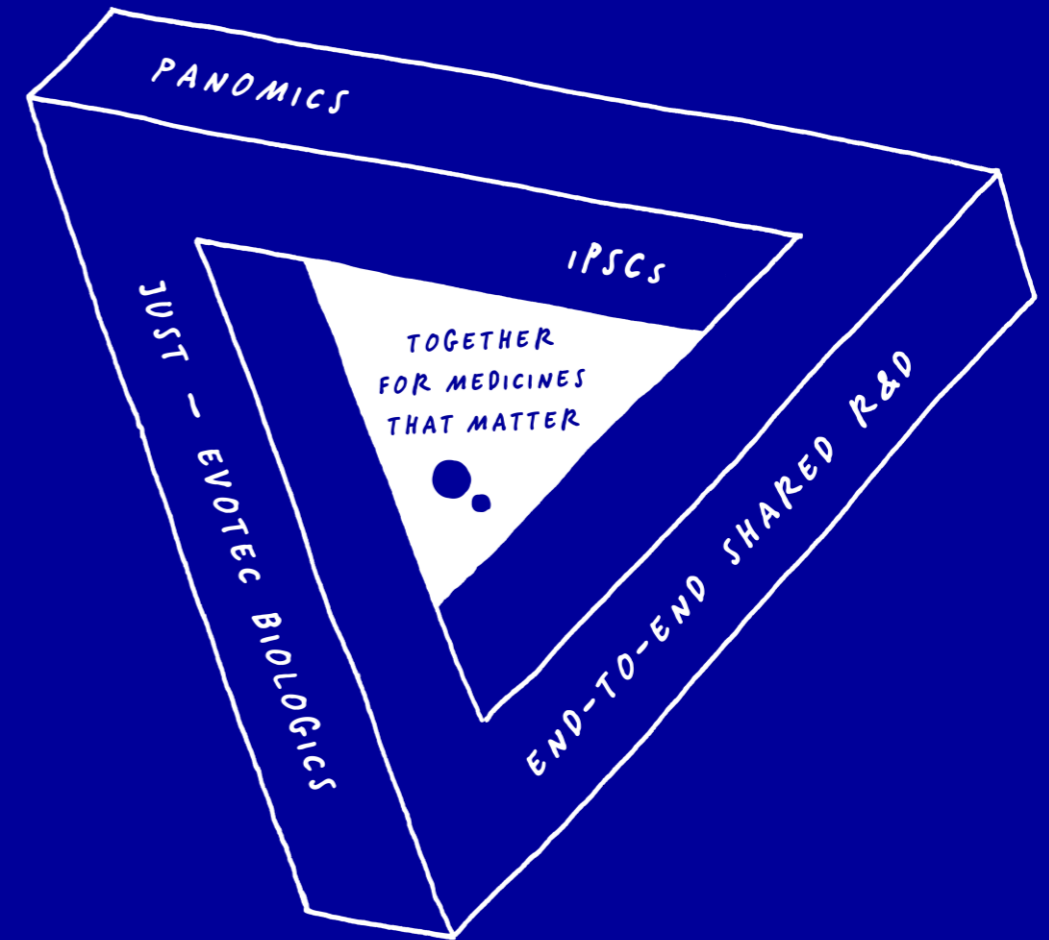


General company presentation





Disclaimer

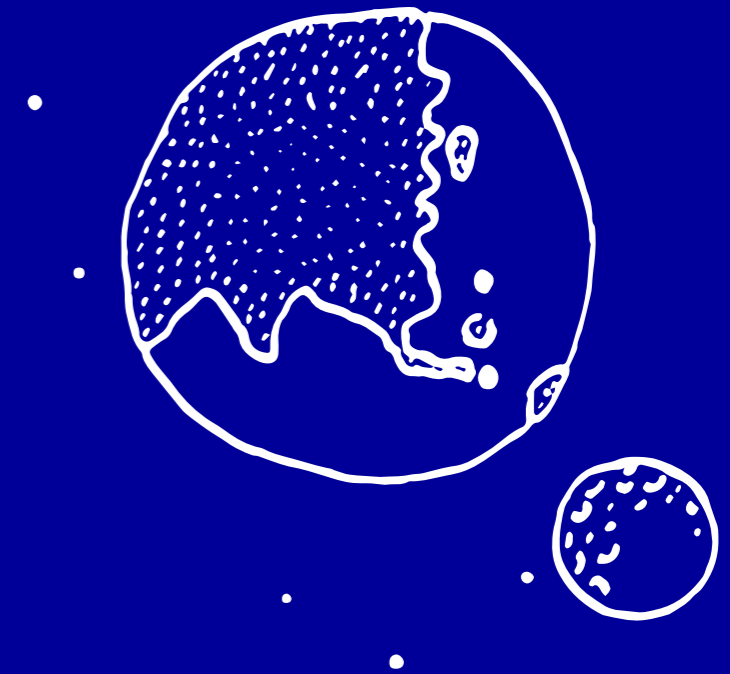
This presentation (including any information which has been or may be supplied in writing or orally in connection herewith or in connection with any further inquiries) is being delivered on behalf of Evotec SE (the “Company”, “we,” “our” or “us”). This presentation is made pursuant to Section 5(d) and/or 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 Financials

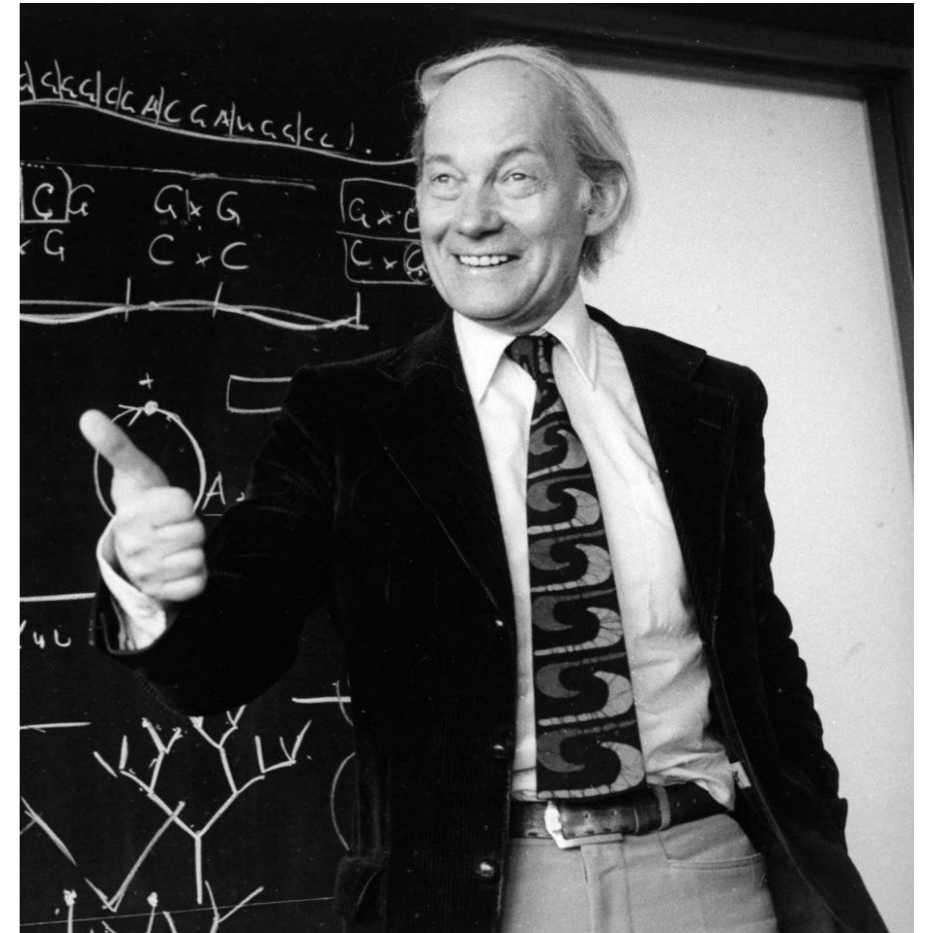




The core idea of Evotec – evolutionary technology

„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 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-building, services and 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



Together for medicines that matter

Game changers within business to business / partnered R&D and pipeline building

Need for more precision

Most drugs still provide benefit in only 50% of patients

Need for better disease understanding

More than 30% have a lifetime risk for cancer

Need for better safety earlier

60% of all drugs still do not pass Phase I

Need for wider access

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

Better pipeline building

Right indication, right patients, right dose

Technology convergence

A.I./ML coming together with drug discovery, development, safety prediction and molecular diagnostics

