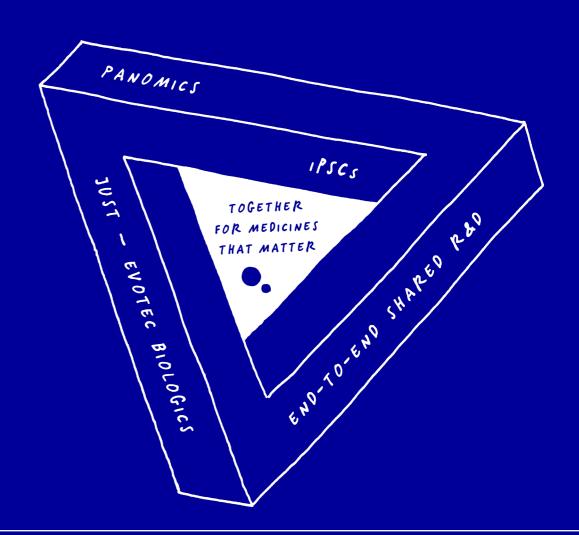


General company presentation





Disclaimer

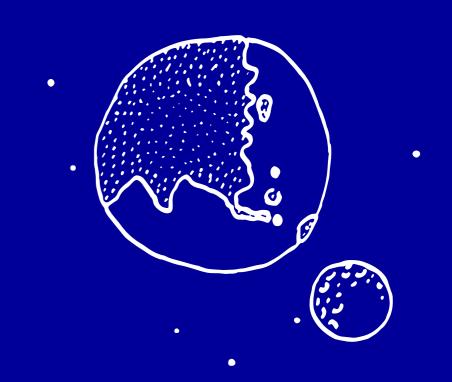
This presentation (including any information which has been or may be supplied in writing or orally in connection herewith or in connection with any further inquiries) is being delivered on behalf of Evotec SE (the "Company", "we," "our" or "us"). This presentation is made pursuant to Section 5(d) and/or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



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



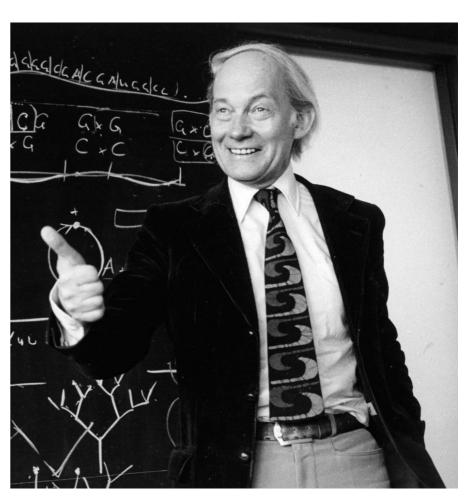


The core idea of Evotec – evolutionary technology

"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 — **evo**lutionary bio**tec**hnology.





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



What are we striving for?

Evotec's purpose

Our purpose



Together for medicines that **matter**.

We believe in a shared R&D economy – science needs collaboration to succeed

Creating tangible impact for patients worldwide

- Founded in 1993 in Hamburg, Germany by Nobel Laureate Manfred Eigen et al.
- Building on our Nobel Prizewinning technology roots, we have crafted our unique business model, fostering a culture of continuous innovation
- #researchneverstops



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



Together for medicines that matter

Game changers for pipeline co-creation

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

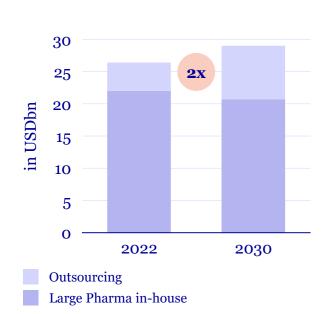




New technologies leading to new opportunities

Shaping (new) markets

End-to-End shared R&D



Drivers

Deteriorating IRRs in-crease demand for outsourcing & higher efficiency

PanOmics

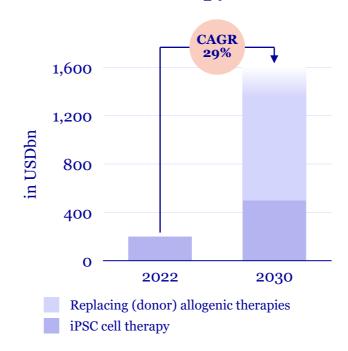


Multi Omics market

Drivers

Precise medicines & diagnostics leading to patient specific treatments

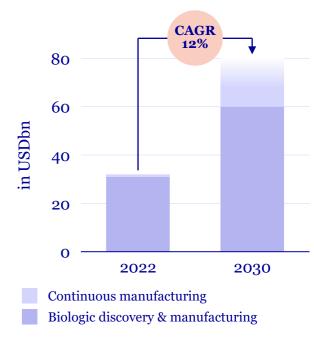
iPSC cell therapy



Drivers

From donor dependency to scalable off-the-shelf solutions

Biologics



Drivers

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



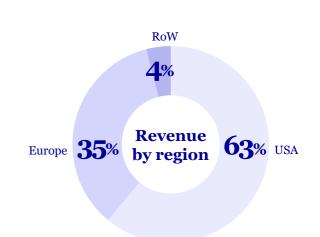
A shared economy model in R&D as basis for success

A stable foundation





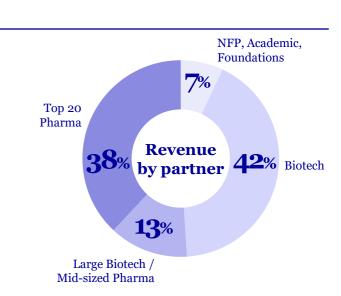








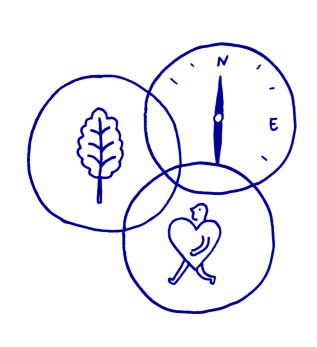
> € 1 m revenues (+22%)

