
Evotec

Corporate Governance Roadshow

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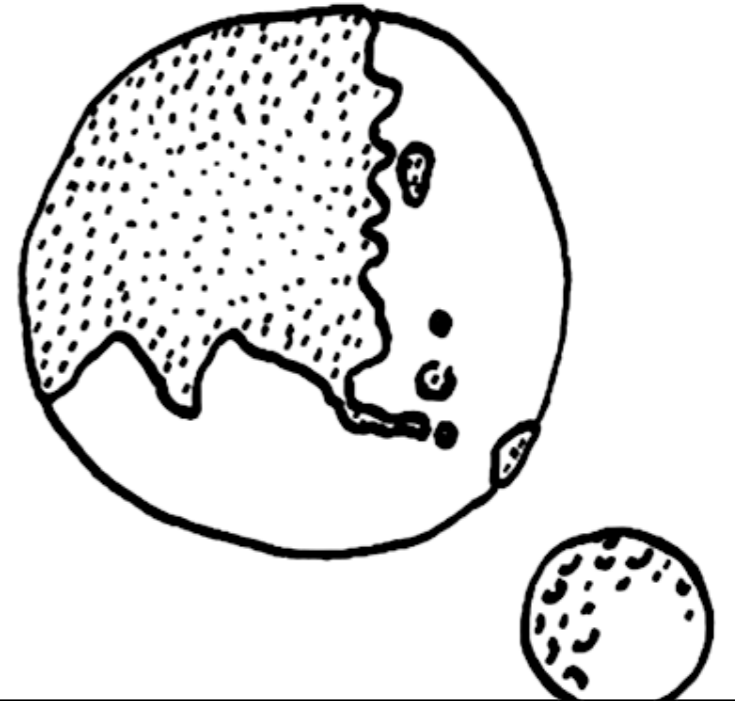
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Agenda

Strategic Outlook

Boards of Directors

Management Board Remuneration System



Dynamics in industry suggest need for disruptive approach

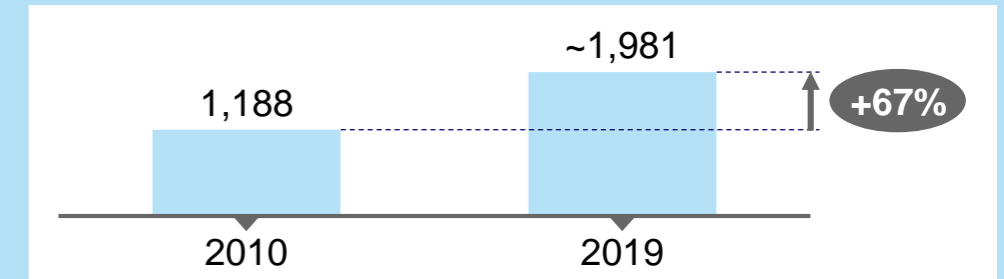
Current challenges in R&D

Key challenges

R&D model is inefficient	<i>Increasing costs and decreasing returns</i>
“One drug fits all”	<i>90% of drugs efficacious only in 50% of patients</i>
Biologics are complex	<i>9% of Phase I biologics receive approval¹⁾</i>
Emerging technologies	<i>Precision medicine toolkit, OMICS platforms, and AI/ML</i>

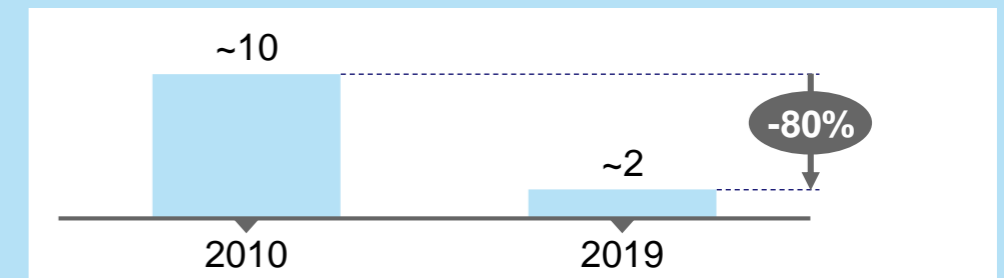
Development costs per asset increase

Cost per asset increased ~2/3rd since 2010, in US\$ m



Commercial returns decrease

IRR since 2010



Bringing the industry closer together

Our founding vision



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

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

We discover medicines for difficult to treat diseases in highly **efficient collaborations**

We focus on data driven precision medicine and early disease relevance to **improve probabilities of success**

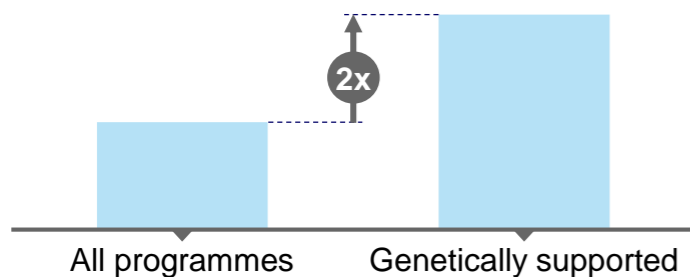
We have built a “shared economy” in R&D, designed to result in **a large royalty pool**

Delivering what the industry and patients really need

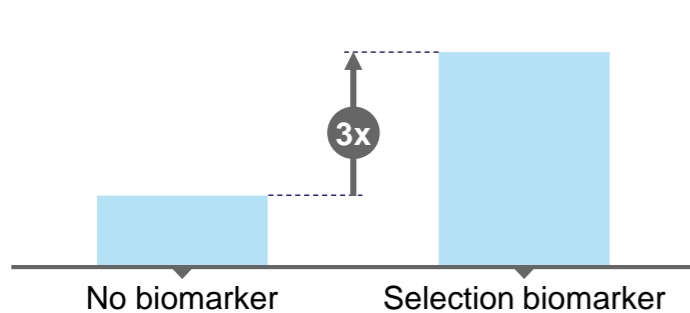
Patient & disease relevance, conscious use of resources, higher returns

Precision

Human genetics supported targets¹⁾
% success

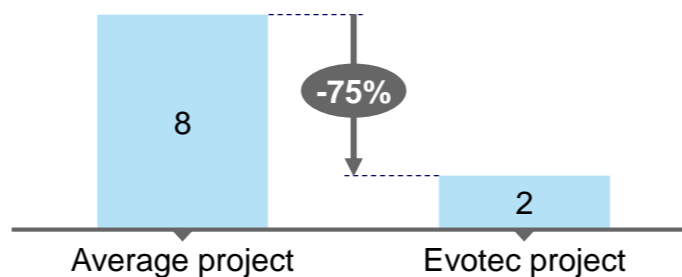


Biomarker based stratification²⁾

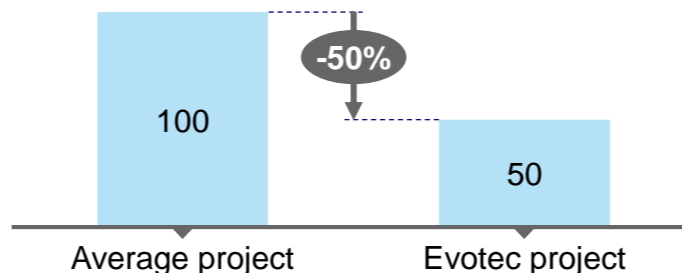


Efficiency

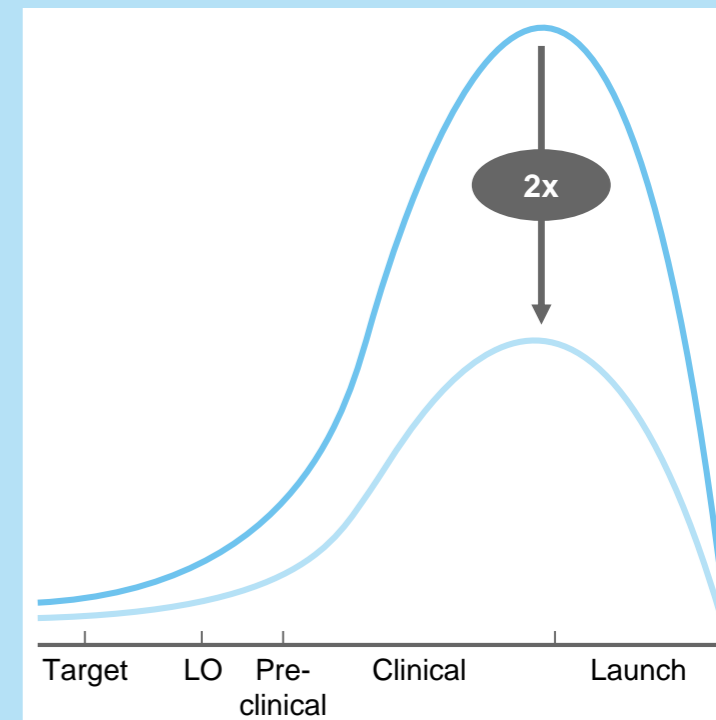
Average project evaluation time
in months before R&D decision³⁾



Average cost to safety⁴⁾
(FGLPD) in %



Capitalised cost per launch, in US\$ bn⁴⁾



¹⁾ Margan, P. et al. Nature Rev Drug Discovery 2018 Mar 17 (3): 167-181

²⁾ Evotec-Bayer report "Excelling Together for the Benefit of Women Suffering from Endometriosis"

³⁾ Deloitte Report Unlocking R&D Productivity, Measuring the Return from Pharmaceutical Innovation 2019

⁴⁾ Evotec internal; Paul S. et al Nature Rev. Drug Discov. 9 203-214 (2010).

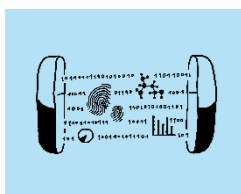
McKinsey 2014 McKinsey one advantage to product launch (2014).

FGLPD = First good laboratory practice dose in safety assessment.

