

# *Evotec*

Corporate Governance Roadshow





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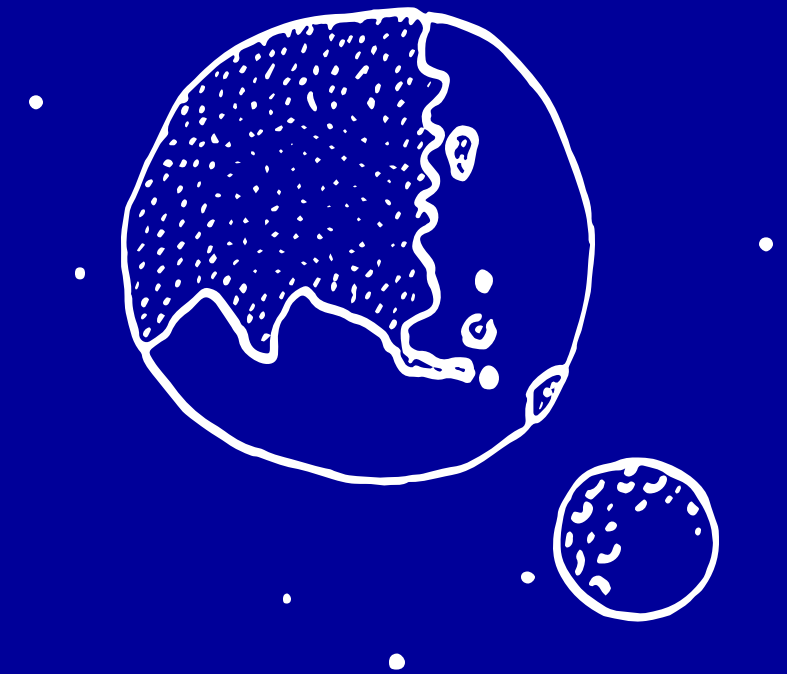
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# Agenda

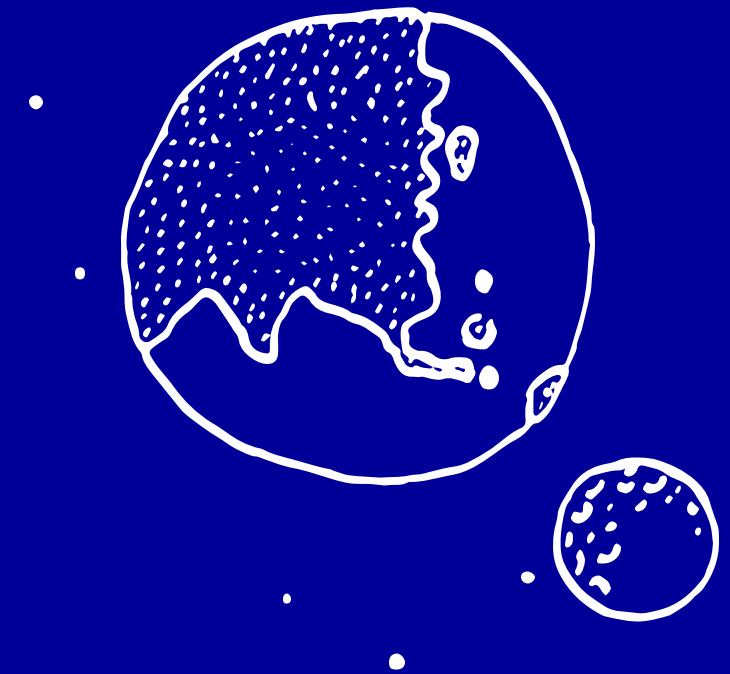
1. Strategic Outlook
2. Boards of Directors
3. Management Board Remuneration System





# Agenda

1. Strategic Outlook
2. Boards of Directors
3. Management Board Remuneration System





# 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./M.L. coming together with drug discovery, development, safety prediction and molecular diagnostics*

## Better Access

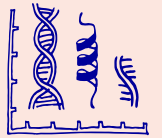
*A.I./M.L. and continuous manufacturing for better access to biologics*

## 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

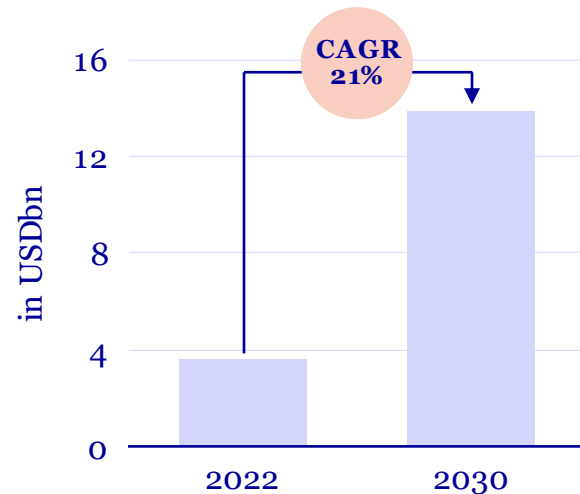




# New technologies leading to new opportunities

Shaping (new) markets

## PanOmics

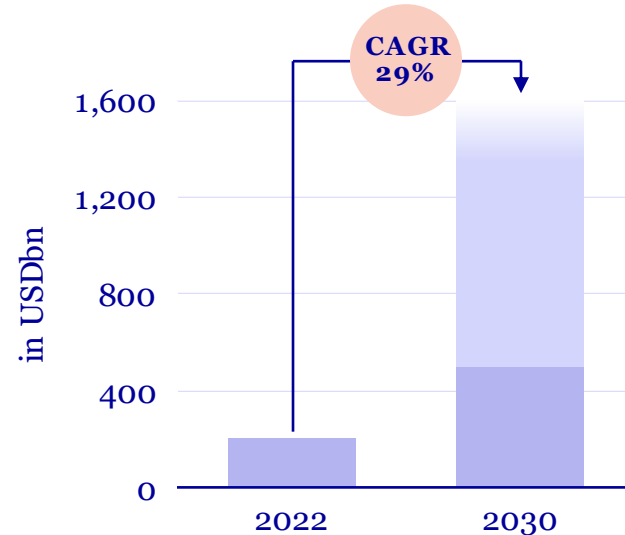


Multi Omics market

### Drivers

Precise medicines & diagnostics leading to patient specific treatments

## iPSC cell therapy

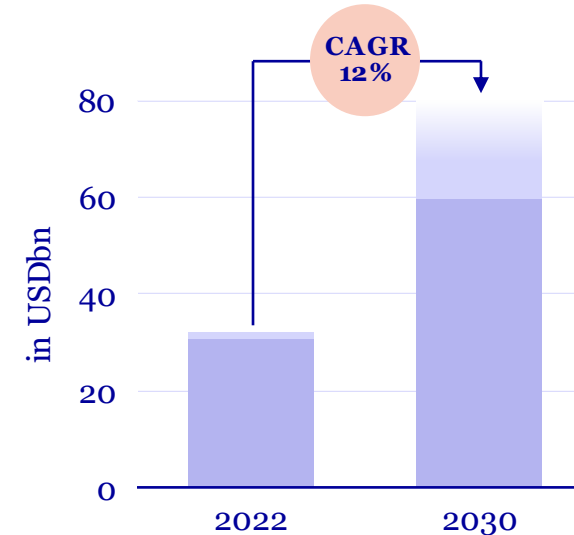


Replacing (donor) allogenic therapies  
iPSC cell therapy

### Drivers

From donor dependency to scalable off-the-shelf solutions

## Just – Evotec Biologics

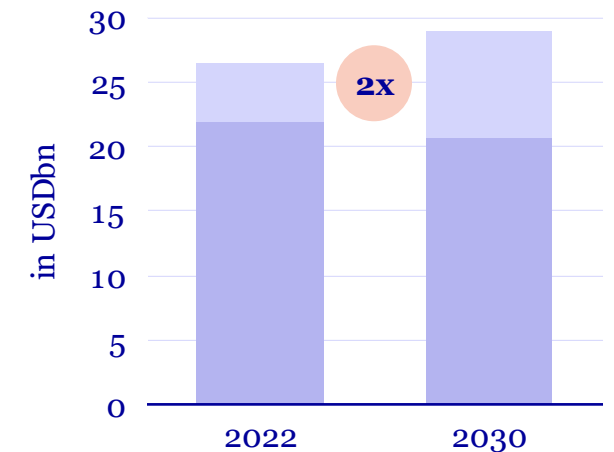


Continuous manufacturing  
Biologic discovery & manufacturing

### Drivers

Regulatory changes (e.g. IRA<sup>1</sup>) driving need to increase agility & flexibility

## End-to-End Shared R&D



Outsourcing  
Large Pharma in-house

### Drivers

Deteriorating IRRs increase demand for outsourcing & higher efficiency



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

A stable foundation

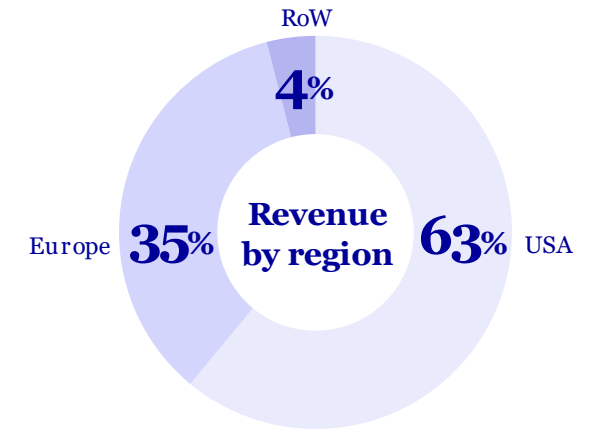


**>500**

*Active partners*

**~38%**

*Revenue share with  
TOP 10 partners*

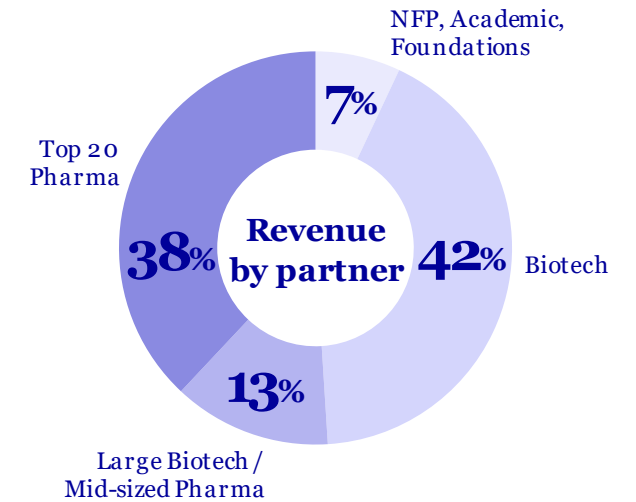


**>92%**

*Repeat business*

**118**

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

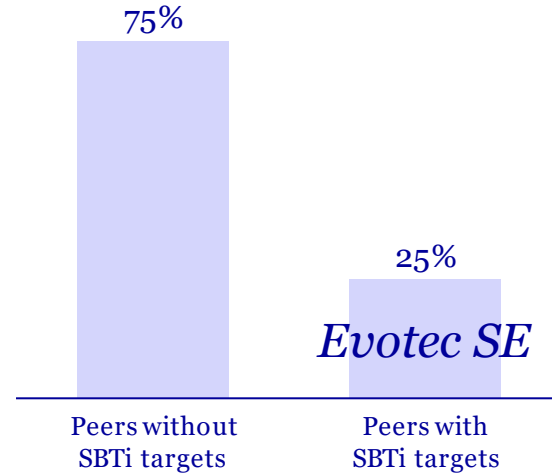
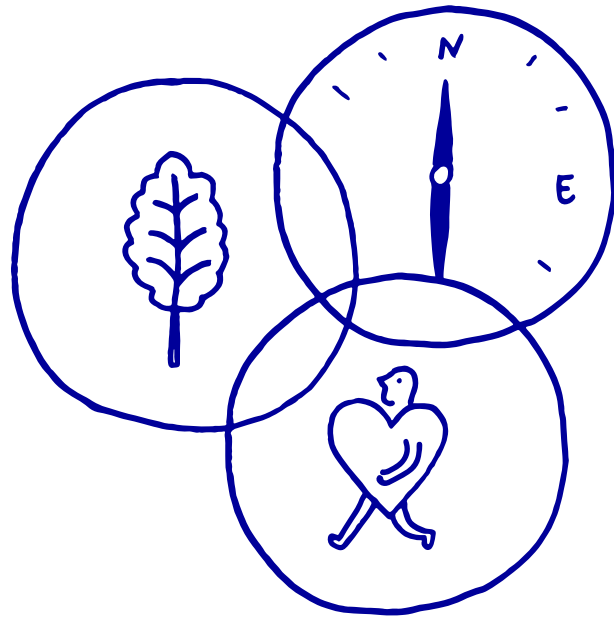