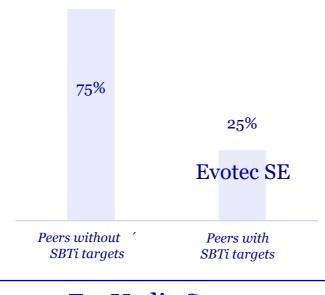




Sustainable growth enabled by commitment, culture, values & people

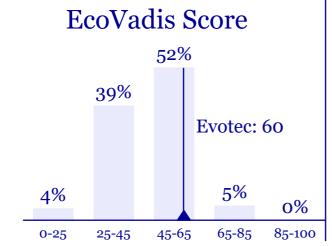
Selected ESG-KPIs



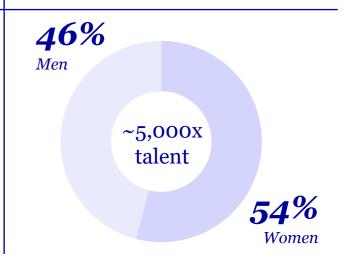














Collaborative pipeline building together with our partners

Selected KPIs

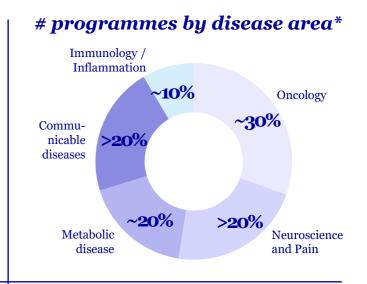


>140

Co-owned pipeline assets

18 Clinical

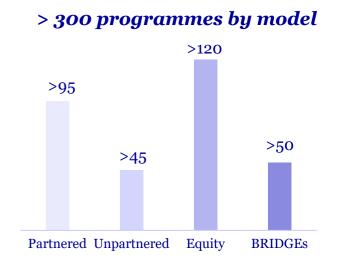
stage



>€15bn 8-10%

Non-risk-adjusted partnership milestones over 20 years

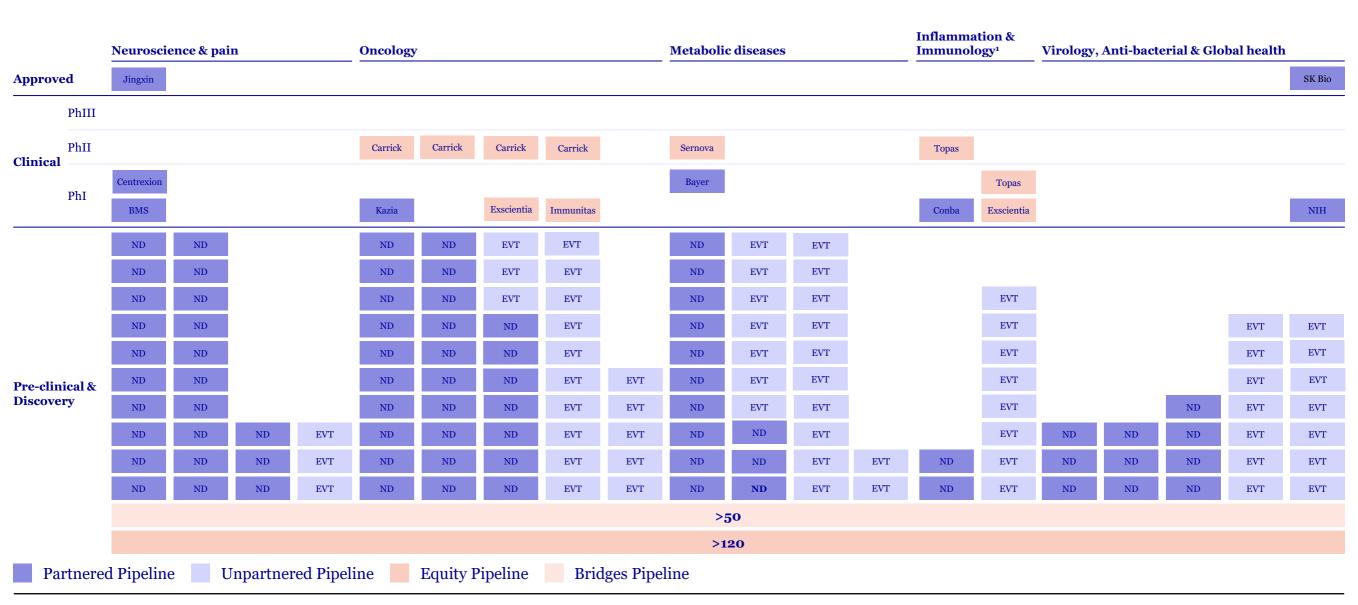
Average royalty rate



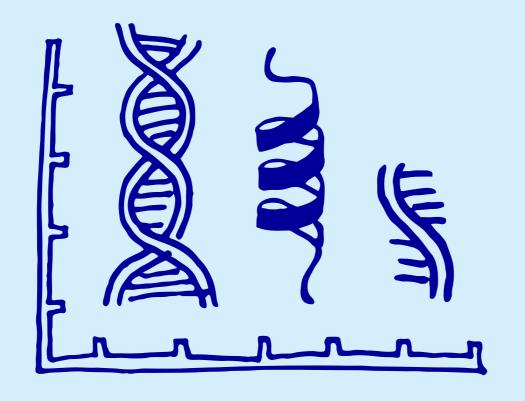


The growing "iceberg" of first & best-in-class treatment options

>140 co-owned projects







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

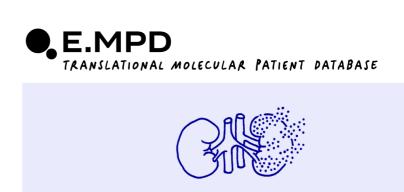


It all starts with precise patient data – From human to human

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



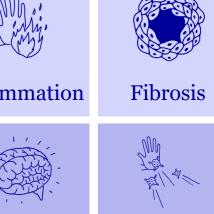




Oncology



Kidney diseases







From humans, for even more humans

More and more disease models to come

Unravelling complex disease - E.MPD -

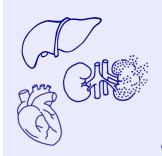
Molecular patient

database

AI-empowered understanding

of disease pathology

Exploring disease biology at scale - E.iPSC -



Cross-comparison

Relevant iPSC models

- Modelling human disease pathology in vitro
- Highly scalable and automated workflows