Better Access

A.I./M and continuous manufacturing for better access to biologics

Better business models

Shared economy in R&D

- *From fixed to variable costs*
- *More effective learning curves for all*

PanOmics



iPSC cell therapy



Just – Evotec Biologics



End-to-End Shared R&D

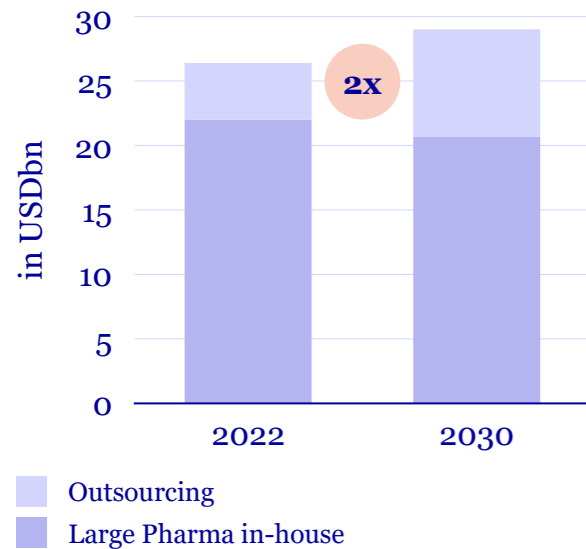




New technologies leading to new opportunities

Shaping (new) markets

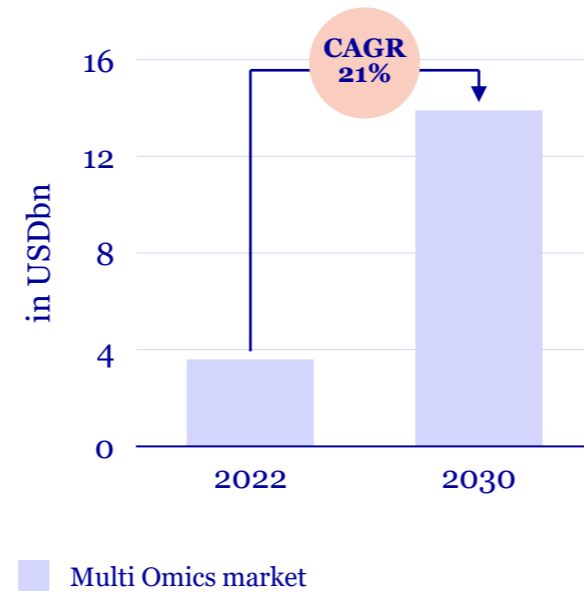
End-to-End shared R&D



Drivers

Deteriorating IRRs increase demand for outsourcing & higher efficiency

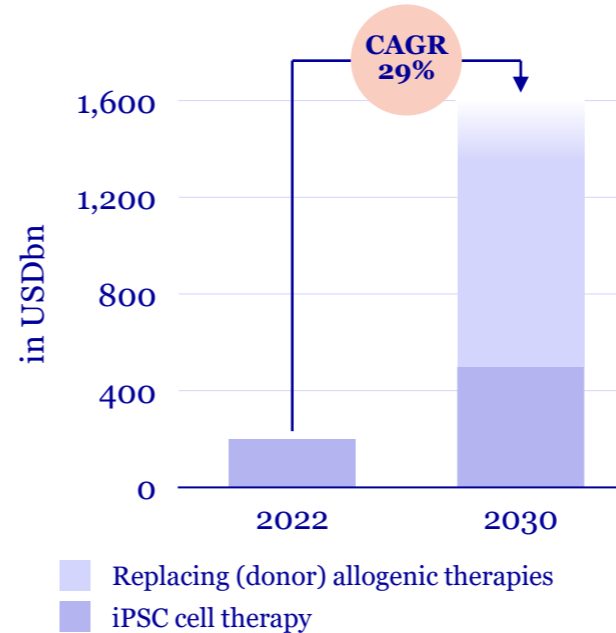
PanOmics



Drivers

Precise medicines & diagnostics leading to patient specific treatments

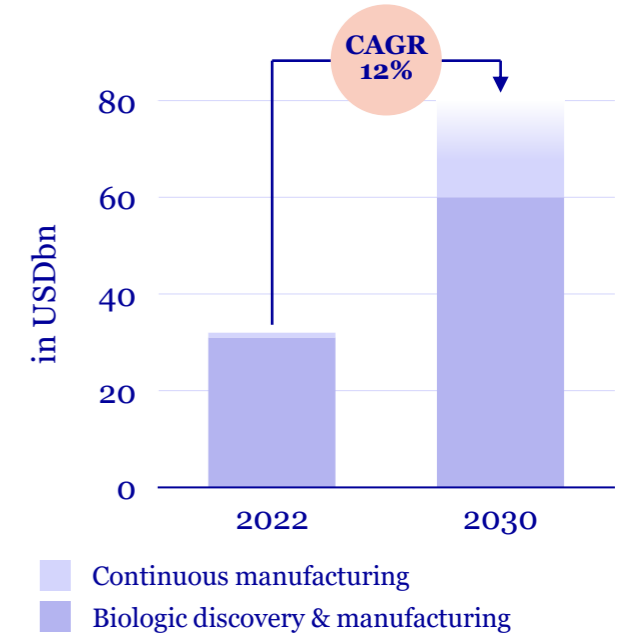
iPSC cell therapy



Drivers

From donor dependency to scalable off-the-shelf solutions

Biologics



Drivers

Regulatory changes (e.g. IRA*) driving need to increase agility & flexibility



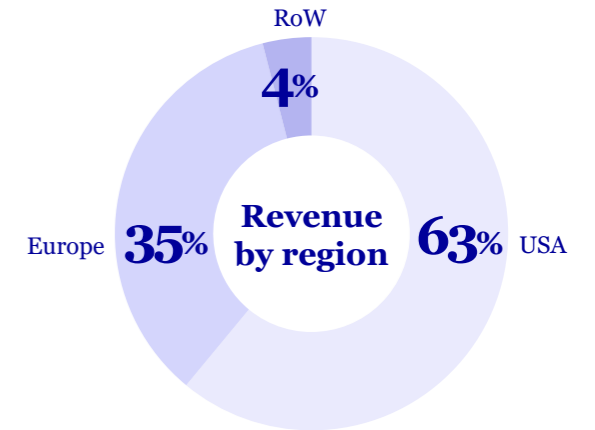
A shared economy model in R&D as basis for success

A stable foundation



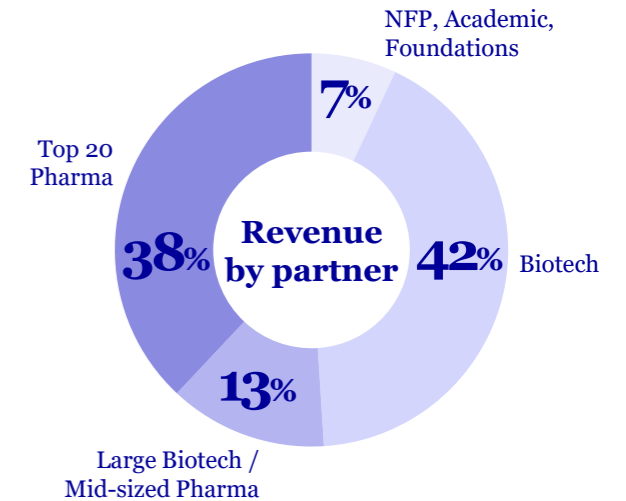
>500
Active partners

~38%
*Revenue share with
TOP 10 partners*



>92%
*Repeat
business*

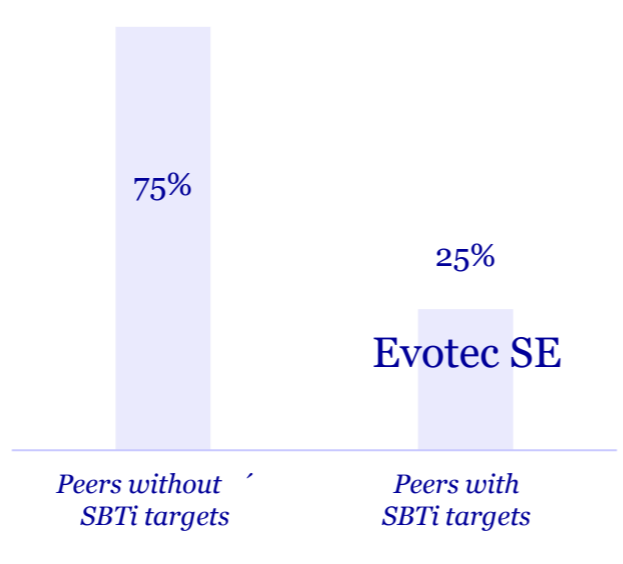
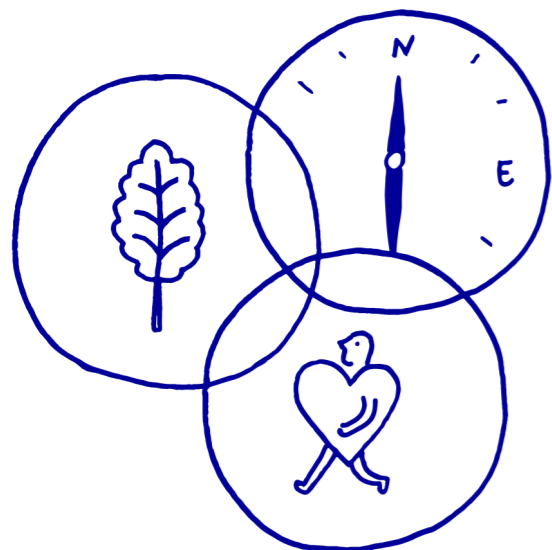
118
*No. of partners with
> € 1 m revenues
(+22%)*





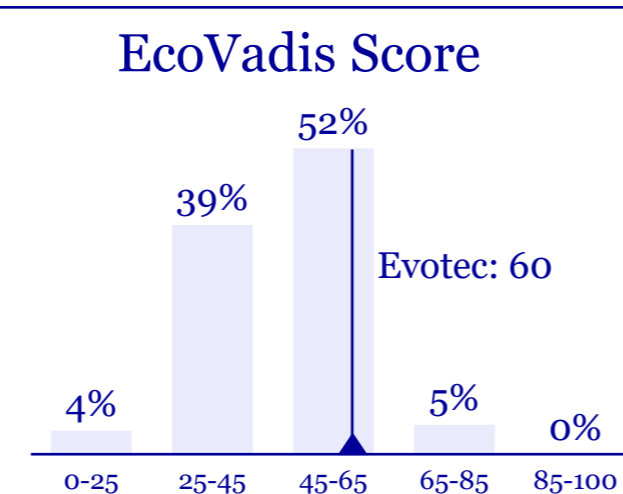
Sustainable growth enabled by commitment, culture, values & people