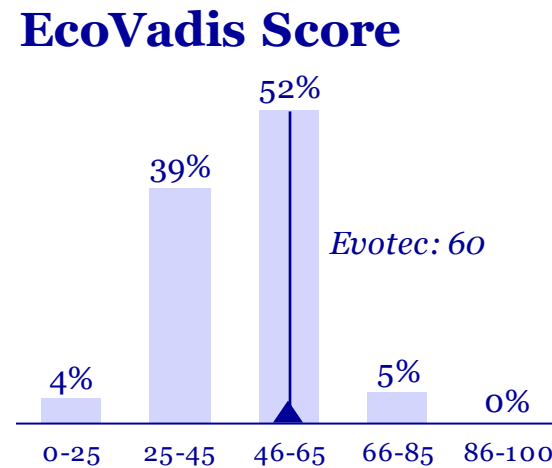
# Sustainable growth enabled by commitment, culture, values & people

## Selected ESG-KPIs

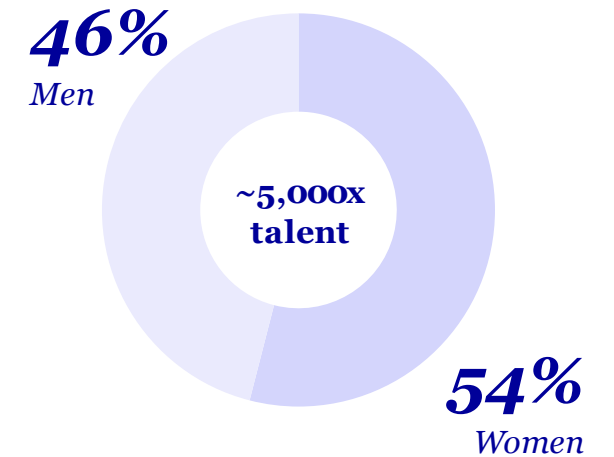


**33%**  
*Share of PhDs*

**31%**  
*Women in Leadership*



**91**  
*Nationalities*





# Collaborative pipeline building together with our partners

Selected KPIs

TOGETHER  
FOR MEDICINES  
THAT MATTER



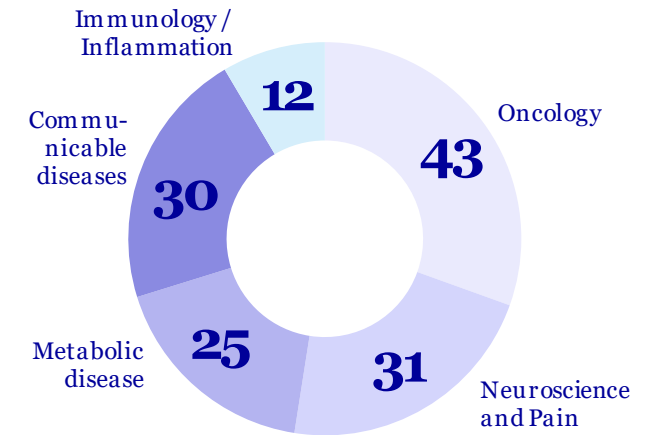
**>140**

Co-owned  
pipeline assets

**18**

Clinical  
stage

# programmes by disease area<sup>1</sup>



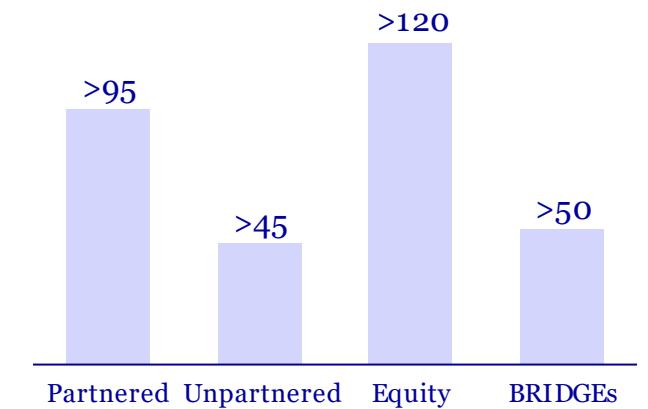
**>€15 bn**

Non-risk-adjusted  
partnership milestones  
over 20 years

**8-10%**

Average  
royalty rate

300 programmes by model





# Action Plans give clear guidance despite external challenges

Action Plans in numbers

## Challenges





# Staying ahead of the curve

Key levers for resilient growth

**Business model**

**Environmental Social Governance**

**Organisational**

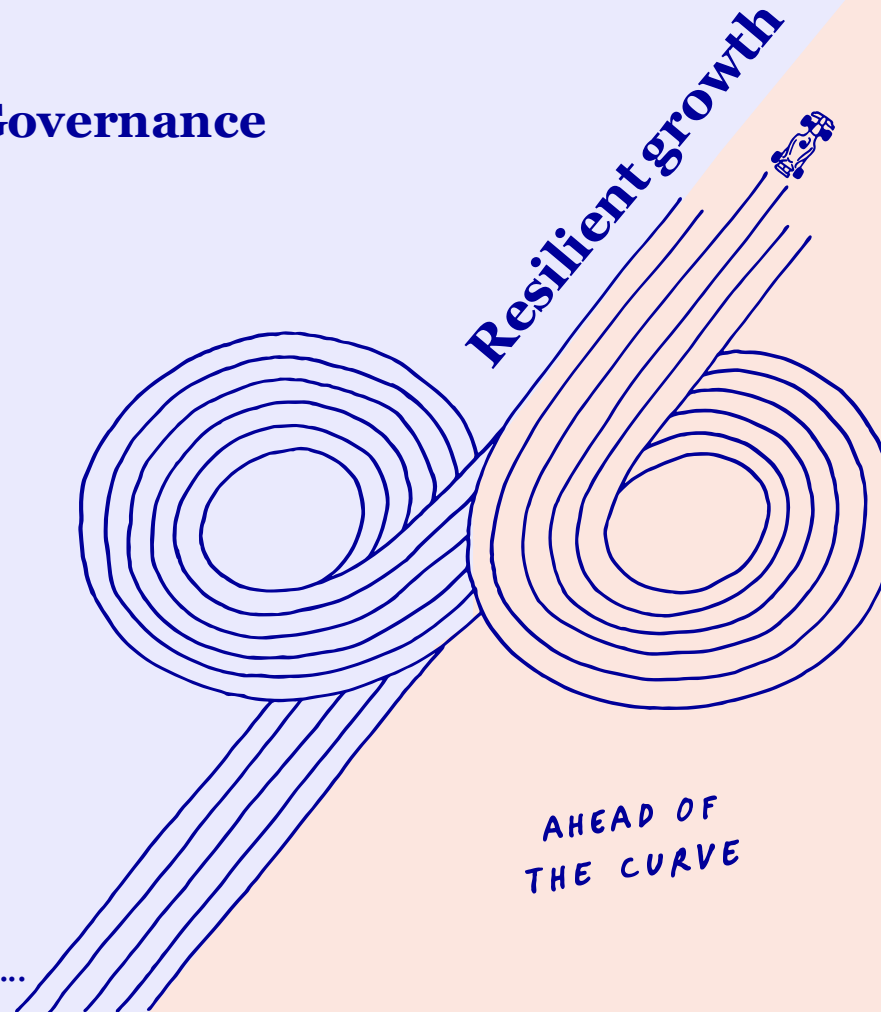
**Operational**

**Technological**

**Financial**

## Resilience

Foresee, adapt & bounce back better...



- Together for Medicines that matter
- Precision medicine, better access
- Diverse portfolio contributing to UN SDGs
- ESG Performance & compliance
- Holistic risk and impact management
- Preparedness, rapid response & manufacturing capacities for pandemic prevention<sup>1</sup>
- Talent wellbeing, commitment & engagement
- IT strategy, security & delivery
- Business continuity **#researchneverstops**
- Responsible supply chain management
- Profitability to fund future projects

## Sustainability

... to stay competitive and thrive



# Keeping the promise

Recap – ESG Goals 2023

## Environment

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

## Social

Conduct engagement survey in 2023. Define and communicate a management plan for 2024 and beyond based on results of engagement survey – *on track*

## Governance

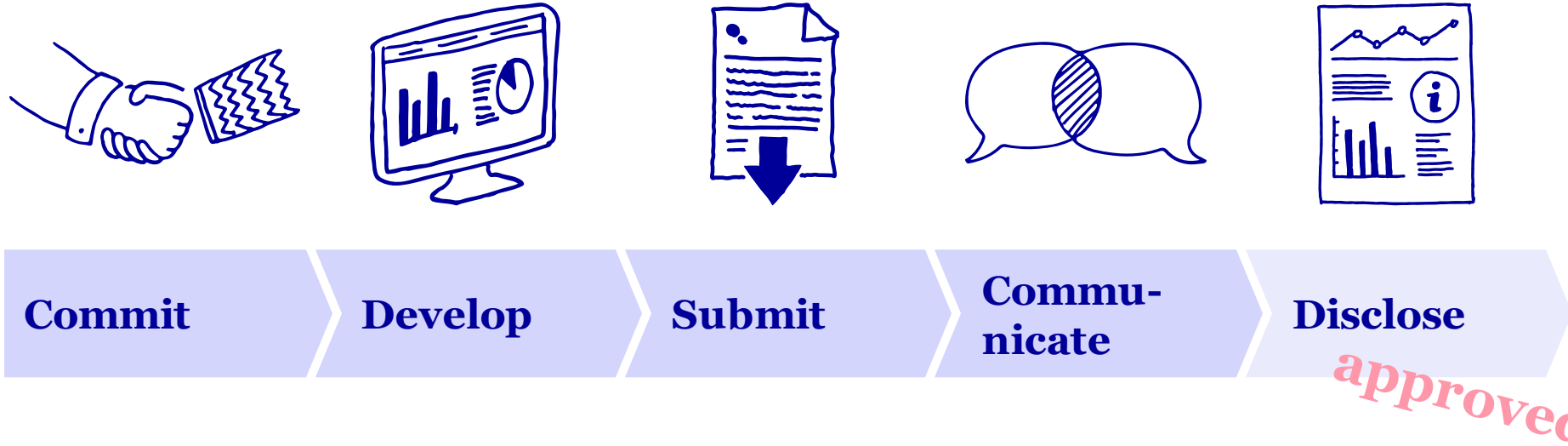
Engage sustainability champions at each site to create governance structures fostering environmental and social goals as well as site specific sustainability projects – *on target*





# First goal achieved

Near-term science-based targets approved



“Evotec SE commits to **reduce absolute Scope 1 and 2 GHG emissions 50.4% by 2032** from a 2021 base year. Evotec SE also commits to increase annual sourcing of **renewable electricity** from 25% in base year to **100% by 2026**. Evotec SE commits to **reduce Scope 3 GHG** from purchased goods and services and capital goods **72% per revenue** over the same period. Evotec also commits that **80% of its suppliers** by emissions covering purchased goods and services and capital goods **will have science-based targets by 2027<sup>1</sup>**.”

## Science-based targets balancing fast growth and responsibility for the planet

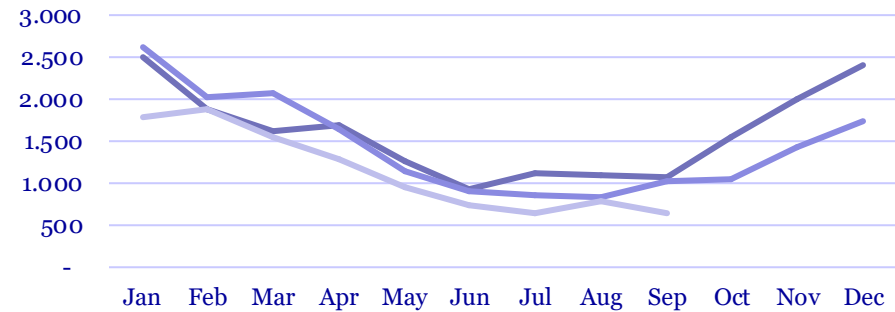
- RE100 by 2026  
(LTI goal 2023)
- 50.4% reduction of Scope 1 and 2 emissions by 2032, despite disproportionately faster growth than industry average
- Evotec will act as multiplier with its supplier engagement program



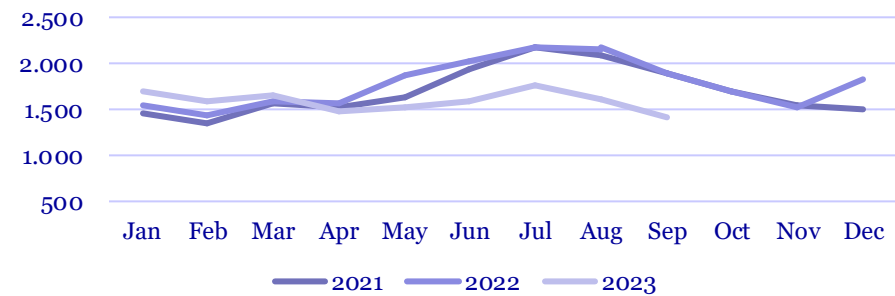
# Well ahead of plan – Investments of € 8.3 m exceeding target by 10%<sup>1</sup>