Discovery of novel therapeutics

- Modality agnostic: Small molecules, degraders, ASOs, antibodies
- Validation of complex disease pathology with co-cultures or 3D iPSC models



Cross-comparison

• 'Clinical-trial-in-a-dish'

- Validate across diverse patient genotypes
- Potential to stratify patients based on drug responsiveness of their iPSC models



Fueling diverse program pipelines

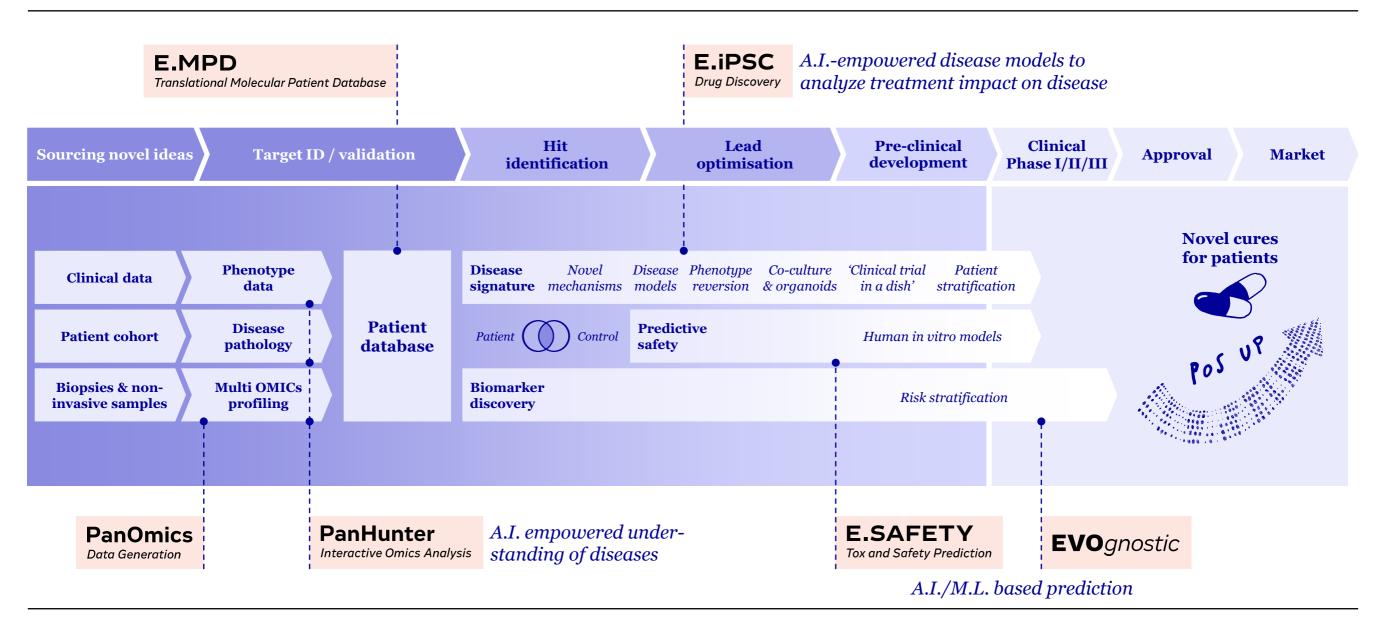
Focus on therapeutic areas where we

- See high unmet medical need, no promising therapies
- 2) Identify novel disease mechanisms & targets through PanOmics
- 3) Lack alternate disease models



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

Overview of PanOmics-driven drug discovery



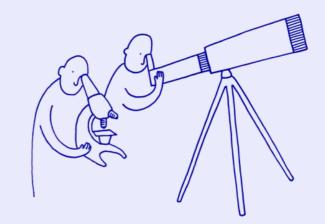


Fundamental market disruption takes time, but will come!

A.I. in Healthcare

	From	То	
Disease under- standing	Mechanistic understanding limited by human capabilities and stochastic patterns.	Target identification through A.Iassisted 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	<i>In silico</i> 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 through human workload	Optimisation of quality control, production consistency and prediction of machine maintenance needs	

We overestimate near term impact, ...