Our external innovation hub is highly integrated and synergistic

Capabilities & expertise overview

Industry needs



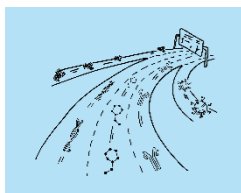
R&D efficiency platforms¹⁾



Precision medicine platforms

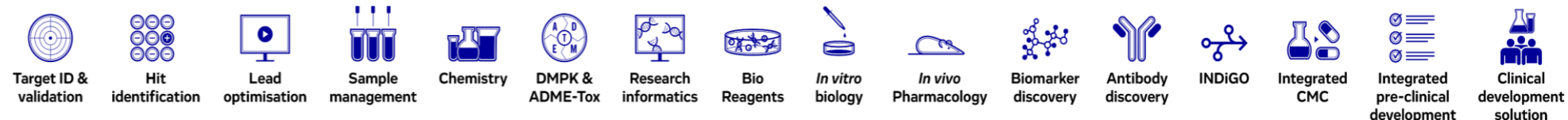


Just – Evotec Biologics¹⁾



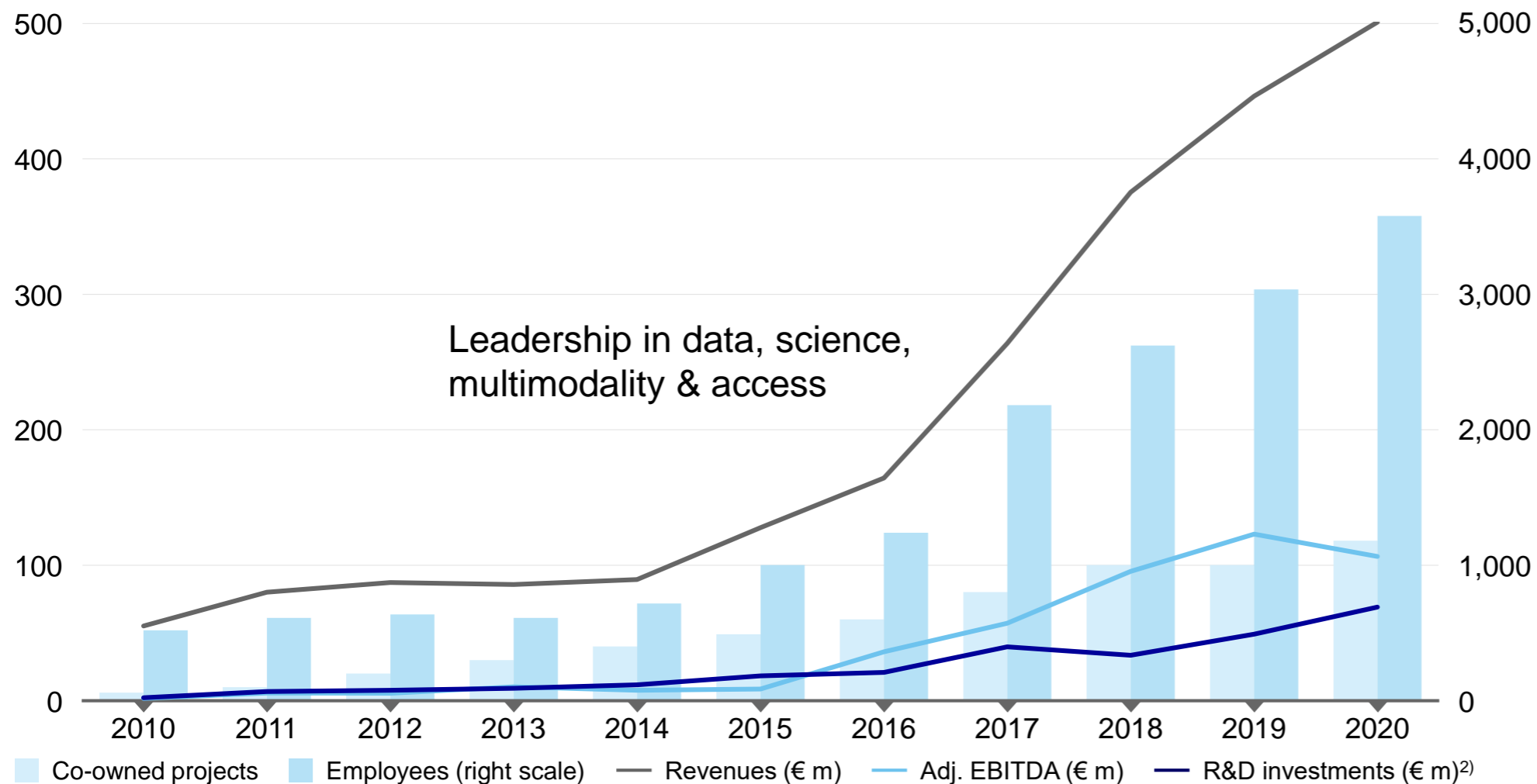
Multimodality drug design

Capabilities & expertise (illustrative)



Last ten years of growth are “... just the beginning”

Key Performance Indicators (KPI)

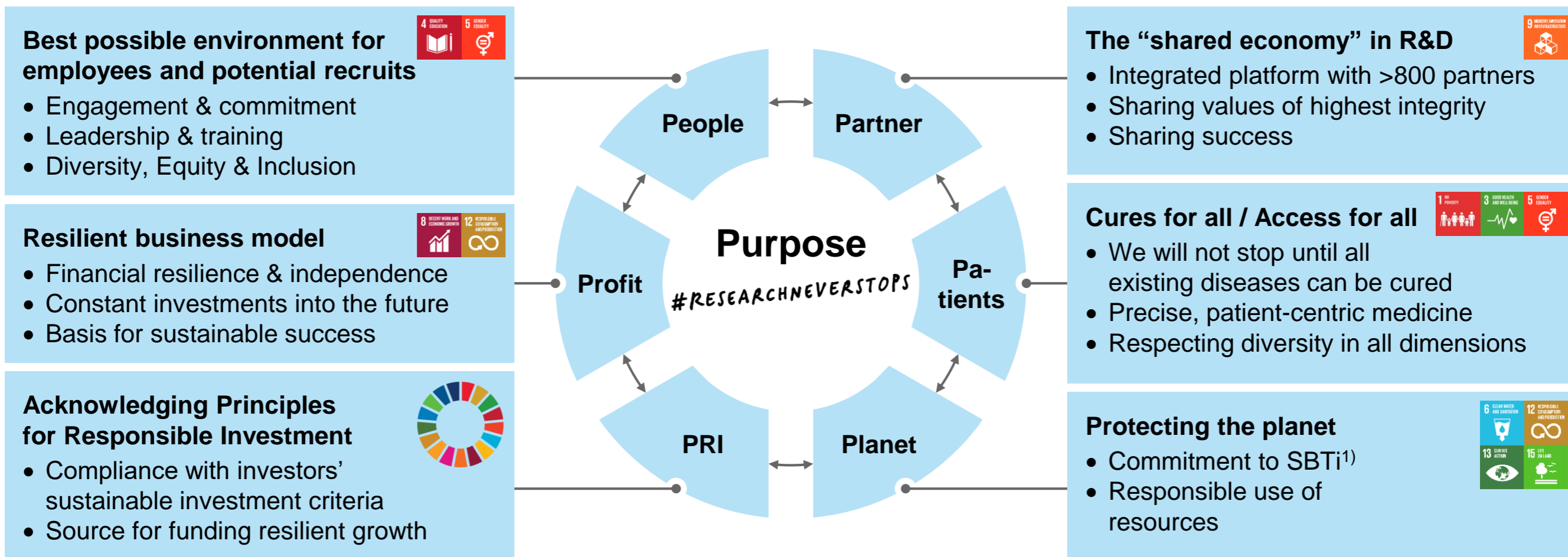


10yr CAGRs¹⁾ of KPIs

- Revenues: +25%
- Adj. EBITDA: +50%
- R&D investments²⁾: +40%
- Co-owned projects: +35%
- Employees: +20%

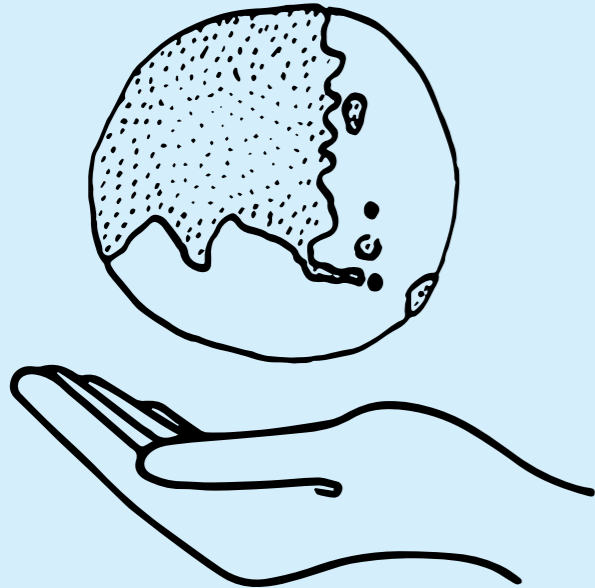
Our purpose is to go VERY long as ONE – #researchneverstops

Sustainable thinking is holistic and ensures long-term success



Keeping the promise

ESG & Sustainability – Measures taken in 2021



Responsible use of resources

- Sourcing of 100% renewable energy since January 2021 at all German sites
- Decision to replace heating system in building B95 in Abingdon (est. CO₂e savings of ~800t /yr)
- **EVO**earth week to raise overall awareness towards the protection of environment
- Software¹⁾ implementation for systematic emission data collection as basis to set SBTi targets

ESG topics part of our DNA

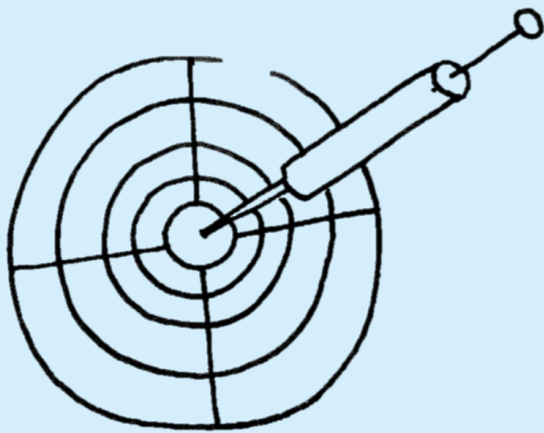
- Group-wide inclusion of ESG topics in personal 2021 targets of all employees
- Definition of responsibilities for delivering expanded set of sustainability KPIs
- Group-wide appreciation & celebration of diversity weeks in May and pride month in June
- DEI – Diversity, Equity & Inclusion: Conception of global diversity strategy

Intensified stakeholder dialogue

- MSCI ESG rating up from BBB to A as of January 2021
- ISS ESG rating up from C- to C as of May 2021
- EcoVadis rank up from 48 pts to 53 pts in Q4
- Decision to report in reference to GRI standards for FY 2021 as SASB and TCFD are too “E”-focused