## Scope 1 & 2 emissions profile

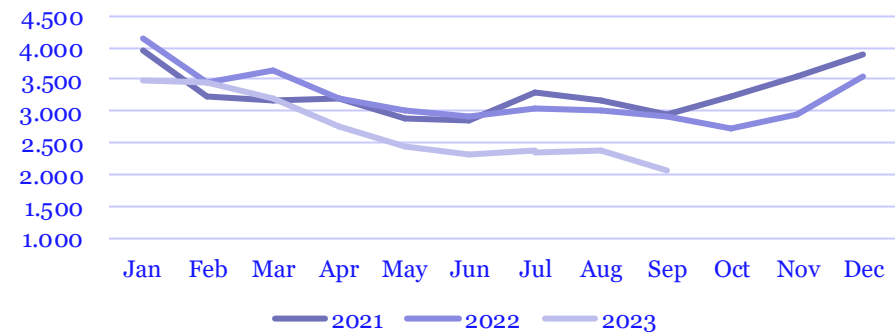
### Scope 1



### Scope 2



### Scope 1 & 2



### • Scope 1

- Consumption saving triggered by Ukraine crisis has resulted in sustainable change in behaviour (e.g. shut the sash initiative)
- Connection to “TED - Toulouse Energie Durable” in Toulouse
- First full year with air source heat pump at B95 (Abingdon)

### • Scope 2

- The long hanging fruit: Change of energy mix in Italy
- Freezer challenge

### • Scope 1 & 2

- 9M '23 emissions **-16%** versus 9M '22
- SBTi near-term goal implies average reduction of 4.2% per year

### • Scope 3

- Start of supplier engagement project



# 86% participations rate in Engagement Survey shows high commitment

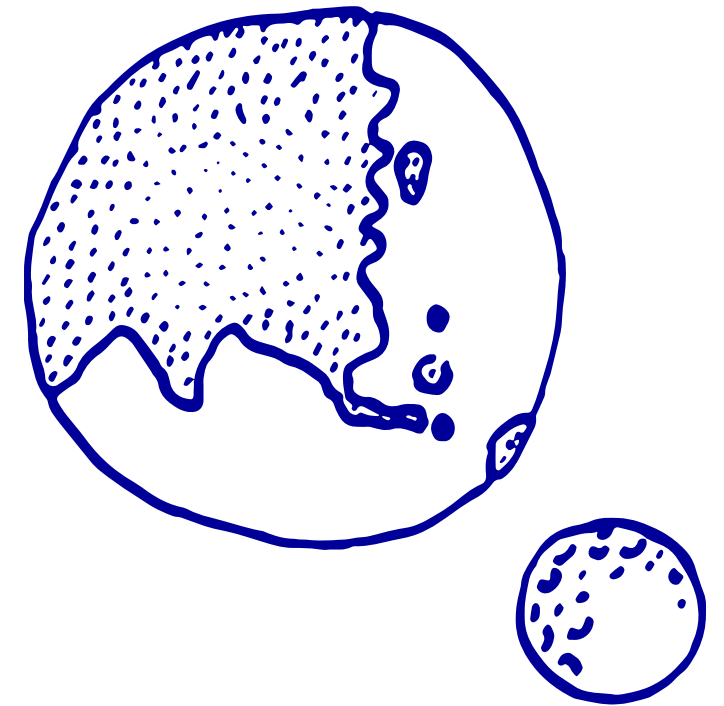
3 action areas

## Identified action areas

**1** Effective Organization & Structure

**2** Development & Reward

**3** Trust in Management Board

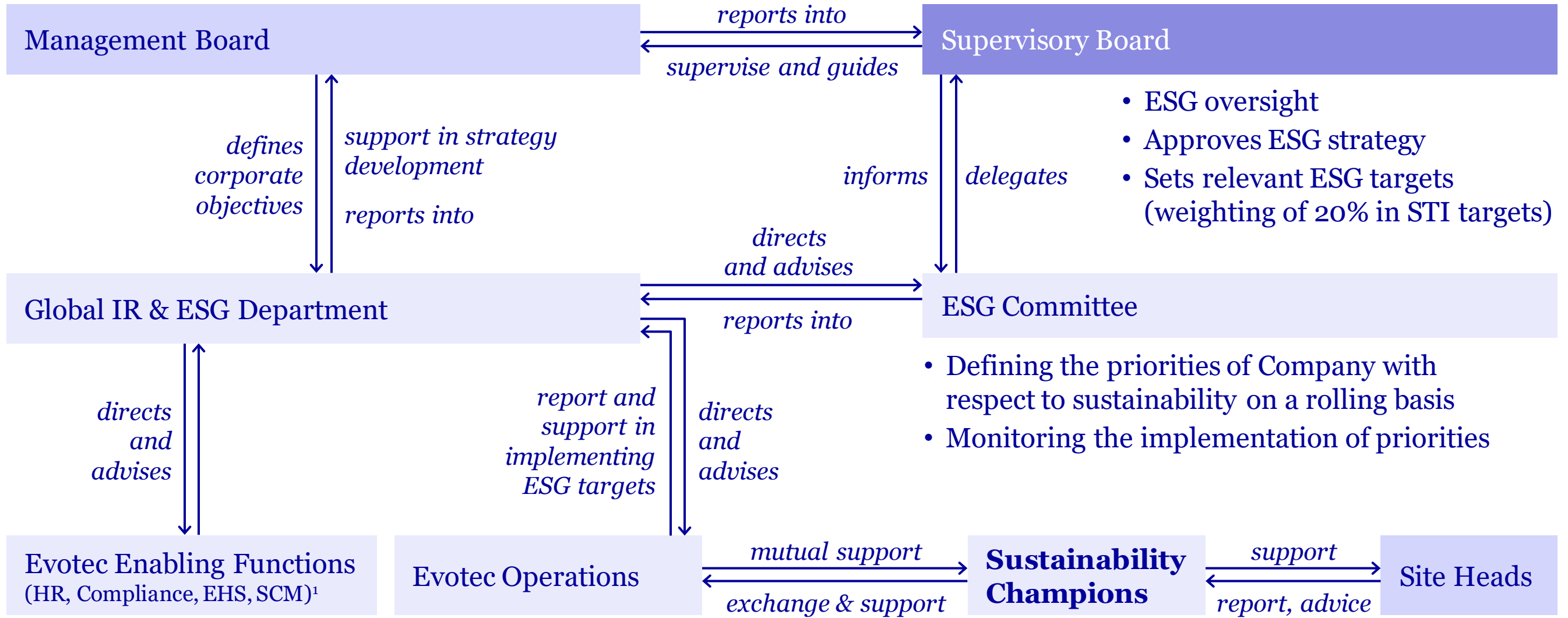






# Addition of 22 Sustainability Champions in 2023

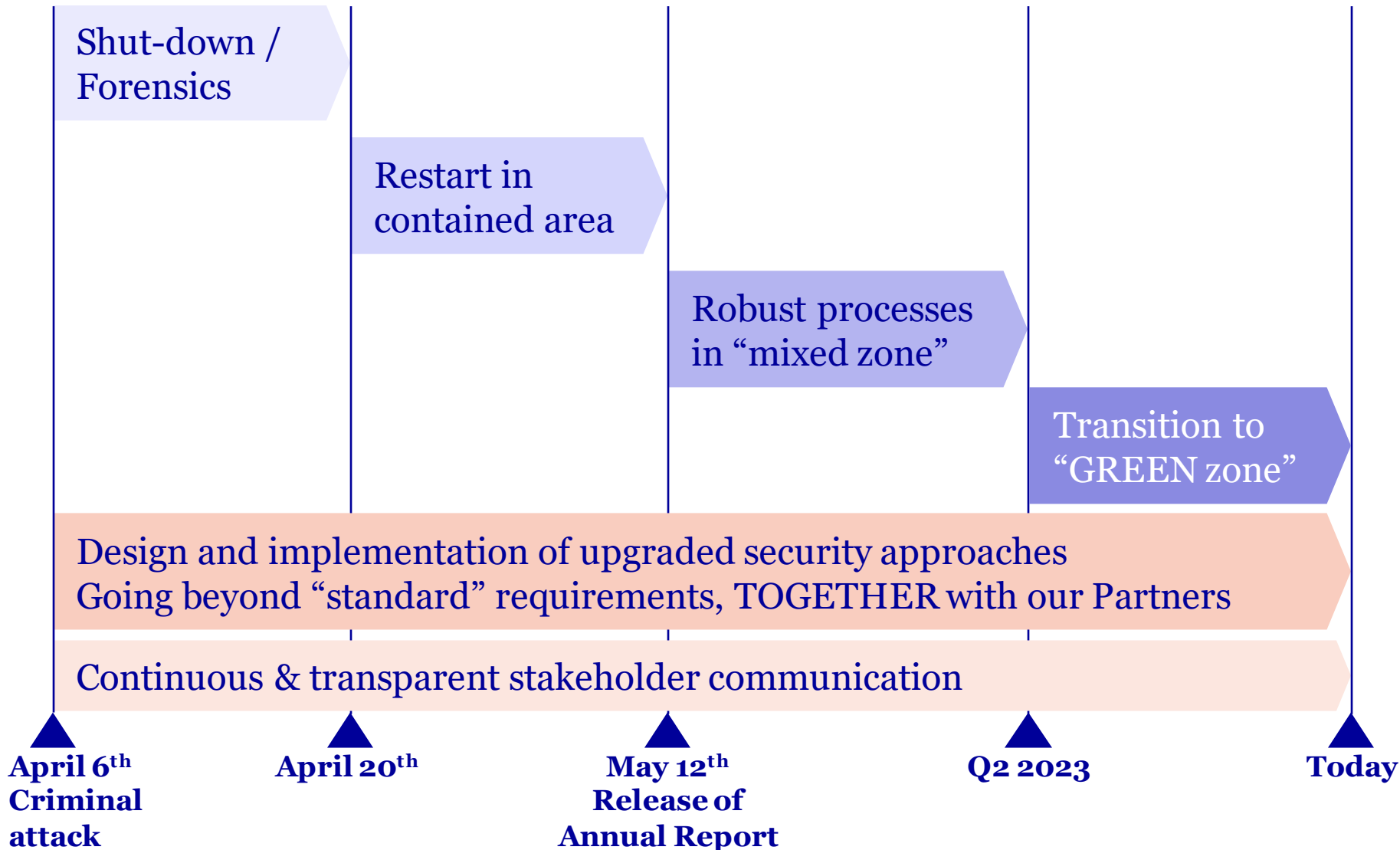
A new layer for better local sustainability governance





# Bouncing back better

Approach, learnings & measures from the Cyber Attack in April 2023



## Our Measures

- Dedication of “Information Security Governance” for Risk & Audit Management, Supplier Security, Customer Security, Product Security direct Board report Chief Information Security Officer and “IT Security” (Technology)
- Strict regime for “RED Zone Operations” (Containment is promised to our partners)
- New Security solutions and processes for the new GREEN Zone with much more strict processes
  - enabling new secure business innovations
  - eradicating immature “shortcuts”



# Full compliance with EU Market Abuse Regulation (MAR)

State-of-the art compliance framework & good governance

## Insider-Policy

Revised dedicated Insider-Policy (supplementary to Code of Conduct) in place since NASDAQ IPO in November 2021

- Approved by MB and SB and published on Website (Code of Conduct -> [Link](#))
- Clear definitions of what is an insider information and consequential trade prohibition
- Clear definition and explanation of Black Out Periods (30 days prior to announcement of quarterly/annual results)
- Mandatory clearance proceeding obliged to prior clearance of any trade in Company shares with General Counsel

## Code of Conduct

- CoC sets standards for general compliance with insider trading laws and prevention of conflicts of interest
- Approved by MB and SB and published on Website (Code of Conduct -> [Link](#))

## Insider lists

- Insider lists pursuant Article 18 MAR available and managed through state-of-the art electronic tool

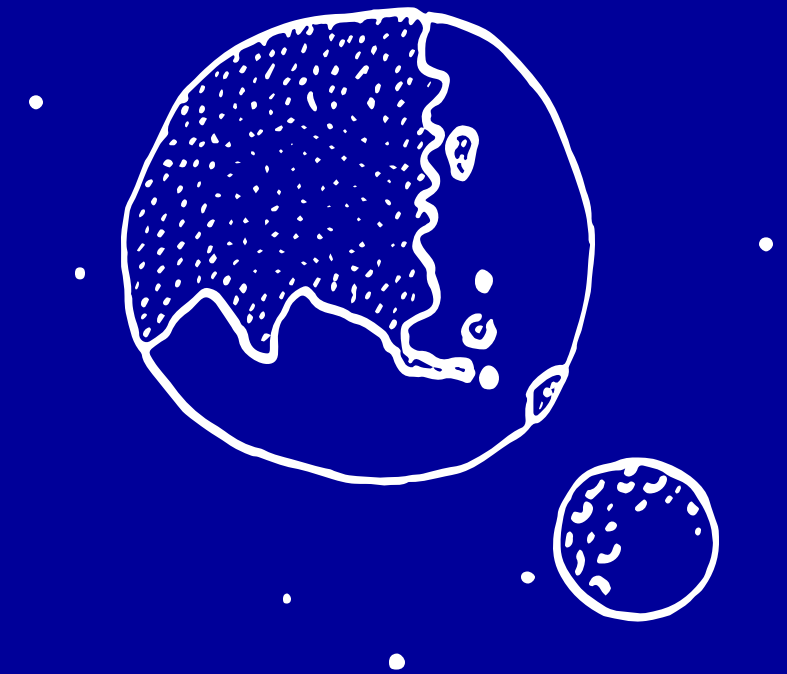
## Shareholdings reconciliation

- General Counsel reaches out to SB and MB members regularly in December to confirm shareholdings, LTI, RSP as of 31 Dec.