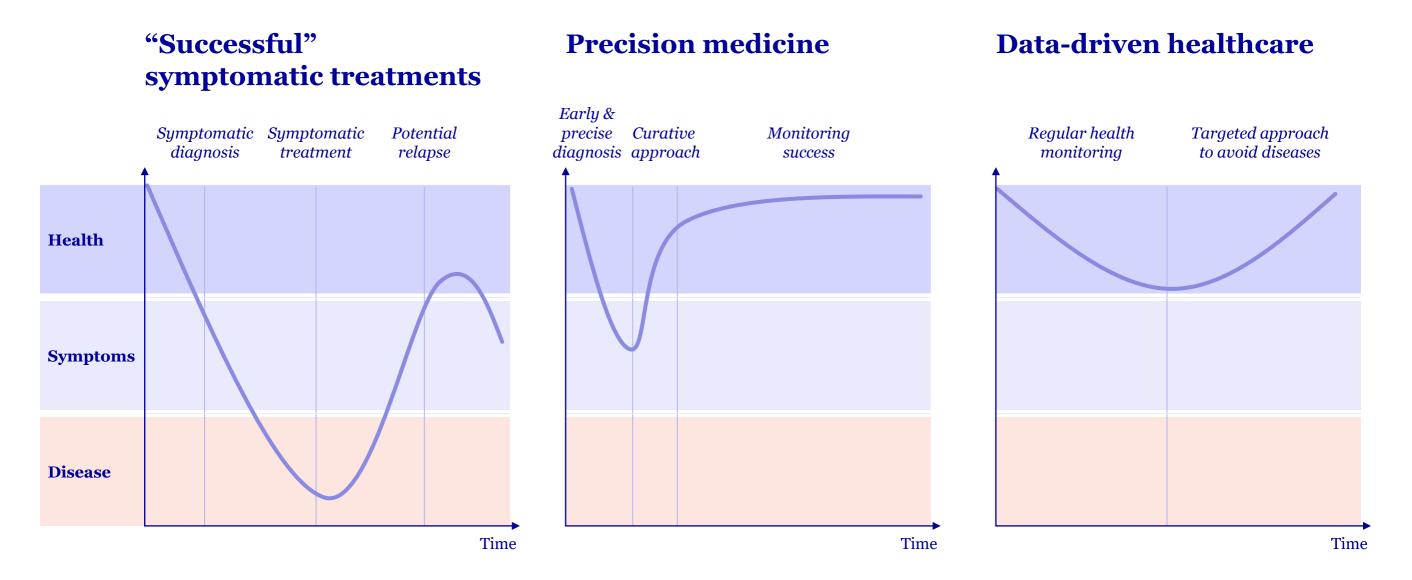


... but underestimate long-term impact.

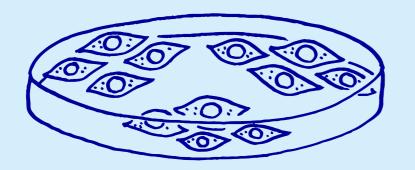


Changing the healthcare paradigm with PanOmics

From symptomatic treatments to data-driven healthcare





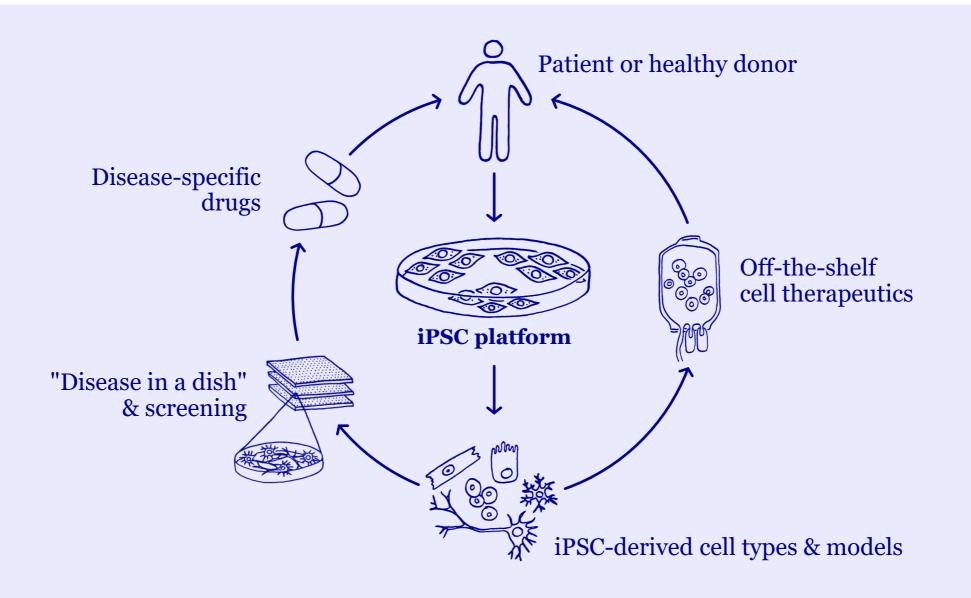


IPSCs "off-the-shelf" cell therapy based on induced-pluripotent stem cells



From humans for humans

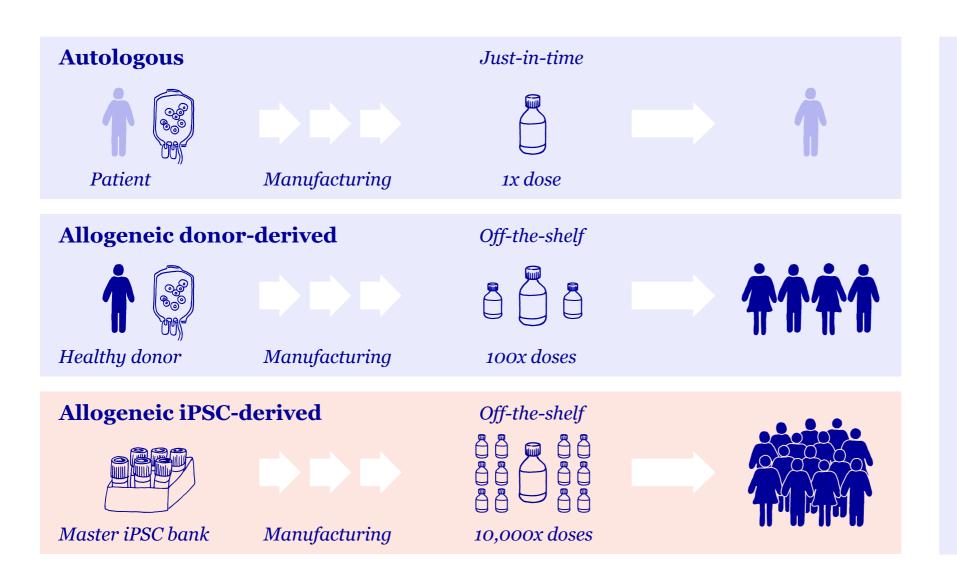
iPSC-based drug discovery and off-the-shelf cell therapy