Setting the base for integrating ESG factors into Action Plan 2025

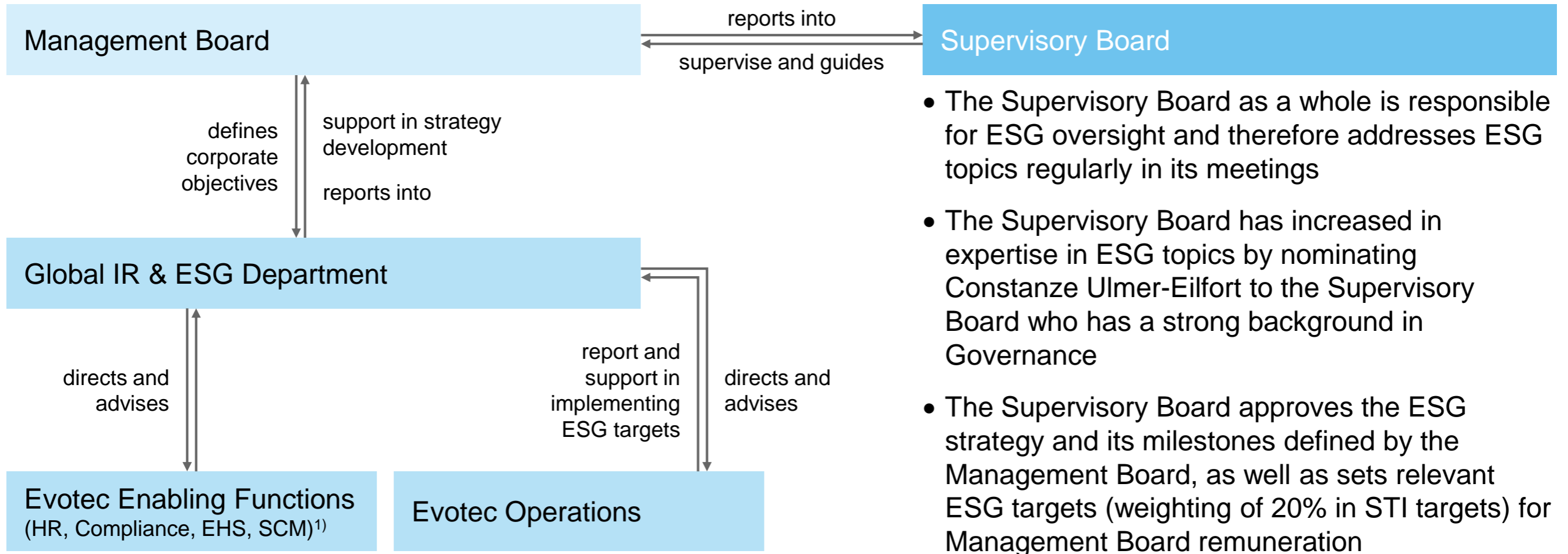
ESG measures



- Assessment of “ESG readiness” and analysis of what is material to us – done / ongoing!
 - Constant revision and taking U.S. requirements into account after NASDAQ listing
- Sponsorship of management underlines strategic importance – provided!
- Commitment to setting ourselves Science Based Targets (SBT) – done!
- Implementation of ESG factors in target structure of functional areas – Q1 2022
- Establishing ESG goals and purpose as core values of the entire organisation and as an integral part of Action Plan 2025 – ongoing!
- Defining and communicating Science-based targets – Q4 2022
- Defining and implementing D,E & I strategy – Q3 2022
- Dialogue with rating agencies and ESG specialists on the Buy-Side – ongoing!
- Publication of sustainability report in reference to GRI standards – April 2022

Supervisory Board assumes responsibility for sustainability

Governance of ESG @ Evotec



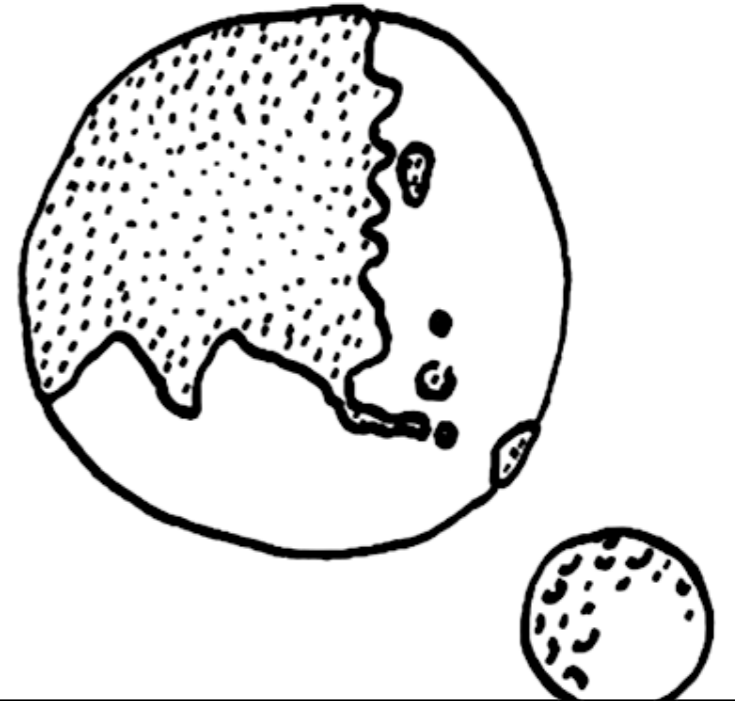
- The Supervisory Board as a whole is responsible for ESG oversight and therefore addresses ESG topics regularly in its meetings
- The Supervisory Board has increased in expertise in ESG topics by nominating Constanze Ulmer-Eilfort to the Supervisory Board who has a strong background in Governance
- The Supervisory Board approves the ESG strategy and its milestones defined by the Management Board, as well as sets relevant ESG targets (weighting of 20% in STI targets) for Management Board remuneration

Agenda

Strategic Outlook

Boards of Directors

Management Board Remuneration System



Management team sharing one long-term mission

Experienced and international Management Board



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

Board Memberships

- AC Immune SA (since 2018)
- argenx SE (since 2014)
- Curexsys GmbH (since 2020)



Enno Spillner
CFO (since 2016)

Experience

- 2013-2016 Chairman of the Management Board, CEO & CFO of 4SC AG
- 2005-2013 CFO of 4SC
- 1999-2005 Head of Finance and Controlling at BioM AG

Board Memberships

- Nanobiotix SA (since 2014)
- Leon Nanodrugs GmbH (since 2020)



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, and leadership roles at AstraZeneca, Prosidion and Rapier Research
- Fellow of the Royal Society of Chemistry and Chartered Chemist (FRSC CChem), BSc in Chemistry and a PhD in organic and organometallic synthesis and is an 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)

Board Memberships

- Eternygen GmbH (since 2016); FSHD Unlimited (since 2017)
- Breakpoint Therapeutics (since 2019)

Global view and deep experience for best governance

Diverse and international Supervisory Board



- 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

Iris Löw-Friedrich

CMO & Executive Vice President Development and Medical Practices UCB S.A.



- Since 2021 Member of Evotec's Supervisory Board
- Since 2022, Partner of the law firm Peters, Schoenberger & Partner (Munich)
- 2000-2021, Equity Partner at Baker McKenzie (since 2017, Member of the Global Executive Committee of BMcK)
- S4DX GmbH, Chair of the Advisory Committee

Constanze Ulmer-Eilfort

Partner at Peters, Schönberger & Partner, Munich



- Since 2019 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

Elaine Sullivan

CEO Curadh Pharmaceuticals
Former Lilly



- Since 2019, Member of the Supervisory Board and Chairman of the Audit Committee of Evotec
- Since 2004, CFO of QIAGEN N.V.
- 1999-2004, Auditor at Arthur Andersen

Roland Sackers

CFO & Managing Director QIAGEN N.V.



- Since 2020 Member of Evotec's Supervisory Board
- Since 2016, CEO of Novo Holdings A/S
- 2009-2016, Managing Director, Co-Head of Europe and member of the Global Management Committee at Moelis & Co.

Kasim Kutay

CEO Novo Holdings 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

Mario Polywka

Abingdon, Former COO Evotec SE

Diversity of thoughts

Profile of composition and competencies for the Supervisory Board

The composition of Evotec's Supervisory Board fulfils all objectives set for its composition and competencies

- All relevant skills and expertise are represented in the Supervisory Board
- All members are considered as independent
 - Iris Löw-Friedrich (Management Board Member of UCB): The business relationship with UCB as a customer of EVT is considered immaterial (~1% of 2020 group revenue)
 - Kasim Kutay (CEO of Novo Holdings A/S): Novo Holdings A/S holds ~10% of Evotec's shares but does not have control as defined in C.9 of GCGC
 - Mario Polywka (former COO of Evotec until Dec 2018): Cooling-Off Period as per C.7 of GCGC has expired by end of 2020
- All members have an extensive international professional background from working in numerous international operationally companies
- Two nationalities are represented (**German:** Löw-Friedrich, Sackers, Ulmer-Eilfort; **UK:** Kutay, Polywka, Sullivan)
- 50% are female members
- Evotec's aspiration of an "diversity of thoughts" is ensured by composing an international experienced Board with broad based skill sets rather than sticking to ethnic, gender, age diversity
- No "over-boarding" issue: The Chairperson Iris Löw-Friedrich has also a seat in the Supervisory Board of Fresenius SE & Co. KGaA. However, Iris Löw-Friedrich always had devoted sufficient time to perform her function, including attendance to all board and committee meetings and availability to connect with internal and external stakeholders, and has plausibly demonstrated that this will also be the case in the future.
- Supervisory Board has agreed on two full terms as the regular limit of length of membership to the Supervisory Board. Current terms are 5 years as lastly elected at AGM 2019 (see § 102 AktG). For the next election 2024 the Company is considering to shorten this period reasonably.