Selected ESG-KPIs

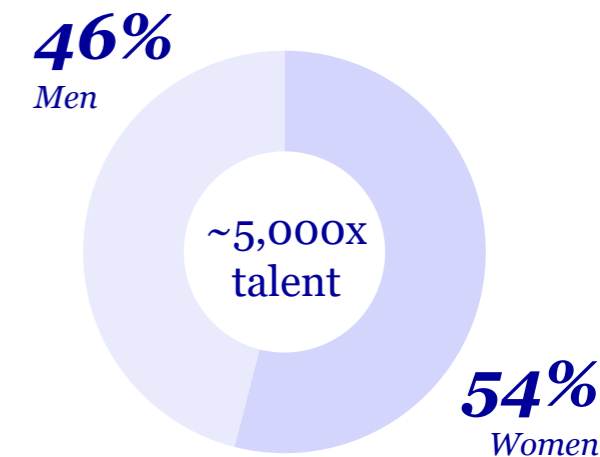


33%
Share of PhDs

31%
Women in Leadership



91
Nationalities





Collaborative pipeline building together with our partners

Selected KPIs

**TOGETHER
FOR MEDICINES
THAT MATTER**



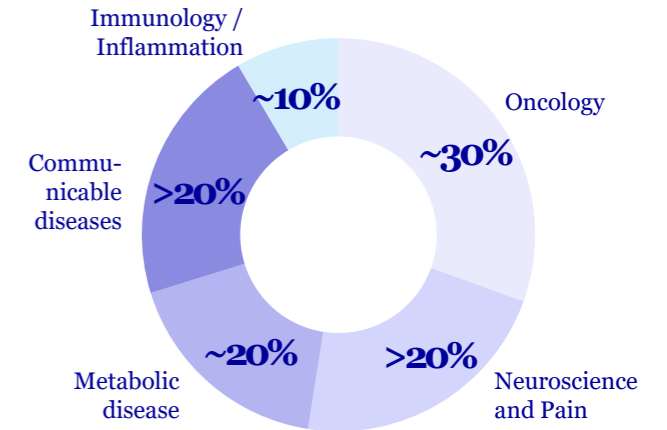
>140

*Co-owned
pipeline assets*

18

*Clinical
stage*

programmes by disease area*



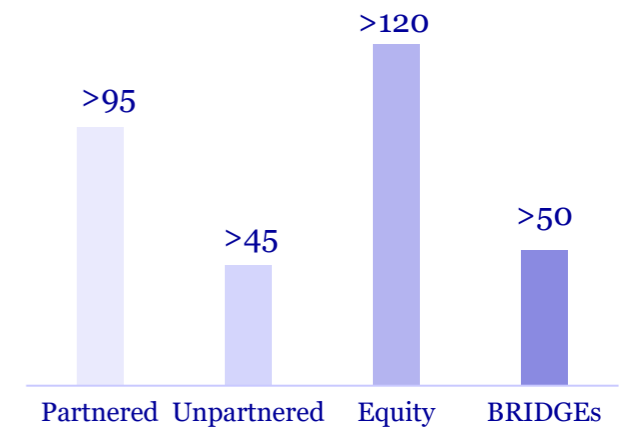
>€ 15 bn

*Non-risk-adjusted
partnership milestones
over 20 years*

8-10%

*Average
royalty rate*

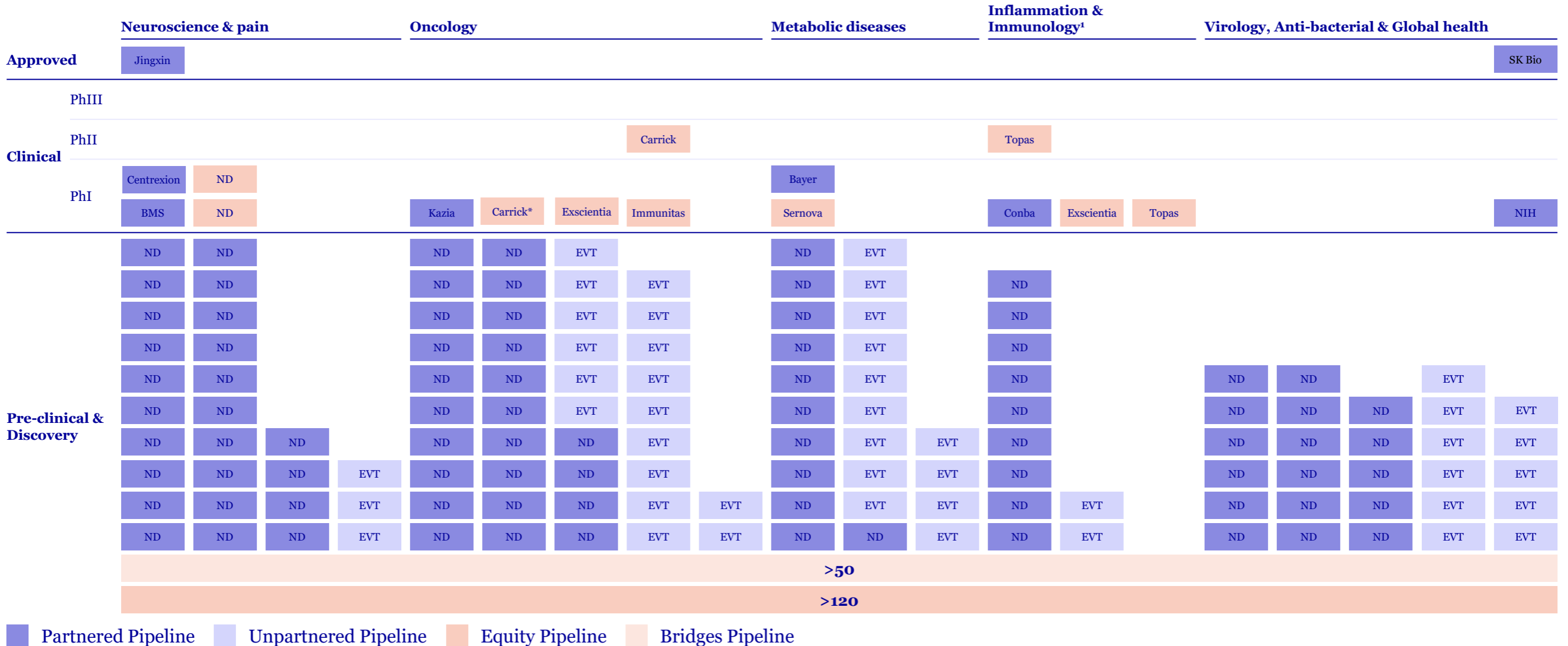
> 300 programmes by model



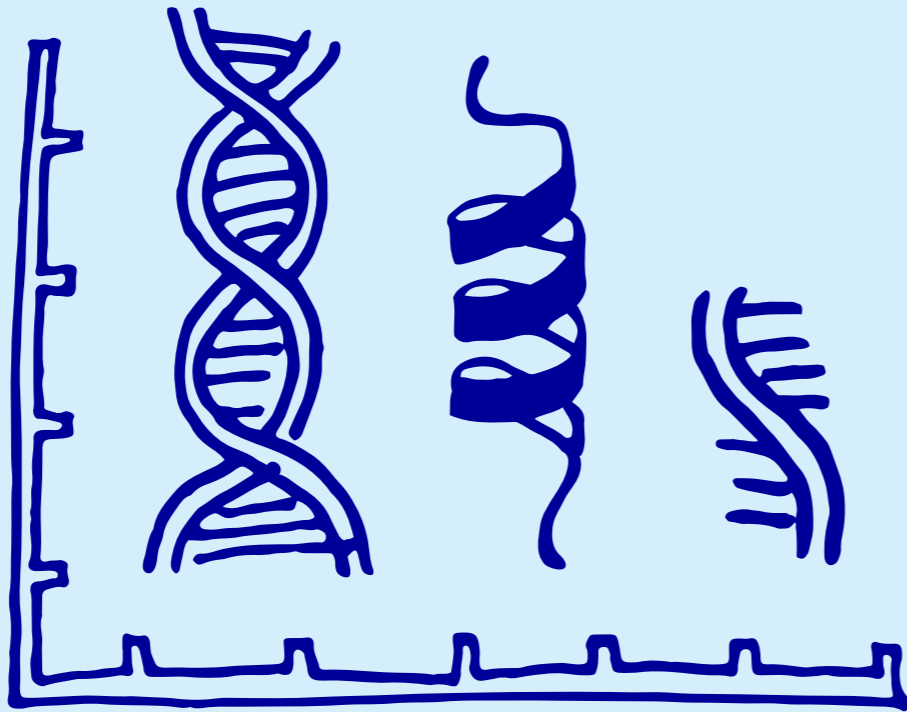


The growing “iceberg” of first & best-in-class treatment options

>140 co-owned projects



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



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



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

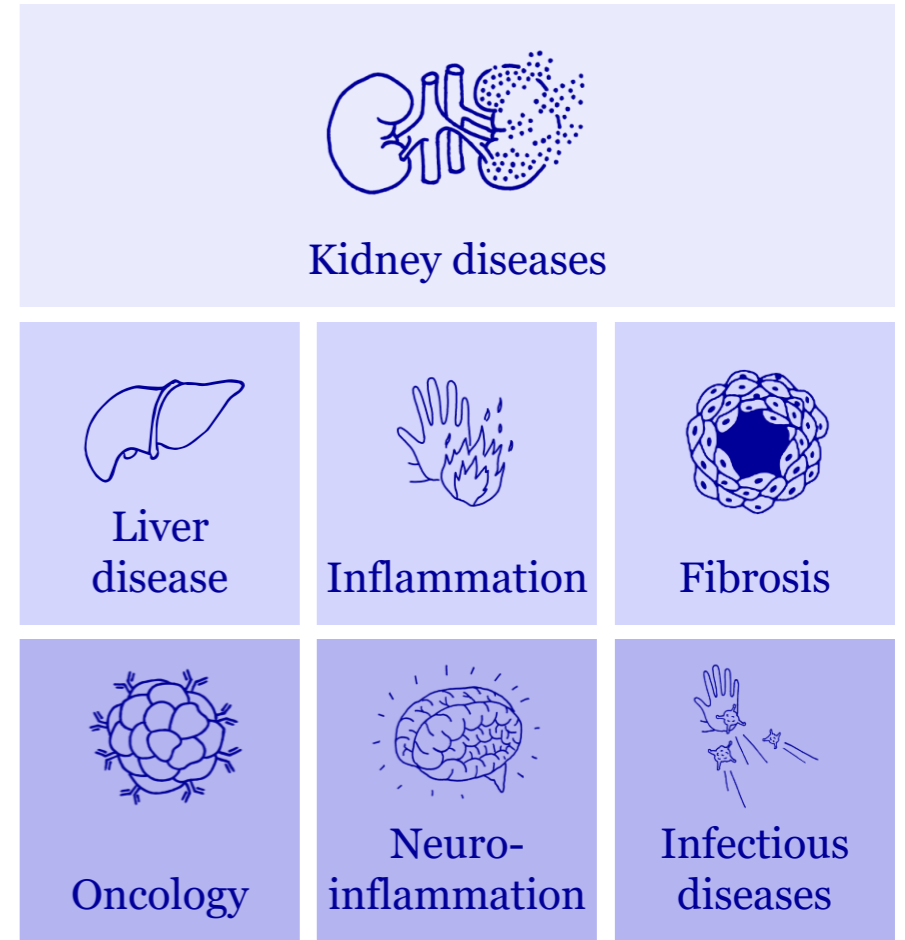
Portfolio of Evotec Molecular Patient Databases (E.MPD)

Therapeutic area **Patients**

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



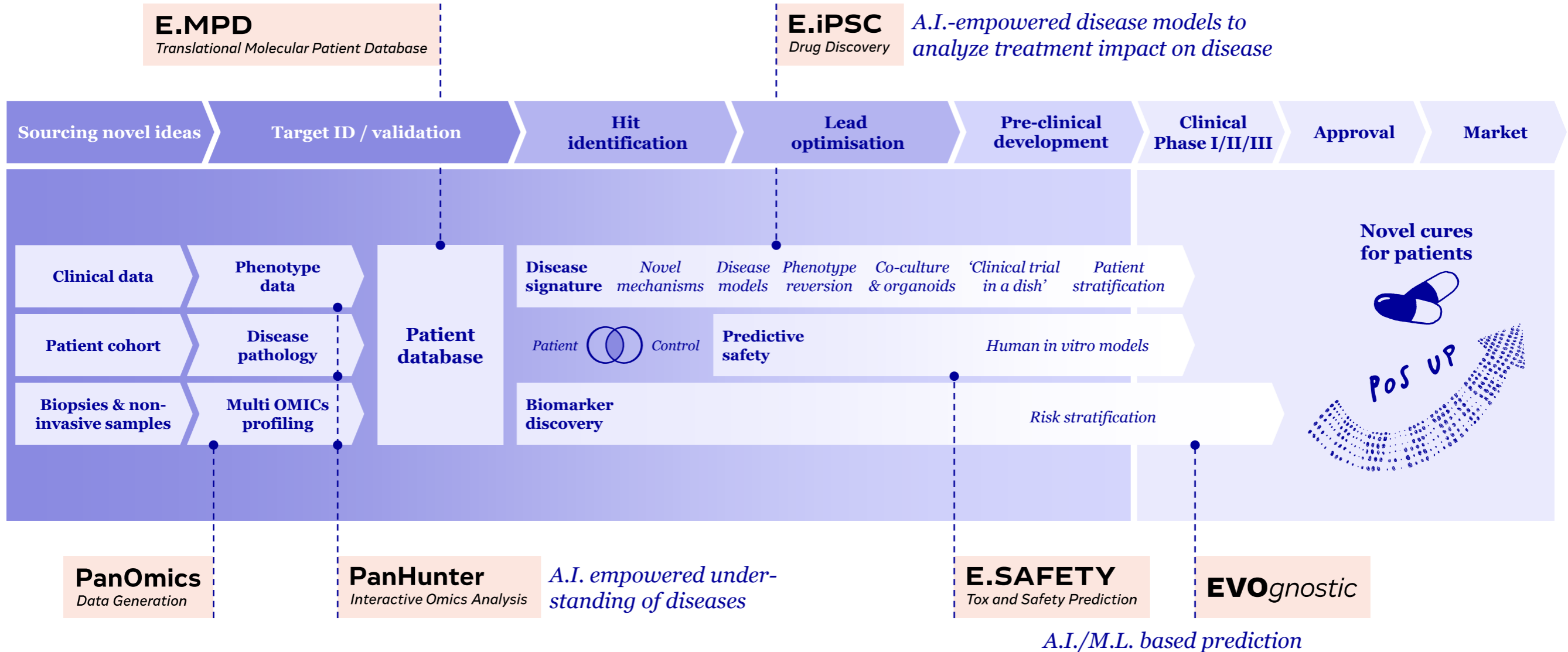
E.MPD
TRANSLATIONAL MOLECULAR PATIENT DATABASE





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

Overview of PanOmics-driven drug discovery



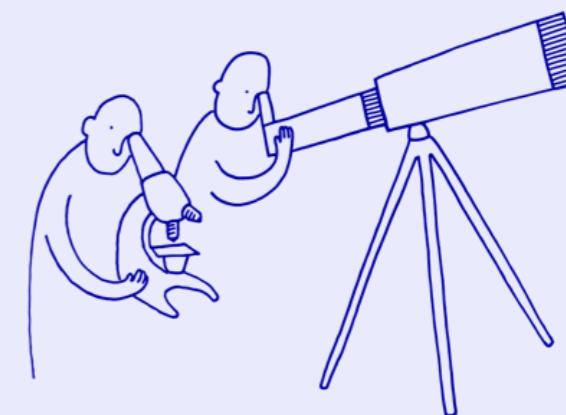


Fundamental market disruption takes time, but will come!

A.I. in Healthcare

	From	To
Disease understanding	Mechanistic understanding limited by human capabilities and stochastic patterns.	Target identification through A.I.-assisted analysis of vast datasets in PanOmics for pattern identification understanding of mechanism of underlying diseases
Hit ID & Lead optimisation	Wet-lab-based screening of compounds with time and physical constraints	In silico screening of hits and leads for vastly accelerated timelines.
Drug safety	In vivo and in vitro testing	In silico prediction of potential safety issues and toxicity
Clinical development	Trial and error approach for dosage and patient group	In silico prediction of optimal dosing regime, bypassing trial and error and leading to higher POS and lower costs
Drug manufacturing	Increasing regulatory burden for GMP compliance Managed largely by through human workload.	Optimisation of quality control, production consistency and prediction of machine maintenance needs

We overestimate near term impact, ...



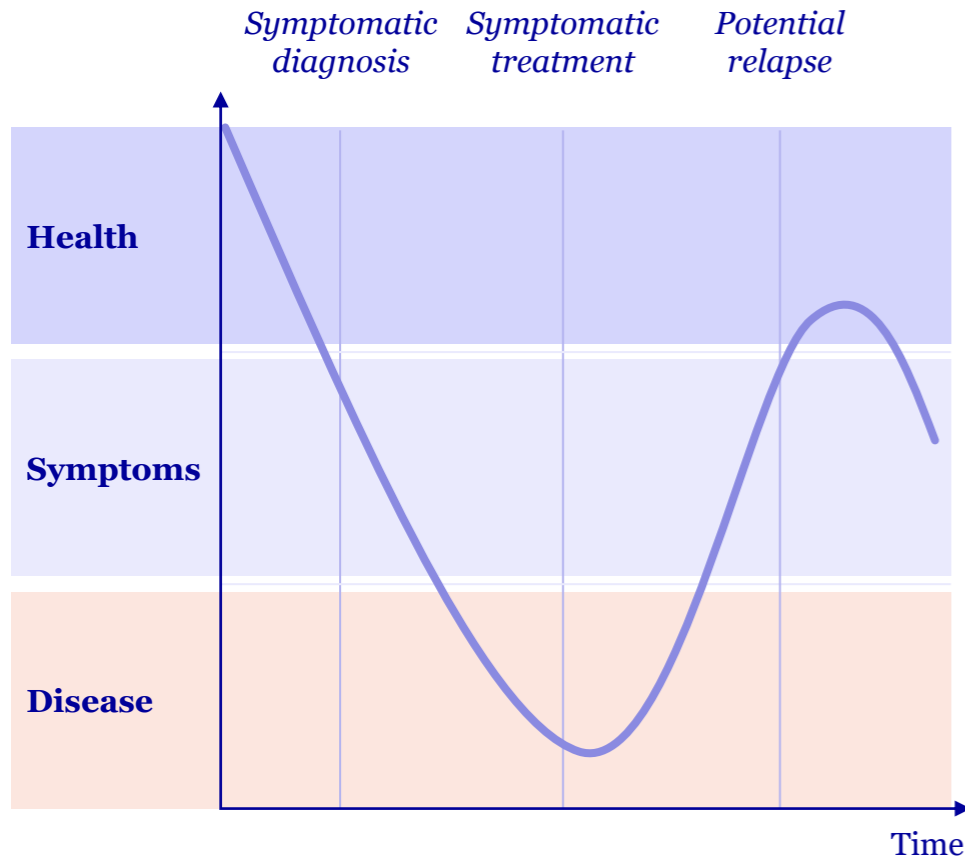
... but underestimate long-term impact.