# Agenda

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2. Boards of Directors
3. Management Board Remuneration System





# Interim CEO for >20 years with Evotec – securing seamless transition

Experienced and international Management Board



Unchanged CEO responsibility areas (MBM, Strategy, Communication, IR, HR, ID & Global Health)

**Mario Polywka**

Interim CEO (for 2024)



Focus on Global Finance, Corporate Tax, Risk Management, Internal Audit, ICS, Export Control, Business Process Management, Legal & Compliance

**Laetitia Rouxel**

CFO (since 2023)



Focus on larger innovation platforms, spin-offs, and strategic partnerships Leading oversight and prioritization of proprietary R&D projects

**Cord Dohrmann**

CSO (since 2010)



Focus on operational optimal project flow and execution on R&D platforms, Supply Chain & Footprint; EHS to be further strengthened

**Craig Johnstone**

COO (since 2019)



Leading Business Development, Biologics business unit and accelerating data-driven technology-roll-out:

- Bringing together on “solid line” IT, Research Informatics, PanHunter
- BD Execute and Innovate, Alliance Management
- Strategy Support

**Matthias Evers**

CBO (since 2022)



# Ensuring consistency in challenging times

## Independent and diverse 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 and Chairperson of the ESG Committee of Evotec
- Since 2021 Partner at Peters, Schönberger & Partner, Munich
- 2000-2021, Equity Partner at Baker McKenzie (since 2017, Member of the Global Executive Committee of BMcK)

### Constanze Ulmer-Eilfort

Partner at Peters, Schönberger & Partner, Munich



- Since 2015 Member of Evotec's Supervisory Board
- 2020-2022 CEO Keltic Pharma
- 2015-2019, CEO of Carrick Therapeutics Ltd,
- 2011-2014, VP Global External R&D at Eli Lilly & Company, Inc
- 1995-2010, Various positions in drug discovery and development / AstraZeneca

### Elaine Sullivan

Non-Executive Director IP Group plc.



- Since 2019, Member of the Supervisory Board and Chairperson 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 2022 Member of Evotec's Supervisory Board
- Investment professional with ~20 years of business development, asset management, and M&A experience across Europe, North America and MENA
- Investment Manager in Virgin Group's London, (Special Situations), Healthcare JPMorgan in New York and London

### Camilla Macapili

Head of Life Sciences, Mubadala Investment Company



- Since 2019 Member of Evotec's Supervisory Board
- Assigned Interim CEO for 2024
- 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, Interim CEO of Evotec<sup>1</sup>



# Stability and consistency required in challenging times

Chairperson volunteered to continue for a third term

- Implementation of enhanced Supervisory Board competency profile results in transformation of Supervisory Board with the addition of 2 new members with a boost of relevant expertise (especially: R&D, B2B, Manufacturing, US) → seamless integration into the Supervisory Board will be key to success
- Succession planning for Chair of Supervisory Board still ongoing; right profile difficult to find; ideally at least one-year overlap with future chair
- Succession planning for Management Board ongoing; new CEO to be recruited
- Addition of relevant Management Board expertise planned: Chief People Officer
- Evotec at a strategic inflection point in a volatile external environment: focus on core businesses; End-to-End efficiencies; full integration after a period of rapid growth through acquisitions; strengthening of functional backbone (Finance, IT, HR)



# ESG committee established in 2022

## Supervisory Board Committees

	<b>Audit &amp; Compliance Committee</b>	<b>Remuneration &amp; Nomination Committee</b>	<b>ESG Committee</b>
<b>Tasks</b>	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.	Together with the Management Board, the ESG Committee defines the priorities of Company with respect to environment, people, and governance on a rolling basis, and is advising on and monitoring the implementation of such priorities.
<b>Members</b>	Prof. Dr. Iris Löw-Friedrich (Chairperson)	–	X (Chair)
	Roland Sackers (Vice-Chairperson)	X (Chair)	X
	Camilla Macapili Languille	–	–
	Dr. Mario Polywka	X	–
	Dr. Constanze Ulmer-Eilfort	X	–
	Dr. Elaine Sullivan	–	X (Chair)
			X





# Enlarge and update competencies within Supervisory Board

Suggested skills and expertise matrix for Supervisory Board 2024 ff.

<b>Skills / Expertise</b>	<b>Iris Löw-Friedrich</b> (Chair; Rem Com Chair)	<b>Roland Sackers</b> (Deputy Chair; ACC Chair)	<b>Camilla Macapili Languille</b>	<b>Mario Polywka</b>	<b>Constanze Ulmer-Eilfort</b> (ESG Chair)	<b>Rupert Vessey</b> (prospective candidate)	<b>Wesley Wheeler</b> (prospective candidate)
Independent Supervisory Board members (Chairman, ACC Chair, Rem Com Chair; majority of total members)	X <sup>1</sup>	X	X <sup>2</sup>	X <sup>3</sup>	X	X	X
Research & Development	X	–	–	X	–	X	–
Biologics Manufacturing	–	–	X	–	–	–	X
Biopharma	X	–	X	X	–	X	X
Small Biotech	–	–	X	X	–	X	X
Healthcare economics	X	–	X	–	–	–	–
Commercial / B2B	–	–	–	X	–	–	X
M&A / Partnering	–	–	–	X	X	X	X
Capital Markets	X	X	X	X	–	–	X
Accounting / P&L / Risk Management	–	X <sup>4,5</sup>	X <sup>5</sup>	X <sup>5</sup>	X	–	–
Auditing & Sustainability Reporting	–	X <sup>4,5</sup>	–	–	X	–	–
Digitization	X	X	–	–	–	X	–
IT and Cybersecurity	–	X	–	–	–	–	–
General Management	X	X	X	X	X	X	X
Legal & Compliance	–	X	–	–	X	–	–
Environment and Sustainability	–	X	X	–	X	–	–
Social and HR	X	X	–	–	X	–	–
Governance	X	X	X	–	X	–	–
Age of Supervisory Board candidate does not exceed 72 years at the time of the proposal	X (1960)	X (1968)	X (1983)	X (1963)	X (1962)	X	X
Nationality	German	German	Canadian	UK	German	UK	US
Regional experience in EU, USA, Asia	EU, USA, Asia	EU, USA	EU, USA, MENA	EU, USA	EU	USA	USA
Female Supervisory Board members (at least 30%)	X	–	X	–	X	–	–

<sup>1</sup> Management Board member of UCB: the commercial relationship with UCB as a customer of Evotec is considered to be immaterial (approx. 0.5% of Group revenue in 2022)

<sup>2</sup> Head of Life Sciences at Mubadala Investment Company: Mubadala Investment Company holds some 7% of the shares in Evotec, but does not exercise control within the meaning of C.9 GCGC

<sup>3</sup> The cooling-off period defined in C.7 DCGK ended at the close of 2020. Left Management Board on 31 December 2018

<sup>4</sup> Experience of auditing

<sup>5</sup> Experience of accounting



# Composition of Supervisory Board reflects good corporate governance

## Age Limit

SB member should be no older than 72 years at the time of (re-)election

## Appropriate number of independent members

- Majority of SB members to be considered as independent incl. Chair of SB, Chair of ACC and Chair of RemCom
- Currently 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 (~0.5% of 2023 group revenue)
  - Camilla Macapili Languille (Head of Life Sciences, Mubadala Investment Company): Mubadala holds ~7% 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; interim CEO for the time being

## No "Over-boarding"

- The Chairperson Iris Löw-Friedrich is also a member of the Supervisory Board of Fresenius SE & Co. KGaA. However, Iris Löw-Friedrich always devoted sufficient time to perform her function, including attendance to all board and committee meetings (100%). She is running regular biweekly informal SB calls, regular biweekly calls with the CEO, and has interactions with MB members on an as-needed basis. She is also meeting with members of the n-1 leadership level, in groups and individually. In summary, she is available to meet with internal and external stakeholders and has plausibly demonstrated that this will also be the case in the future.
- In summary, all SB members show a strong commitment and attendance rate at SB and Committee meetings

## Standard Term of Office

New SB members to be elected for initial term of 2 years; re-elected SB members for term of 3 years → facilitates also staggered terms

NEW

## Maximum Tenure of SB membership

No maximum tenure but transparent disclosure of total term per SB member (see C.3 GCGC)

NEW

## Number of SB Members

7 SB Members (one additional member compared to current SB to reflect growth of company and extended skill matrix)

NEW



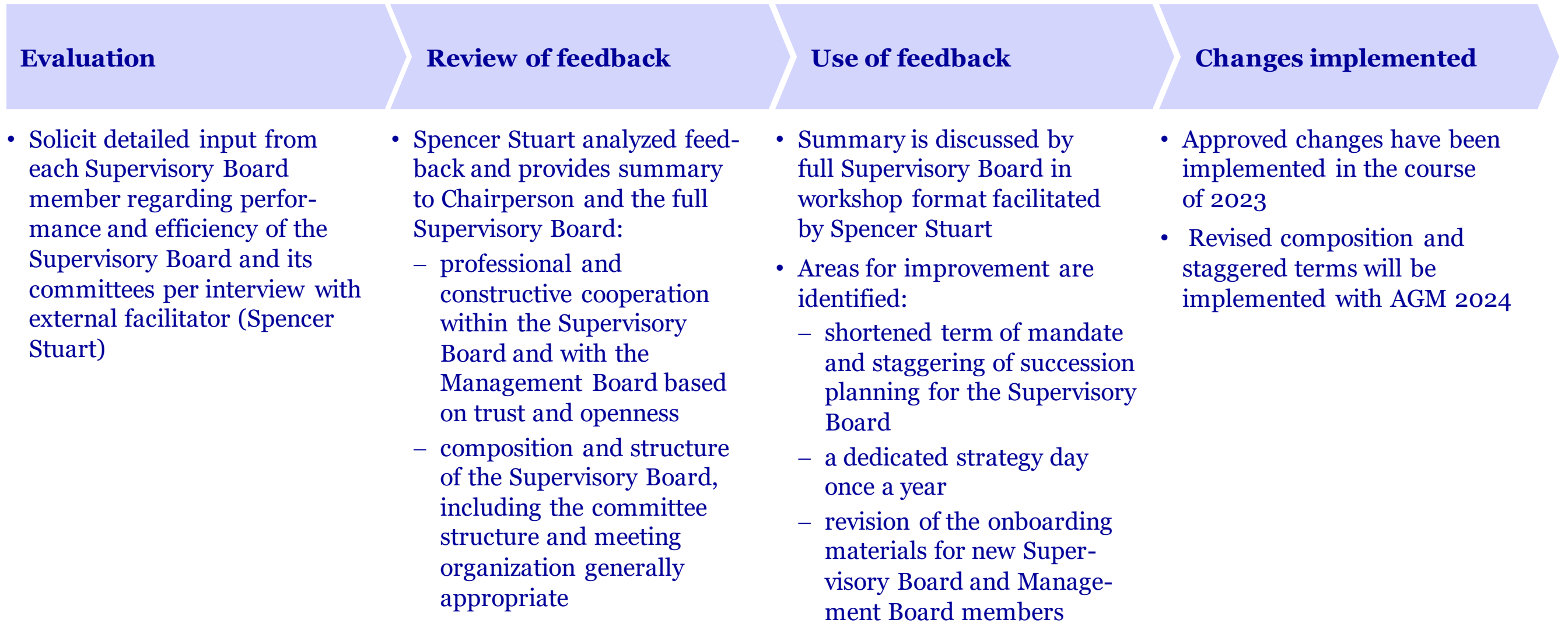
# Strong commitment and attendance by all Supervisory Board members

Frequency of meetings and attendance

<b>Supervisory Board member</b>	<b>Member since</b>	<b>SB Meetings</b>	<b>ACC</b>	<b>RemCom</b>	<b>ESG Committee</b>	<b>Total Presence</b>
Prof. Dr. Iris Löw-Friedrich (Chairperson)	2014	10/10	–	2/2	–	100%
Roland Sackers (Vice-Chairperson)	2019	9/10	4/4	2/2	–	94%
Camilla Macapili Languille	2022	9/10	–	–	3/3	92%
Dr. Mario Polywka	2019	10/10	4/4	–	–	100%
Dr. Constanze Ulmer-Eilfort	2021	10/10	3/4	–	3/3	94%
Dr. Elaine Sullivan	2015	9/10	–	1/2	3/3	87%