Composition and competencies reflecting company-specific situation

Profile of skills and expertise for the Supervisory Board

Skills/Expertise	Iris Löw-Friedrich (Chair)	Roland Sackers (Vice-Chair)	Kasim Kutay	Mario Polywka	Constanze Ulmer-Eilfort	Elaine Sullivan
Majority of independent Supervisory Board members	X ¹⁾	X	X ²⁾	X ³⁾	X	X
Experience in the fields of Research and Development	X	–	–	X	–	X
Experience in the fields of Finance & Capital markets	–	X ⁴⁾	X	X ⁵⁾	X	–
Experience in the fields of Legal & Compliance	–	X	–	–	X	–
Experience in the fields of ESG	X	X	–	–	X	–
Experience in the fields of Marketing and Sales and Operations	X	–	–	X	–	X
Experience in the fields of Healthcare Economy and Public Health	X	–	X	–	–	X
Age of a candidate shall not exceed 72 years at the time of the proposal	X (1960)	X (1968)	X (1965)	X (1963)	X (1962)	X (1961)
Regional experience	EU	EU, USA	EU, USA, Asia	EU, USA	EU	EU, USA, Asia
Target quota of 30% female members	X	–	–	–	X	X
Two full terms as the regular limit of length of membership to the Supervisory Board	X (2014)	X (2019)	X (2020)	X (2019)	X (2021)	X (2015)

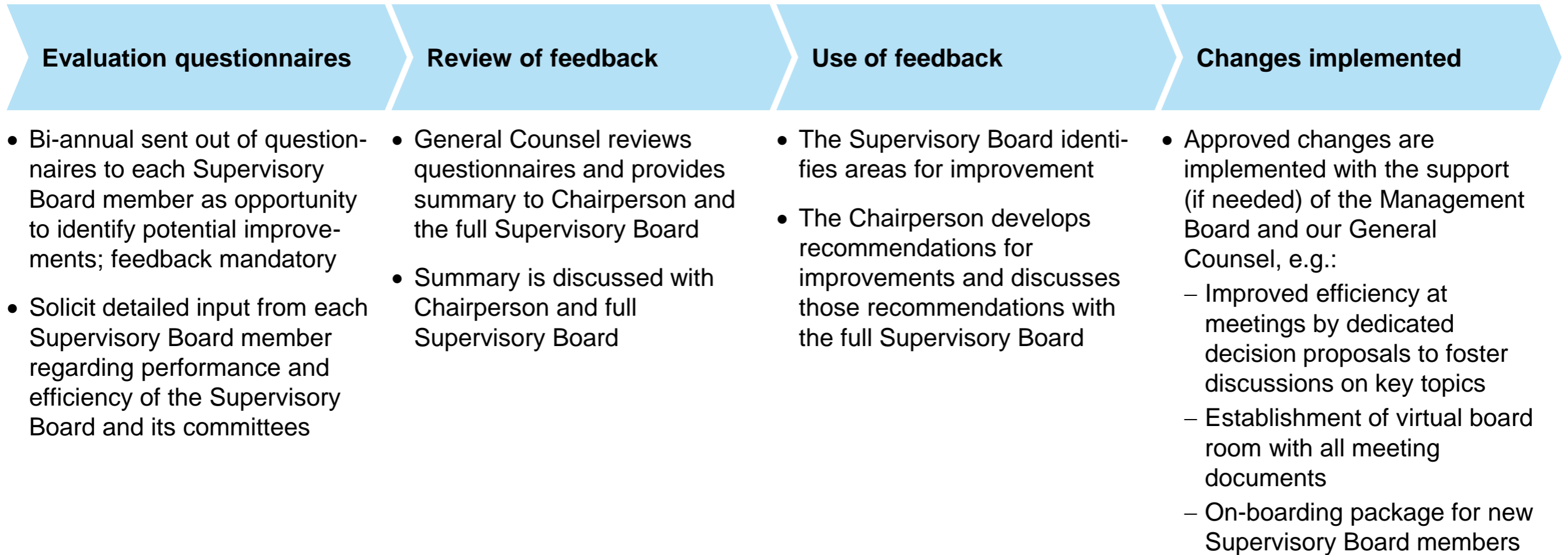
Significant portion of work is conducted in committees¹⁾

Supervisory Board Committees

	Audit & Compliance Committee	Remuneration & Nomination Committee
Tasks	Supports the Supervisory Board in independently monitoring the Company's financial reporting activities and in audit reports. Scrutinises the Company's accounting processes, the effectiveness of the internal control system as well as its risk management and compliance management systems.	Prepares the appointment of Management Board members and to prepare recommendations concerning their remuneration system and the grants of Share Performance Awards.
Members		
Prof. Dr. Iris Löw-Friedrich (Chairperson)	–	X (Chair)
Roland Sackers (Vice-Chairperson)	X (Chair)	X
Kasim Kutay	–	X
Dr. Mario Polywka	X	–
Dr. Constanze Ulmer-Eilfort	X	–
Dr. Elaine Sullivan	–	X

Mandatory bi-annual efficiency testing

Supervisory Board self-evaluation process

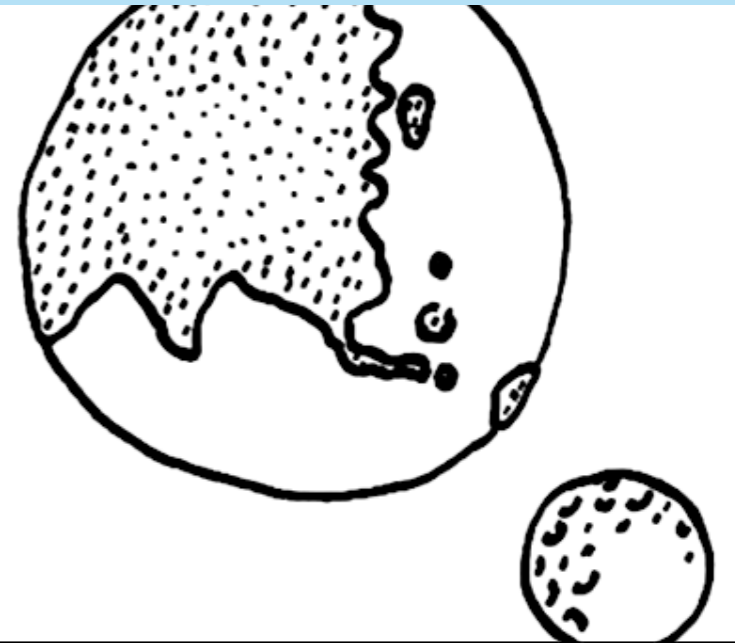


Agenda

Strategic Outlook

Boards of Directors

Management Board Remuneration System



Pay-for-performance aligned with Evotec's long-term strategy

Guiding principles of the new Management Board remuneration framework

1 Alignment to Evotec's strategy

- Aligned to **Evotec's sustainable growth strategy** and consideration of **Environmental, Social, Governance (ESG) targets** to foster a sustainable development
- Relying on both a **German and international peer group** to reflect **Germany as lead comparator market** and Evotec's **talent market and business environment**

1

2 Close link of pay-to-performance & shareholder value

- Redesign of **LTI performance metrics** to ensure **high payouts** only materialize in case of a **strong increase in company value** and thus **significant shareholder gain**
- **Shareholding guidelines** will be implemented to ensure further alignment of Management and **shareholder interests**

2

3 Focus on long-term & variable remuneration

- Focus on **long-term variable remuneration** in line with **international peers**
- Most of the **short-term variable compensation** is **deferred** and **invested in company shares** to ensure additional **alignment with shareholder interests**
- Substantially **higher level of pay-at-risk** than **German peer companies**

3

4 Alignment to regulatory requirements & international market practice

- **Conformity** with **German regulatory requirements** and **market practice** as the company is head-quartered in Germany
- Aligned with **US and international market practice** due to the **company's NASDAQ listing** and built to **attract outstanding talent** for the Management Board

4

5 Transparency & elimination of discretionary factors

- The new remuneration structure does not allow for **discretionary elements**
- The remuneration framework is **clear, understandable** and allows for **transparent** internal & external **communication**

5

6 Alignment of remuneration levels to German and competitor practices

- Remuneration levels are benchmarked against two peer groups on a regular basis
 - **MDAX as lead comparator market**
 - **US / International competitor peer group** as the company is **NASDAQ listed**
- **Annual maximum** total remuneration levels for the CEO and CxO's are defined **in line with German regulatory requirements**

6

Investor’s & proxy advisor’s concerns addressed with the new remuneration framework

Features of the new remuneration framework for Management Board

Key concerns raised by investors & proxy advisors	Features of the new remuneration framework
<p>Level of target remuneration</p>	<ul style="list-style-type: none"> • Maximum compensation levels have decreased • No change in target remuneration as benchmark suggests reasonable annualized target compensation levels based on both German peers and international competitor peer group
<p>Restricted Share Plan 2020 (RSP)</p>	<ul style="list-style-type: none"> • Elimination of Restricted Share Plan, reallocation of annualized grant value and introduction of a deferral to the short-term incentive combined with shareholding guidelines
<p>LTI caps (RSP & SPP¹⁾)</p>	<ul style="list-style-type: none"> • Elimination of the 400% payout cap of the RSP • Continuing strong focus on long-term value creation with revised and more challenging performance targets led to a stable payout cap for the SPP in line with international market practice
<p>LTI performance period</p>	<ul style="list-style-type: none"> • The LTI performance period has been increased to four years to foster long-term value creation • Annual lock-ins have been eliminated
<p>Performance metrics</p>	<ul style="list-style-type: none"> • Revised LTI performance metrics consisting now of an internal and external measure to better reflect performance • More challenging performance targets, to strengthen the pay-for-performance link • Introduction of clearly measurable ESG metrics in the STI in line with Health Care market practice with substantial weight

Two peer groups considered to reflect Evotec’s international footprint and NASDAQ listing

Rationale of the peer group development

- To assess Evotec’s alignment to relevant market practices regarding the design of the remuneration framework as well as the level of remuneration, the Supervisory Board has defined two comparator peer groups to account for two main considerations
- In line with German regulatory requirements, there are three appropriateness criteria to be considered for the definition of peer group: **Country, industry and size**

Peer group 1: MDAX

Rationale

The aim of this peer group is to meet the **applicable regulatory requirements** and reflect the **German market as lead comparator market** from a legal & regulatory perspective

Composition

- Peer companies also listed in the **MDAX**
 - German based companies with broad industry focus
 - 100% listed companies
- Companies comparable in terms of size and complexity (listed in a common index)

MDAX as lead comparator does not reflect **industry focus & international perspective**, thus an additional **competitor peer group** has been defined