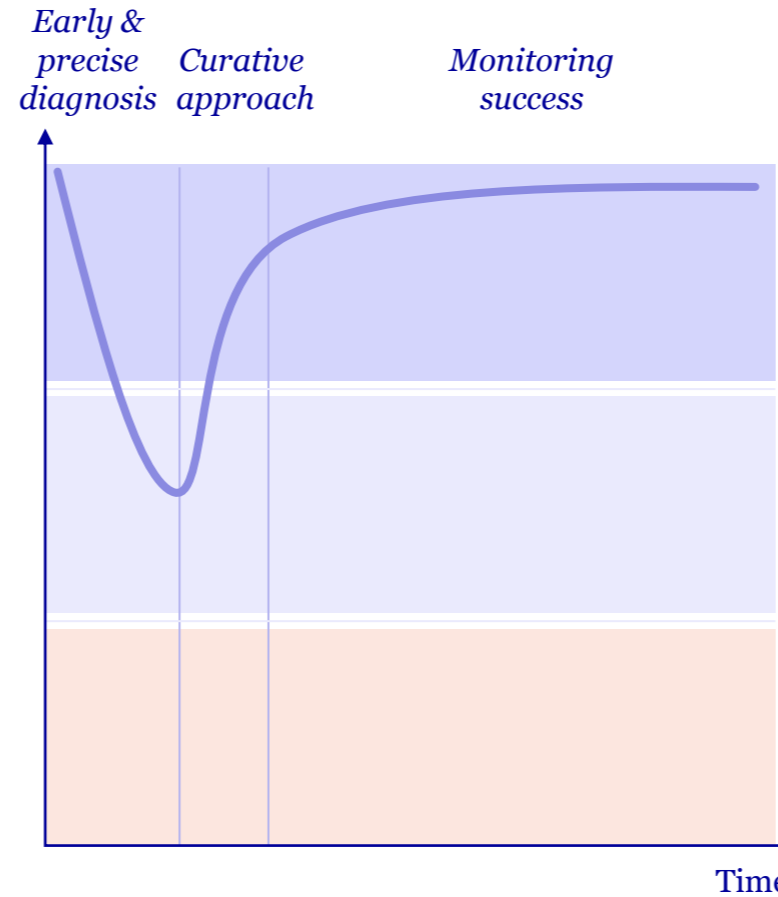
Changing the healthcare paradigm with PanOmic

From symptomatic treatments to data-driven healthcare

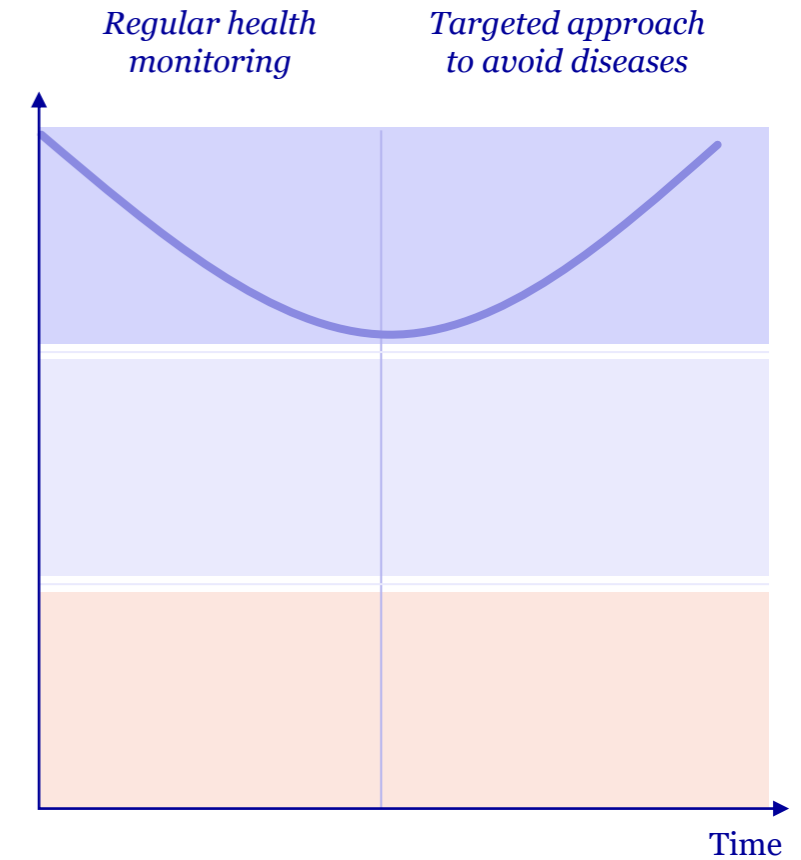
“Successful” symptomatic treatments



Precision medicine



Data-driven healthcare



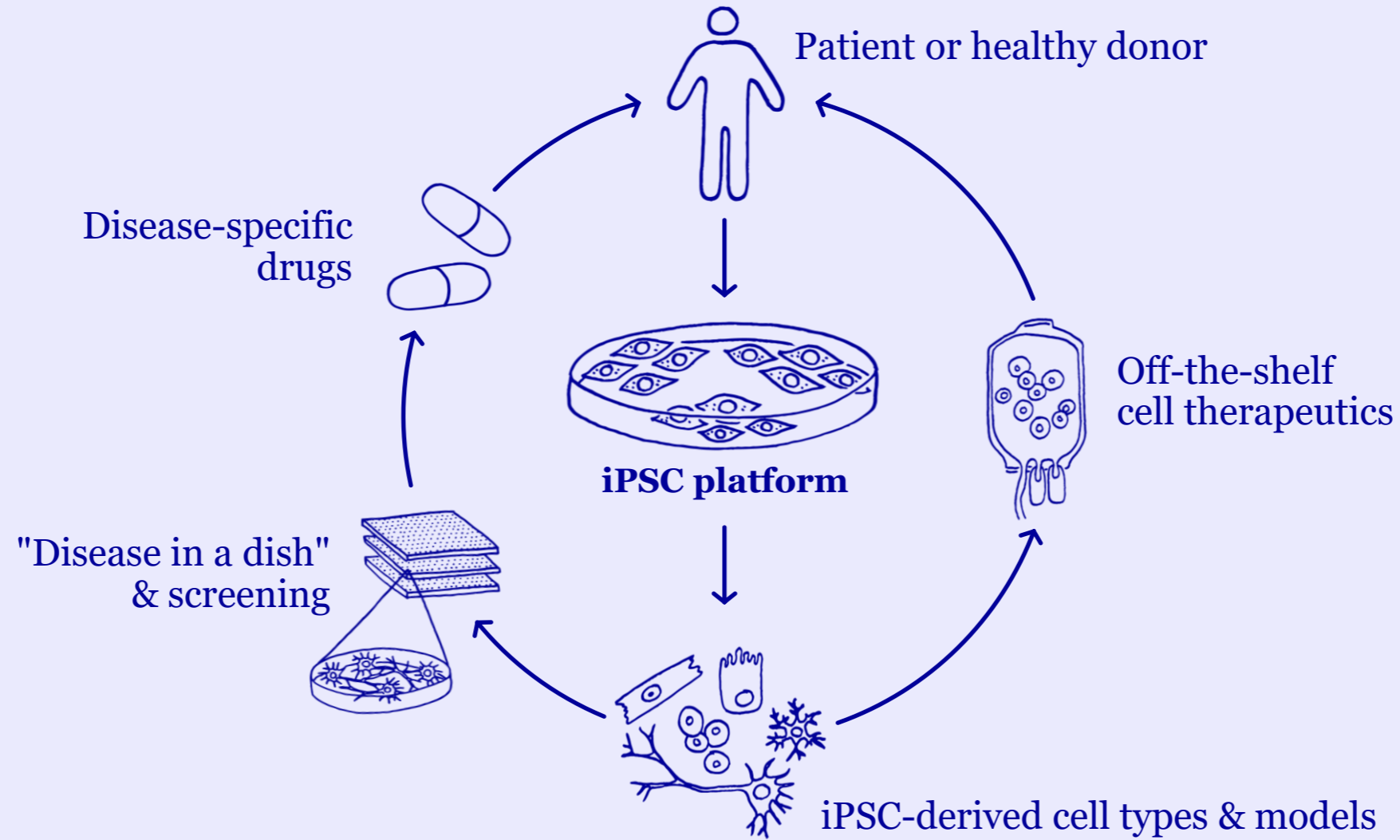


IPSCs "off-the-shelf" cell therapy based on induced-pluripotent stem cells



From humans for humans

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

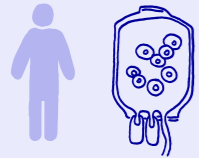




Off-the-shelf approach will revolutionise cell therapy applications

Benefit of manufacturing process for iPSC-based therapeutics

Autologous



Patient



Manufacturing

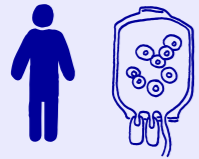
Just-in-time



1x dose



Allogeneic donor-derived



Healthy donor

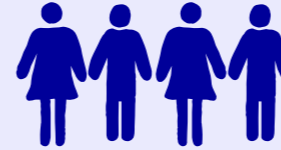


Manufacturing

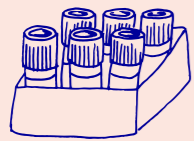
Off-the-shelf



100x doses



Allogeneic iPSC-derived



Master iPSC bank

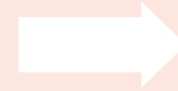


Manufacturing

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



A portfolio of off the shelf iPSC-based cell therapy programs

Evotec's internal and partnership project portfolio

	Field	Program/ Project	Disease area	Protocol	Pre-clinical research	Pre-clinical development	IND / Phase I	iPSC-derived cell types	
Partnered	Cancer immuno-therapy	 $\gamma\delta$ iT	Oncology	Undisclosed				iNK	Natural killer cells
	Metabolic disease	 E.iBeta (Device)	Diabetes					iT	$\alpha\beta$ and $\gamma\delta$ T cells
Partnering opportunities	Cancer immuno-therapy	iNK	Oncology					iMAC	Macrophages
		iMAC	Oncology					iBeta	Pancreatic islets
		$\alpha\beta$ iT	Oncology					iCM	Cardiomyocytes
	I&I¹	iNK, $\alpha\beta$ iT	Fibrosis, SLE ²⁾					iRPE	Retinal pigment epithelium cells
	Metabolic disease	E.iBeta (Engineered)	Diabetes					iPR	Photoreceptors
	Other	iCM	Heart failure						
		iRPE, iPR	Ophthalmology						
		...							