Off-the-shelf approach will revolutionise cell therapy applications

Benefit of manufacturing process for iPSC-based therapeutics



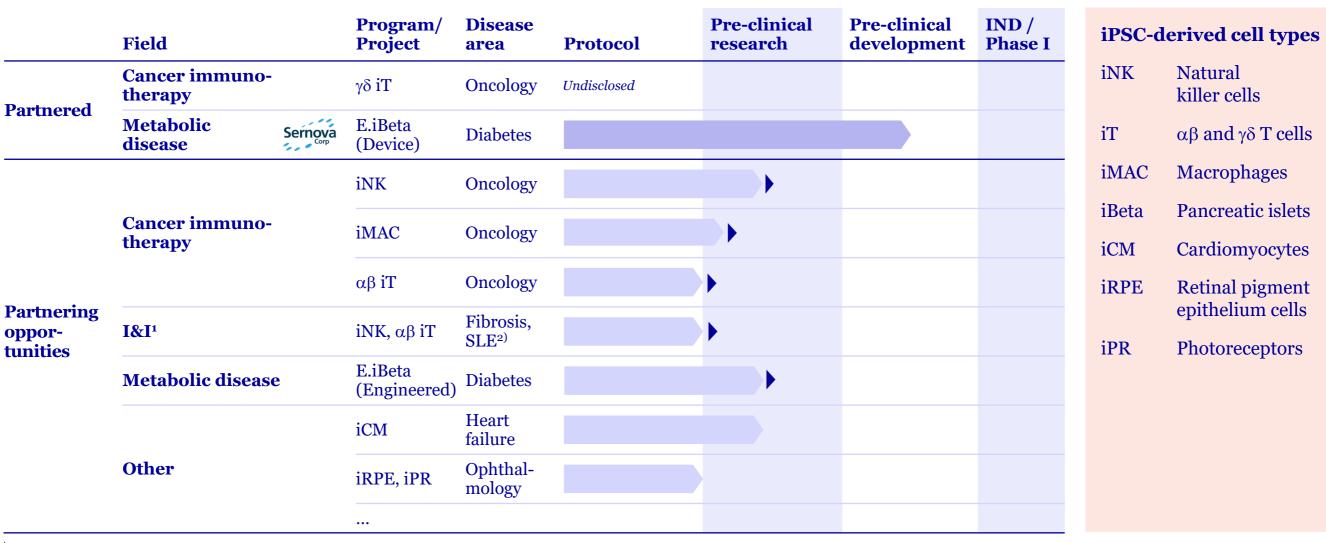
iPSC-based off-the-shelf therapeutics

- 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

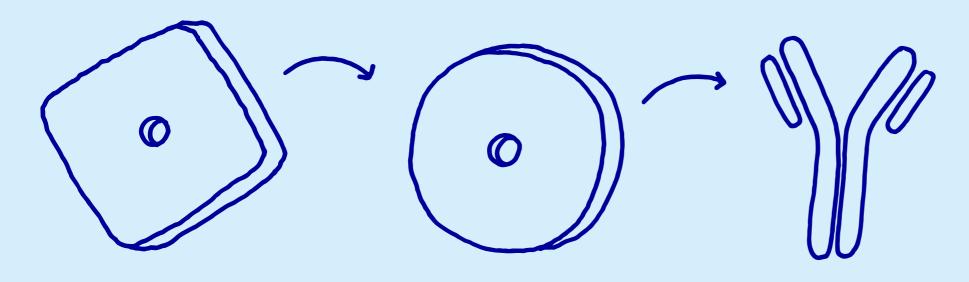


Each cell type can deliver multiple differentiated products



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

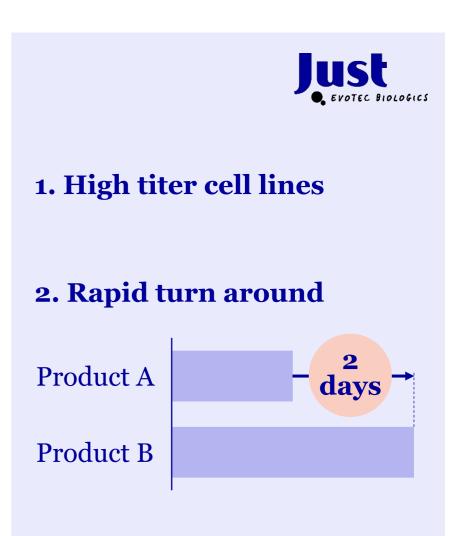
in **Europe** are living with rare disease