Peer group 2: US / International competitors

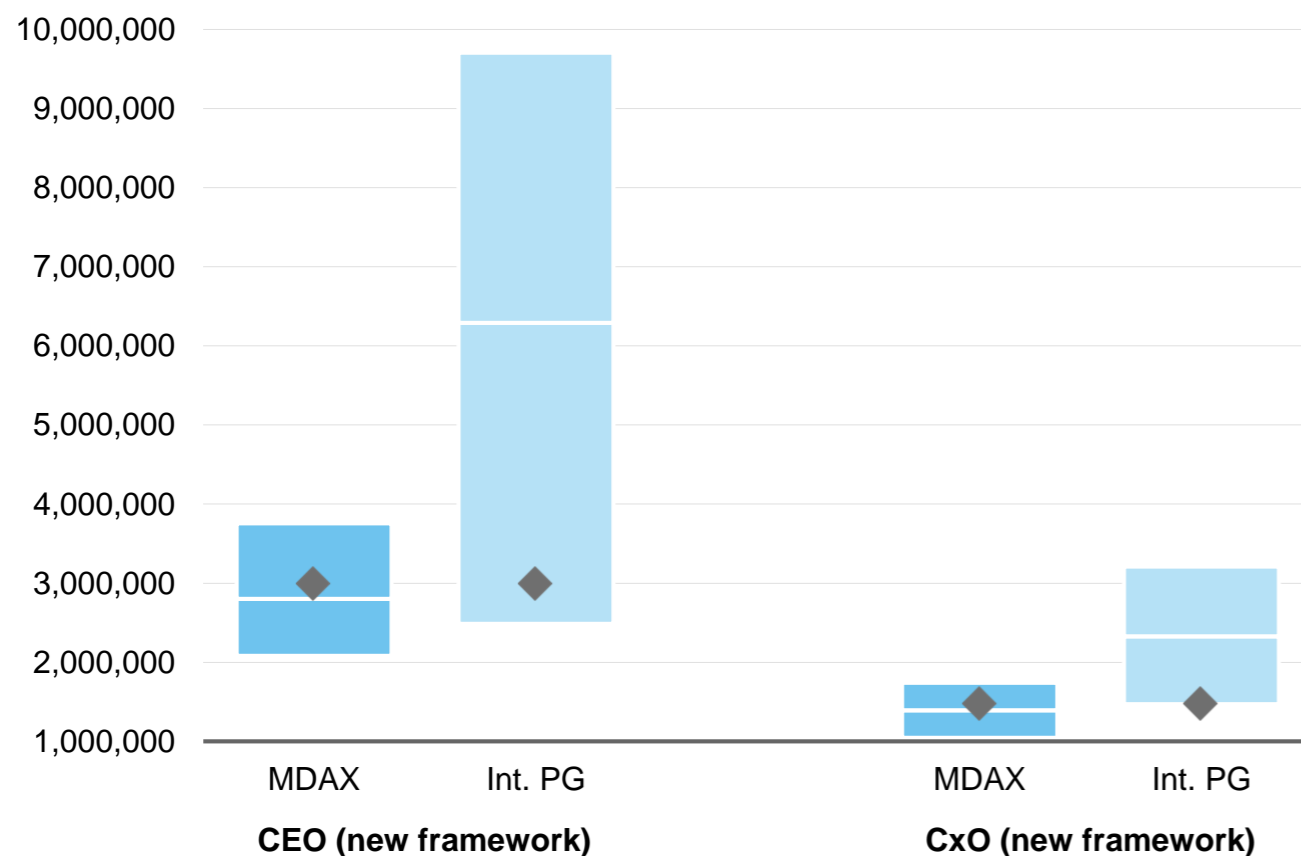
As **globally operating company** with **NASDAQ listing**, this peer group focuses on **relevant international competitors** representing both the industry perspective and Evotec’s **business & talent market**

- International competitors active in the **Health Care sector**
 - International competitors (63% European, 31% US & Canadian, 6% Chinese based companies)
 - 100% listed companies
- Companies comparable in terms of size and complexity (30% to 300% of Evotec’s size based on market cap measures)
- Balanced to include two additional companies that are considered direct competitors from both a business and talent perspective

National practise put into international context

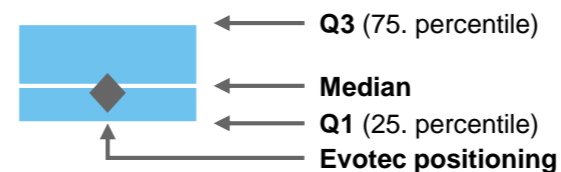
Benchmarking results & maximum compensation

Evotec target compensation compared to market (TDC in EUR)



- Size-wise, Evotec is positioned around the **32nd quartile** of the **German MDAX** and the **51st quartile** of the **International peer group**
- When considering the **suggested positioning within each peer group**, stronger weight has been attributed to the remuneration levels of the **MDAX**, given that Germany is Evotec's **lead comparator market**
- **Acknowledging investors' concerns** on excessive pay levels, maximum remuneration¹⁾ levels have been **decreased** in the new remuneration framework.

Annualized maximum remuneration levels ²⁾	Current framework	New Framework	Development
CEO	8,250	7,050k	↓
CxO	3,800k	3,400k	↓



More than 2/3 at risk

New remuneration framework

77% (CEO) / 70% (CxO) of Total Remuneration at risk

23% / 30% (CEO / CxO)	14% / 11% (CEO / CxO)	20% / 17% (CEO / CxO)	43% / 42% (CEO / CxO)
Non-performance based remuneration	Performance based remuneration		
Base salary & fringe benefits ¹⁾	Upfront STI ²⁾ (bonus)	Deferred STI ²⁾ (awarded in company shares)	Long-term-share-based remuneration (share performance plan)
Paid annually		Vesting period of 4 years	

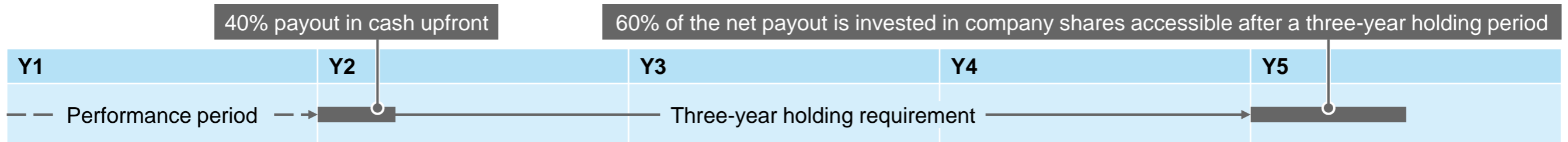
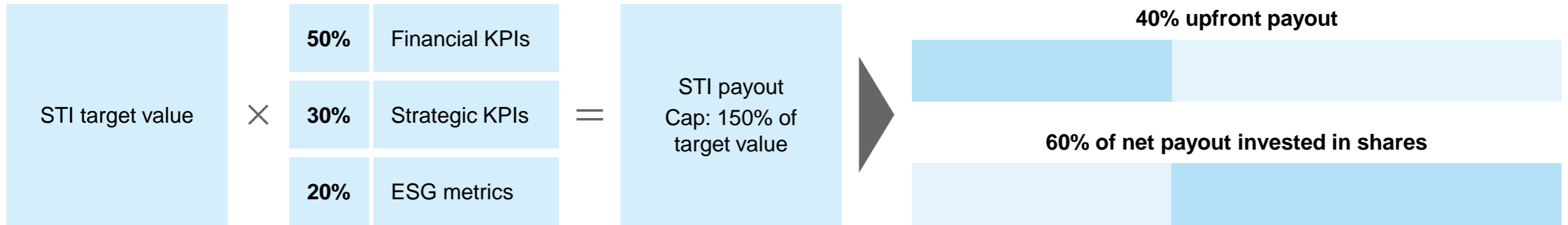
New remuneration framework for Management Board addresses key investor concerns

Comparison of the new and the existing remuneration framework

	Existing remuneration framework	New remuneration framework
Remuneration structure	<ul style="list-style-type: none"> Fixed components: Base salary & fringe benefits (incl. pension contribution) Short-term-incentive Long-term-incentive <ul style="list-style-type: none"> Share Performance Plan – rolling plan type Restricted Share Plan – sequential (granted once per Management Board member, discretionary) 	<ul style="list-style-type: none"> Fixed components: Base salary & fringe benefits (incl. pension contribution) Short-term-incentive <ul style="list-style-type: none"> No change in mechanics, 60% of the net payout to be invested in company shares with a three-year holding requirement Long-term-incentive <ul style="list-style-type: none"> Share Performance Plan – rolling plan type Elimination of Restricted Share Plan, annualized grant value to be included in STI and LTI
Short-term-incentive	<ul style="list-style-type: none"> Cap at 150% target achievement Financial & strategic KPIs, annual performance measurement 	<ul style="list-style-type: none"> Cap at 150% target achievement Revised KPI structure, annual performance measurement: <ul style="list-style-type: none"> 50% Financial KPIs 30% Strategic KPIs 20% ESG metrics 40% are paid upfront in cash on an annual basis, 60% of net payout are invested in company shares with a three-year holding requirement
Long-term-incentive	Share Performance Plan – rolling plan type <ul style="list-style-type: none"> 200% cap on number of shares & additional 350% payout cap Annual performance measurement with annual lock-ins Two KPIs <ul style="list-style-type: none"> Abs. share price development (50%) Relative TSR (Outperformance) compared to TecDAX (50%) 	Share Performance Plan – rolling plan type <ul style="list-style-type: none"> 200% cap on number of shares & additional 350% payout cap Four-year performance period, elimination of annual lock-ins Two KPIs <ul style="list-style-type: none"> Int. measure (Revenue growth; 50%) Ext. measure (Relative TSR (Outperformance) compared to TecDAX; 50%)
SOG & CIC	<ul style="list-style-type: none"> No Share ownership guidelines implemented Clawback and Malus clauses are included into the service agreements of the Management Board 	<ul style="list-style-type: none"> Share ownership guidelines will be implemented based on market practice Clawback and Malus clauses are included into the service agreements of the Management Board