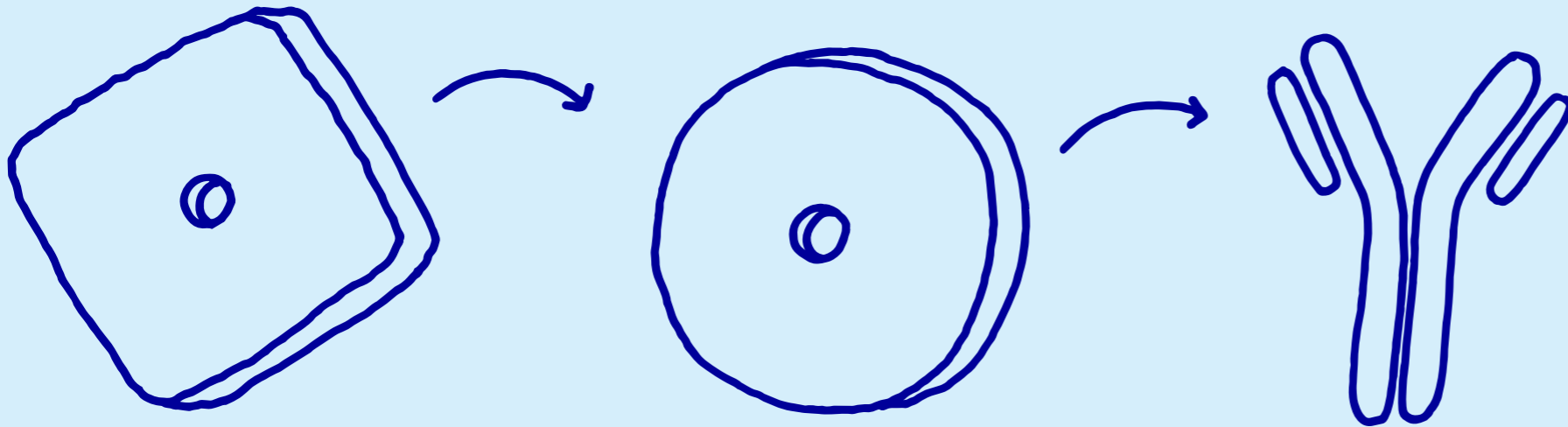
► Each cell type can deliver multiple differentiated products



Just – Evotec Biologics

Artificial Intelligence and
continuous manufacturing
for better access to biologics

Paradigm shift in biologics





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

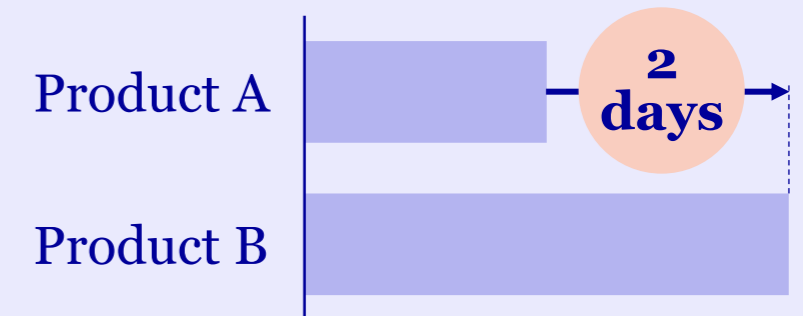
30
million people

in **US** are living with rare disease

Just
EVOTEC BIOLOGICS

1. High titer cell lines

2. Rapid turn around





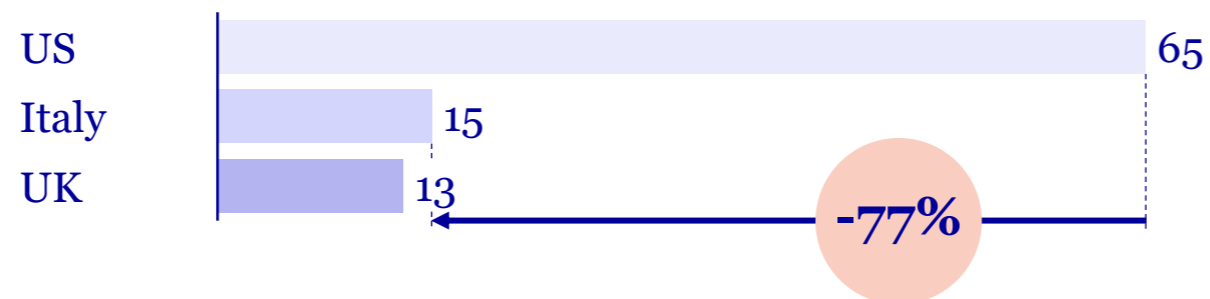
Reducing burdens for healthcare systems

Underserved populations

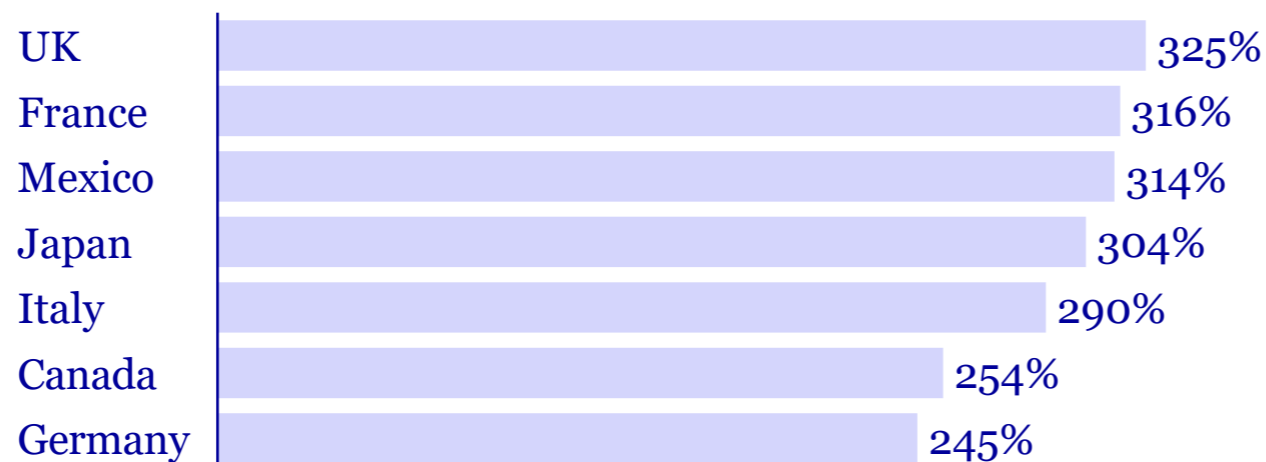


Case example for top-5 mAb therapy – Psoriatic Arthritis

Comparison of annual treatment costs U.S., in US\$ (000s)¹



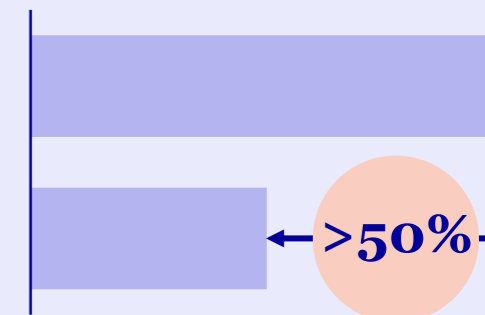
US Biologics prices as a % of other countries²



Lower COGs potential
US\$/g

Top-quartile facility

J.POD[®]



Proximity to
key markets



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

¹ <https://khn.org/news/u-s-market-for-biologic-drugs-is-most-expensive-in-the-world/>

² https://www.rand.org/content/dam/rand/pubs/research_reports/RR2900/RR2956/RAND_RR2956.pdf

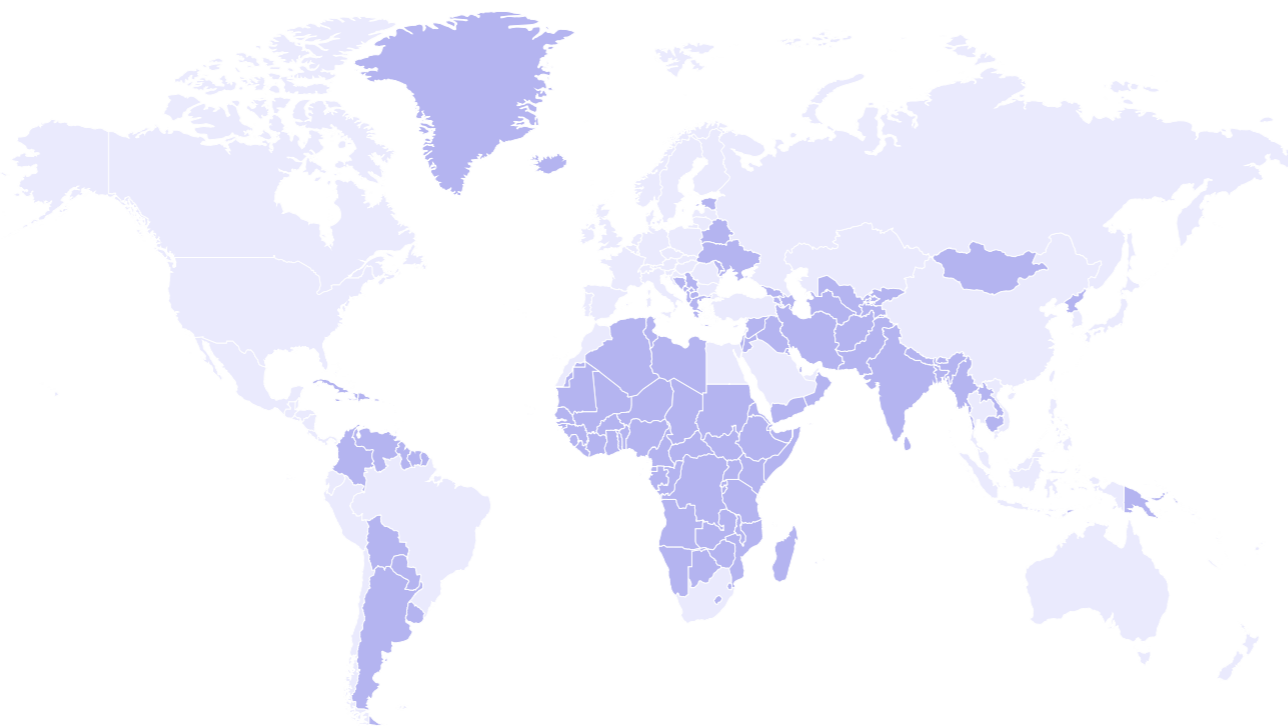


Improving equitable access across the globe

Underserved regions



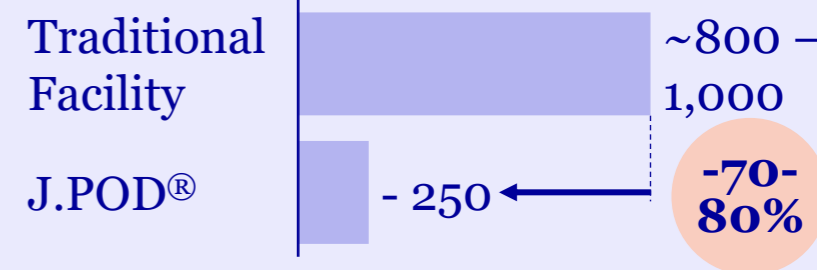
Case study – Countries where key PD-1 antibodies are currently not available



