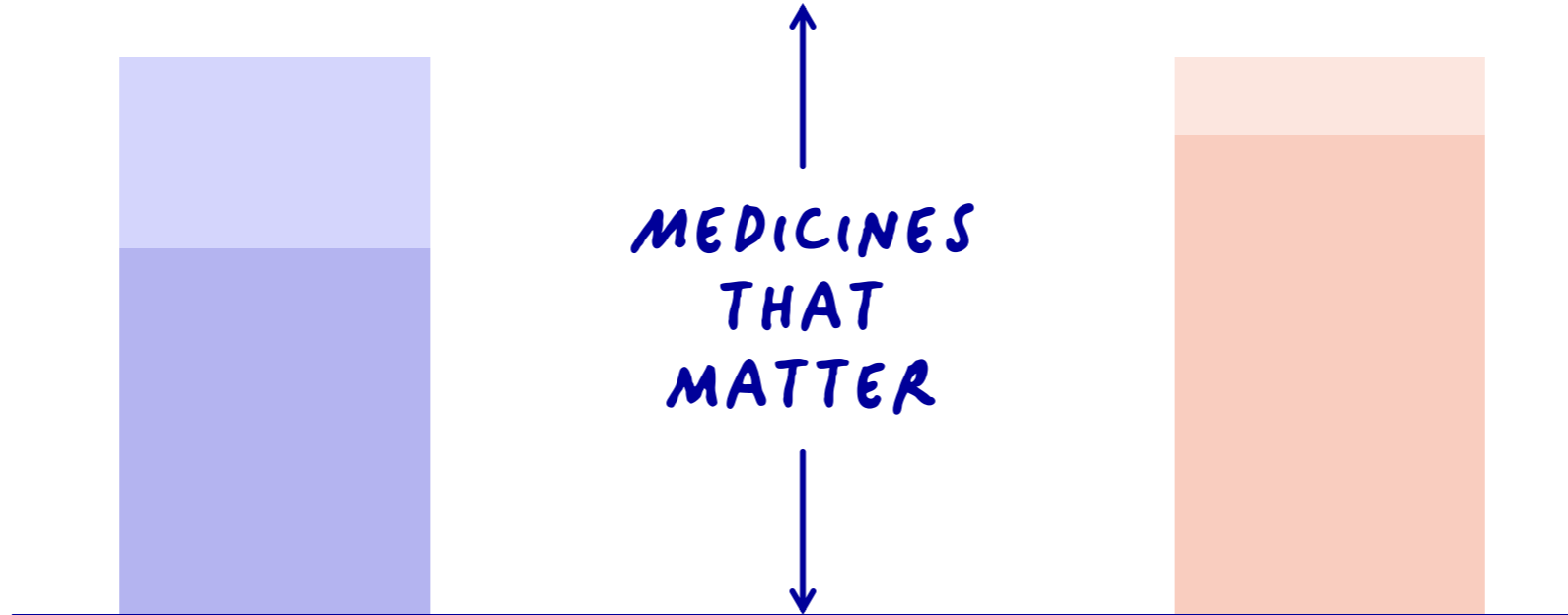
Segment reporting reflecting a leaner organisational structure

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

From ...