Share-based short-term incentive comes with 3-yr holding period

Structure of the short-term incentive

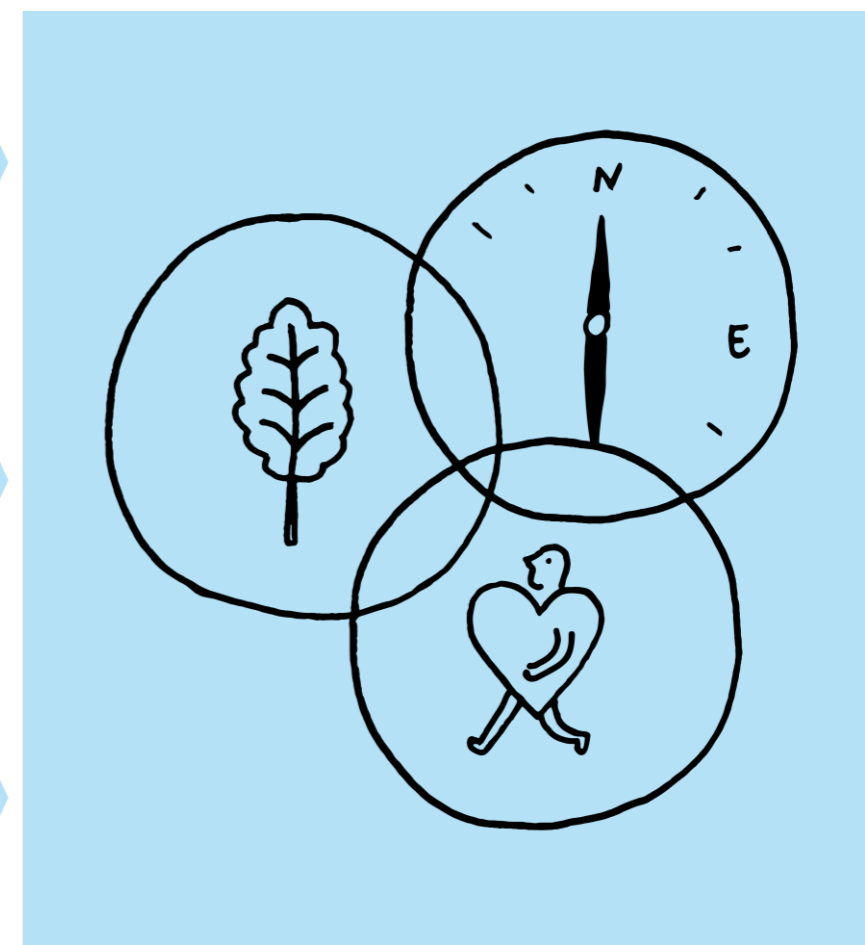


- Portion of net STI payout will be invested in company shares with a three-year holding requirement
- Malus and claw back regulations concern total STI amount comprising both upfront and deferred parts
- Performance targets include Financial and Strategic KPIs. Additionally, ESG metrics are included with a weight of 20%.
- Full ex-post reporting on target values, threshold and on the target achievement

Putting the money where the mouth is

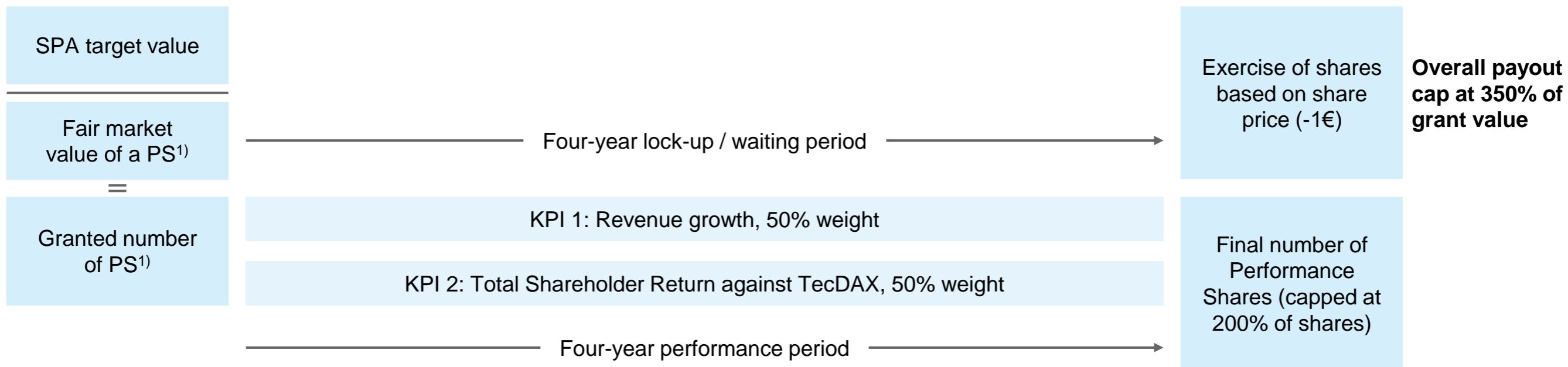
ESG metrics design 2022

5%	<p>Implement environment goal of 1.5° C along SBTi (i.e. prepare for CO2 reduction of emissions by 20% before 2025)</p> <p>→ Have defined targets and roadmap in place by December 2022 – reviewed and approved by Science-based Target initiative</p>
5%	<p>Investing >10% of scientific footprint in areas addressed by UN SDG3</p> <p>→ EUR ≥10m investments in Women's health, Infectious Diseases, Global Health & AMR</p>
10%	<p>Build long term leadership capabilities, learning opportunities and succession plans while keeping company turnover rate below 2021</p> <p>→ >75% of EVOgrade 7-12 passing respective EVOleaders programmes¹⁾</p> <p>→ Fluctuation rate of <11% & grow by > 700 new employees</p>



Strengthening the pay-for-performance link

Structure of the long-term incentive



- Elimination of the Restricted Share Plan as remuneration element
- Introduction of a four-year performance period, elimination of annual lock-ins
- Revised LTI performance metrics comprising both an internal and external measure (weighted equally) with more challenging targets, to strengthen pay-for-performance link
- Ex-ante reporting limited to the external measure (KPI 2)

Your contact:

Prof. Dr. Iris Löw-Friedrich, Chairperson of Supervisory Board

Monika Conradt, Global Head of Human Resources

Volker Braun, Head of Global IR & ESG

Dr. Christian Dargel, Global Head of Legal & Compliance

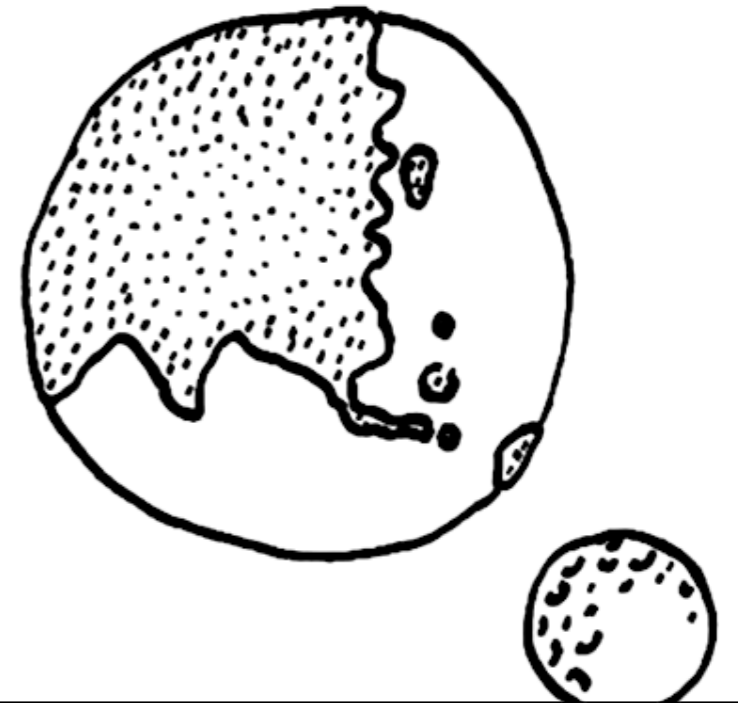
Back Up

Back Up

Strategic Outlook

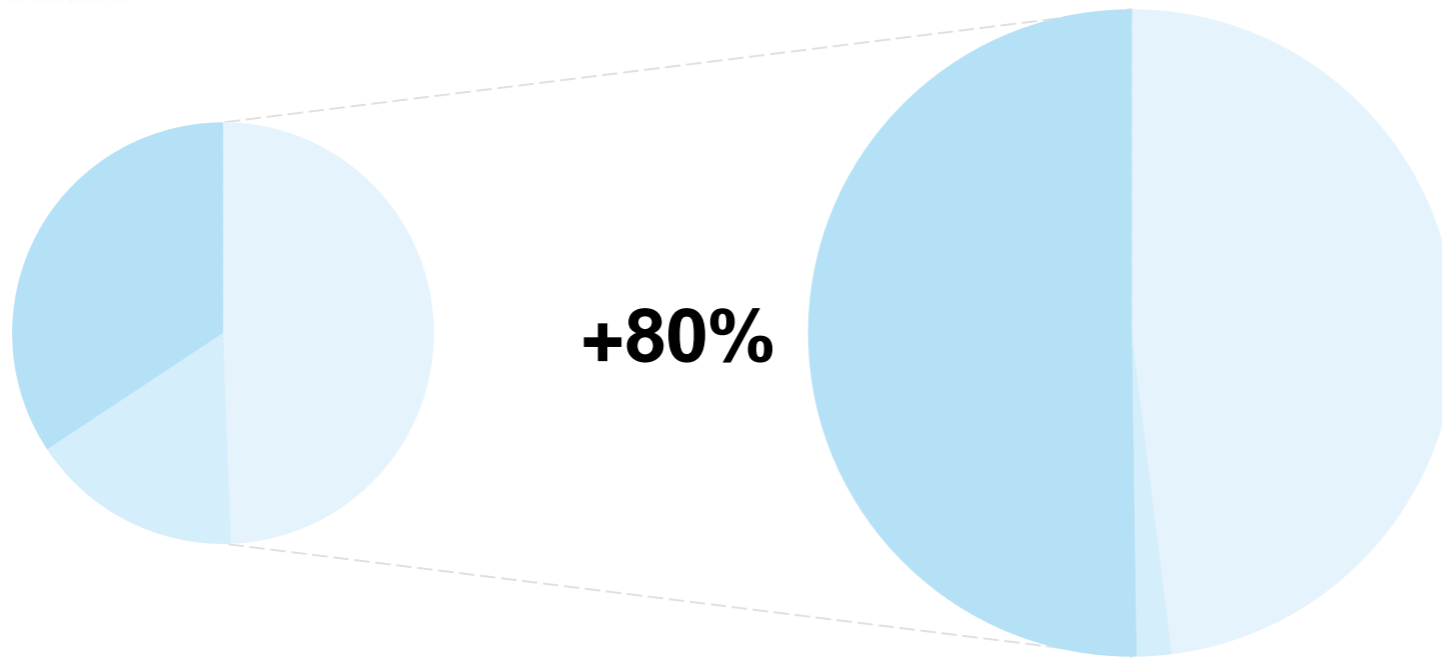
Boards of Directors

Management Board Remuneration System



Focus 1 – Environment: Taking action and be accountable

Distribution of SBTi members



JAN 2021¹⁾ (1,245 companies)

