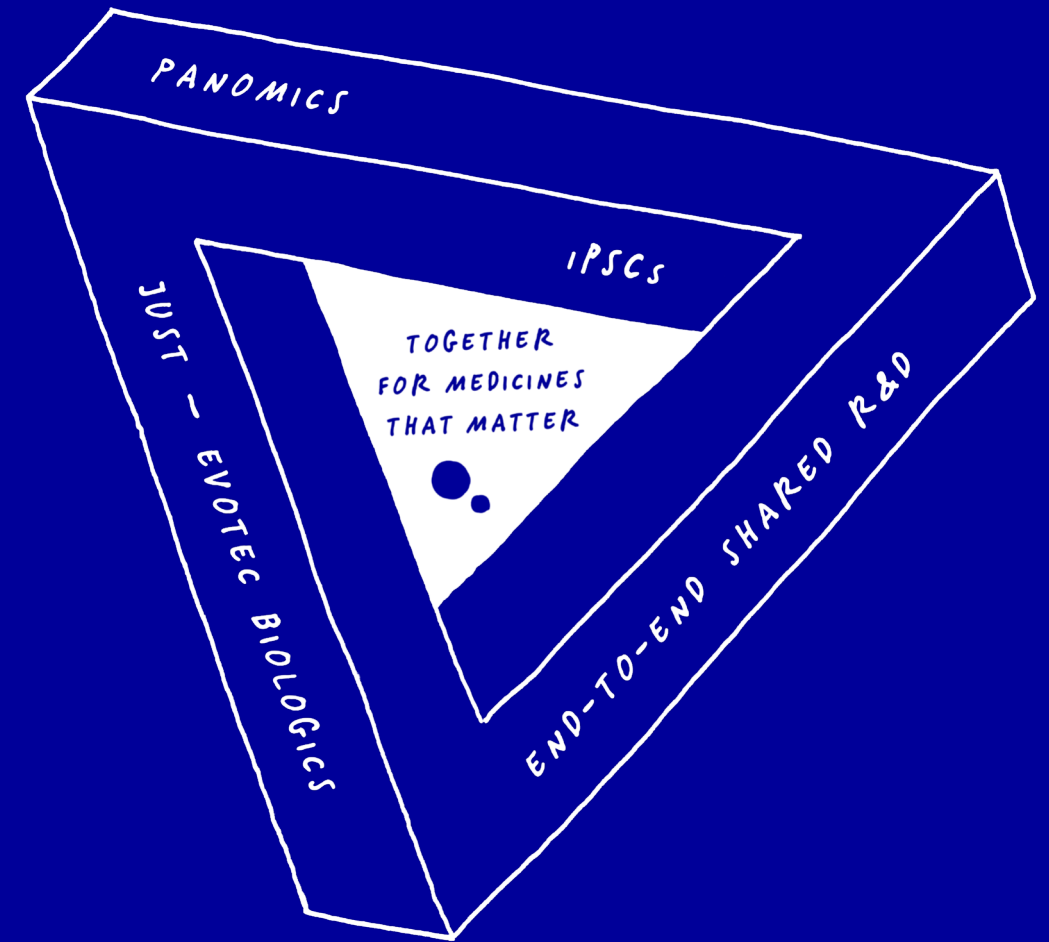


General company presentation





Disclaimer

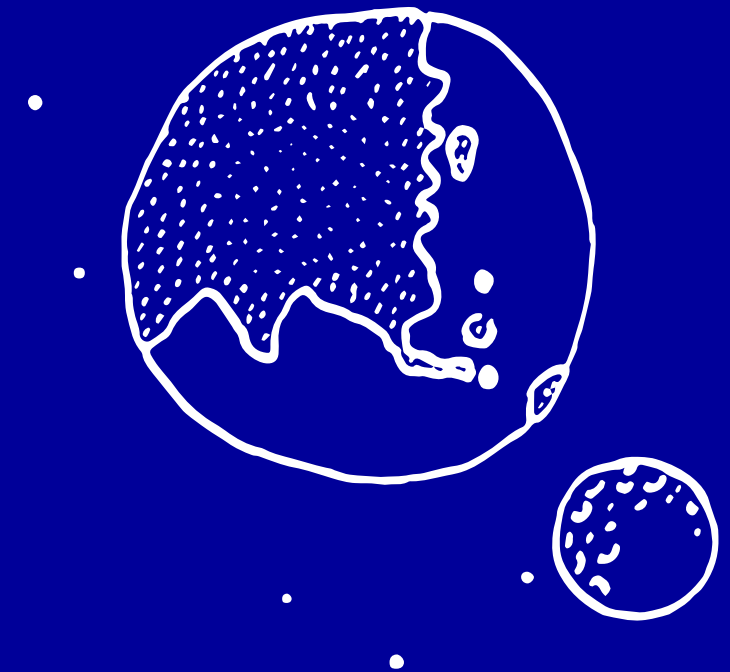
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Cautionary Note Regarding Forward-Looking Statements

This presentation contains forward-looking statements concerning our business, operations and financial performance and condition, as well as our plans, objectives and expectations for our business operations and financial performance and condition. Many of the forward-looking statements contained in this presentation can be identified by the use of forward-looking words such as “anticipate,” “believe,” “could,” “estimate,” “expect,” “intend,” “may,” “might,” “plan,” “potential,” “should,” “target,” “would” and other similar expressions that are predictions of or indicate future events and future trends, although not all forward-looking statements contain these identifying words. Forward-looking statements are based on our management’s beliefs and assumptions and on information currently available to our management. Such statements are subject to risks and uncertainties, and actual results may differ materially from those expressed or implied in the forward-looking statements due to a variety of factors. The forward-looking statements contained in this presentation speak only as of the date of this presentation, and unless otherwise required by law, we do not undertake any obligation to update them in light of new information or future developments or to release publicly any revisions to these statements in order to reflect later events or circumstances or to reflect the occurrence of unanticipated events.