EVT Innovate

EVT Execute



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



Continued growth despite multiple challenges

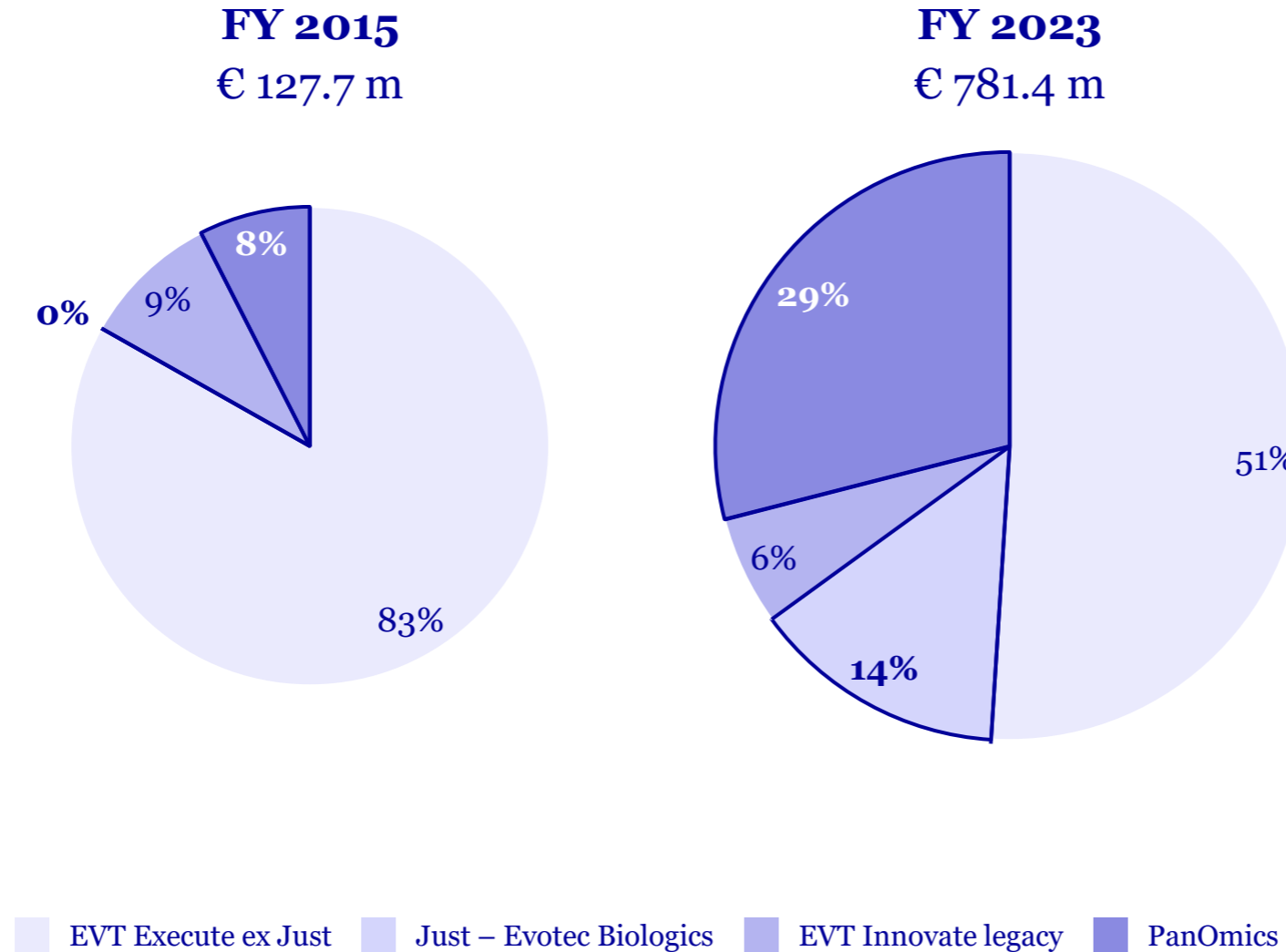
Condensed income statement 2023 – Evotec SE and subsidiaries

<i>in € m¹</i>	2023	2022	Change	Comment
Revenues <i>of which Just – Evotec Biologics (JEB)</i>	781.4 108.4	751.4 51.3	4% >110%	<ul style="list-style-type: none"> • Cyber-related impact (especially Development and Cyprotex) • Challenging markets (esp. biotech) • <i>Sandoz tech partnership</i>
Gross margin <i>Gross margin excl. JEB</i>	22.6% 27.0%	23.2% 31.1%	(60) base pts. (410) base pts.	Cyber, market, less MS, <i>Ramp-up of capacity at JEB</i>
Unpartnered R&D expense	64.8	70.2	(8)%	Investing into the future
Adjusted Group EBITDA²	66.4	101.7	(34)%	Impacted by internal cyber-related costs
Adjusted Group EBITDA excl. JEB ²	72.4	138.3	(47)%	Majority of cyber-related costs accounted for within EVT Execute
Scope 1 & 2 emissions (tons CO ₂ e)	27,480	38,549	(29)%	Growing greener



Paradigm-shifting platforms to remain key growth drivers

Revenue distribution 2015 versus 9M 2023



Revenue CAGRs_{2015 - 9M 2023} outpacing base business

- PanOmics ~50%
- € 108 m incremental contribution from Just - Evotec Biologics (acquired in 2019) versus 2015
- EVT Innovate ex PanOmics ~20%
- EVT Execute ex Just - Evotec Biologics ~20%