DEC 2021 (2,257 companies)

■ Companies with Science-based targets, validated by SBTi
 ■ Commitments to <2.0°C
 ■ Commitments to 1.5°C

Leading in the industry

- In January 2021, Evotec pledged its commitment to submit SBTs by the end of 2022 in line with the 1.5°C scenario!
- With 50 companies only, Pharma, Biotech and Life Sciences companies account for two percent of committed companies
- Only four peers²⁾ are members of the SBTi, yet

¹⁾ Date of Evotec's commitment

²⁾ Charles River, Catalent, Thermo Fisher, Qiagen

Focus 2 – UN SDG3

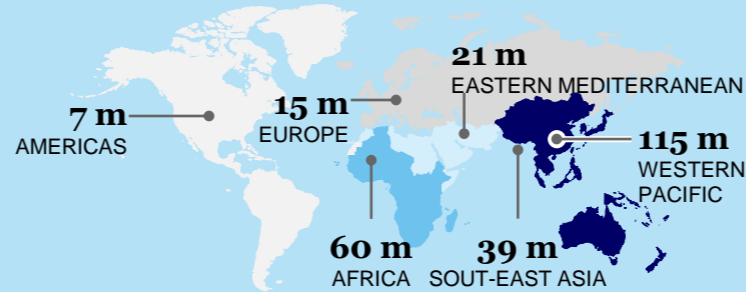
Selected parameters

Population 2020 – 2050e
bn People

7.8

>10

Hepatitis B
~260m Patients globally



Chikungunya virus (CHIKV)
1.3 bn People in endemic areas



Pandemics 1918-1980 vs 1980-2021

10

28

No of Projects in Global Health,
Virology, AMR¹⁾ 2018 – 2020

18

24

Est. fatalities related to anti-
microbial resistance 2019e-2050e
mio. people

1.2

10

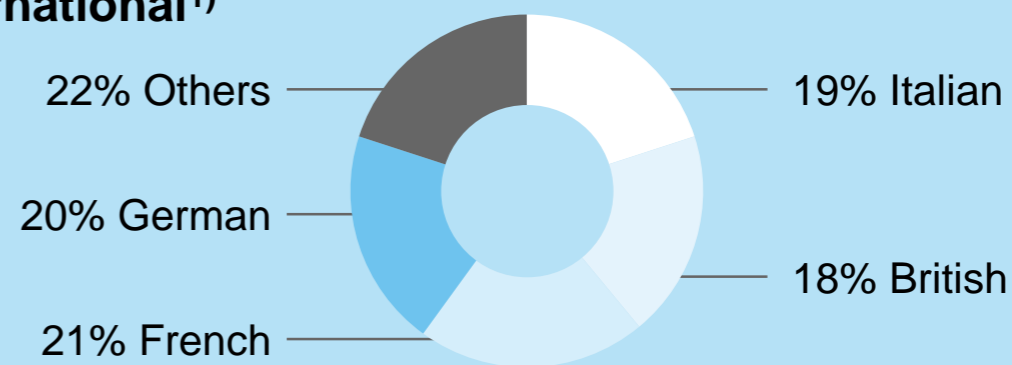
Focus 3 – DE&I: Great talent pool

Overview Employees – Diverse and experienced

Interdisciplinary

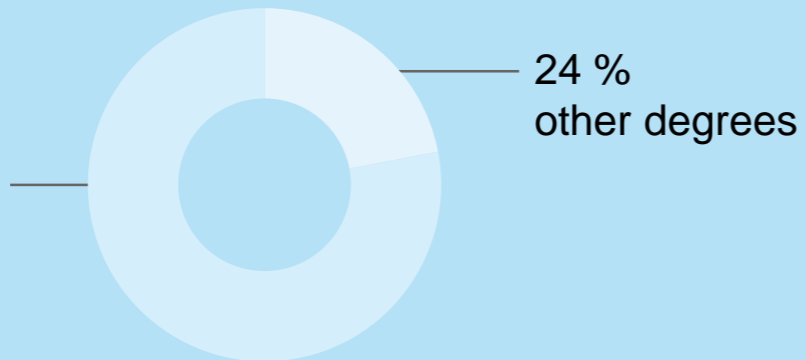
- Biochemists
- Medicinal chemists
- Molecular biologists
- Cell biologists
- Toxicologists
- Data scientists
- Process/Analytical chemists
- Clinicians
- mAb process engineers

International¹⁾



Highly qualified

76% with at least one academic qualification



Diverse and experienced

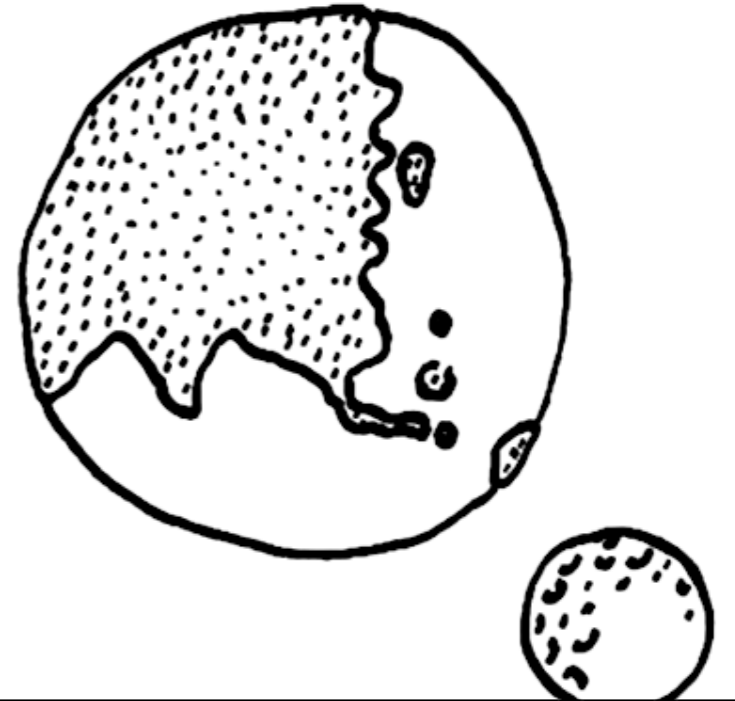
- 81 nationalities
- 33% PhDs
- Average age: 38.5 years
- 54% women
- > 36% with more than five years at Evotec

Back Up

Strategic Outlook

Boards of Directors

Management Board Remuneration System



Very strong commitment and attendance by all Supervisory Board members

Frequency of meetings and attendance

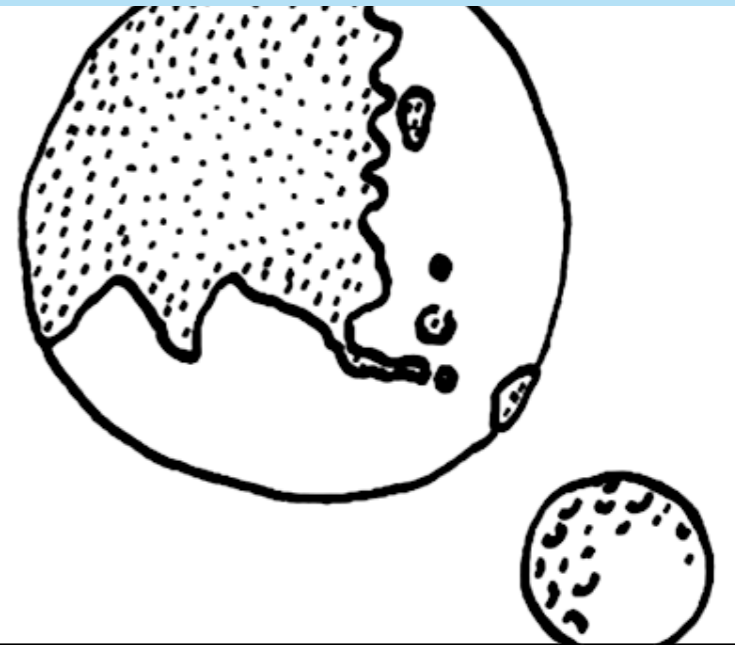
Supervisory Board member	Number of Supervisory Board and committee meetings	Participation	Presence
Prof. Dr. Iris Löw-Friedrich (Chairperson)	10+6 ¹⁾	10+6	100%
Roland Sackers (Vice-Chairperson)	10+11	9+11	95%
Kasim Kutay	10+5	10+4	93%
Dr. Mario Polywka	10+3	10+3	100%
Dr. Constanze Ulmer-Eilfort	7+3	7+3	100%
Dr. Elaine Sullivan	10+6	10+6	100%