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

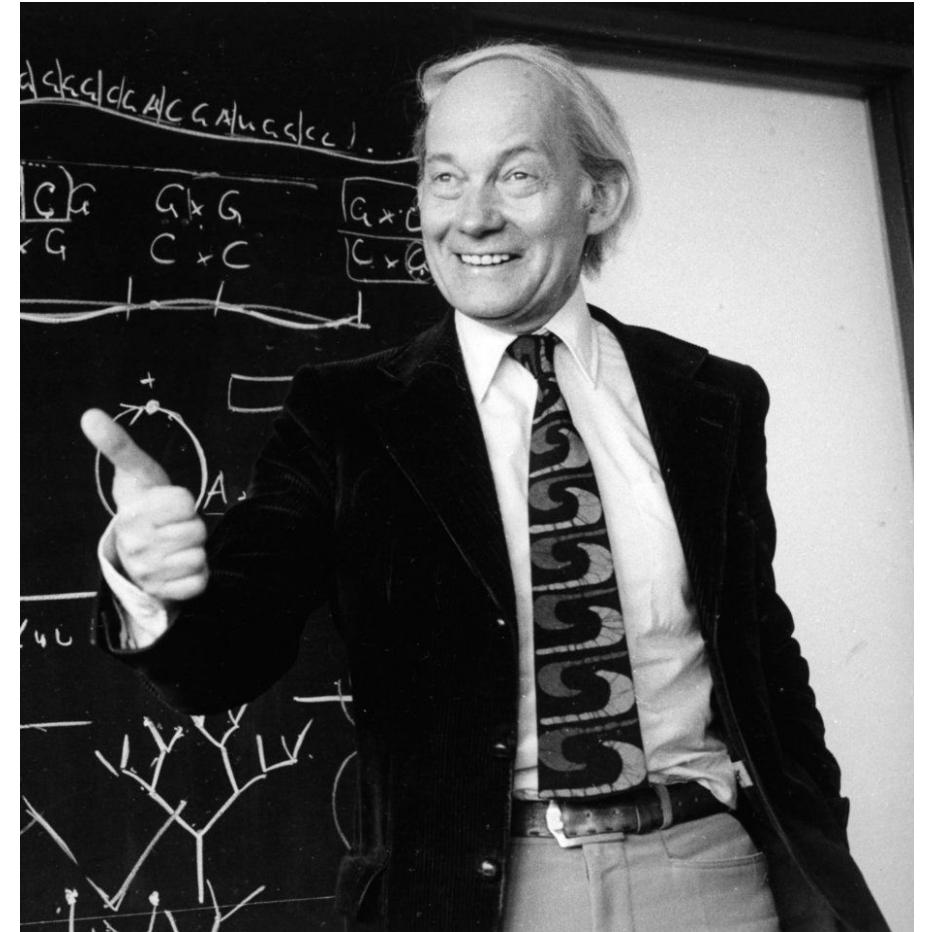




The core idea of Evotec – evolutionary technology

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

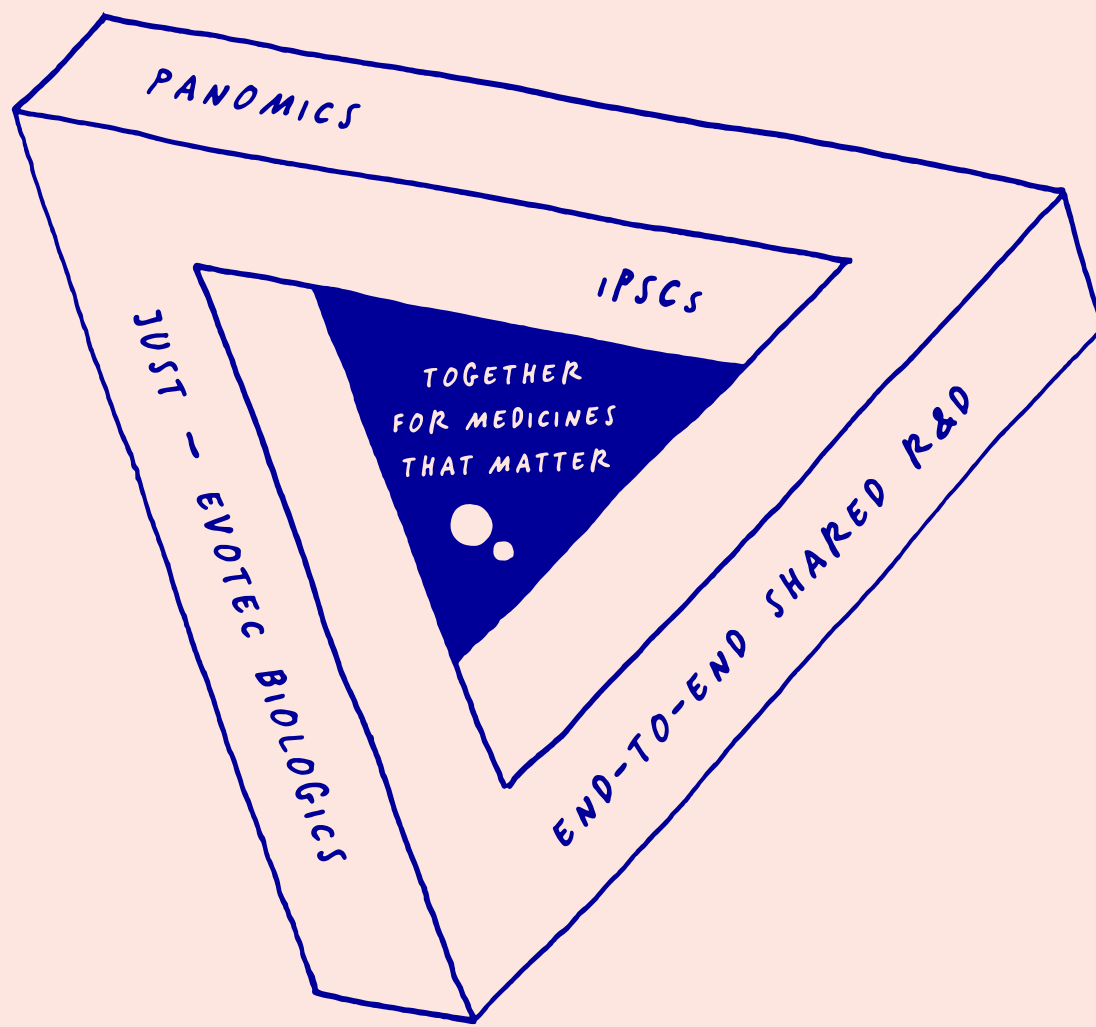
Eigen's theories about self-organisation of complex molecules and his development of the evolution machine founded a new branch of science – **evolutionary biotechnology**.



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



Together for Medicines that Matter



We aspire to impact patients' lives by

- **PanOmics**-driven drug discovery for deep disease understanding and effective therapies
- **IPSCs** "off-the-shelf" cell therapy based on induced-pluripotent stem cells
- **Just – Evotec Biologics**
Artificial Intelligence and continuous manufacturing for better access to biologics
- **End-to-End Shared R&D**
Integrated business-to-business platform for increased probability of success from target to the clinic



Together for medicines that matter

Game changers within business to business / partnered R&D

More precise medicine

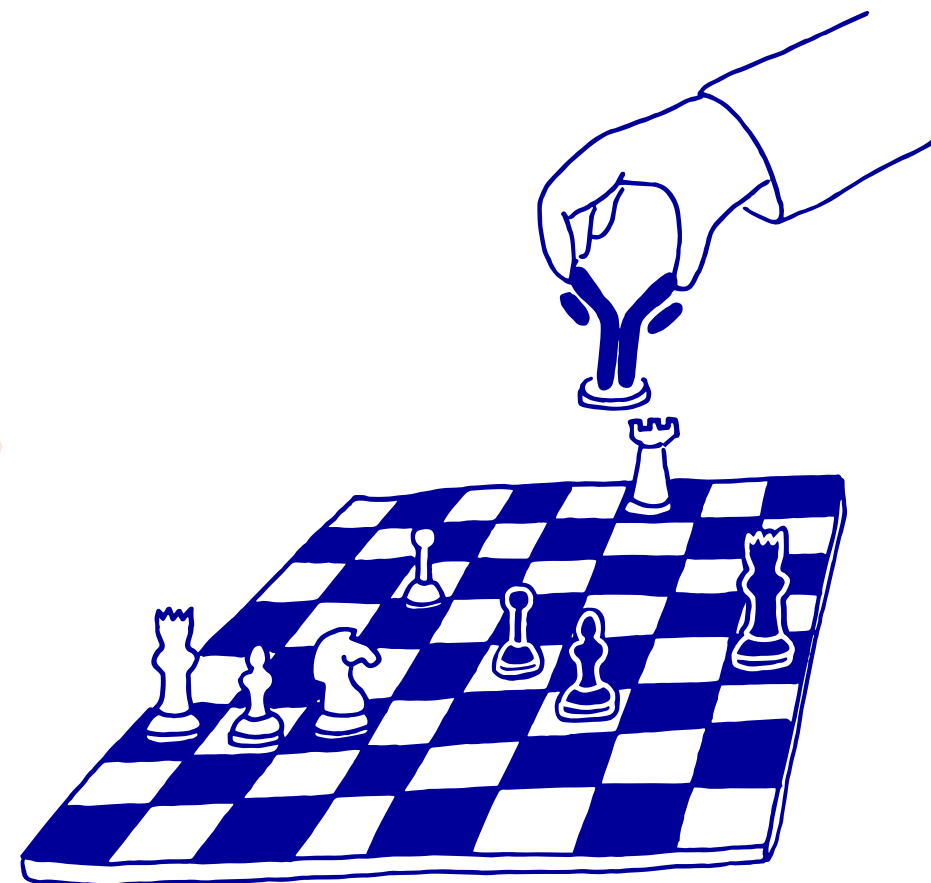
*PanOmics databases, multi-modality
End-to-End Shared R&D*

A.I./M.L. & technology convergence

*Latest technologies coming together with
drug discovery, development, safety
prediction and molecular diagnostics*

Right business model & best talents

*Collaboration – from fixed to variable costs,
with efficient access to best know-how*





Industry at a pivotal moment

A shared economy platform in R&D

Need for more precision

Most drugs still provide benefit in only 50% of patients

Need for better disease understanding

Lifetime risk for cancer e.g., 44% in men & 38% in women

Need for wider access

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

Need for better safety earlier

60% of all drugs still do not pass Phase I

Our focus areas

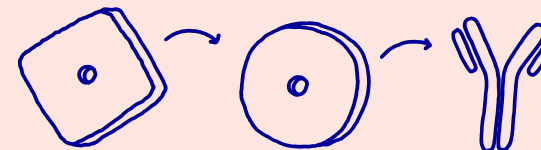
PanOmics¹



iPSC cell therapy



Just - Evotec Biologics



End-to-End Shared R&D





Fully integrated in discovery, development & manufacturing

Illustrative functional capabilities along the value chain



PanOmics

PanOmics
Data Generation

PanHunter
Interactive Omics Analysis

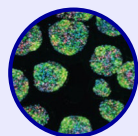
E.MPD
Translational Molecular Patient Database

E.iPSC
Drug Discovery

E.SAFETY
Tox and Safety Prediction

EVOgnostic

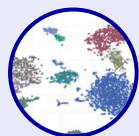
iPSC Cell therapy



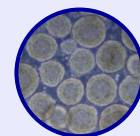
iPSC-derived cell types



Array CGH, karyotyping, WGS



Single-cell sequencing



3D expansion



Upscaling



Cell QC



GMP production

Just – Evotec Biologics

J.DISCOVERY™
MOLECULE DISCOVERY

J.MD™
MOLECULE DESIGN

JP3®
PROCESS & PRODUCT DESIGN

J.POD®
MANUFACTURING DESIGN

End-to-End Shared R&D

Bio Reagents

In vitro biology

Antibody discovery

Molecular Design & Chemistry

DMPK & ADME-Tox

In vivo pharmacology

Biomarker discovery

Integrated pre-clinical development

INDiGO

Clinical development solution

Integrated CMC

Drug Product & commercial manufacture



Scientific leadership translating in commercial success

Massive milestone & royalty pool “...just at the beginning”

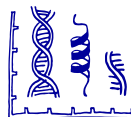


Broadened and deepened strategic alliance in neurodegeneration

- Extension and expansion for eight more years
- \$ 50 m upfront payment, undisclosed license and performance milestone payments
- Tiered royalties of up to low double-digit percentage
- Total transaction value > US\$ 4 bn

Development of pipeline based on novel mechanism of protein degradation

- Extension by 8 years and significant expansion
- US\$ 200 m upfront payment
- Tiered royalties of up to low double-digit percentage
- Total transaction value of up to US\$ 5 bn



Collaboration with Janssen for development of innovative immune-based therapies in oncology

- Non-disclosed double-digit-million upfront payment
- milestone payments of up to US\$ 350 m per project; tiered royalties



Technology-Partnership for biosimilars development and manufacturing

- Portfolio of next-generation biosimilars
- Non-disclosed double-digit-million upfront; up to US\$ 640 m Development revenues
- Non-disclosed payments for progress into commercial manufacturing and royalties