7,000

rare disease & disorders
have been identified

30 million people

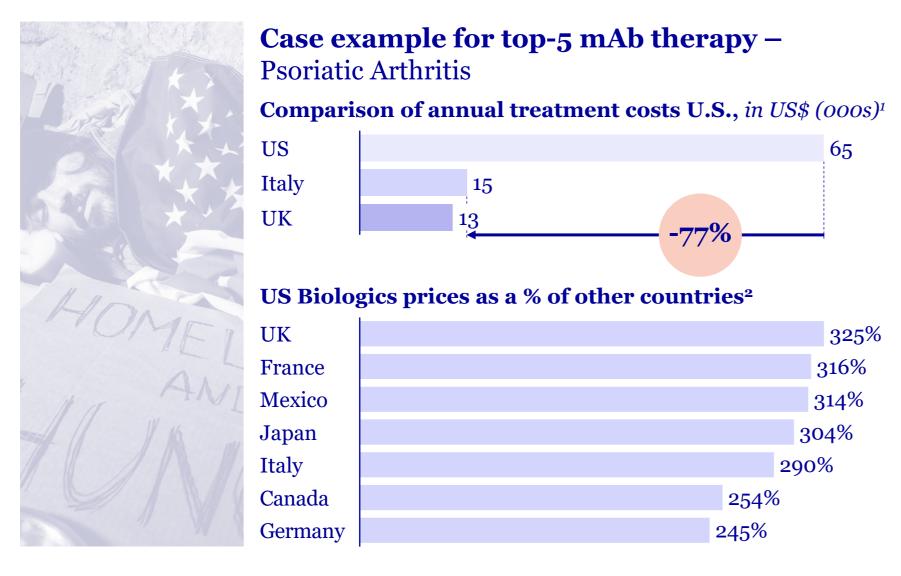
in **US** are living with rare disease





Reducing burdens for healthcare systems

Underserved populations





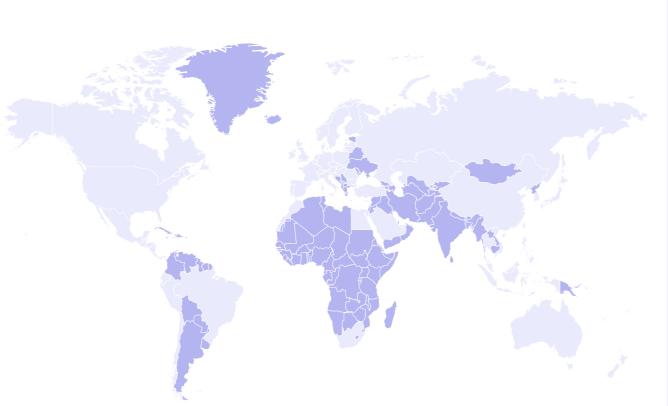


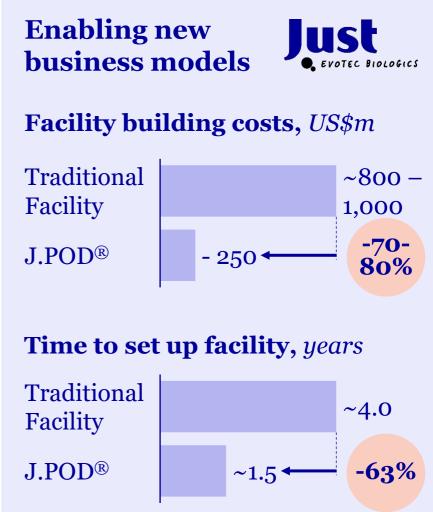
Improving equitable access across the globe

Underserved regions



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





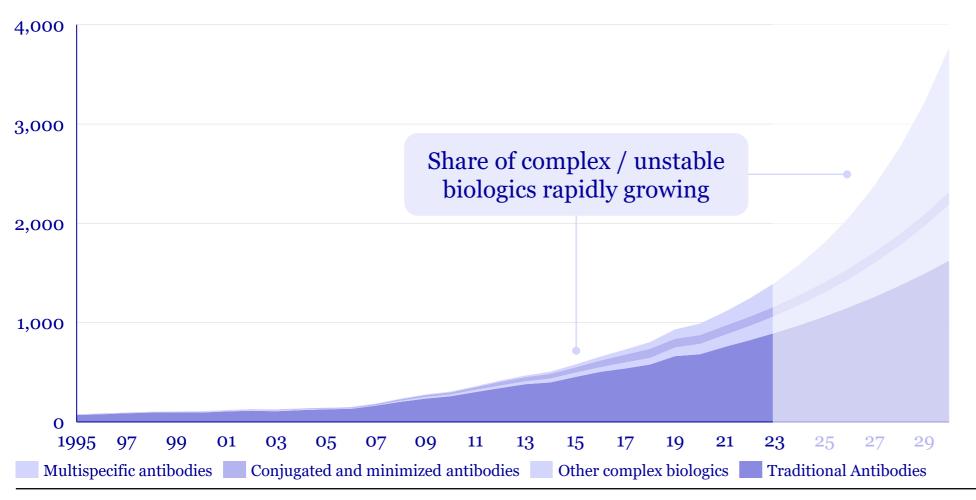


Our continuous platform will even further excel with complex biologics

Trends in global biologics pipelines

Size of global pipeline by therapeutic modality

Number of products¹, from Phase I to III







Just – Evotec Biologics is building markets faster than expected

Key achievements 2021-2023



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



Global access with global network

Cloning of J.POD facilities – Status and timing



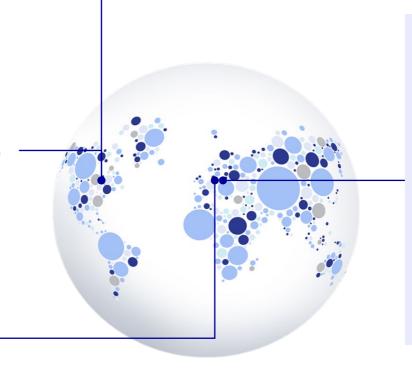
J.PLANT Seattle, Washington, US

- 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



"S.POD" – Cloning of J.POD® facilities (option)

- 100% Sandoz-owned
- Just-Evotec Biologics "enabled" from design to technology



J.POD® Toulouse, France, EU

- 500L & 1,000L SUB
- Phase I Commercial
- Groundbreaking 2022
- Expected CQV 2024





End-to-End Shared R&D –
Integrated business-tobusiness 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

Target ID / Validation	Hit identification	Lead optimisation	Pre-clinical / IND¹	Phases I – III	Approval Market
• Disease area expertise	• Structural biology	• Molecular optimisation	• Regulatory Toxicology	• Translational biology, biomarkers	Commercial API and drug product
Exploratory biology	• Screening, virtual	• PK/PD, ADME, PK	• Formulation science	Clinical development support	manufacturing
 Target validation Assay Development	• Molecular design, chemistry	Safety, biomarkersDevelopment readiness	• Process development and manufacture	 API manufacturing, product for clinical testing Drug Product 	

- 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	Boehringer Ingelheim Boehringer
>400 Biotech	Integrated drug discovery & development processes	Sernova Corp CHINOK THERAPEUTICS ANovartis Company Exscientia RAPPTATHERAPEUTICS CHINOK THERAPEUTICS ANovartis Company
>30 Academia	Funding & operations for industrial translation	UNIVERSITY OF OXFORD Stanford University
>10 Foundations	Data pooling & advanced analytics of patient data	BILL MELINDA GATES foundation THE MICHAEL J. FOX FOUNDATION FOR PARKINSON'S RESEARCH