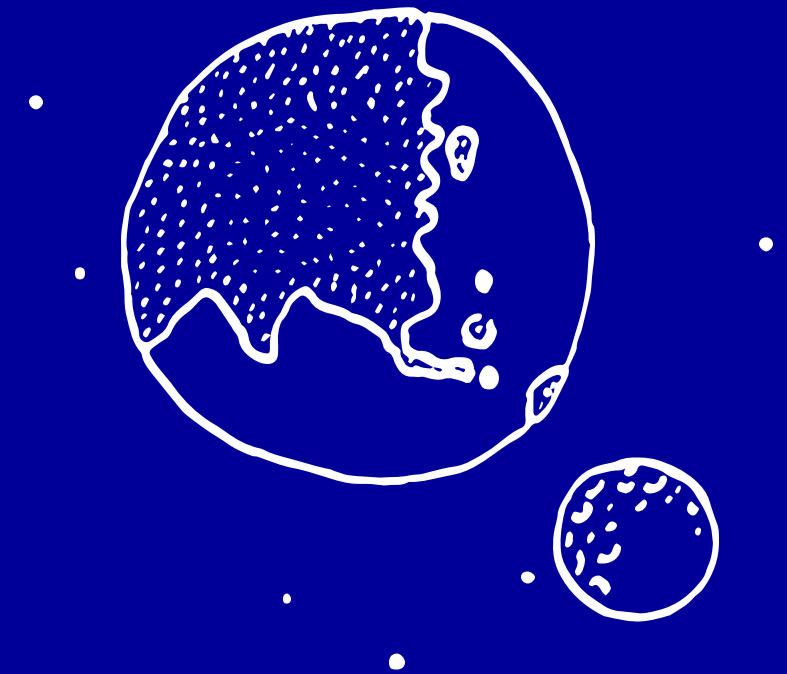
# Supervisory Board self-evaluation process





# Agenda

1. Strategic Outlook
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3. Management Board Remuneration System





# Strong support for Remuneration Report 2023 expected

Support already significantly increased from AGM 2022 (53%) to AGM 2023 (72%)

## 2023 was first full year under new remuneration framework (as approved by AGM 2022 with ~95%)

	Remuneration framework until AGM 2022	Remuneration framework since AGM 2022
Remuneration Structure	<ul style="list-style-type: none"> <li>Fixed components: Base salary &amp; fringe benefits (incl. pension contribution)</li> <li>Short-term-incentive</li> <li>Long-term-incentive               <ul style="list-style-type: none"> <li>Share Performance Plan – rolling plan type</li> <li>Restricted Share Plan – sequential (granted once per Management Board member, discretionary)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Fixed components: Base salary &amp; fringe benefits (incl. pension contribution)</li> <li>Short-term-incentive               <ul style="list-style-type: none"> <li>No change in mechanics, <b>60% of the net payout to be invested in company shares with a three-year holding requirement</b></li> </ul> </li> <li>Long-term-incentive               <ul style="list-style-type: none"> <li>Share Performance Plan – rolling plan type</li> <li><b>Elimination of Restricted Share Plan, annualized grant value to be included in STI and LTI</b></li> </ul> </li> </ul>
Short-term-Incentive	<ul style="list-style-type: none"> <li>Cap at 150% target achievement</li> <li>Financial &amp; strategic KPIs, annual performance measurement</li> </ul>	<ul style="list-style-type: none"> <li>Cap at 150% target achievement</li> <li><b>Revised KPI structure</b>, annual performance measurement:               <ul style="list-style-type: none"> <li><b>50% Financial KPIs</b></li> <li><b>30% Strategic KPIs</b></li> <li><b>20% ESG metrics</b></li> </ul> </li> <li><b>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</b></li> </ul>
Long-term-incentive	<ul style="list-style-type: none"> <li>Share Performance Plan – rolling plan type</li> <li>200% cap on number of shares &amp; additional 350% payout cap</li> <li>Annual performance measurement with annual lock-ins</li> <li>Two KPIs               <ul style="list-style-type: none"> <li>Abs. share price development (50%)</li> <li>Relative TSR (Outperformance) compared to TecDAX (50%)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Elimination of Restricted Share Plan for Management Board [Please note that in May 2022 two already contractually committed RSP grants have been made to COO and CBO]</li> <li>Share Performance Plan – rolling plan type               <ul style="list-style-type: none"> <li>200% cap on number of shares &amp; additional 350% payout cap</li> <li><b>Four-year performance period, elimination of annual lock-ins</b></li> <li>Two KPIs plus ESG modifier to adjust numbers of shares based on achievement                   <ul style="list-style-type: none"> <li><b>Int. measure (Revenue growth; 50%)</b></li> <li>Ext. measure (Relative TSR (Outperformance) compared to TecDAX; 50%)</li> <li>ESG modifier (0.9 – 1.0) to be selected from basket of ESG objectives</li> </ul> </li> </ul> </li> </ul>
SOG & CIC	<ul style="list-style-type: none"> <li>No Share ownership guidelines implemented</li> <li>Clawback and Malus clauses for both incentive schemes are included into the service agreements of the Management Board</li> </ul>	<ul style="list-style-type: none"> <li><b>Share ownership guidelines will be implemented based on market practice</b></li> <li>Clawback and Malus clauses are included into the service agreements of the Management Board</li> </ul>



# Putting the money where the mouth is

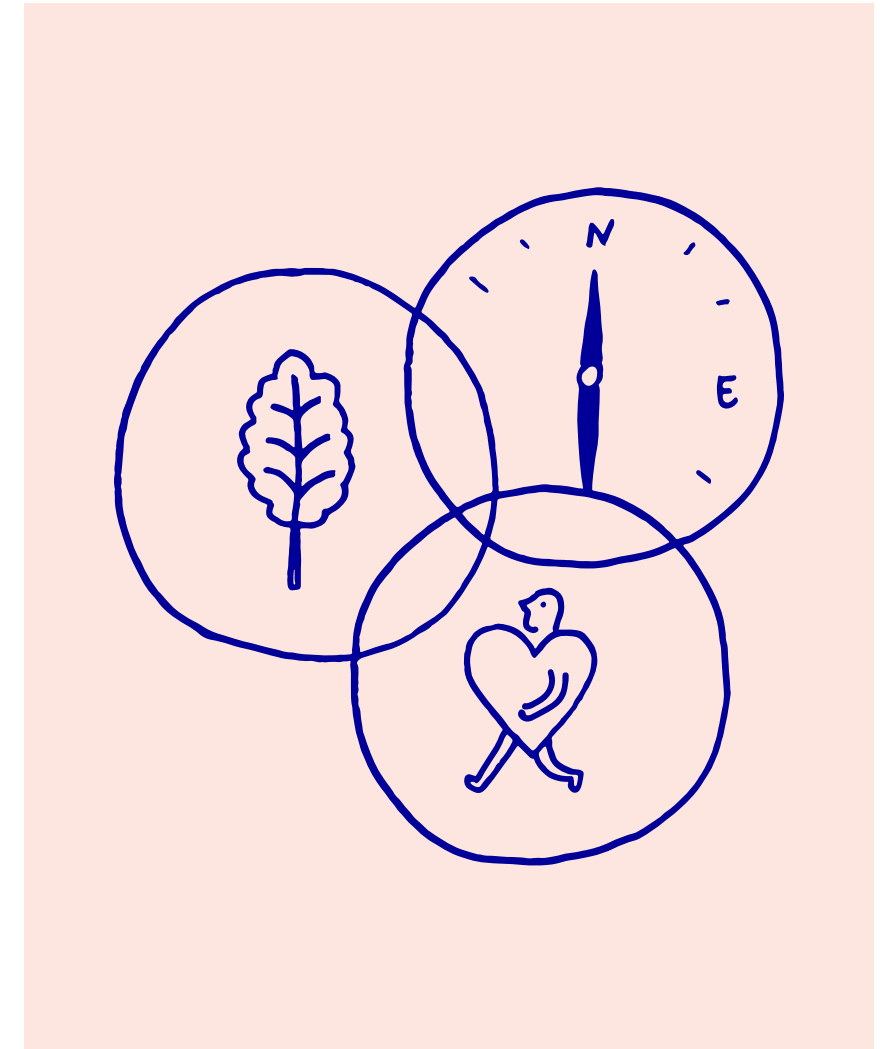
ESG metrics design 2024 to determine STI and ESG Modifier in revised LTI plan

**5%** Drive improvement in SOX compliance & digitalization for more efficient work for all employees

**10%** Implement 3 initiatives addressing key points of first engagement survey, and show >10% improvement in 2nd survey

**5%** Development of and commitment to a climate transition plan (CTA) that includes climate adaptation and beyond the value chain measures to achieve Scope 1, 2 & 3 Net-Zero by 2045

**ESG Modifier: Develop and implement a consistent climate risk, biodiversity and circular economy framework** based on: Climate scenario analysis, Climate risk assessment, Climate-transition plan, Carbon pricing scheme, Biodiversity management approach, and Product and services life cycle assessment (LCA)





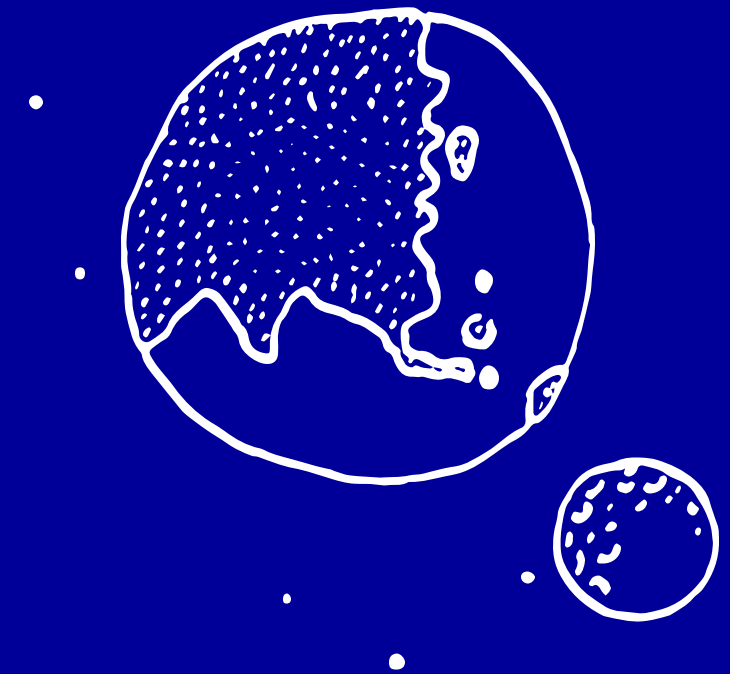
# *Back Up*





## Back Up

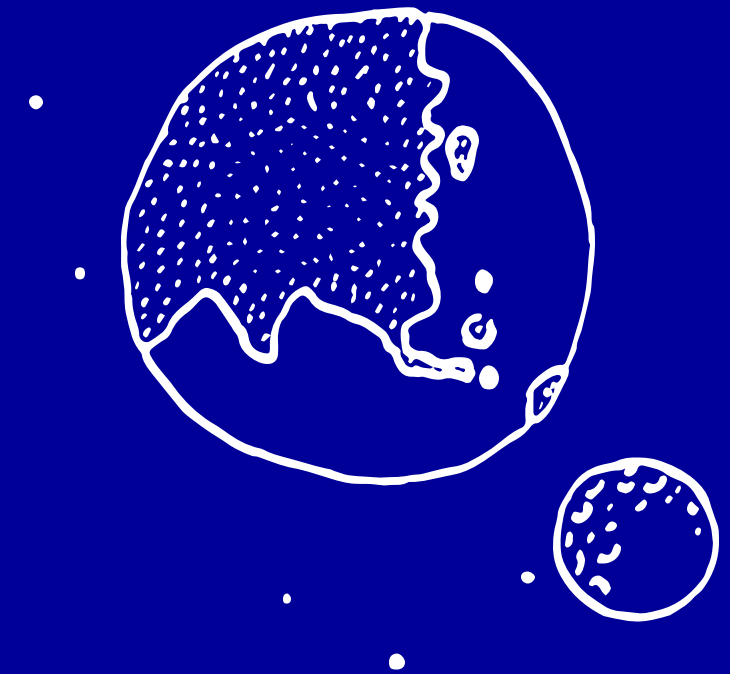
1. Strategic Outlook
2. Boards of Directors
3. Management Board Remuneration System





## Back Up

1. Strategic Outlook
2. Boards of Directors
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# It all starts with precise patient data – From human to human