Exclusive strategic partnership for development of iPSC-based beta-cell replacement therapy in diabetes

- Combination of iPSC-based beta-cells with Sernova's Cell Pouch™
- € 20 m equity investment in Sernova
- Phase I planned for 2024



Growing milestone cascade towards a massive royalty pool

Selected KPIs

**TOGETHER
FOR MEDICINES
THAT MATTER**



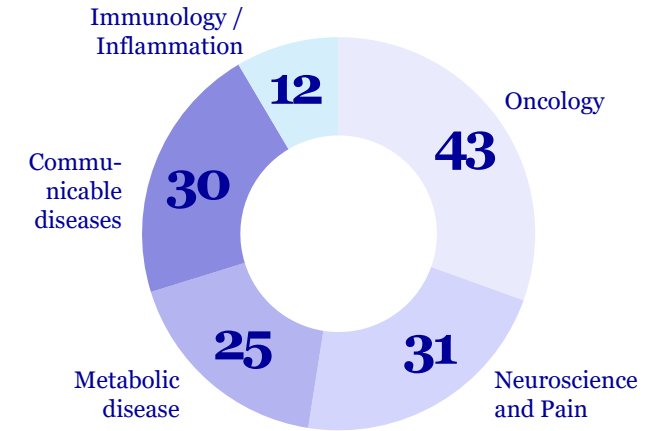
>140

*Co-owned
pipeline assets*

19

*Clinical
stage*

programmes by disease area*



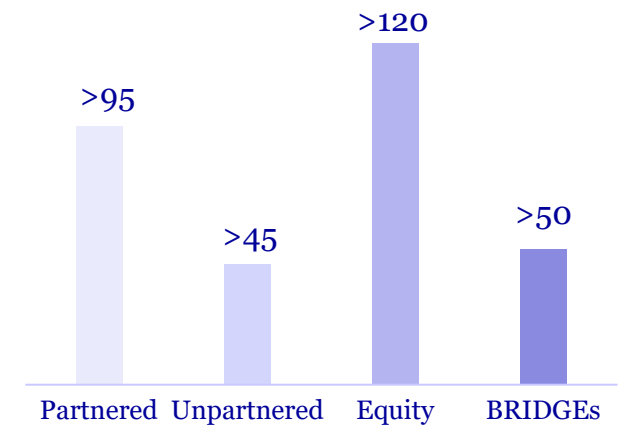
>€ 15 bn

*Potential partnership
milestones*

8-10%

*Average
royalty rate*

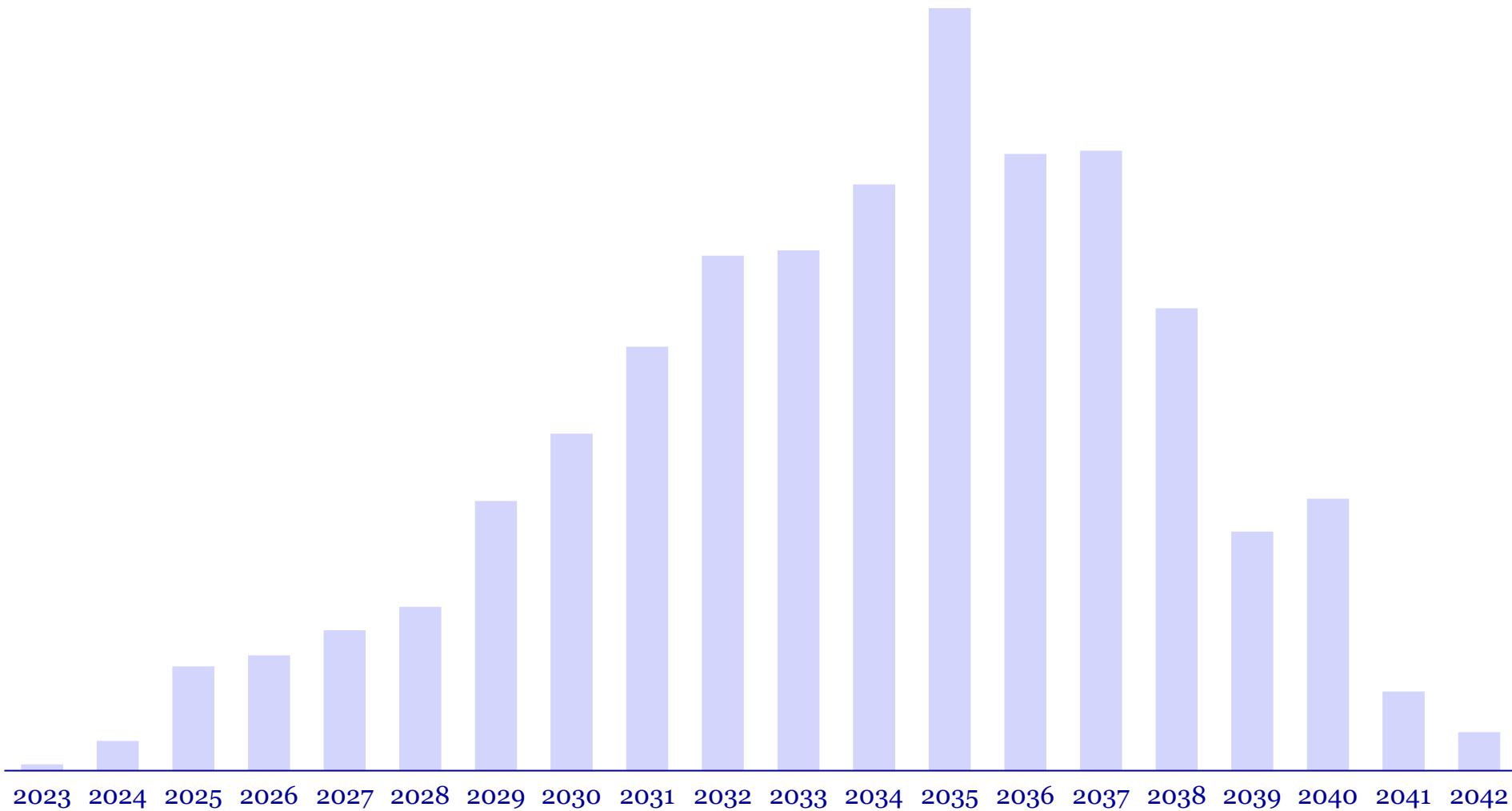
> 300 programmes by model



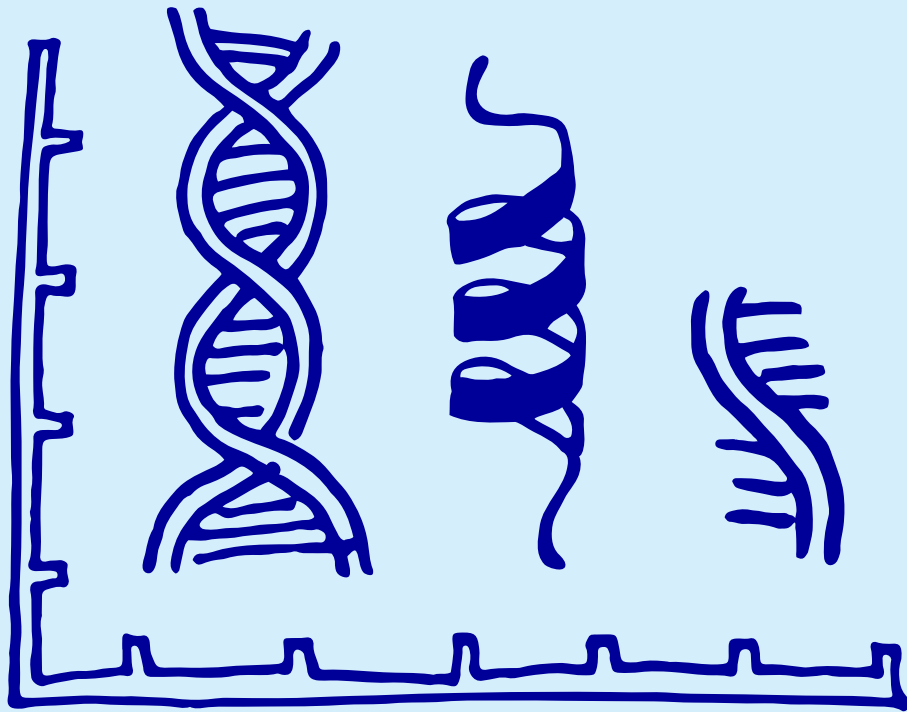


>140 co-owned projects leading to massive milestone cascade¹

20-yr milestones pipeline



- Collaborations with more than 30 Partners bearing massive upside from milestones...
- ... and subsequent royalties in case of success



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



Pan (Greek pan means all)

Omics (various disciplines in biology end in the suffix-omics)

any of several areas of biological study defined by the investigation of the entire complement of a specific type of biomolecule or the totality of a molecular process within an organism.

Examples of well-established fields include genomics, transcriptomics, proteomics, and metabolomics.