Growing faster than market growth, more profitable

Guidance 2024

	Guidance 2024	YE 2023	Comment
Group revenues	Low double digit percentage growth	€ 781.4 m	Navigating in a challenging market with differentiated offering
R&D¹	Mid-single to low double digit percentage reduction	€ 64.8 m	Long-term expansion of pipeline / Focus on first-in-class platforms and project
Adjusted EBITDA²	Mid double digit percentage growth	€ 66.4 m	At least doubling rate of revenue growth / upside from efficiency measures and improving demand

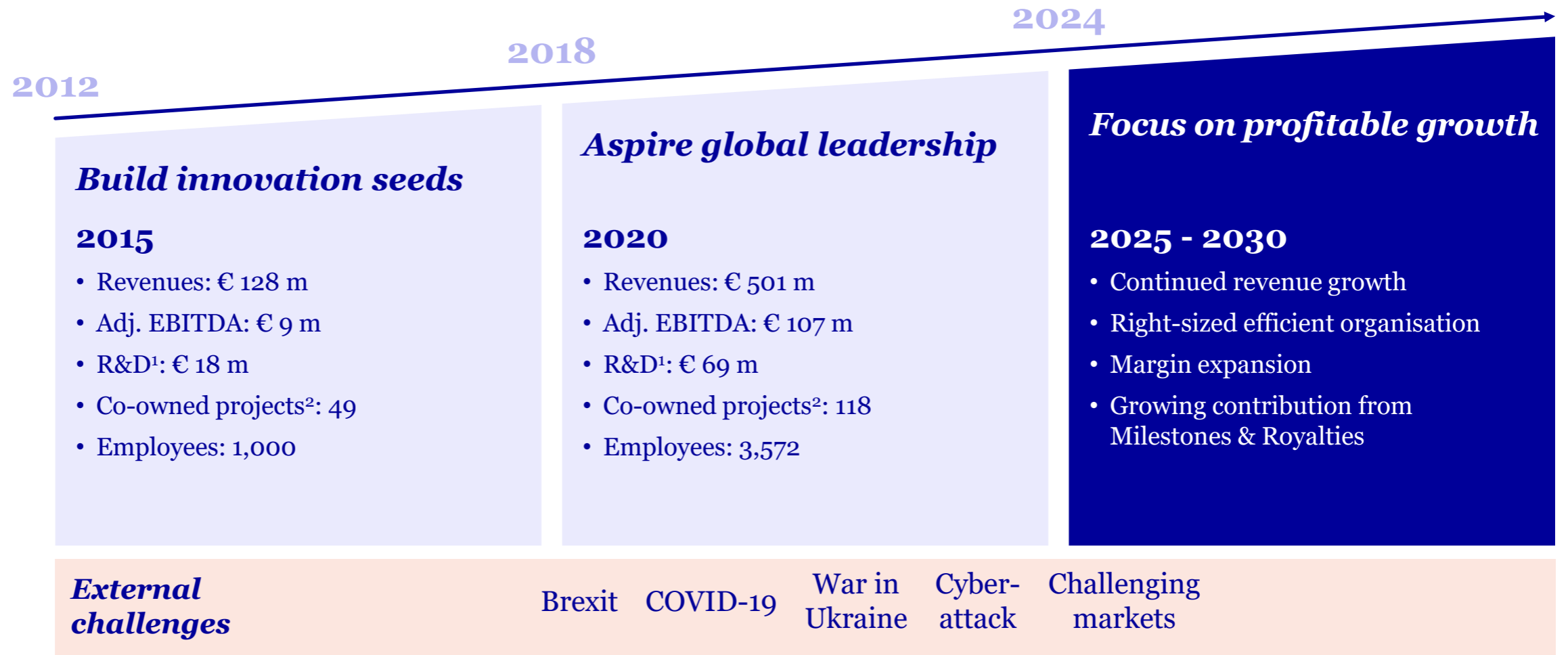
€ 150-200 m continued investment programme for enabling and supporting growth

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



Reset will be reflected in 2025 & beyond

Our journey



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

¹ Including equity investments

² Does not include EVT equity investments



“Evotec inside” – further progressing

Selected pipeline events within next 12-24 months

Phase II data with BMS in CNS (EVT8683)

Phase II initiation with Bayer in Kidney Disease

Phase I data with Kazia in Oncology (EVT801)

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

Phase I data in Chikungunya virus (EVT894)

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



Upcoming important dates

Financial calendar 2024

Half-year 2024 Interim Report

14 August 2024

Capital Markets Day

10 October 2024

Quarterly Statement 9M 2024

08 November 2024





In a nutshell ...