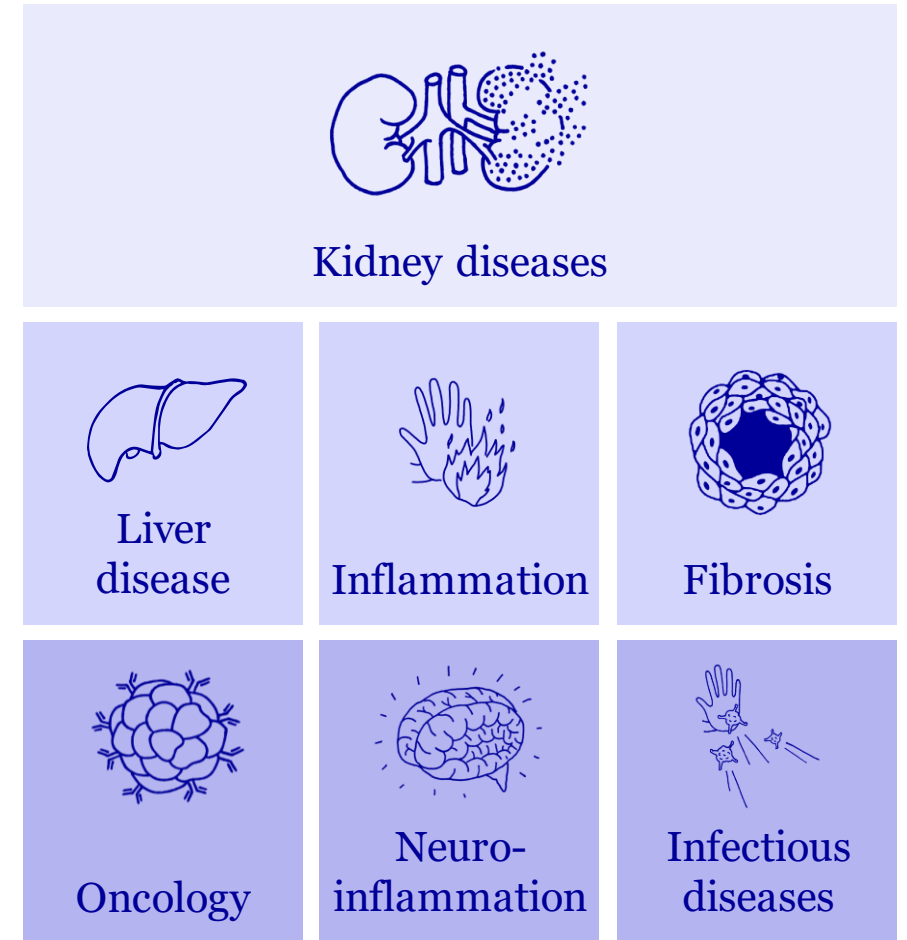
Portfolio of Evotec Molecular Patient Databases (E.MPD)

**Therapeutic area**      **Patients**

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



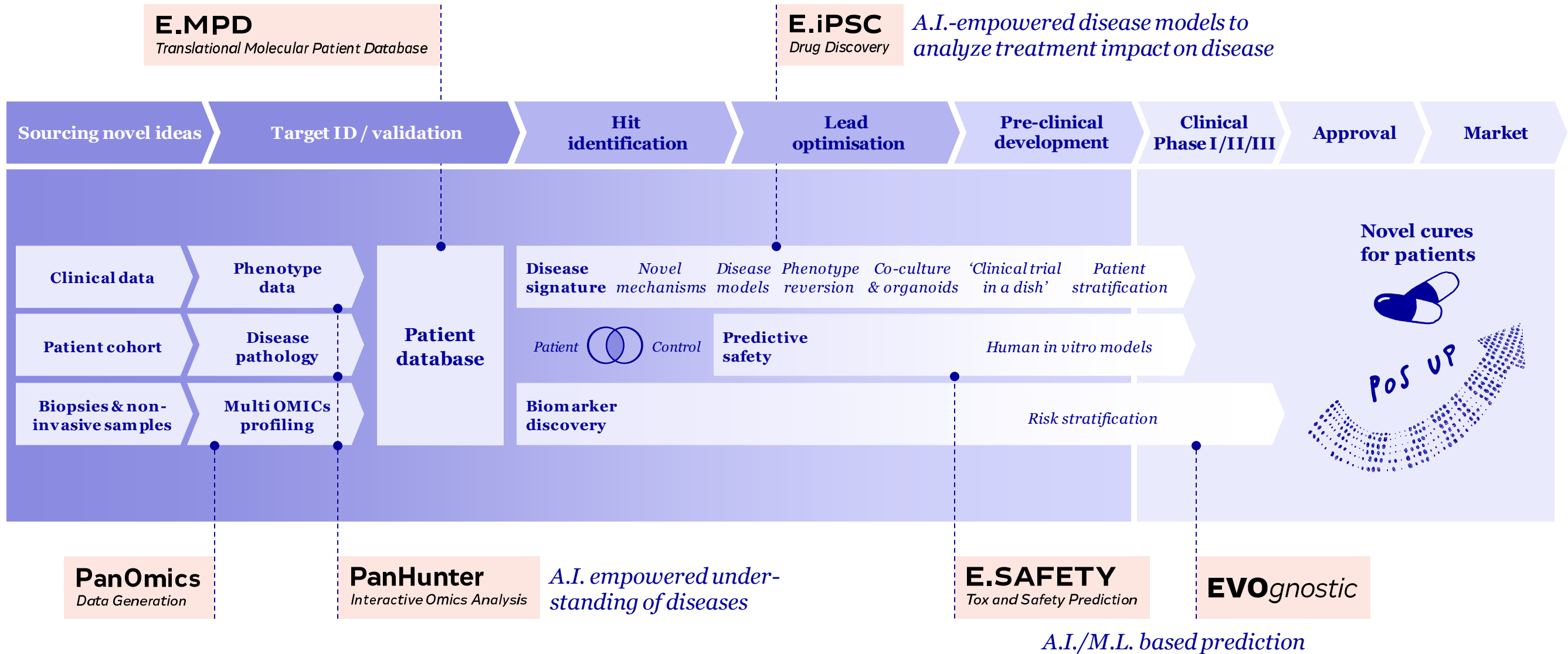
**E.MPD**  
TRANSLATIONAL MOLECULAR PATIENT DATABASE





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

## Overview of PanOmics-driven drug discovery

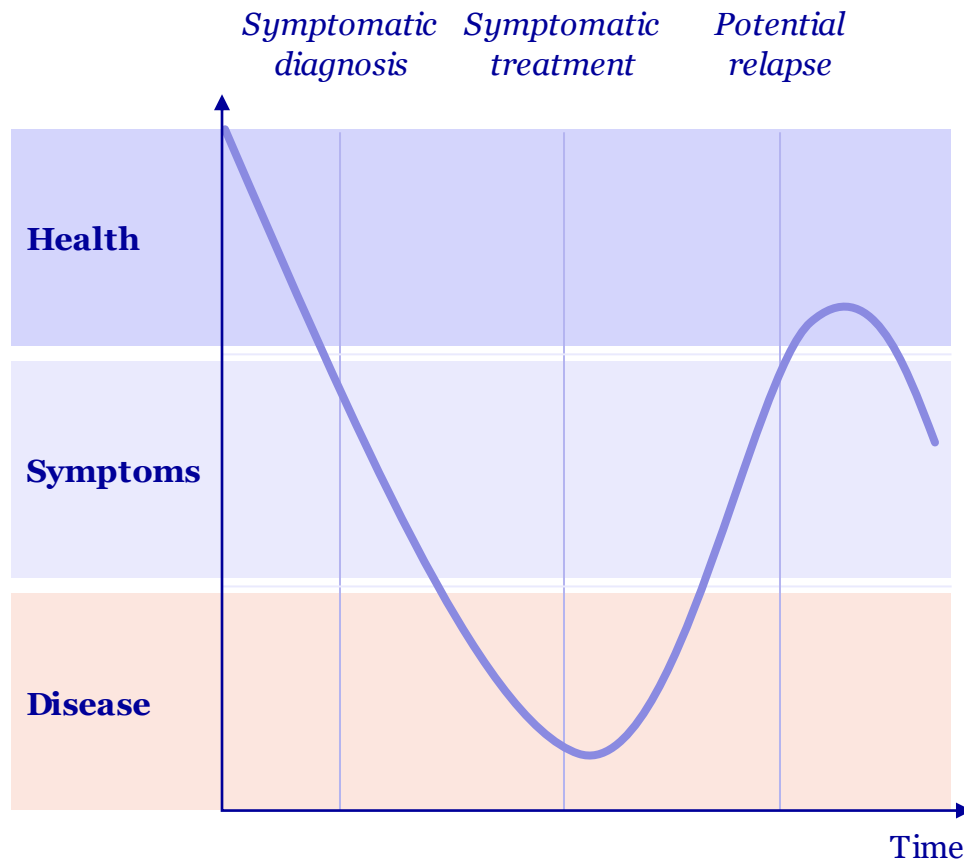




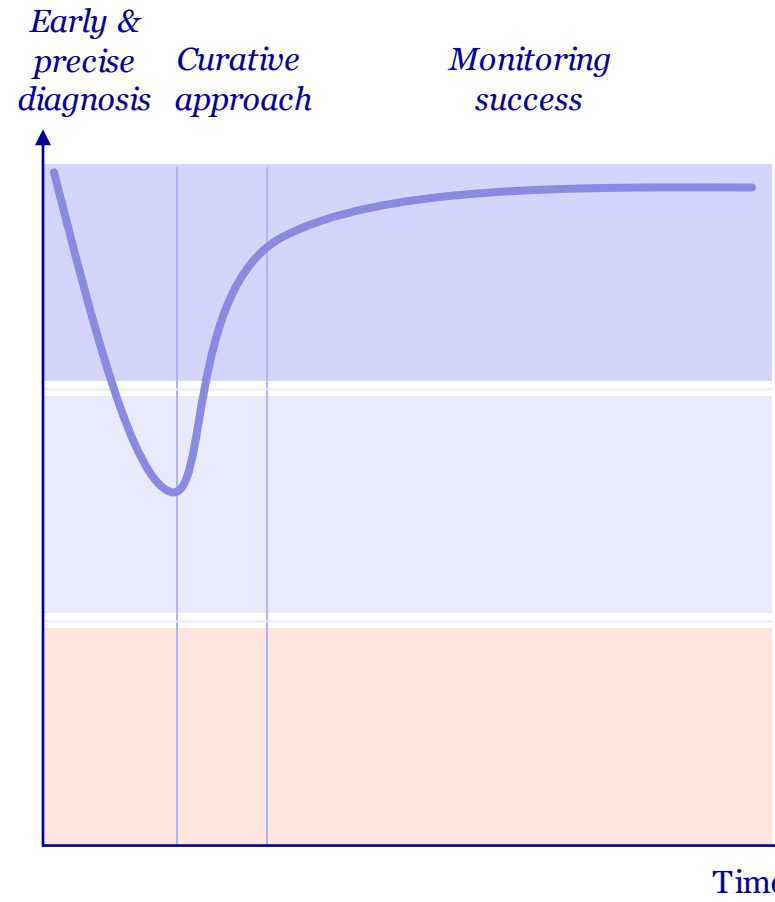
# Changing the healthcare paradigm with PanOmic