Paving the way to a better disease understanding

PanOmics: Unique platform for data generation, aggregation, integration and analysis

From

Defining diseases based on similar symptoms

One drug fits all

Clinical attrition due to missing efficacy endpoints

Late & inaccurate diagnosis

Intervention in symptomatic patients

To

PanOmics mapping to define causes and drivers of diseases

Right drug, right dose, right patient

PanOmics-based clinical stratification

Early and precise diagnosis

Preventing disease by monitoring risk factors



Others



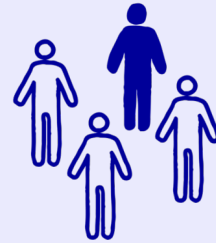


Precision medicine is the only path to better outcomes

Leading A.I./M.L. driven drug discovery & development platforms

Molecular patient databases

Re-defining health and disease via molecular disease profiles



Patient derived disease models & precision medicine approaches

Focus on **early** disease relevance



Patient stratification and biomarkers

Precision diagnostics and tracking of diseases



PanOmics

Data Generation

- Genomics, transcriptomics, proteomics, metabolomics data at industrial scale
- Multiple patient-derived data bases, e.g. CKD database (>10,000 patients; >600 billion data points)

PanHunter

Interactive Omics Analysis

- User friendly A.I./M.L. driven multi-omics analysis platform
- Exceeding industry standards in e.g. predicting drug safety (e.g.: liver injury 86% vs. 70%)

E.iPSC

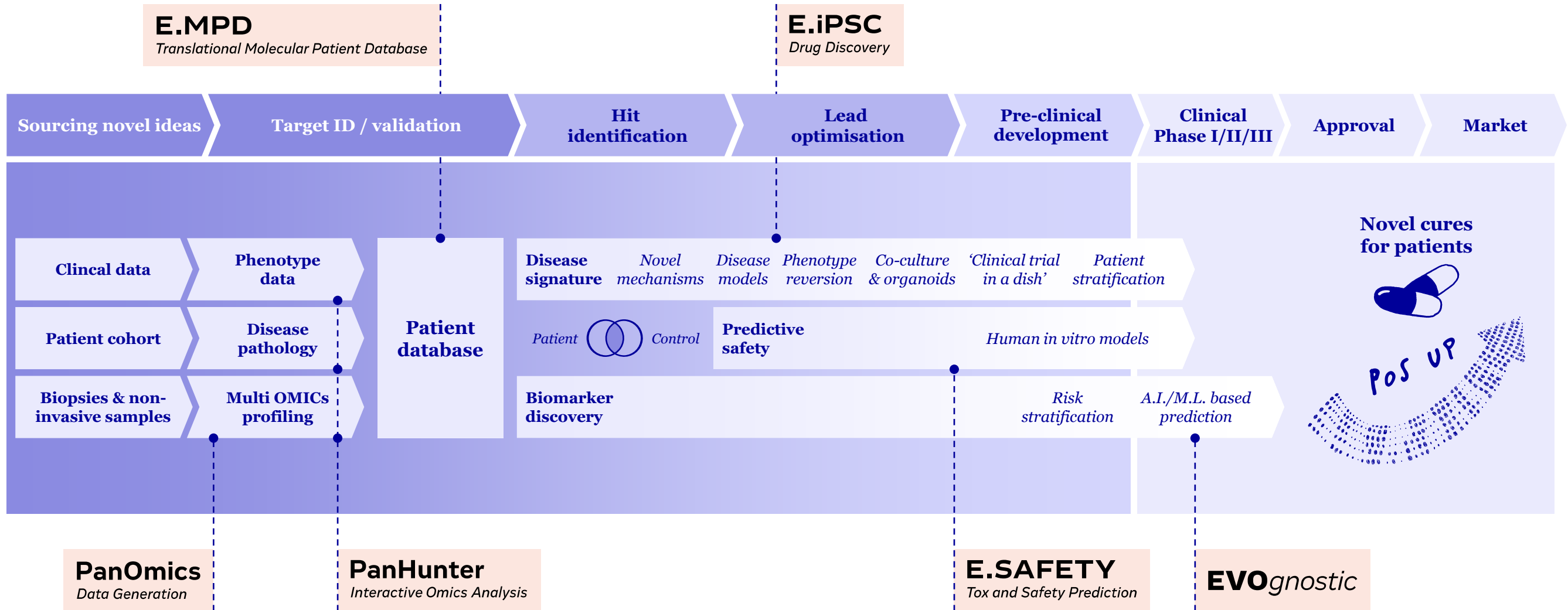
Drug Discovery

- One of the largest and most sophisticated iPSC platforms for drug discovery in the industry
- First IND in clinical development; large pipeline evolving



Molecular disease understanding for higher Probability of Success (PoS)

Overview of PanOmics-driven drug discovery

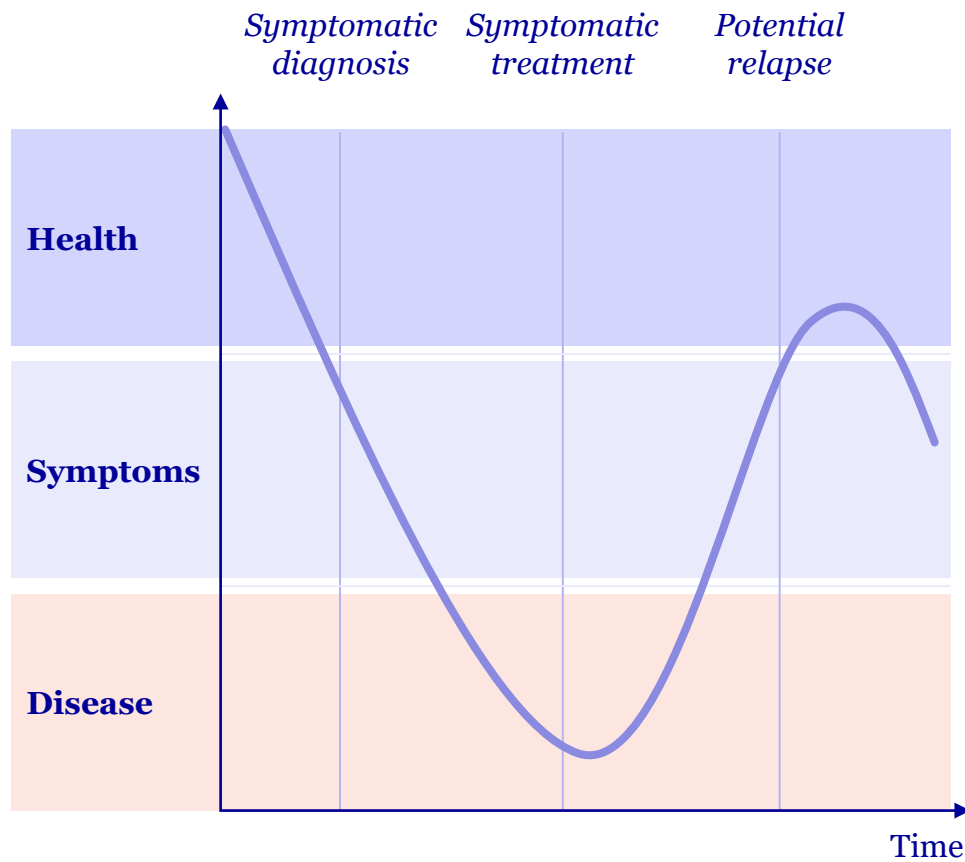




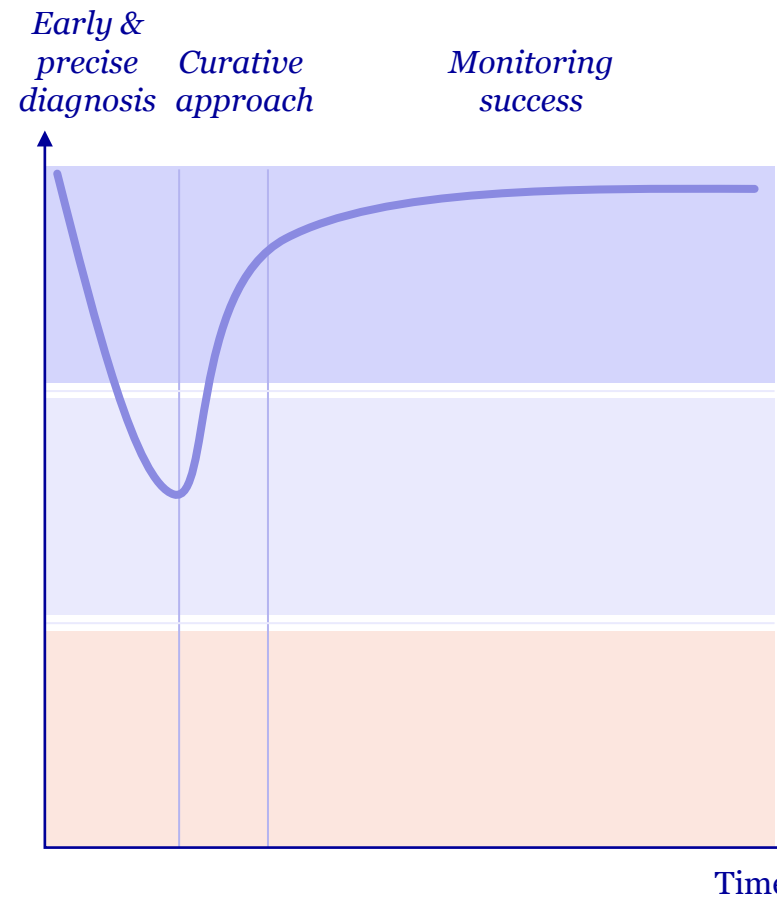
Changing the healthcare paradigm with PanOmic