Key takeaways

Resetting for profitable growth in 2024

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

Creating a right-sized & efficient organisation

Putting an even stronger team in place





Appendix



Experienced management team with long-term mission

The management team



Christian Wojczewski

CEO (as of 1 July 2024)

Experience

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



Laetitia Rouxel

CFO (since 2023)

Experience

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



Matthias Evers

CBO (since 2022)

Experience

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



Craig Johnstone

COO (since 2019)

Experience

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



Aurélie Dalbiez

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
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)



Duncan McHale
Director of Weatherden Ltd.

- Since 2024 Member of Evotec’s Supervisory Board
- Since 2017 Founder and Director of Weatherden Ltd.
- 2017-2023 CMO of Evelo
- 2011-2017 Vice President and Head Global Exploratory Development at UCB
- 2008-2011 AstraZeneca, most recent as Vice President Personalized Healthcare and Biomarkers
- 1999-2007 Pfizer, most recent position Executive Director



Wesley Wheeler
Operating Advisor to KKR,
Madison Dearborn Partners
and Edgewater Capital

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



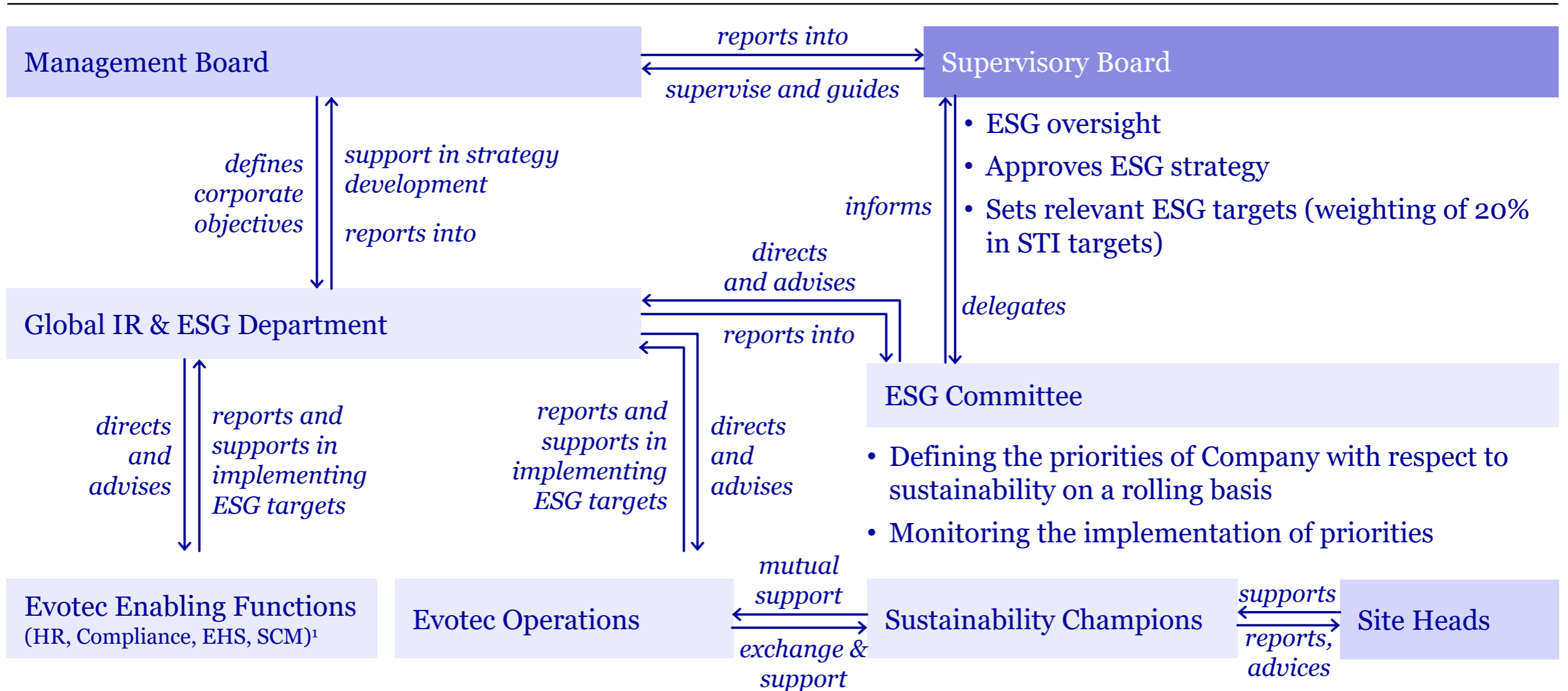
Constanze Ulmer-Eilfort
Partner at Peters,
Schönberger & Partner