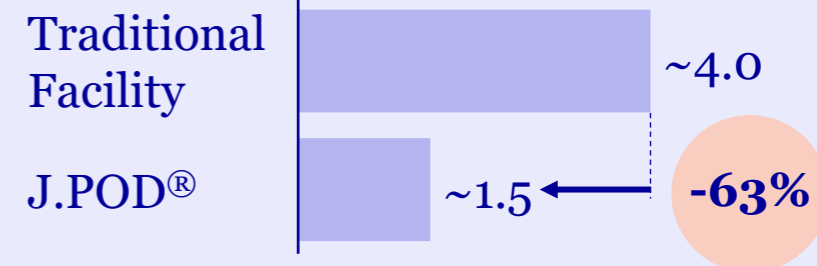
Enabling new business models



Facility building costs, US\$m



Time to set up facility, years



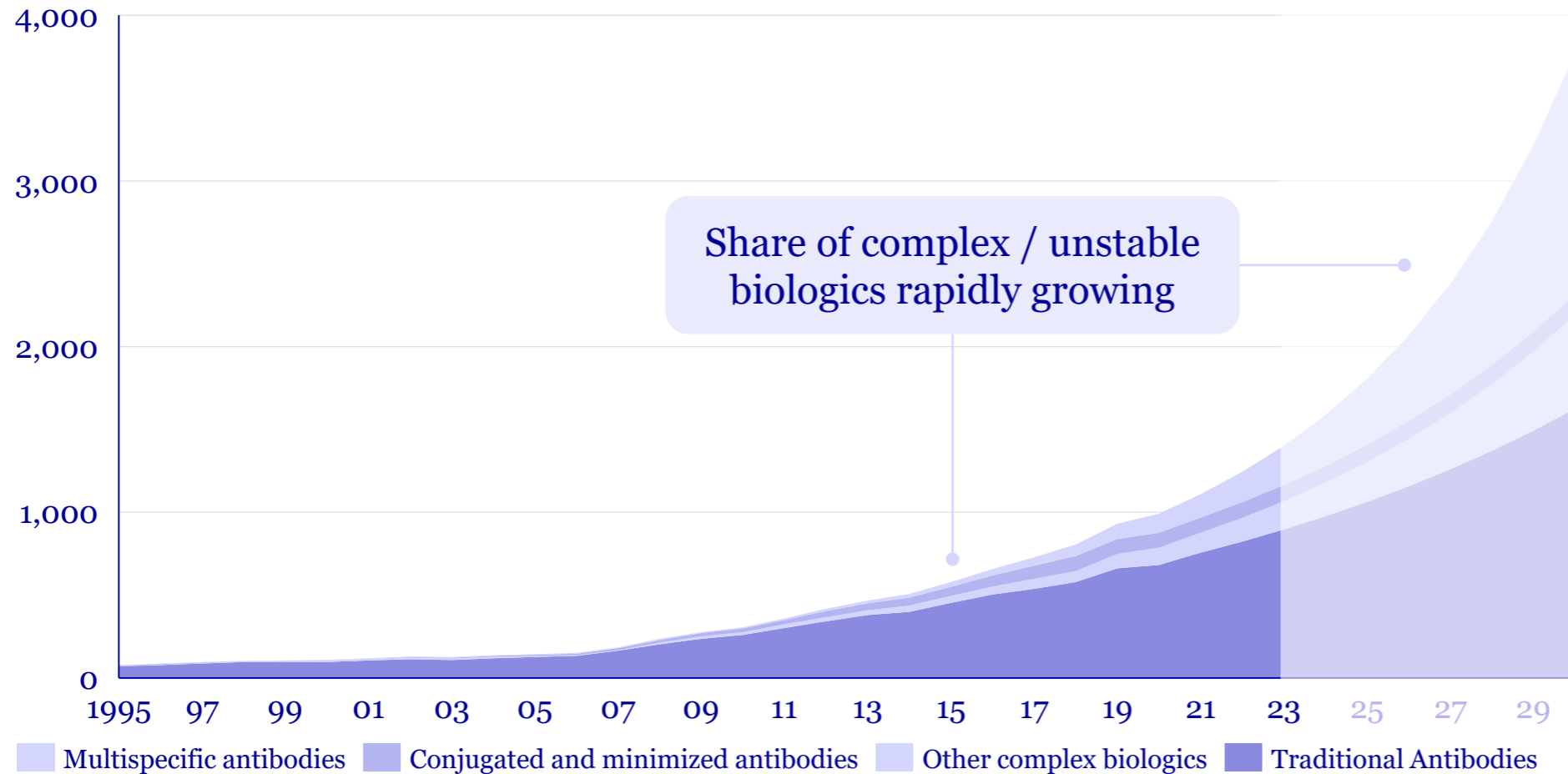


Our continuous platform will even further excel with complex biologics

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%

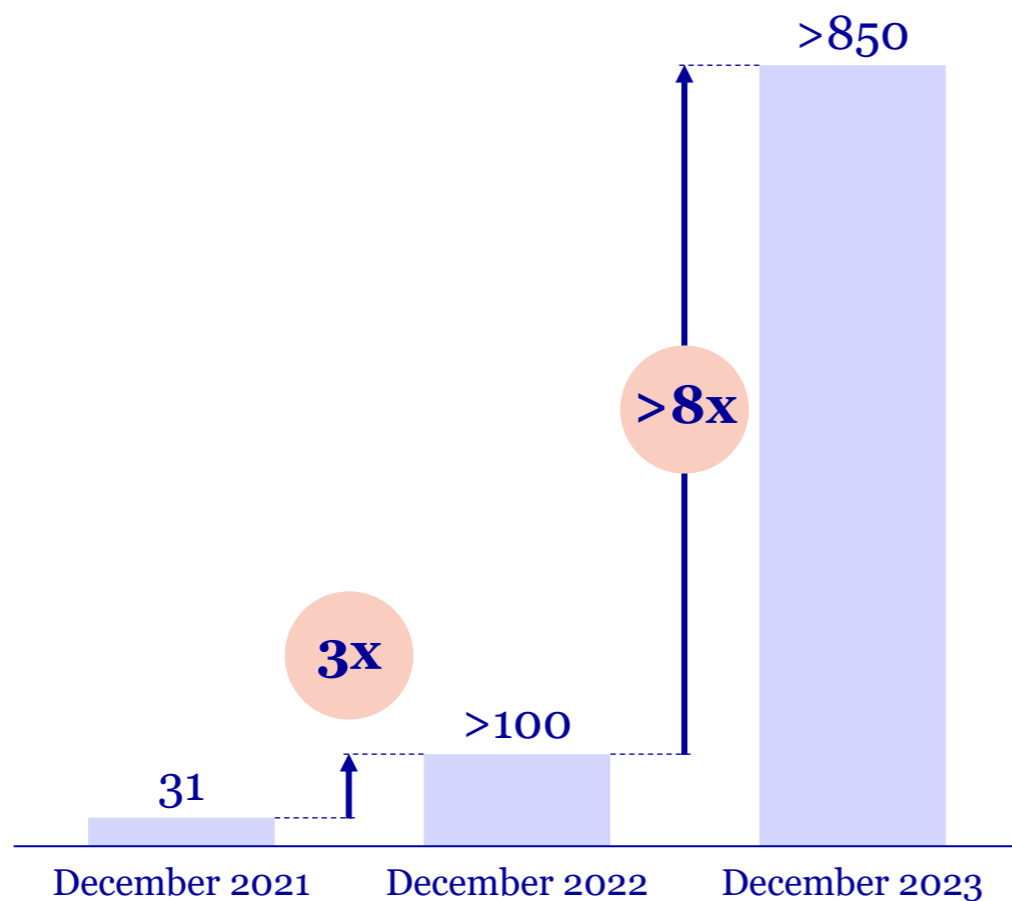


Just – Evotec Biologics is building markets faster than expected

Key achievements 2021-2023

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



First phase III trial in H2 2024 for treatment of auto-immune glomerulonephritis



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



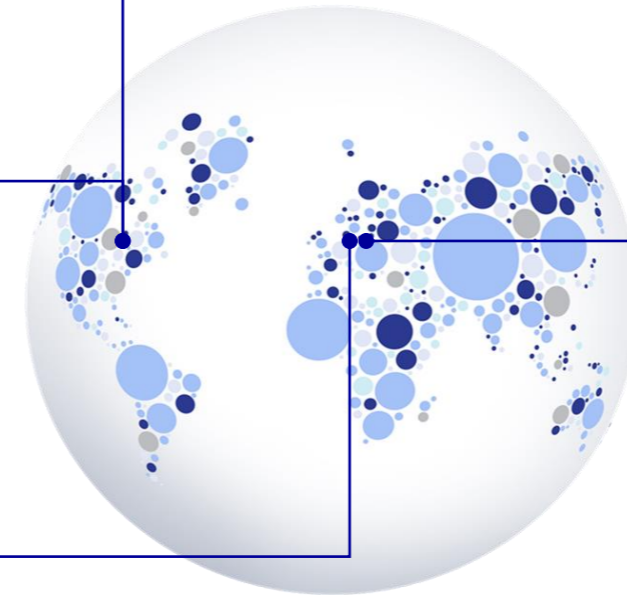
J.POD® Redmond, Washington, US

- 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

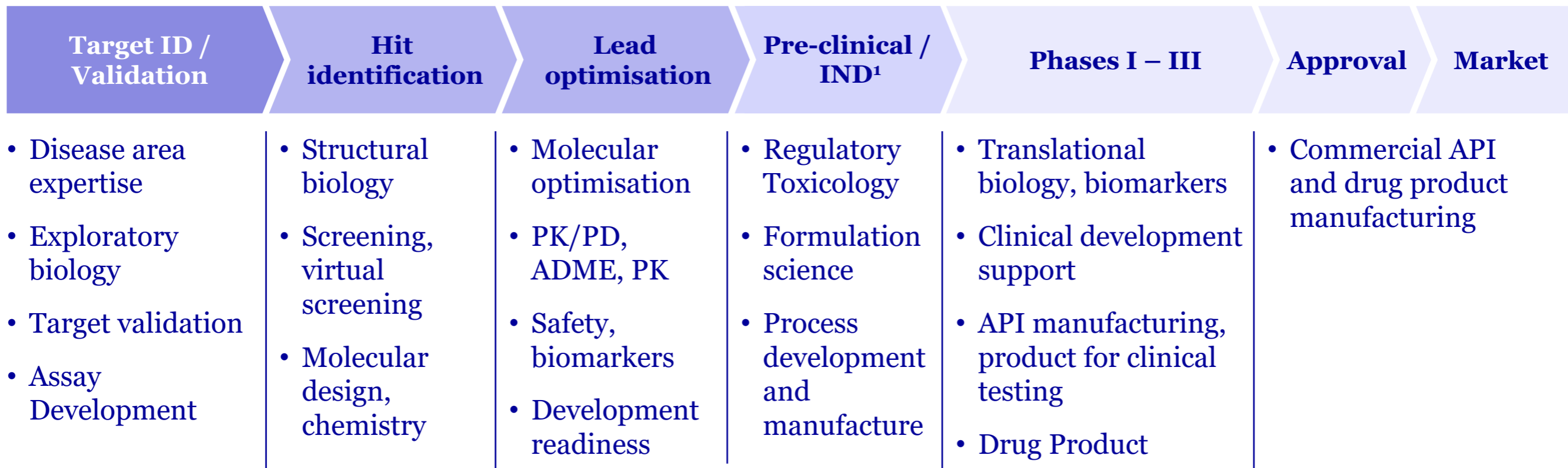


End-to-End Shared R&D –
Integrated business-to-
business platform
for increased probability of
success from target to the clinic



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

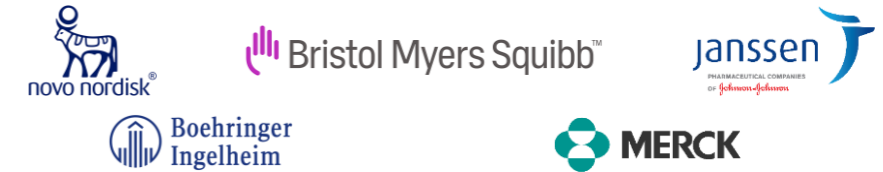
Partners

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)

Cyprotex - Global leader in ADME-Tox

Alderley Park (UK)

Antimicrobial and infectious disease facility; Cyprotex – global leader in 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; 2nd 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



Financials



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



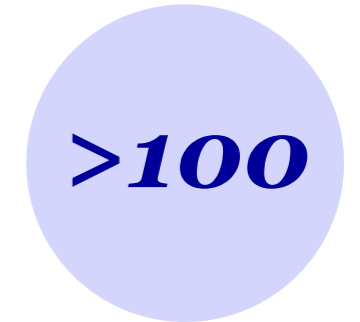
Today

Adj. EBITDA

€m



2010



Today

R&D investments

€m



2010



Today

Investments¹

cum. €m



2010 – Today



Resilient with strong comeback in H2

Guidance 2023

	Guidance 2023 ⁴	YE 2022	Comments
Group revenues (at constant fx-rates ¹)	€ 750 – 790 m (€ 765 – 805 m)	€ 751.2 m	At least stable despite approx. € 70 m one-off effect
Unpartnered R&D ²	€ 60 – 70 m	€ 69.9 m	Stable
Adjusted EBITDA ³ (at constant fx-rates ¹)	€ 60 – 80 m (€ 70 – 90 m)	€ 101.0 m ³	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, iPSC, E.MPD, CO₂e reduction...)***