From symptomatic treatments to data-driven healthcare

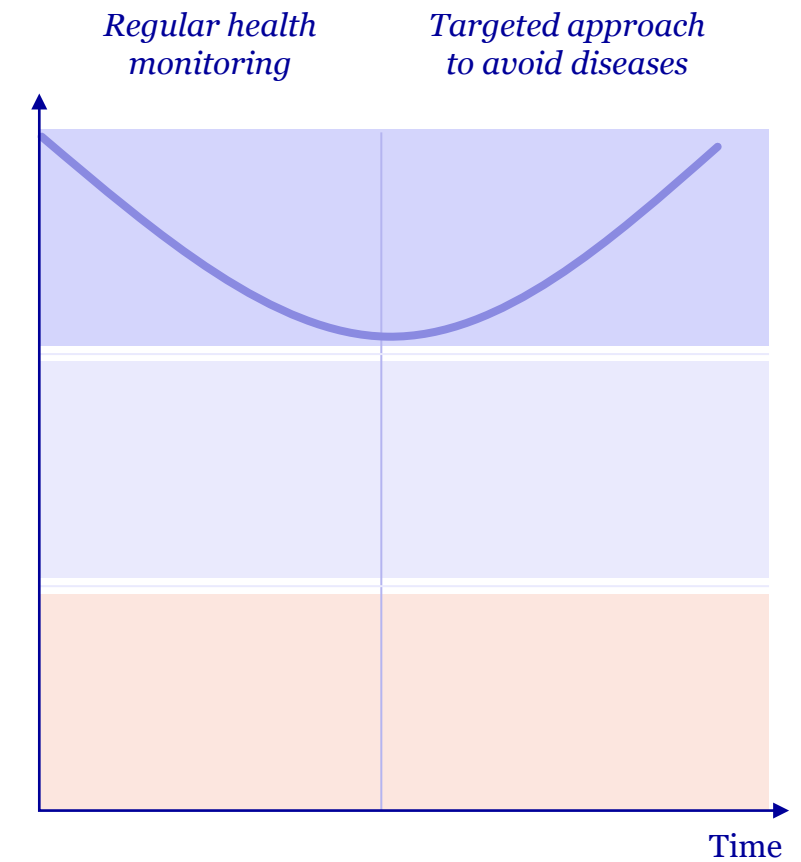
“Successful” symptomatic treatments

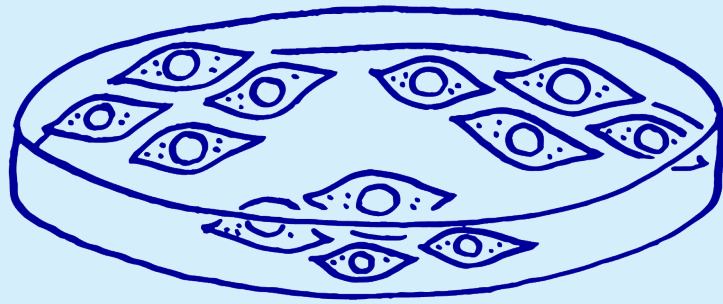


Precision medicine



Data-driven healthcare





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



iPSCs

Cell therapy is a treatment in which *viable cells* (*autologous, allogeneic, iPSC-derived*), are injected, grafted or implanted *into a patient* in order to improve or cure a disease.

Induced pluripotent stem cells (iPSCs) are a type of stem cell that can be generated directly from a somatic cell. *iPSC technology* was pioneered by Shinya Yamanaka's lab. He was awarded the 2012 nobel prize for the discovery that mature cells can be reprogrammed to become pluripotent.



iPSC-based cell therapies will reach more patients than ever before

Next generation off-the-shelf cell therapy

From

Availability
Patient-by-patient

Manufacturing dose-by-dose

Tens of doses per month

Expensive

Autologous products

To


Availability for large
patient populations

Manufacturing large scale

Thousands of doses

Affordable

Simplified manufacturing
Off-the-shelf product

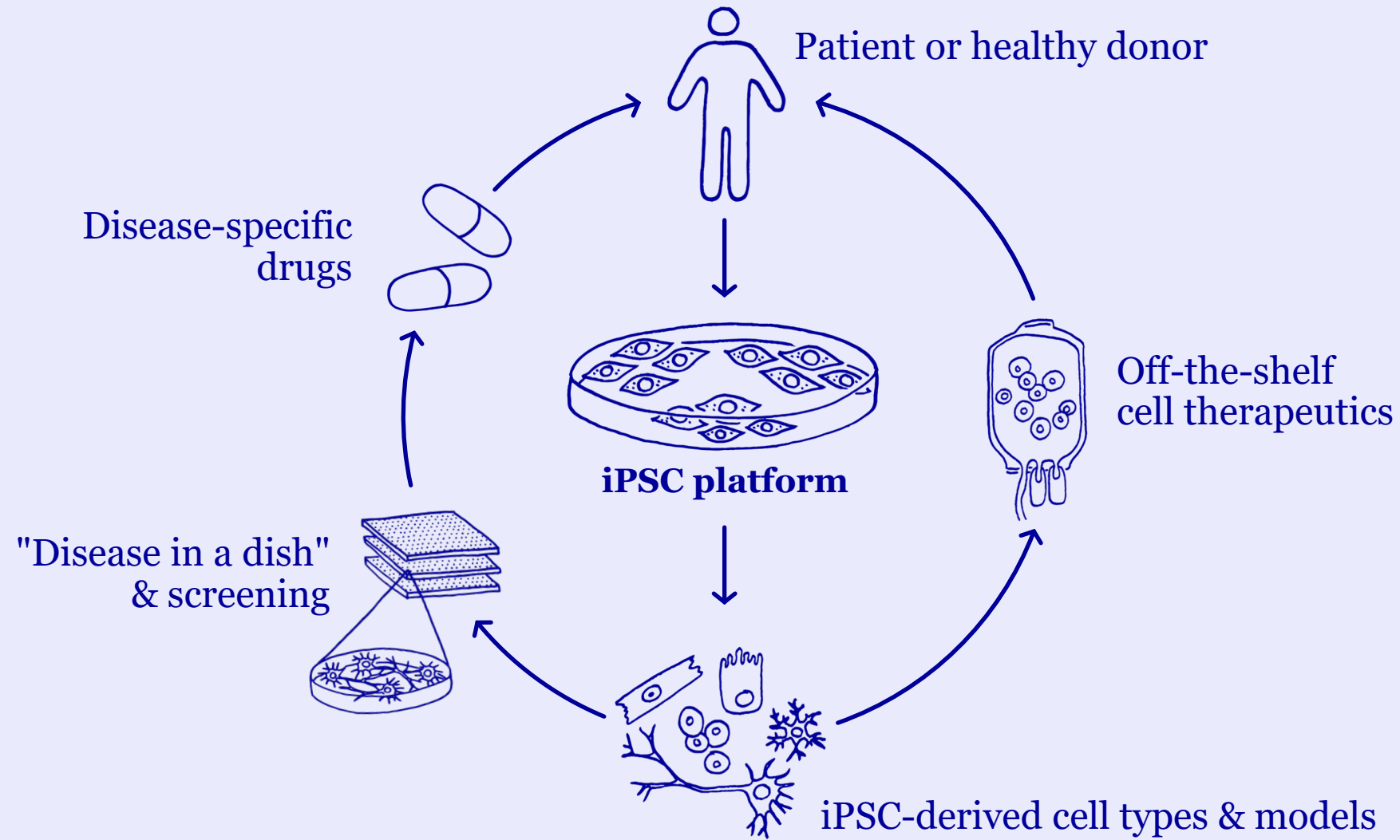
 evotec
iPSC approach Autologous approaches





From humans for humans

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

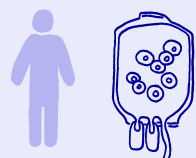




Off-the-shelf approach will revolutionise cell therapy applications

Benefit of manufacturing process for iPSC-based therapeutics

Autologous



Patient



Manufacturing

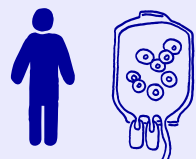
Just-in-time



1x dose



Allogeneic donor-derived



Healthy donor

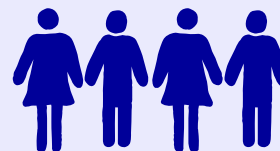
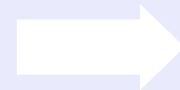