From symptomatic treatments to data-driven healthcare

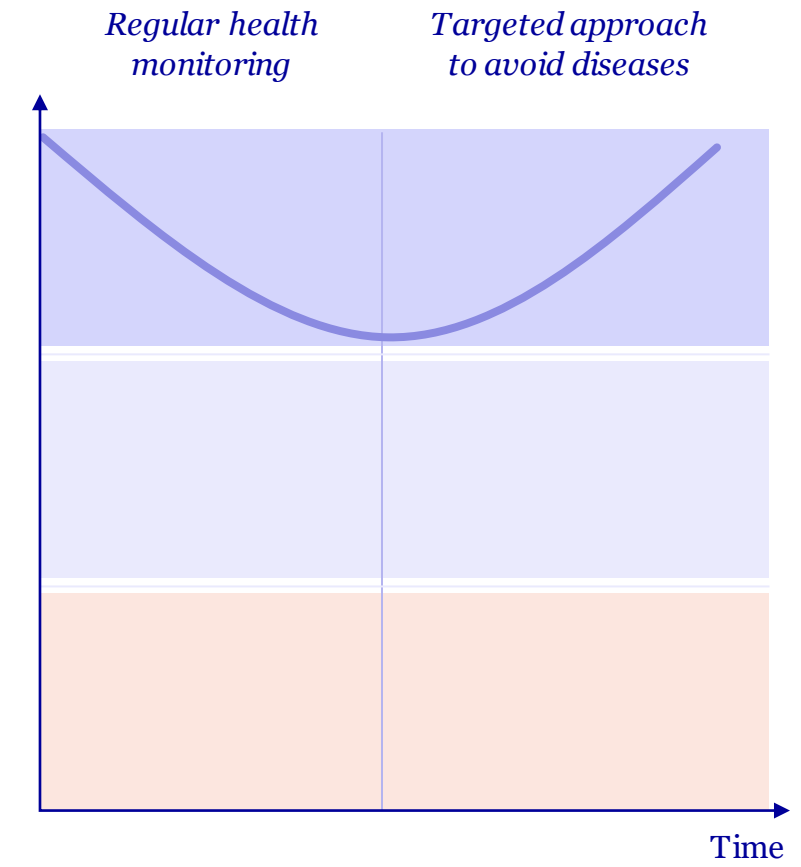
## “Successful” symptomatic treatments



## Precision medicine



## Data-driven healthcare





# Solving one access challenge at a time: underserved indications

Illustration of challenge and solution elements



**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

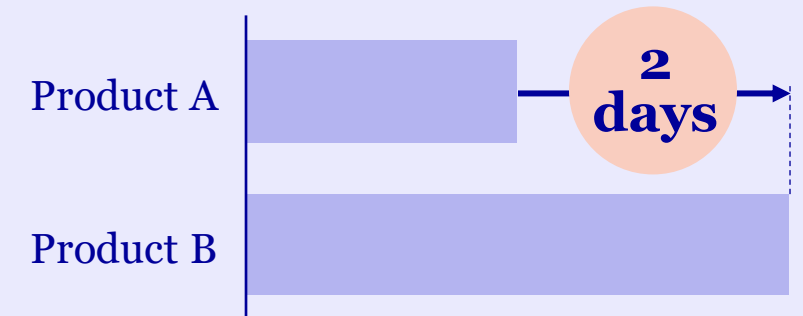
**30**  
million people

in **US** are living with rare disease

**Just**  
EVOTEC BIOLOGICS

**1. High titer cell lines**

**2. Rapid turn around**





# Solving one access challenge at a time: underserved populations

Illustration of challenge and solution elements

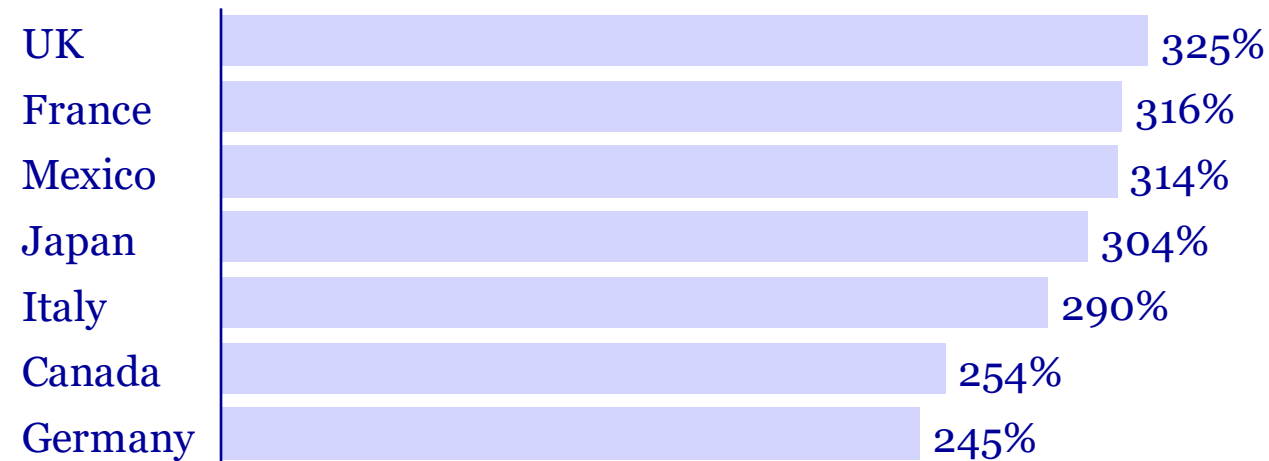


## Case example for top-5 mAb therapy – Psoriatic Arthritis

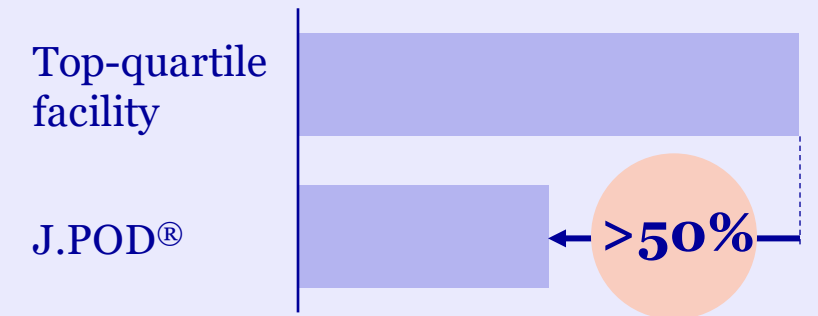
Comparison of annual treatment costs U.S., in USD (000s)<sup>1</sup>



US Biologics prices as a % of other countries<sup>2</sup>



## Lower COGs potential US\$/g



## Proximity to key markets



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

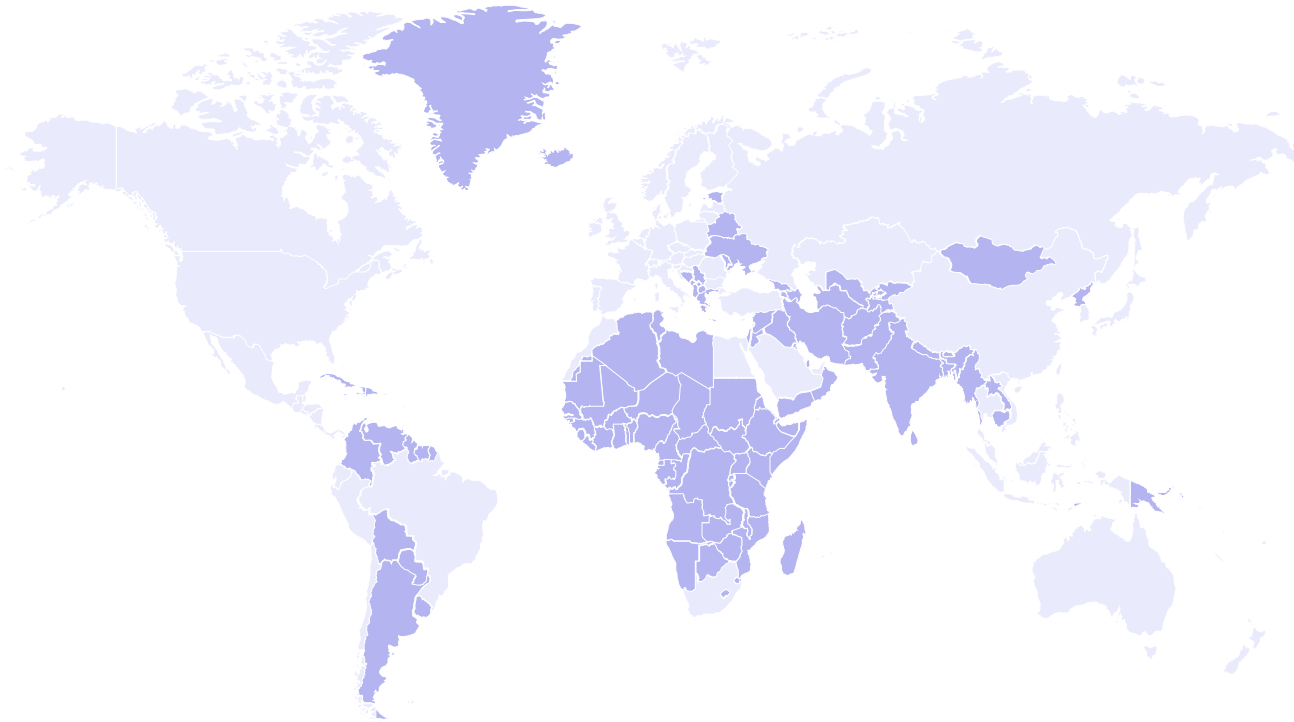


# Solving one access challenge at a time: underserved regions

Illustration of challenge and solution elements



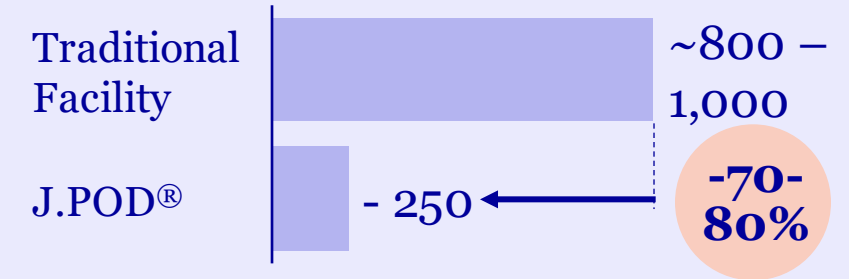
## Case study – Countries where key PD-1 antibodies are currently not available



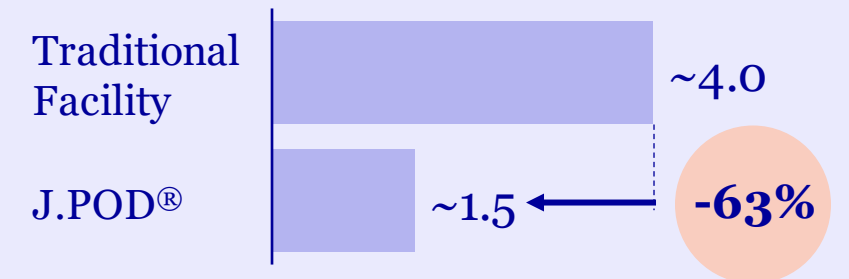
### Enabling new business models



#### Facility building costs, US\$m



#### Time to set up facility, years







# “Evotec inside” – further progressing

Selected pipeline events within next 12-24 months

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Phase II data with BMS in CNS (EVT8683)

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Phase II initiation with Bayer in Kidney Disease

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Phase I data with Kazia in Oncology (EVT801)

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Phase I initiations with Kidney Diseases with other partners

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Phase I initiation with BMS in CNS

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Phase I initiation with BMS in Oncology

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Phase I initiation with Sernova in Diabetes

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Phase I data in Chikungunya virus (EVT894)

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

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# Upcoming important dates

Financial calendar 2024

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FY 2023 results / Sustainability Report

*24 April 2024*

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Q1 2024 results

*22 May 2024*

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Annual General Meeting 2024; in-person / non-hybrid

*10 June 2024*

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H1 2024 results

*14 August 2024*

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Capital Markets Day (Toulouse)

*10 October 2024*

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9M 2024 results

*06 November 2024*

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# Looking into 2024 – A well-filled ESG calendar

Major changes and projects for next year

## Environmental

**Develop a climate transition plan (CTP) towards net-zero**

**Submission Science-Based long-term Targets**

Climate Risk assessment

Management approach report on Pollution

Building circular economy strategy

**Improve waste and water management**

## Social

**Implementation of EVOvoice result measures**

**Stay focused on discovering Medicines that matter & improve Access for all**

**Diversity, Equity & Inclusion**  
Develop an in-house DEI strategy

**Employees well-being strategy**  
EHS delivering business case

Integrating all functions & setting a calendar for observance days

## Governance

**Integrated reporting FY 2024**  
Preparation of one fully audited report with financial and non-financial statements

**Investment in improvement of EU Taxonomy management**








**Sustainability Champions**  
Assessment of sustainability at sites

**Signing Global Compact**



# Transition to **green** critical to make us all more efficient again

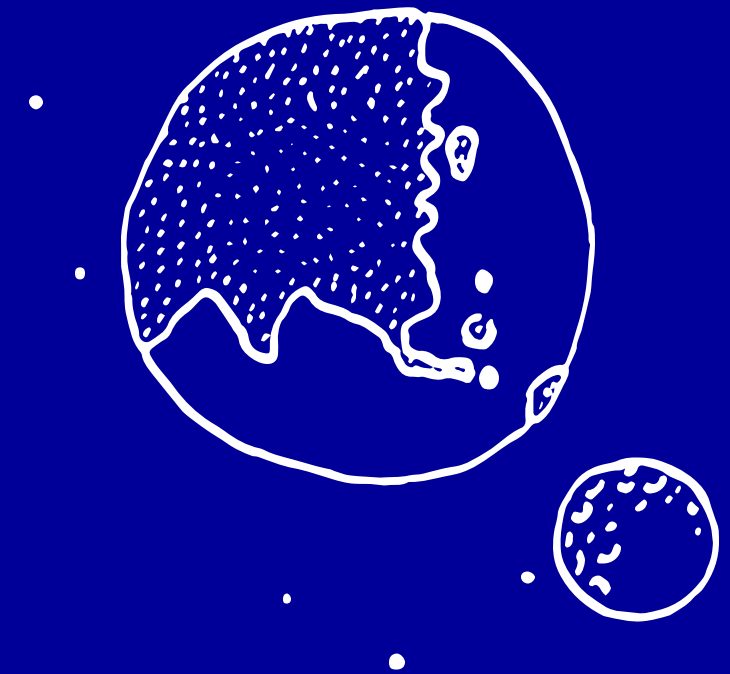
Roll out of “green” IT zone planned in waves