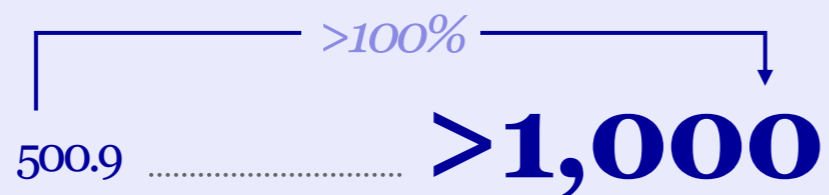


Our mid-term aspirations are unchanged

2020-2025 estimated key performance indicator goals¹

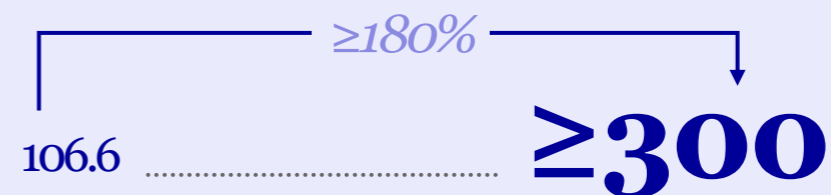
Group revenues

in € m



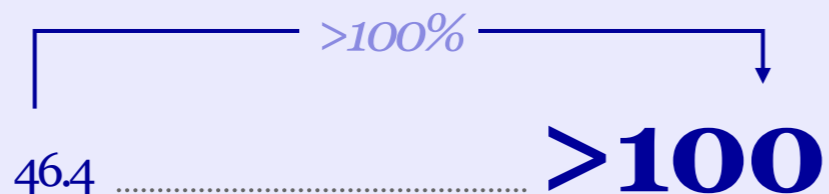
Adjusted group EBITDA

in € m

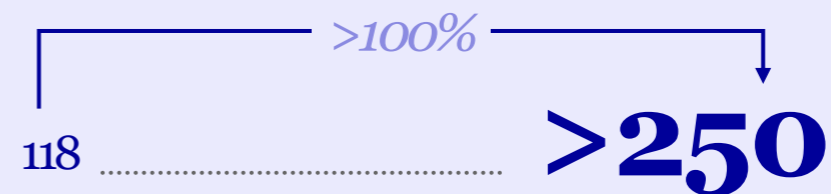


Unpartnered R&D

in € m



Co-owned projects²





“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

FY 2023 results / Sustainability Report

24 April 2024

Q1 2024 results

22 May 2024

Annual General Meeting 2024

10 June 2024

H1 2024 results

14 August 2024

Capital Markets Day (Toulouse)

10 October 2024

9M 2024 results

06 November 2024



Appendix



Experienced management team with long-term mission

The management team



Mario Polywka

Interim CEO (for 2024)

Experience

- 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



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

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)



Mario Polywka

Interim CEO of 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

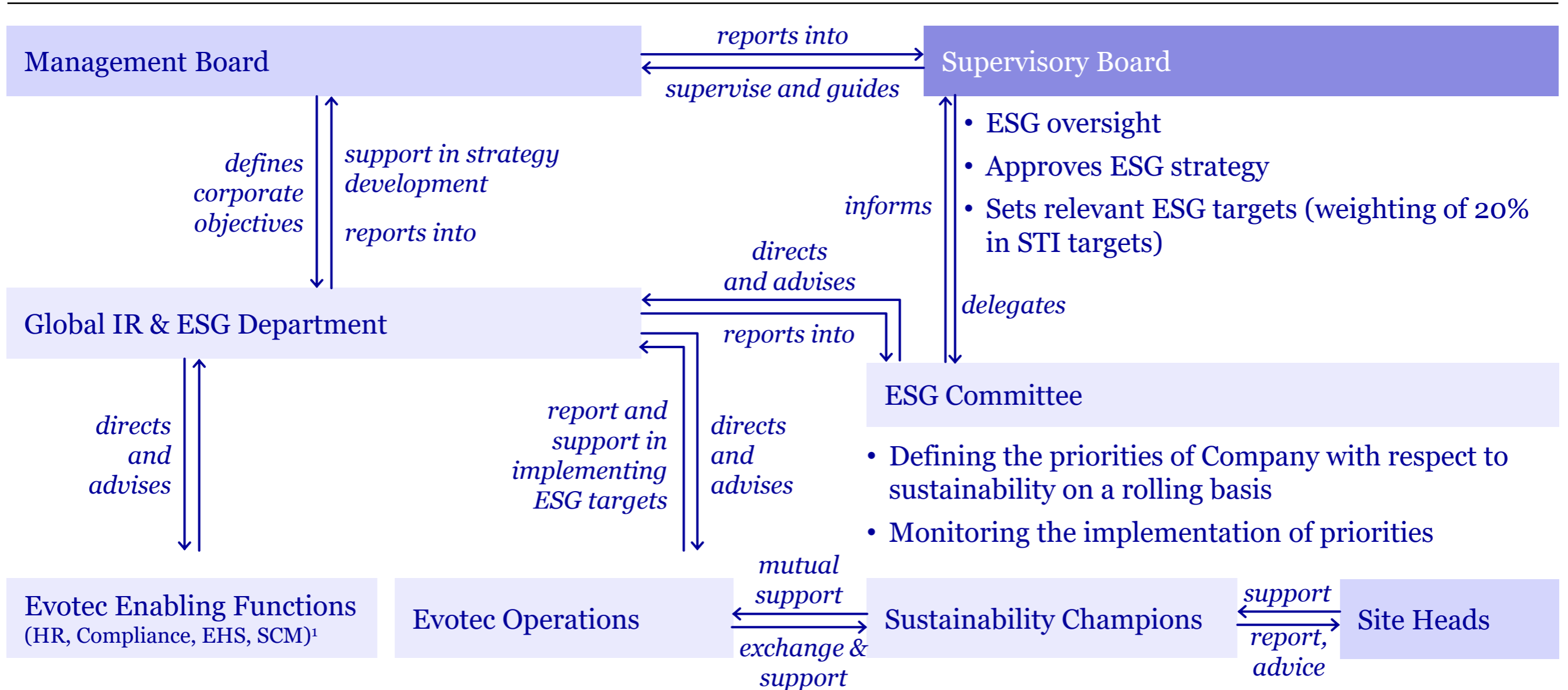
Partner at Peters,
Schönberger & Partner

- 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





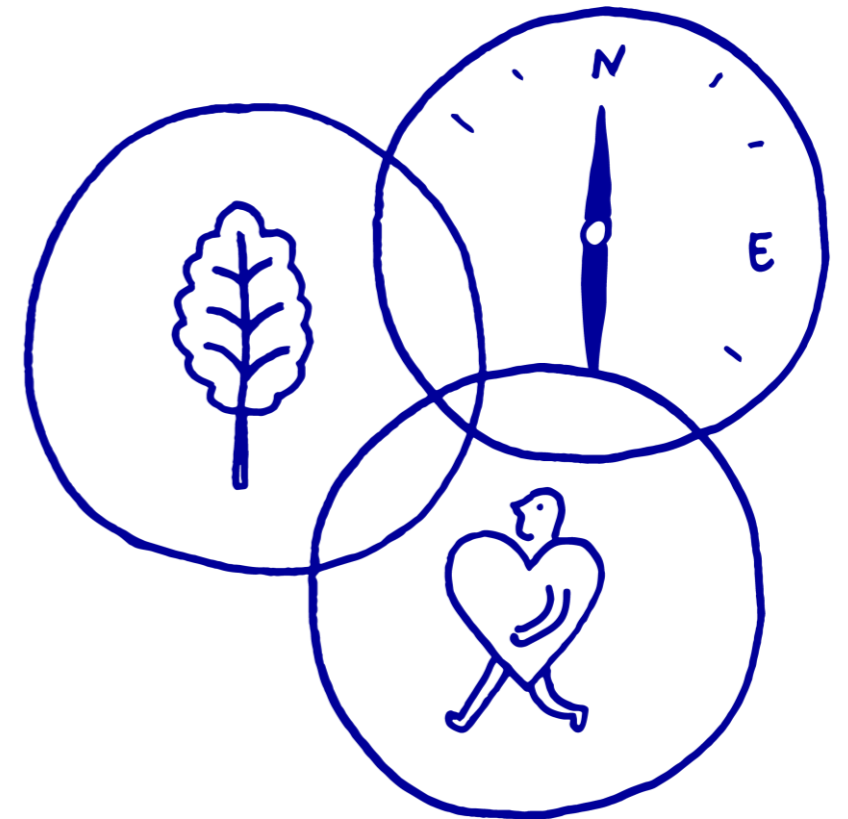
Keeping the promise

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

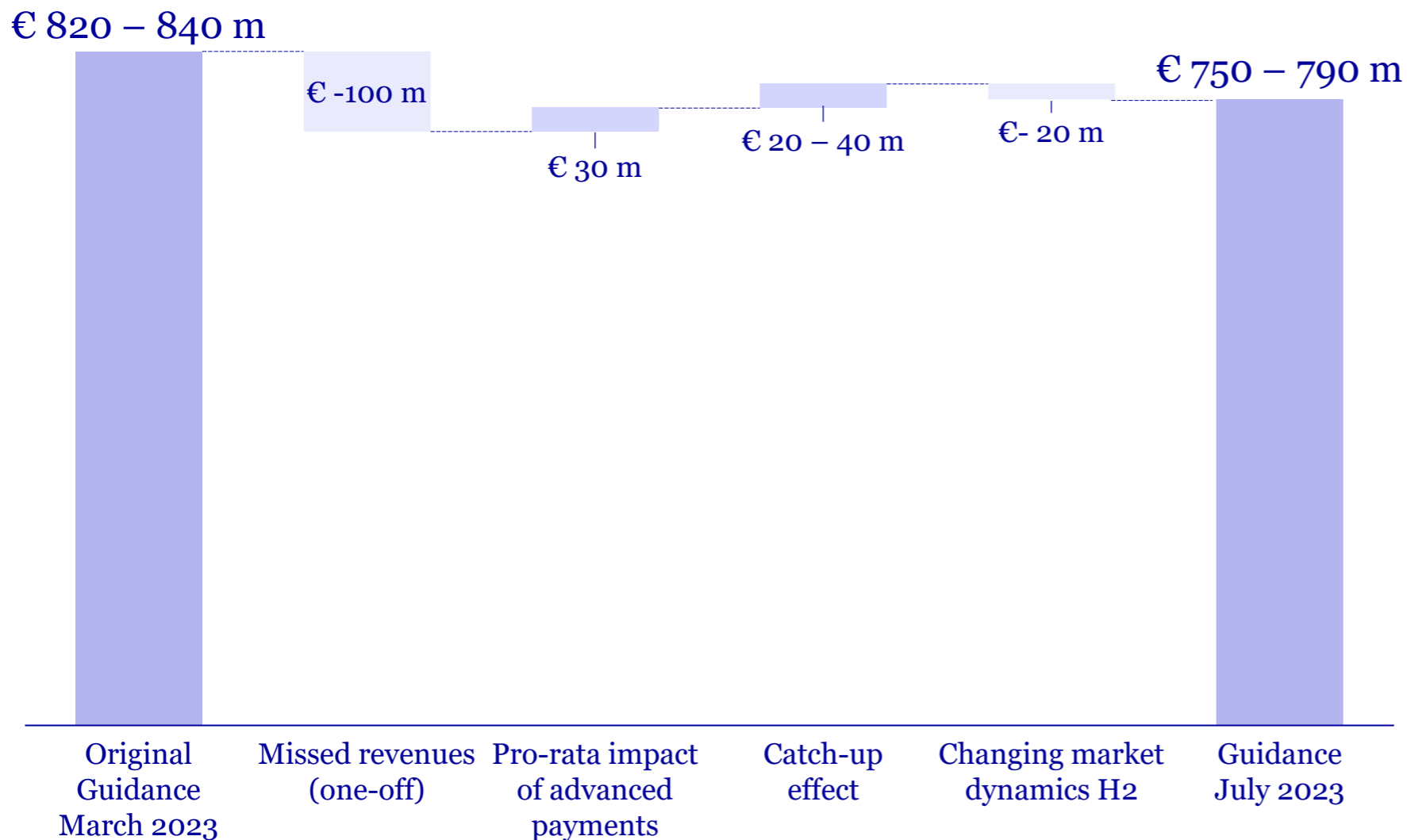
Engage sustainability champions at each site to create governance structures fostering environmental and social goals as well as site specific sustainability projects