Manufacturing

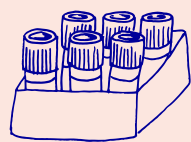
Off-the-shelf



100x doses



Allogeneic iPSC-derived



Master iPSC bank

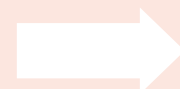


Manufacturing

Off-the-shelf



10,000x doses



iPSC-based off-the-shelf therapeutics

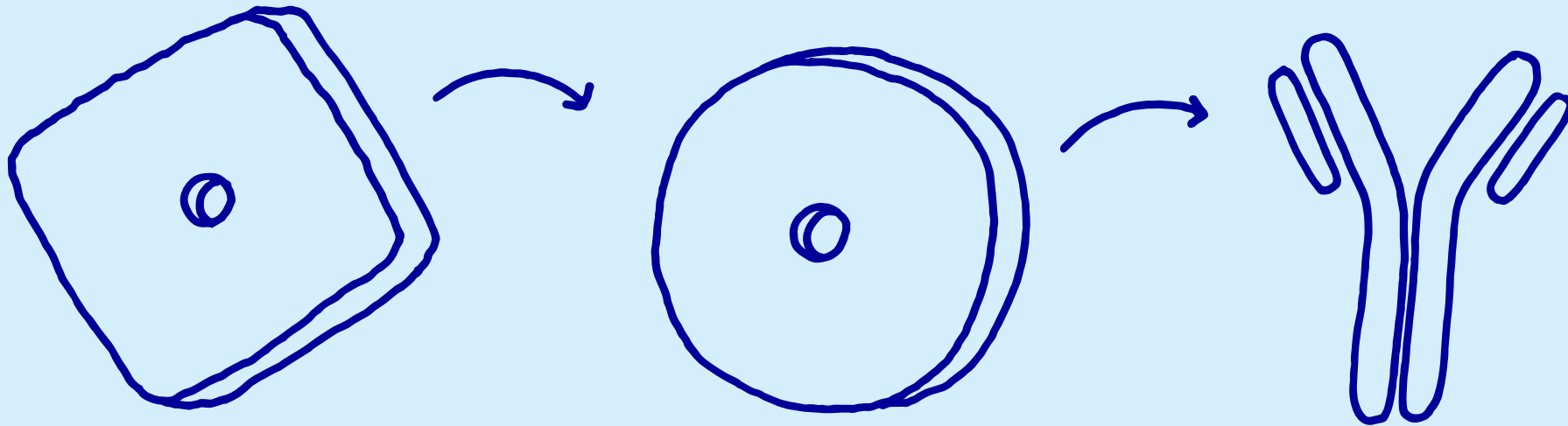
- **Reduced manufacturing complexity:** Patient is not part of manufacturing process
- **Unlimited** starting material
- **Versatile** & high-fidelity gene editing
- **Consistent quality** of final product
- **On demand** product available to patients
- **Broad applicability:** Suitable for multiple cell types & disease areas



Just – Evotec Biologics

Artificial Intelligence and
continuous manufacturing
for better access to biologics

Paradigm shift in biologics





Just – Evotec Biologics

Paradigm shift in biologics

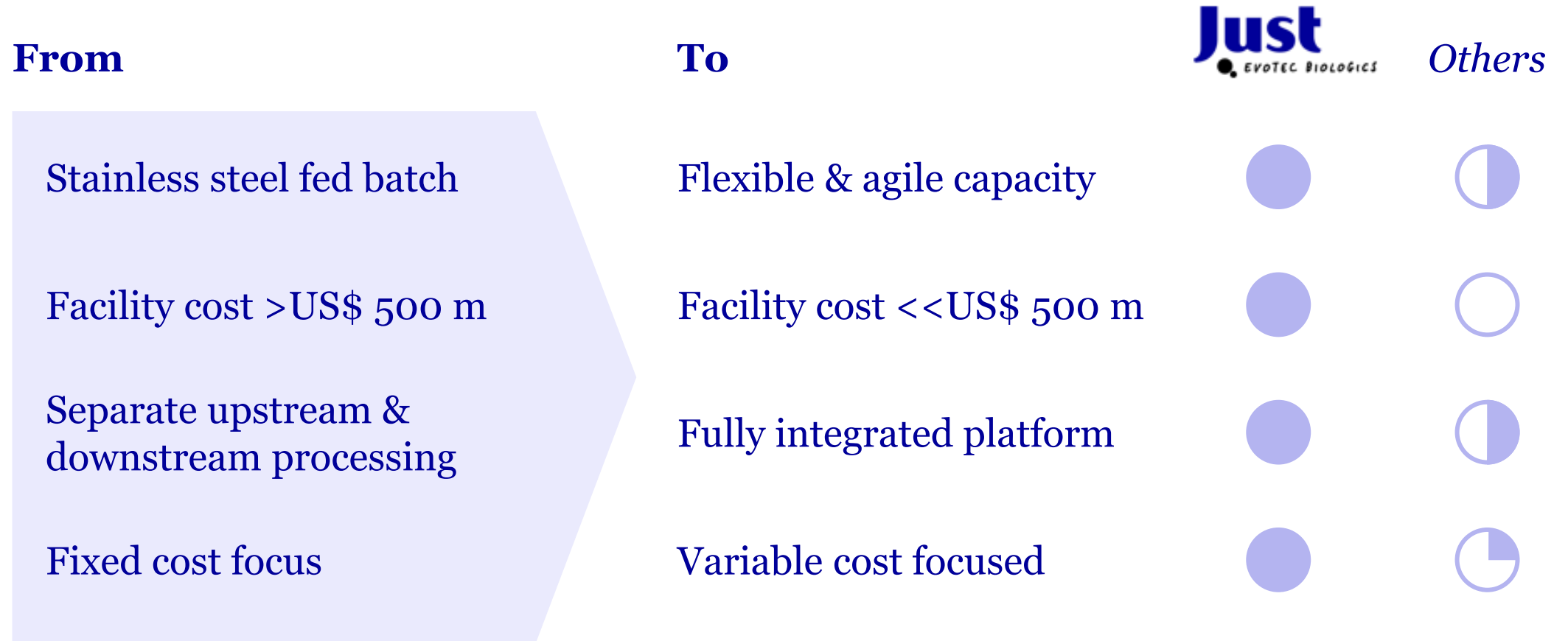
At Just – Evotec Biologics, we design and apply innovative technologies to dramatically expand global access to biotherapeutics by ...

- ... selecting the best therapeutic candidate via A.I./M.L./Automation
 - ... implementing “Lights-out” fully-continuous manufacturing
 - ... improving quality of products manufactured
 - ... reducing the environmental impact with smaller footprint facilities
-