Back Up

Strategic Outlook

Boards of Directors

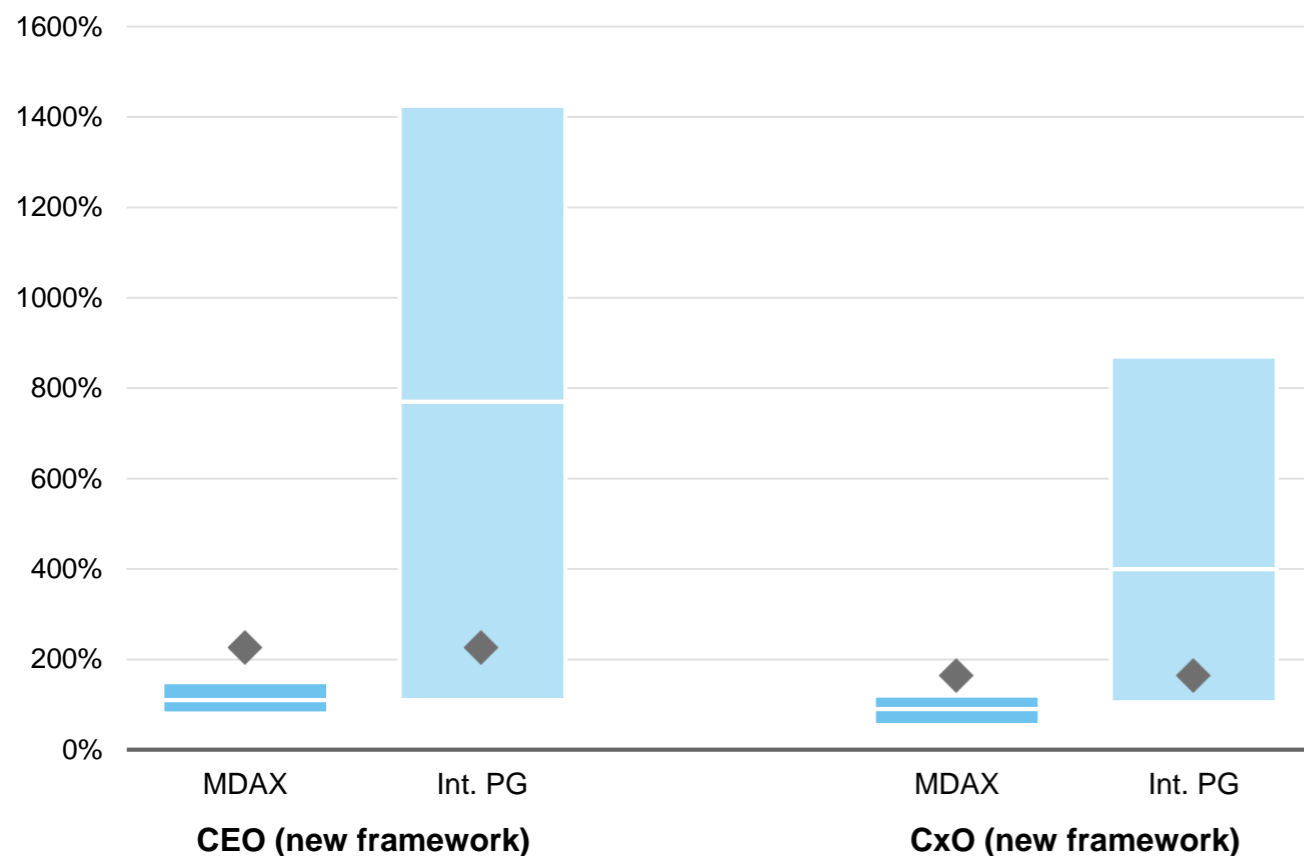
Management Board Remuneration System



More challenging LTI target versus national standards

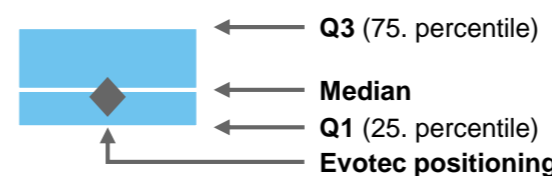
LTI target levels compared to both peer groups

Evotec target LTI¹⁾ in % of base salary compared to market



- LTI target level market practice differs substantially between the **German MDAX** and the industry-specific **International peer group**, with the latter following an approach that is based on a substantially higher portion of **pay-at-risk**
- To incentivize and foster **long-term growth**, Evotec puts a stronger focus on **long-term variable remuneration** resulting in **higher LTI target levels** compared to the **German MDAX**
- Additionally, a significant part of the **short-term incentive** will be deferred and require an additional investment in company shares (in combination with shareholding guidelines) to further align with **shareholder interests**
- **Evotec's pay-at-risk levels** are **substantially higher** compared to **average MDAX market practice** and **in line** with levels of the **competitor peer group**

	Evotec	MDAX	Int. PG ³⁾
% of Total remuneration at risk²⁾			
CEO	77%	55% ↓	76% ↓
CxO	70%	53% ↓	78% ↓

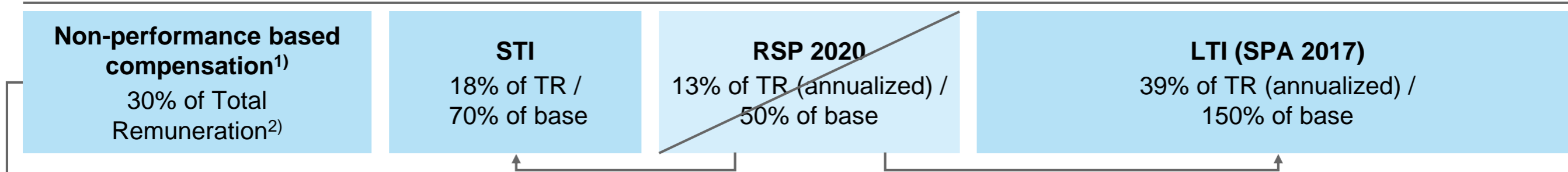


¹⁾ Displayed LTI target levels do not include deferred STI portion.
²⁾ MDAX: Total Remuneration levels including pensions and benefits
³⁾ Int. Peer Group: Target Direct Compensation

Significantly deferred pay-out of STI

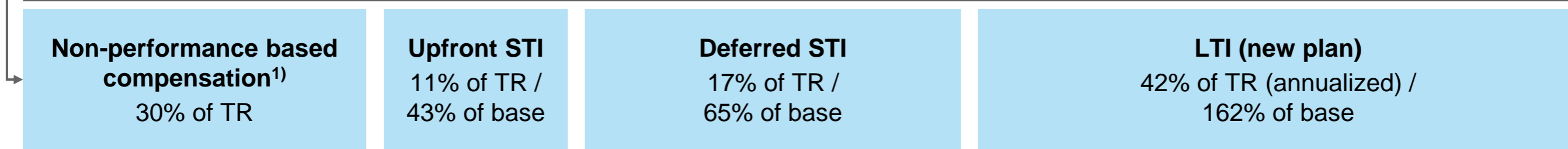
Transition of plan participants to the new remuneration framework

Current remuneration structure (CxO)¹⁾



75% of the RSP grant value will be included in the STI and 25% in the LTI; 60% of the STI is deferred

Proposed new remuneration structure (CxO)¹⁾



¹⁾ including pension contributions and perks/benefits

²⁾ TR = Total Remuneration including base salary, pension contributions and perks/benefits as well as STI and LTI

International competitors and service companies as benchmark

Composition of the international peer group

Company Name	Corporate revenue 2020 (€M)	12-Mo Avg Mkt Cap (€M)	Employees 2020	HQ Location	Industry
Siemens Healthineers AG	14,460	56,288	54,000	Germany	Health Care Equipment
WuXi Biologics (Cayman) Inc.	714	50,371	6,646	China	Life Sciences Tools and Services
Eurofins Scientific SE	5,439	17,589	51,516	Luxembourg	Life Sciences Tools and Services
Charles River Laboratories Int., Inc.	2,565	14,482	18,400	United States	Life Sciences Tools and Services
Carl Zeiss Meditec AG	1,335	13,618	3,290	Germany	Health Care Equipment
argenx SE	36	12,899	333	Netherlands	Biotechnology
QIAGEN N.V.	1,641	9,829	5,610	Netherlands	Life Sciences Tools and Services
Jazz Pharmaceuticals plc	2,074	7,774	1,940	Ireland	Pharmaceuticals
Denali Therapeutics Inc.	294	6,208	291	United States	Biotechnology
AbCellera Biologics Inc.	205	6,166	360	Canada	Life Sciences Tools and Services
Schrödinger, Inc.	95	4,196	450	United States	Health Care Technology
Galapagos NV	530	4,148	1,489	Belgium	Biotechnology
Exscientia plc	11	2,240	167	United Kingdom	Biotechnology
MorphoSys AG	328	2,214	615	Germany	Biotechnology
Ligand Pharmaceuticals Incorporated	164	1,853	155	United States	Biotechnology
Oxford Biomedica plc	99	1,157	609	United Kingdom	Biotechnology

National peer group based on MDAX

Composition of the MDAX as of November 2021

Company Name	Corporate revenue 2020 (€M)	12-Mo Avg Mkt Cap (€M)	Employees 2020	Company Name	Corporate revenue 2020 (€M)	12-Mo Avg Mkt Cap (€M)	Employees 2020
Hannover Rück SE	N/A	17,806	3,218	Fuchs Petrolub SE	2,378	5,423	5,728
Knorr-Bremse Aktiengesellschaft	6,157	16,469	29,714	LANXESS Aktiengesellschaft	6,104	5,268	14,304
Vantage Towers AG	945	14,161	327	Varta AG	870	5,146	4,584
Carl Zeiss Meditec AG	1,335	13,618	3,290	Fraport AG	1,677	5,060	21,164
Evonik Industries AG	12,199	13,194	33,106	Jungheinrich AG	3,809	4,230	18,103
Uniper SE	50,968	11,749	11,751	Ströer SE	1,442	4,043	10,003
KION GROUP AG	8,342	10,898	36,207	CompuGroup SE & Co. KGaA	837	3,909	7,814
Talanx AG	N/A	9,040	23,527	TAG Immobilien AG	684	3,810	1,354
Rational AG	650	8,992	2,180	Grand City Properties S.A.	535	3,692	882
LEG Immobilien SE	922	8,884	1,444	Rheinmetall AG	5,875	3,645	23,268
AUTO1 Group SE	2,697	8,290	4,111	ProSiebenSat.1 Media SE	4,047	3,640	7,307
Nemetschek SE	597	8,083	3,139	Hypoport SE	N/A	3,195	2,131
Aroundtown SA	1,180	7,526	711	Aurubis AG	12,429	3,166	7,236
Bechtle AG	5,819	7,226	12,180	Hugo Boss AG	1,946	2,879	13,759
Commerzbank AG	N/A	7,152	47,718	alstria office REIT-AG	215	2,767	167
Telefónica Deutschland Holding AG	7,532	7,012	7,852	Gerresheimer AG	1,419	2,765	9,880
Wacker Chemie AG	4,692	6,543	14,283	Software Aktiengesellschaft	835	2,750	4,700
United Internet AG	5,367	6,539	9,638	freenet AG	2,598	2,492	4,004
TeamViewer AG	456	6,514	1,256	Dürr Aktiengesellschaft	3,325	2,491	16,525
GEA Group Aktiengesellschaft	4,635	6,355	19,268	Befesa S.A.	604	2,219	1,137
Deutsche Lufthansa AG	13,589	6,201	110,065	AIXTRON SE	269	2,142	728
HELLA GmbH & Co. KGaA	6,380	6,141	36,500	zooplus AG	1,802	2,097	768
Scout24 SE	354	5,944	788	K+S Aktiengesellschaft	3,689	2,096	11,135
thyssenkrupp AG	28,899	5,848	101,592	Cancom SE	1,649	1,991	4,102
CTS Eventim AG & Co. KGaA	257	5,432	2,216				

Your contact:

Volker Braun (Head of Global Investor Relations & ESG)

+49.(0).40.560 81 - 775

+49.(0).40.560 81 - 333 Fax

volker.braun@evotec.com