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)

Vienna (AU)

Modena (IT)

Verona (IT)

development

Dedicated to gene therapy

Cell therapy manufacturing

Campus Levi-Montalcini

Integrated drug discovery &

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

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



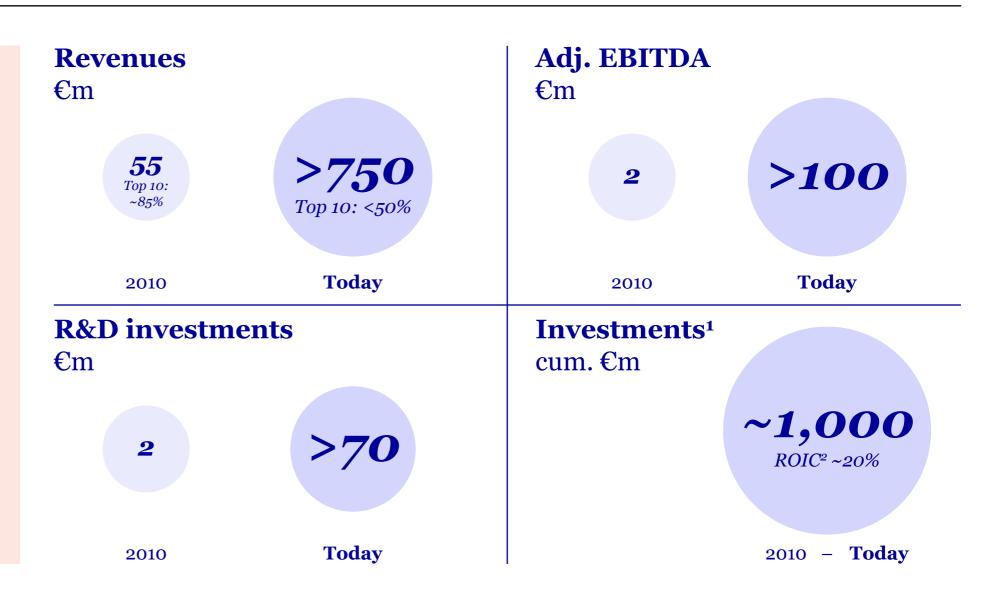
Financials



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%





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 m³	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...)

¹ EUR/US\$ 1.18; EUR/GBP 0.85

² No material FX effects as most R&D efforts are carried out in € area

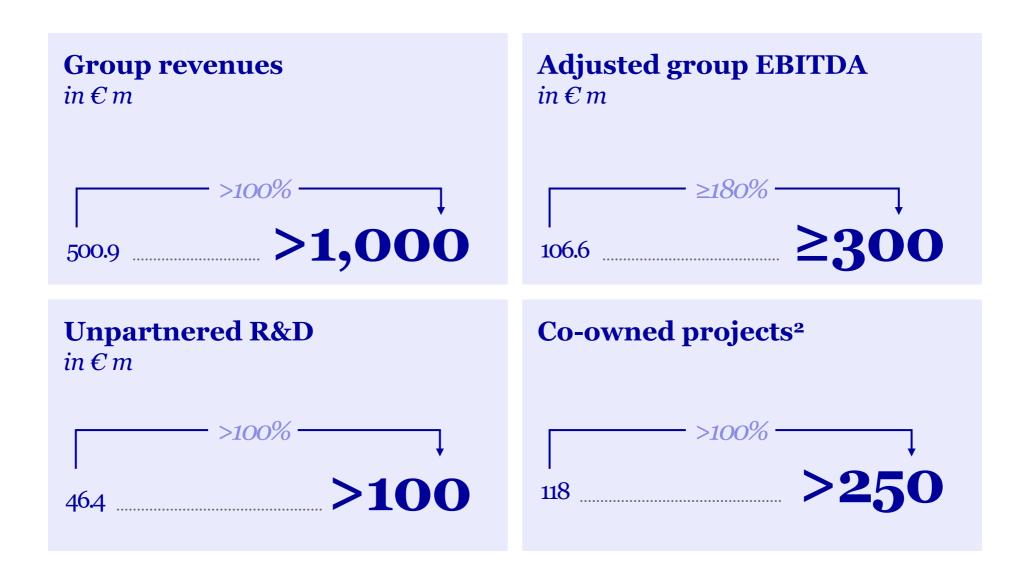
³ Including M&A effects from 2022

⁴ including one-off effects on revenues of € -70 m (net) and on adj. EBITDA of € -90 m



Our mid-term aspirations are unchanged

2020-2025 estimated key performance indicator goals¹





"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 highprofile 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
- 2021-2022 Member of the German Science Council (Wissenschaftsrat)



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 Therarpeutics 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