The paradigm shift is already in full motion

Accelerating the paradigm shift in biologics





Our purpose is to contribute to better access

Access for all



7,000

underserved rare indications that could be addressed with biologics

Underserved indications



70%

higher prices for antibodies vs. small molecules in the US alone

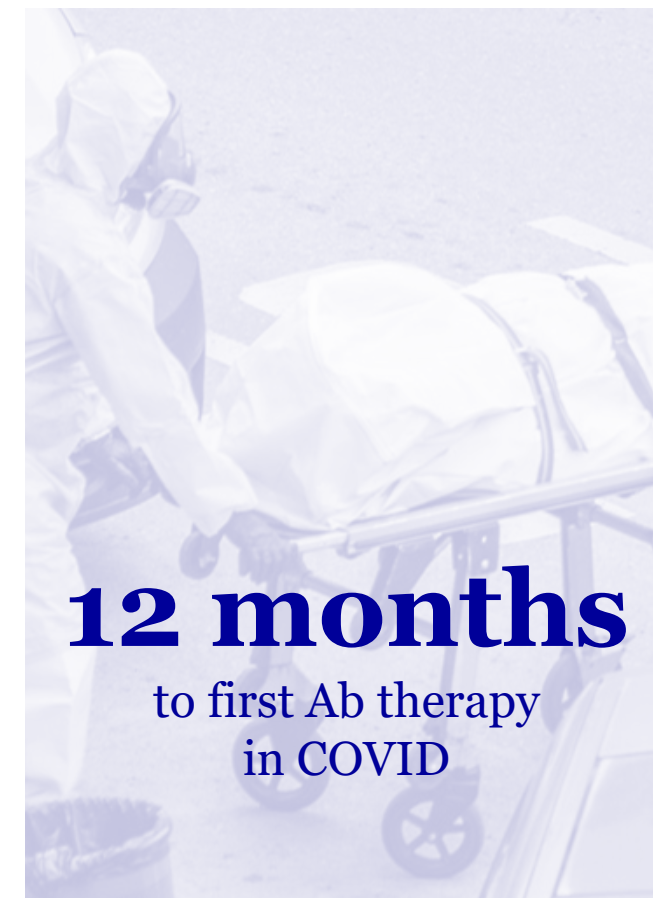
Underserved populations



6 bn

without access to biologics based on geography

Underserved regions¹



12 months

to first Ab therapy in COVID

Communicable diseases & pandemics²

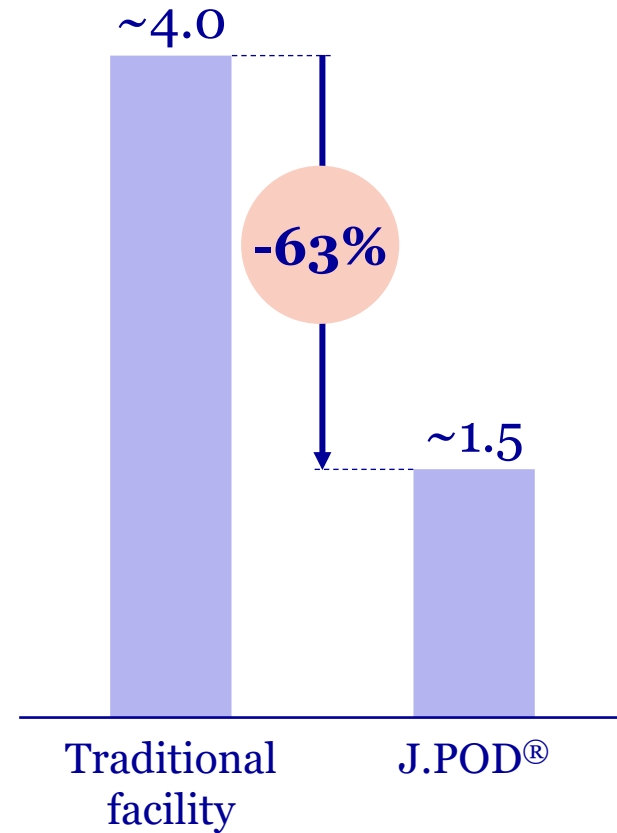


Disrupting the industry with flexible and agile continuous manufacturing

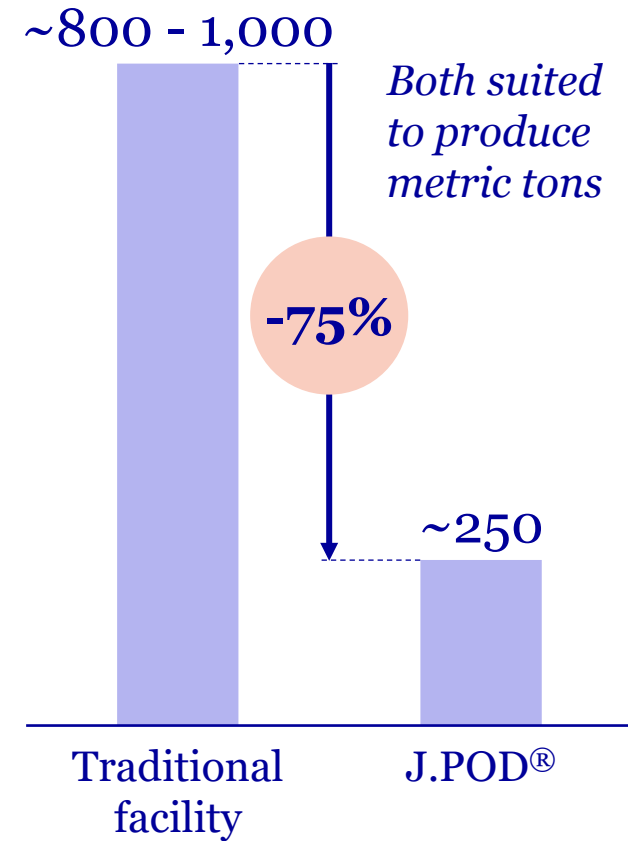
J.POD[®] – The physical expression of agility

- Reduced cost and time to set up facility
- More environmentally friendly versus traditional facilities due to avoidance of unnecessary steps
- Smaller footprint

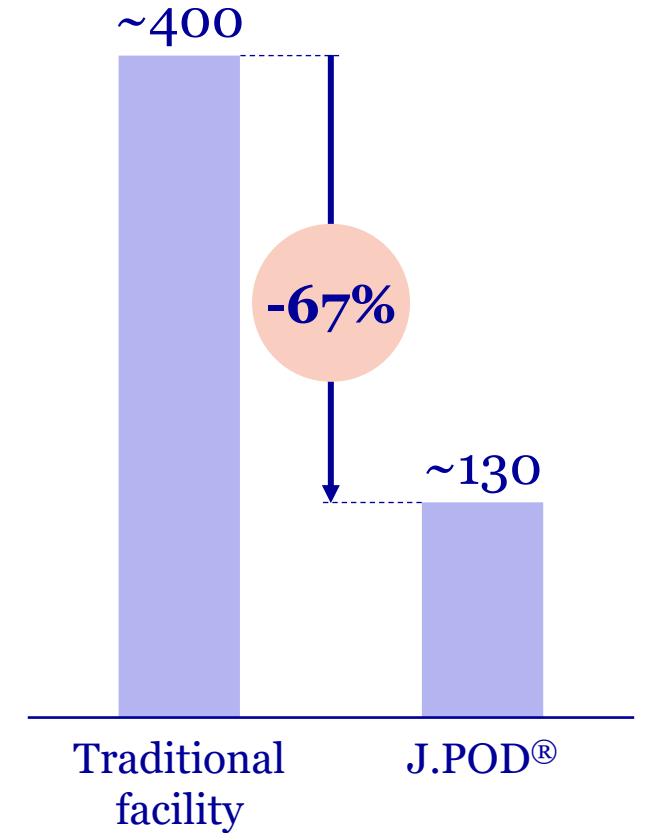
Time to set up a J.POD[®] is short, Years



Cost of a J.POD[®] facility, US\$ m



Smaller Footprint Square feet x 1,000





Highly intensified processing yields to lowest possible COGs

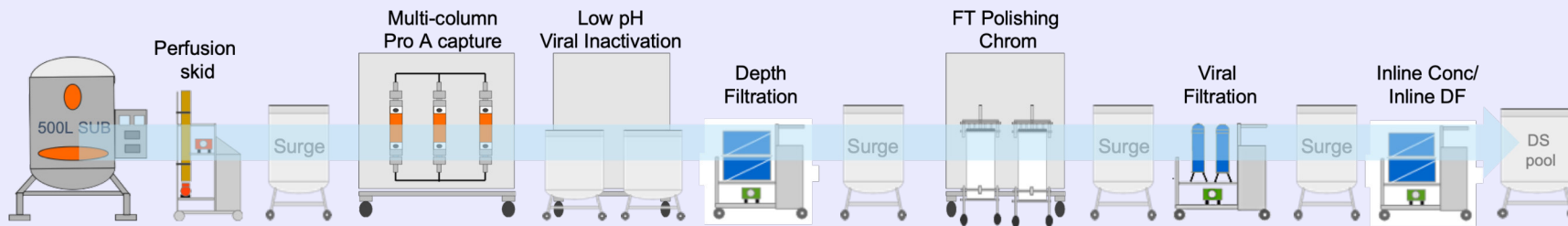
The key to start the paradigm shift

Fully end-to-end continuous process for late-stage products

>25-day production

J.POD[®]
MANUFACTURING DESIGN

- COGS from 200 to 50 \$/g
- Flexible scale up
- Shorter switch between products



COGs

-75%

Traditional CDMOs

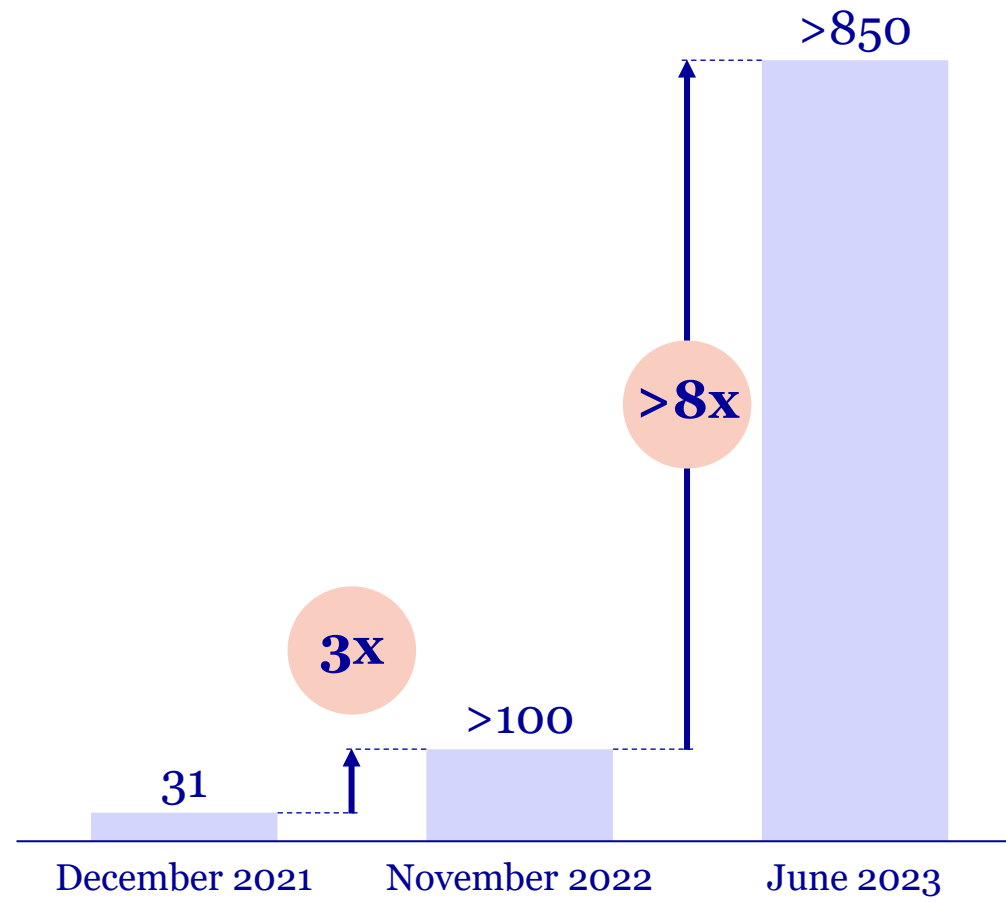
Just – Evotec Biologics



Just – Evotec Biologics – Sales order book approaching € 1 bn

Key achievements 2021-2023

Closed Sales in € m



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



Pre-clinical, clinical & commercial process developments





Global access with global network

Cloning of J.POD facilities – Status and timing



J.PLANT Seattle, Washington, US

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



J.POD® Redmond, Washington, US

- 500L & 1,000L SUB
- Phase I – Commercial
- First cGMP run Oct 2021



J.POD® Toulouse, France, EU

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



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

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



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



End-to-End Shared R&D

- Still today, a **new medicine** takes an average of 10-15 years and more than **US\$ 2.5 billion**, before reaching patients
 - Average peak sales per drug are in decline, internal rates of return (**IRR**) per R&D dollar spent are **too low**
 - We provide what the industry really needs: Convergent technologies and modality agnostic solutions result in a **cost-effective and rapid progression with higher Probabilities of Success (PoS)** of projects
 - By offering access to our End-to-End Shared R&D platform, Evotec operates as a **B2B biotech platform for all players in the industry**
-