- 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

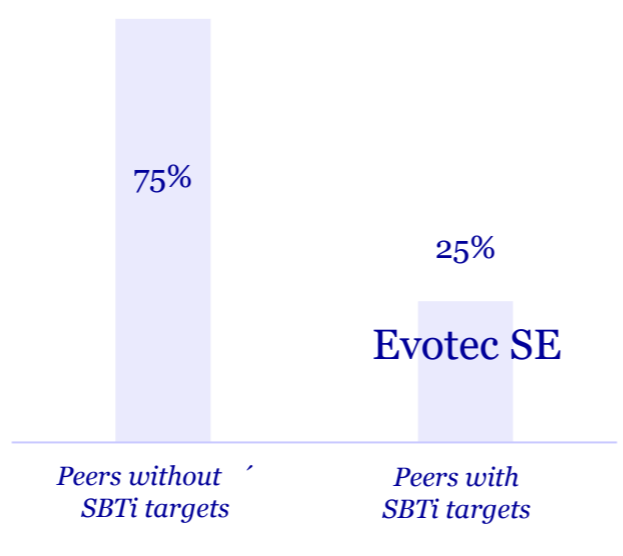
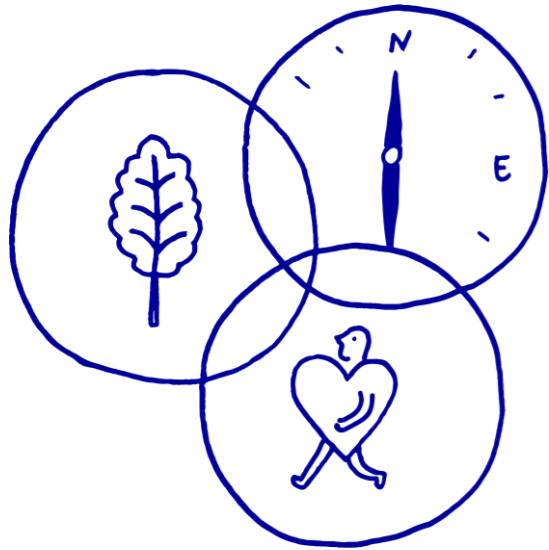
Supervisory Board assumes responsibility for sustainability