	Scope	Current focus	Back to green environment	Continued scale up	Finalization
 <b>Infrastructure</b>	1,500 servers 25PB data 50,000 Net ports	Infrastructure in Hamburg, Abingdon, Toulouse, Verona, Göttingen, and Munich	Seattle, Redmond, Princeton, Branford, Framingham, Alderley Park	Lyon, Orth, Cologne, Halle, Modena	–
 <b>Devices</b>	8,500 PC 1,000 mobile	Green devices for Hamburg and Abingdon, Verona and Toulouse	Green devices for more sites	Remaining locations green devices, extending to other device types	–
 <b>Desktop Apps</b>	>200	100 most frequently used desktop apps	Remaining desktop apps	–	–
 <b>Lab Systems</b>	>1,200	1 <sup>st</sup> batch of lab systems (where infrastructure available)	Lab systems for Sample Management and High Content Screening	Lab systems for other modalities	Final batch of lab systems
 <b>Cloud Apps</b>	>100	30% of all cloud-based apps green	70% of all cloud apps	Remaining cloud apps	–
 <b>Other Apps</b>	>300	Applications with high priority & not dependent on lab systems	30% of all apps including first applications based on available lab systems	70% of applications	Legacy systems and complicated systems
 <b>Processes</b>	~50	Transition Process	Security, Patch & Quality Management	Operational Service Management	Continuous training and change management
		<b>Mid Q1 2024</b>	<b>Mid Q2 2024</b>	<b>End Q2 2024</b>	<b>End of 2024</b>



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# More than 2/3 at risk

New remuneration framework as approved at AGM 2022

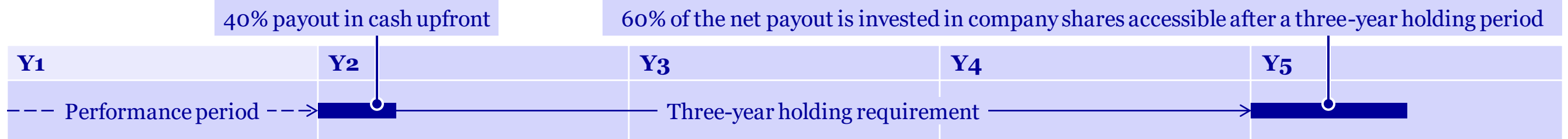
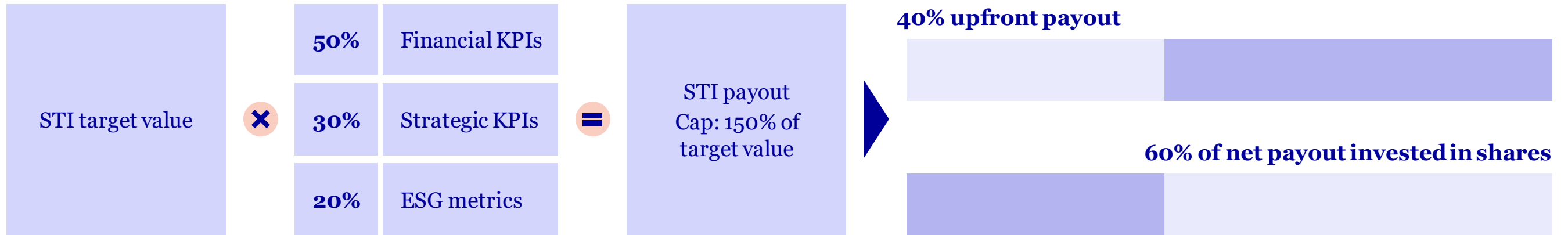
**77% (CEO) / 70% (CxO) of Total Remuneration at risk**

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



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

## Structure of the short-term incentive

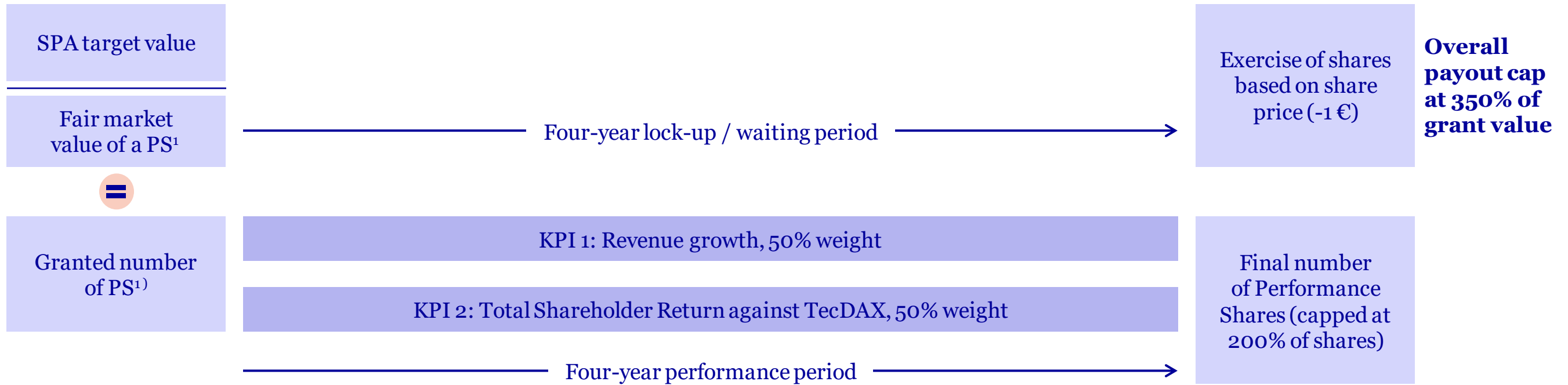


- Portion of net STI payout will be invested in company shares with a three-year holding requirement
- Malus and clawback regulations concern total STI amount comprising both upfront and deferred parts
- Performance targets include Financial and Strategic KPIs. Additionally, ESG metrics are included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



# 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)



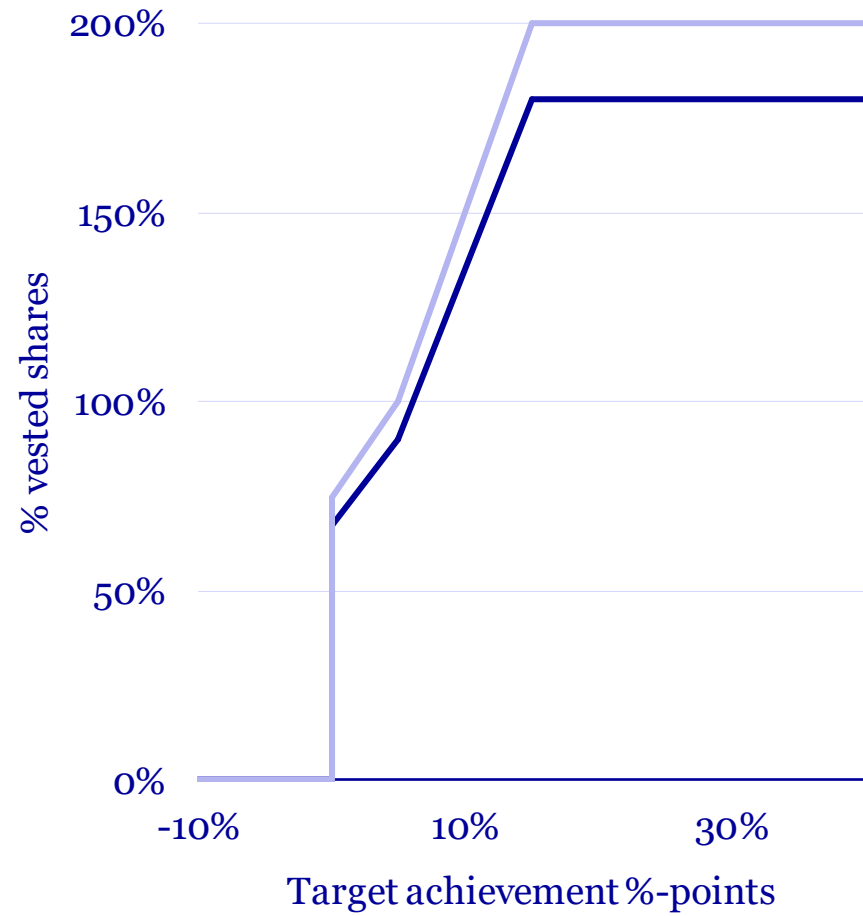


# Effect of ESG modifier of Share Performance Plan 2022

## Structure of the long-term incentive

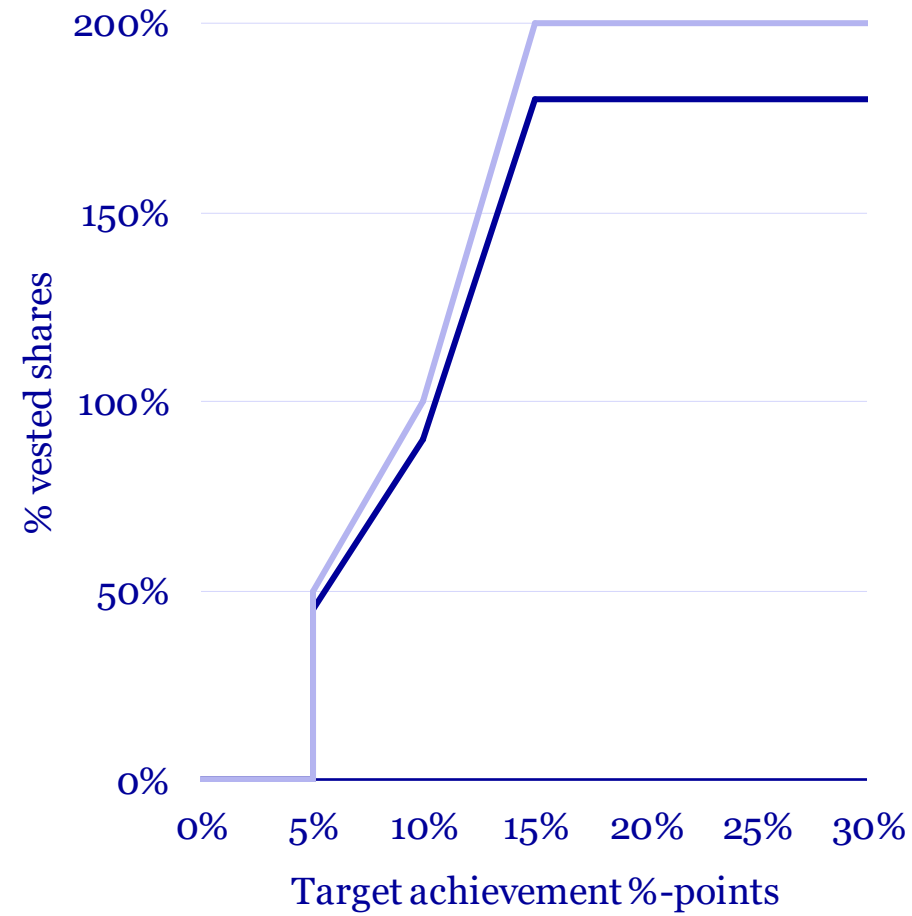
### TSR outperformance (50%)

*Illustrative*



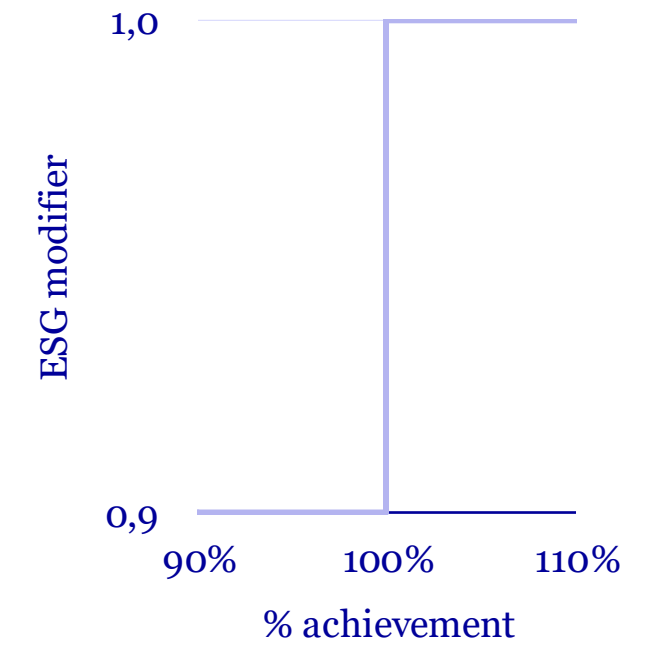
### Revenue growth (50%)

*Illustrative*



### ESG modifier (0.9 – 1.0)

Achievement	Modifier
Not achieved (<100%)	0.9
Achieved ( $\geq 100\%$ )	1.0



— ESG modifier 1.0 — ESG modifier 0.9

*Prof. Dr. Iris Löw-Friedrich, Chairperson of Supervisory Board  
Volker Braun, Global Head of IR & ESG  
Dr. Christian Dargel, Global Head of Legal & Compliance*

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