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

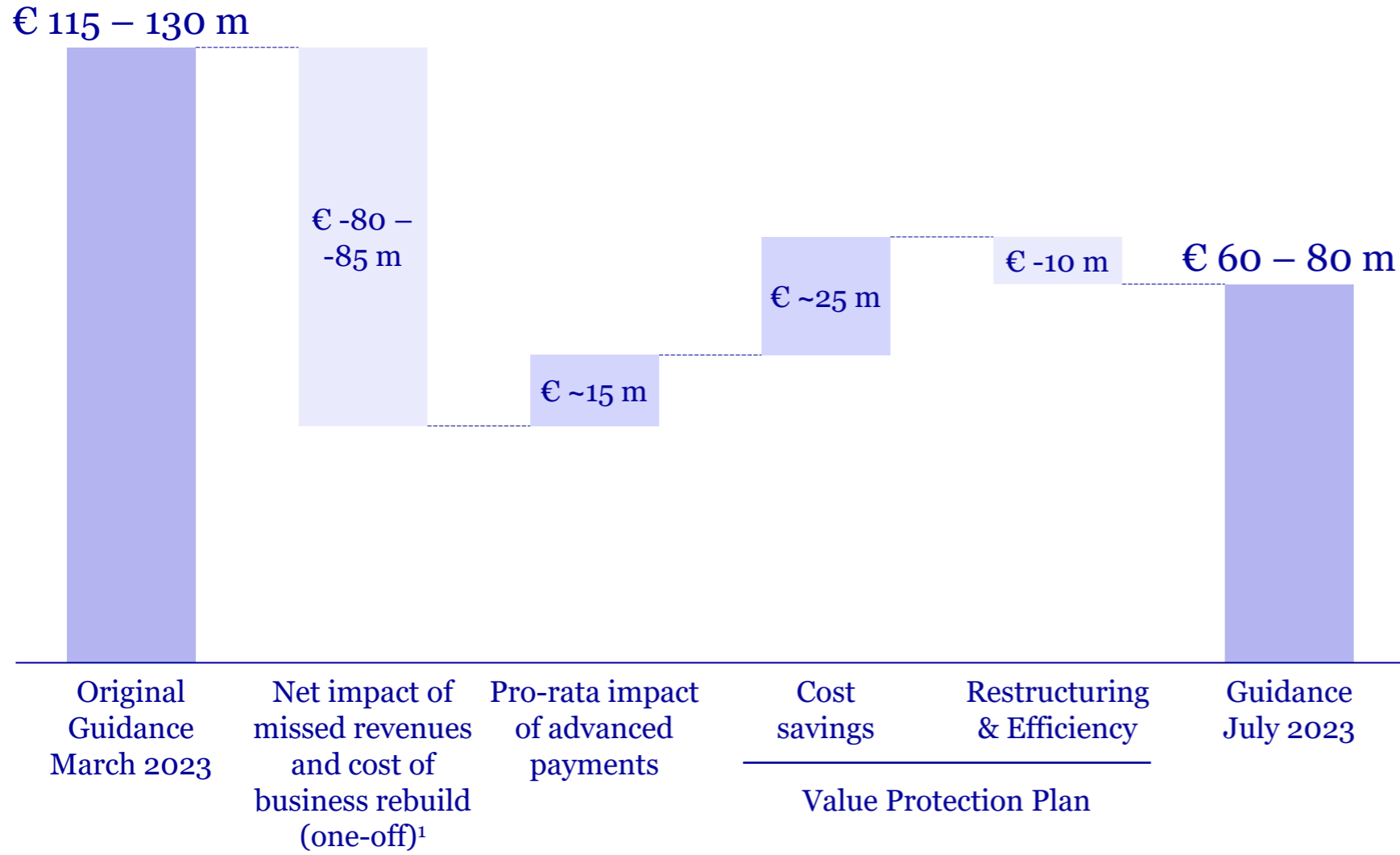
- Securing liquidity and profitability
- Improving processes and systems
- Improving GMP compliance
- Preparing focused ERP build-out in UK and J.POD Toulouse (EU)
- Continued investments in Focus Areas for technology leadership

**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

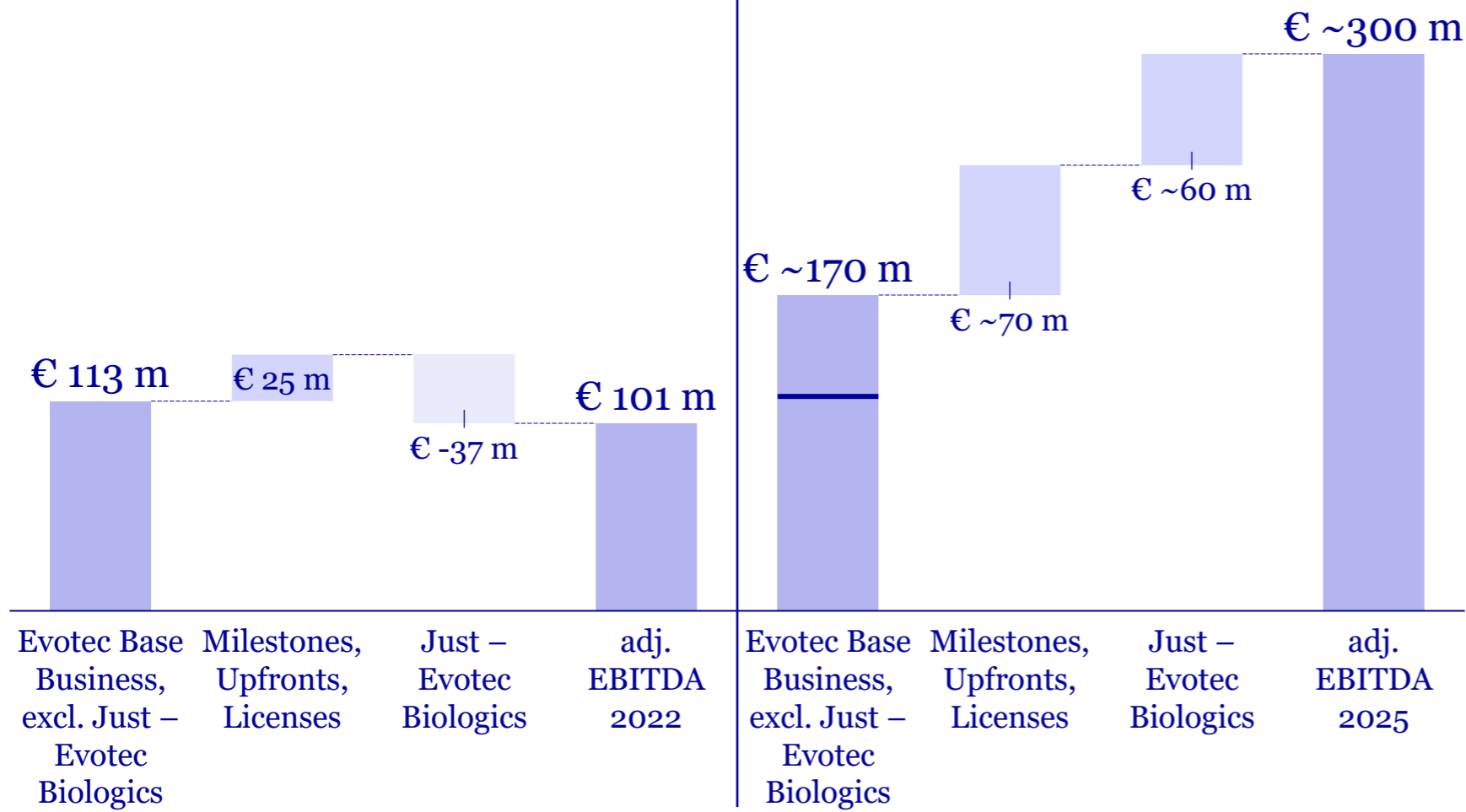


How to get there ...

Mid-term adj. EBITDA bridge

2022

2025 aspiration



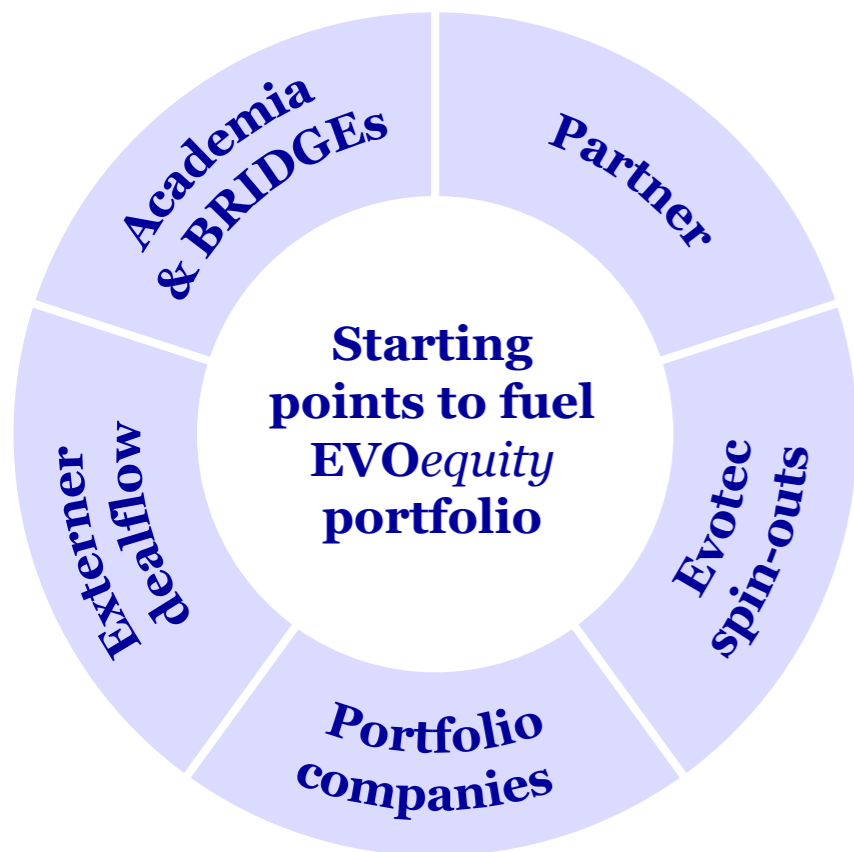
Well-balanced cascade

- 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%)



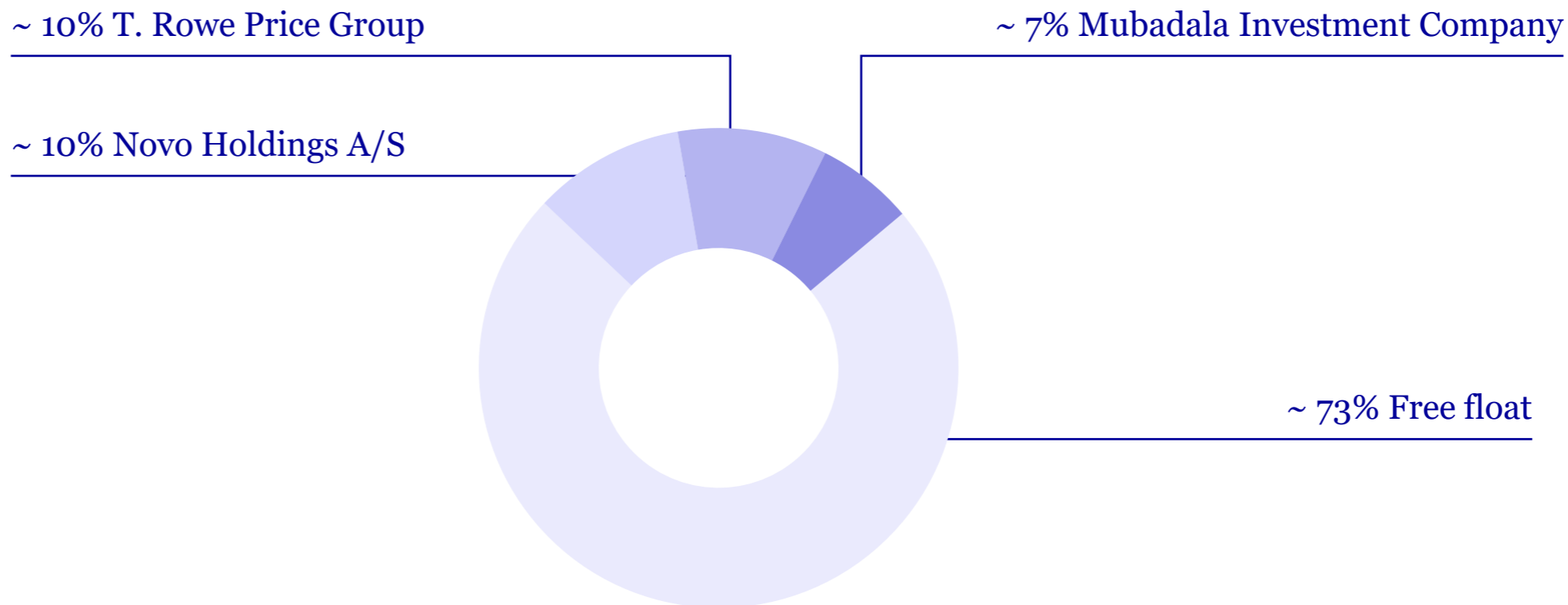
BRIDGES





Shareholders supporting sustainable growth

Shareholder structure¹



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:

€ 24.44/€ 14.79

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

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volker.braun@evotec.com*