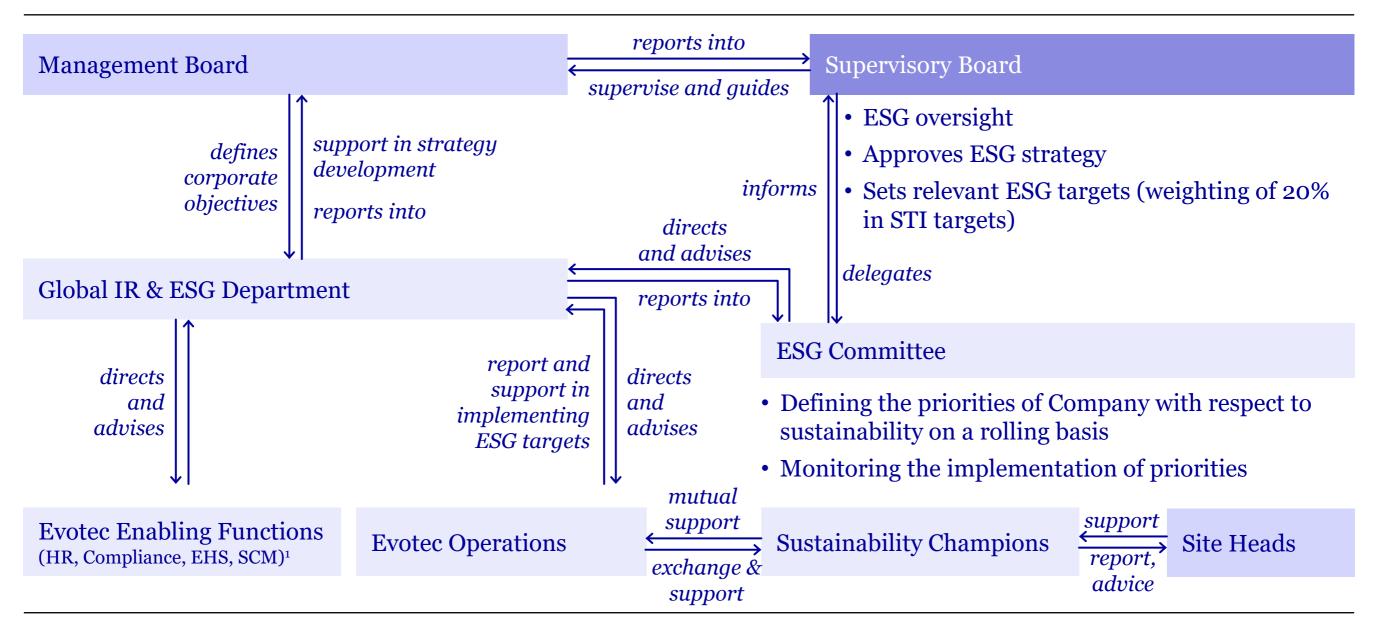
Constanze Ulmer-Eilfort
Partner at Peters,
Schönberger & Partner

- 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





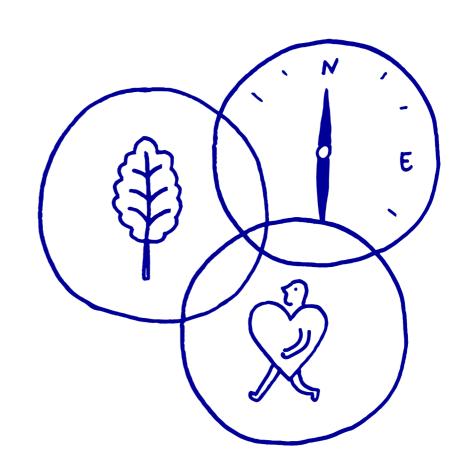
Keeping the promise

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





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

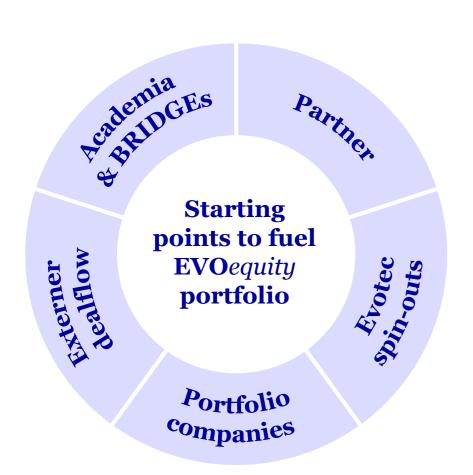
- Securing liquidity and profitability
- Improving processes and systems
- Improving GMP compliance
- Preparing focused ERP build-out in UK and J.POD Toulouse (EU)
- Continued investments in Focus Areas for technology leadership

Identified savings potential of € 25 m in 2023



EVO*equity* complements co-owning strategy

Operational VC model – diversified portfolio with multiple shots on goal



At Equity Holding (≥20%) or significant influence



















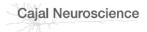
Minority Shareholdings (<20%)





























BRIDGEs











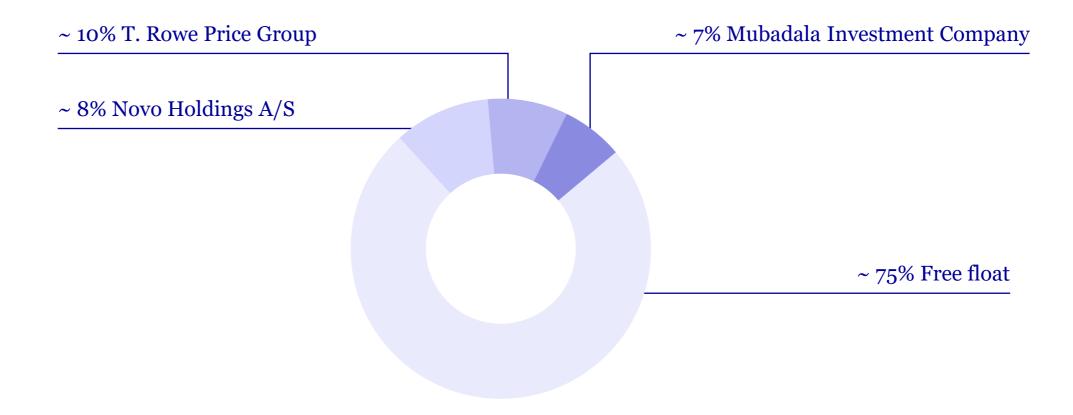






Shareholders supporting sustainable growth

Shareholder structure¹



Number of shares:

Listings:

52 week high/low:

177.5 m

Frankfurt Stock Exchange (MDAX, TecDAX), Ticker: EVT

€ 24.44/€ 13.01

NASDAQ Global Select Market (ADS), Ticker: EVO





Volker Braun EVP Global Head of Investor Relations & ESG

+49 (0) 40 228 999 338 (direct) +49 (0) 151 1940 5058 (mobile) volker.braun@evotec.com