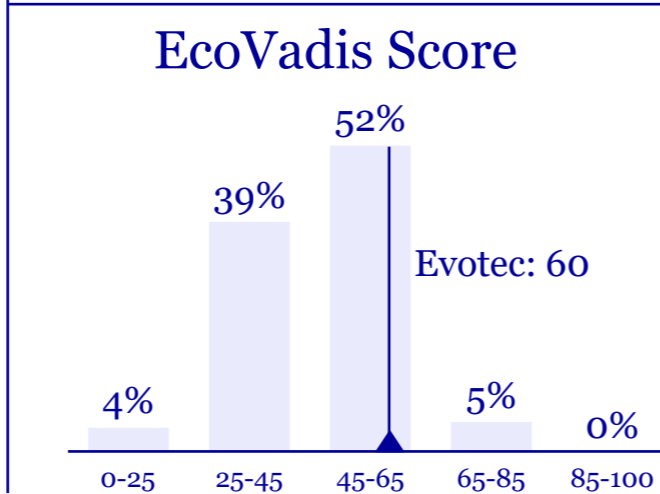
Sustainability at Evotec

Selected ESG-KPIs

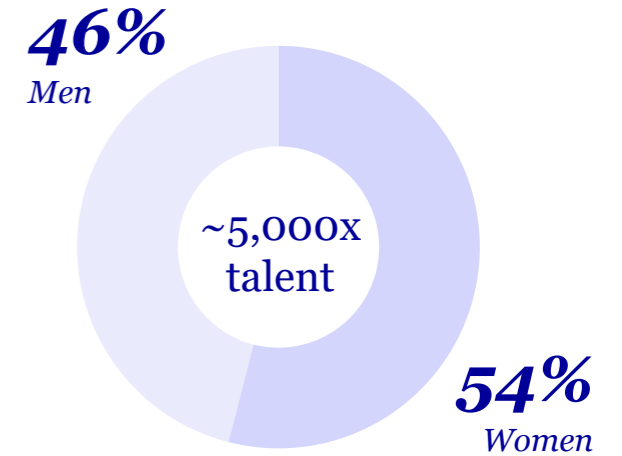


33%
Share of PhDs

32%
Women in Leadership



93
Nationalities





EVOequity portfolio making progress

Operational VC model – diversified portfolio with multiple shots on goal

At Equity Holding ($\geq 20\%$) or significant influence



Minority Shareholdings ($< 20\%$)



BRIDGEs

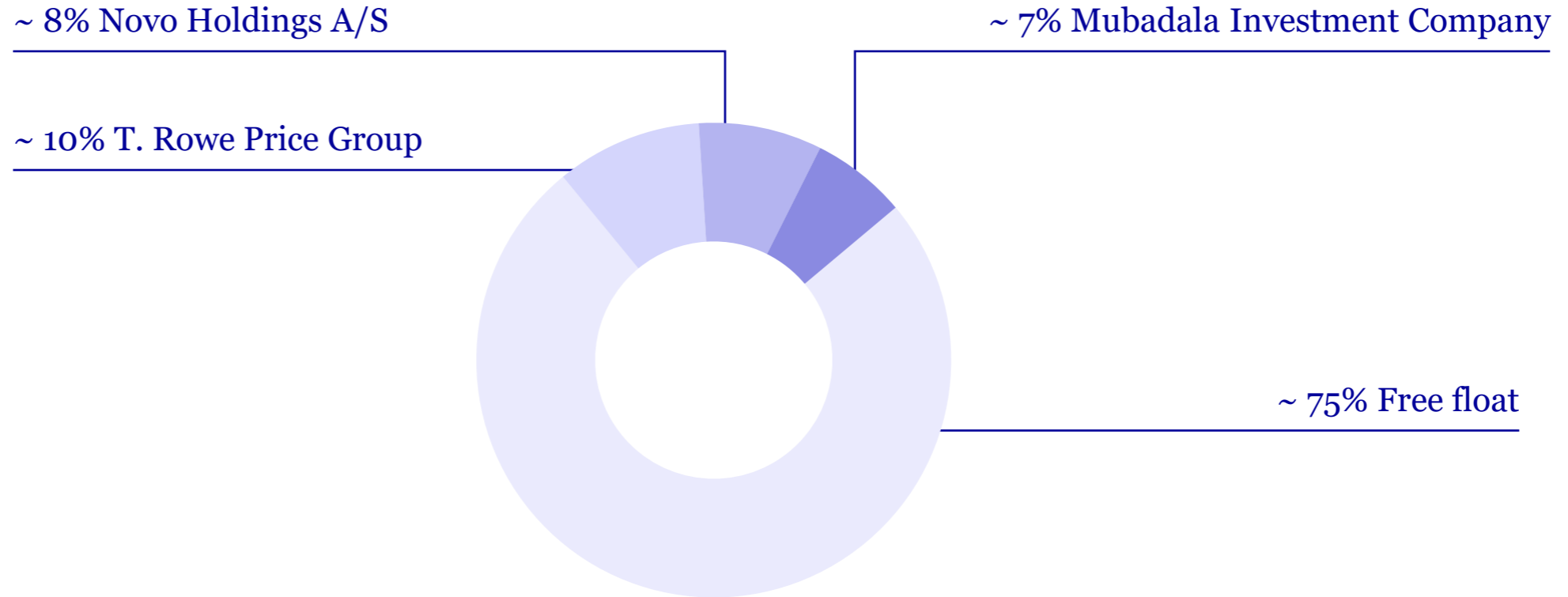


- **Breakpoint Therapeutics** – Nomination of first preclinical development candidate, BTX-011
- **Tubulis** – Closing of upsized € 128 m Series B2 financing round
- **Carrick Therapeutics** – First patient dosed in Phase 1b/2 clinical trial of Samuraciclib in combination with Vepdegestrant
- **Topas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



Shareholders supporting sustainable growth

Shareholder structure¹



Number of shares:

177.5 m

Listings:

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

52 week high/low:

€ 24.44/€ 7.22

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