Unique knowledge, technology, A.I./M.L. and process excellence

An industry leading platform

From

Higher R&D cost with falling IRRs

High cost of failures from late-stage pipelines

Fixed cost focus

Traditional in-house model

Incompletely unqualified screening of molecules

To

Improve efficiency with speed & quality

Fully integrated platform incl. early precision & efficiency

Variable cost

Sharing & open innovation model

Disease understanding & multi-modality



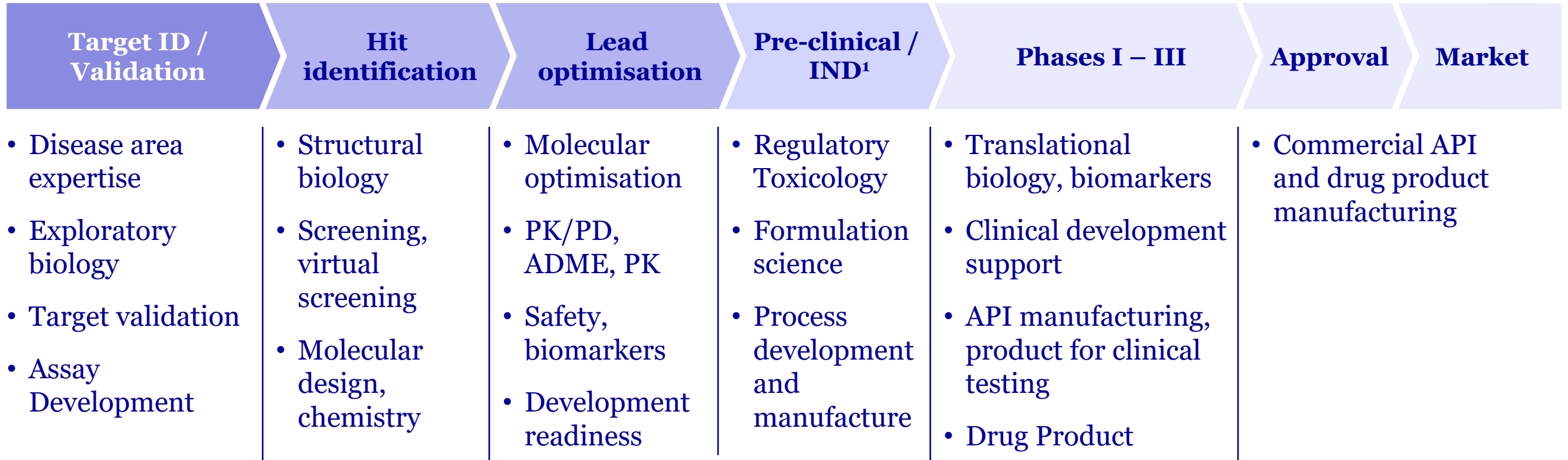
Others





Comprehensive integrated research and development

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



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



The power of trust, excellence & expertise in collaboration

Sharing as basis for success



>500

*partners working
in parallel on our
platform*

>50

*compounds that
have been
approved for
clinical trials*

~10%

*growth yoy
in customer base*

>90%

repeat business

~30%

time saved to IND

~50%

more cost efficient



Serving all key parts of the industry

Central infrastructure for partners with different missions

Partners

Collaboration priorities

Examples

**>40
Pharma**

Flexible access to technologies and assets



**>400
Biotech**

Integrated drug discovery & development processes



**>30
Academia**

Funding & operations for industrial translation



**>10
Foundations**

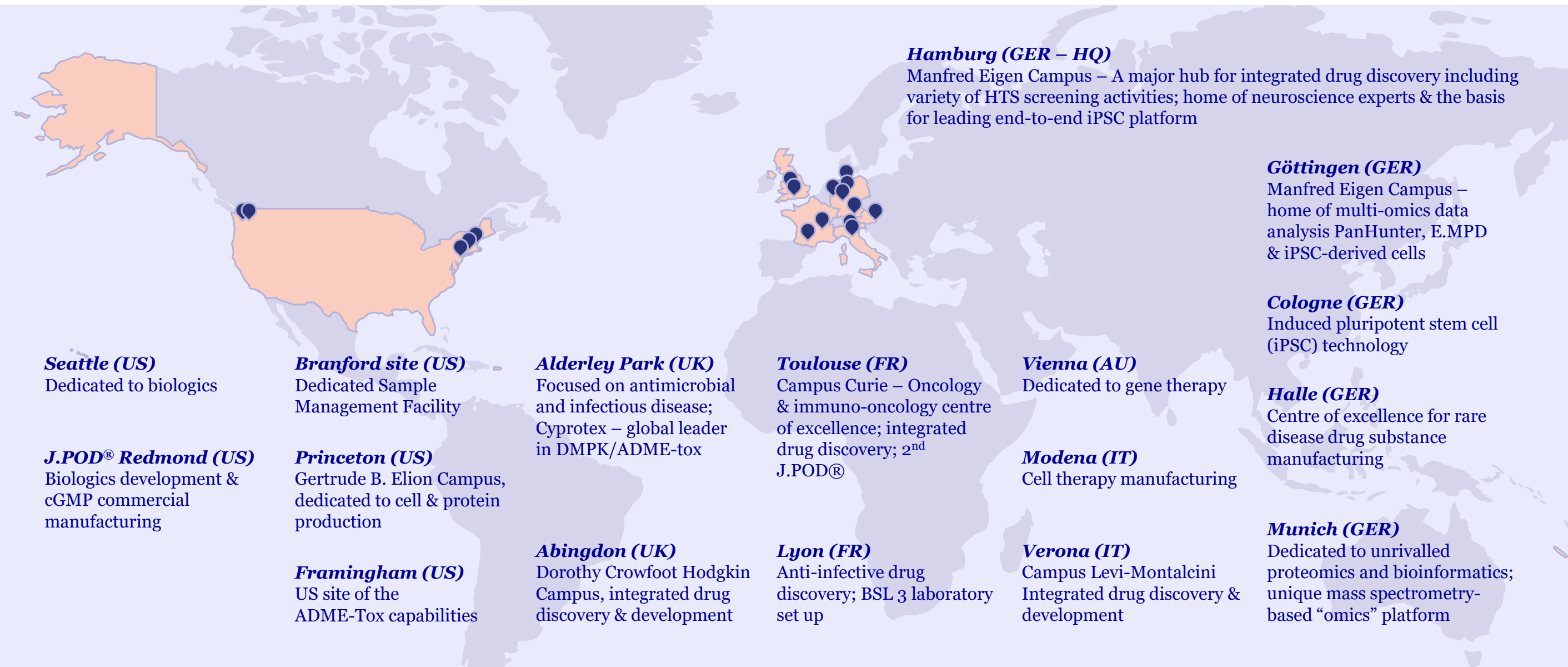
Data pooling & advanced analytics of patient data





Collaborative model for efficiency in drug discovery

Platforms & technologies and network for more precision and efficiency





Business / Financials / ESG

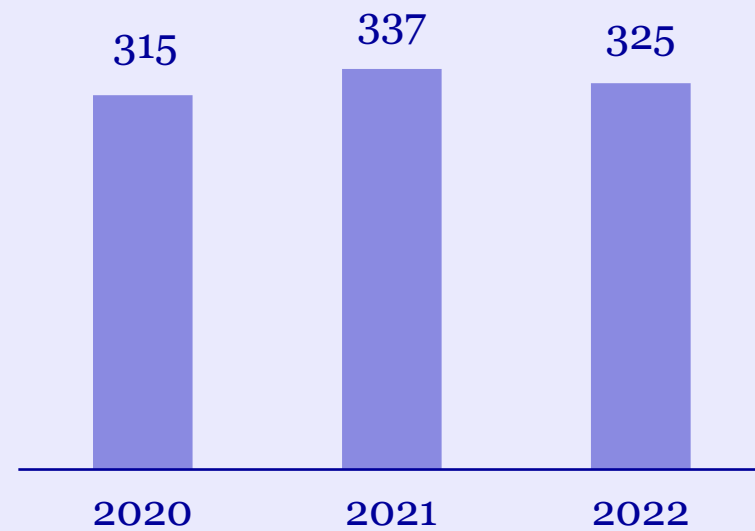


Partner satisfaction is basis for long-term success

Attraction, Extension, Retention

Attraction

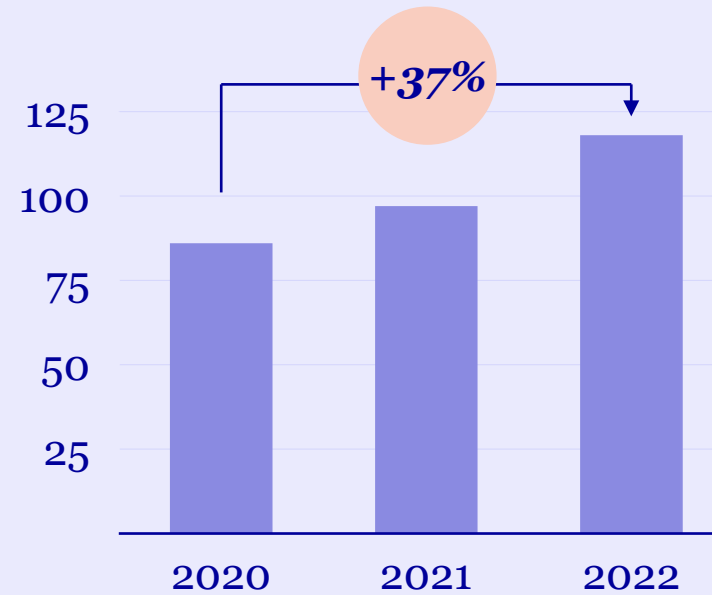
New customers during the year



Customer base more diversified;
revenues have grown significantly

Extension

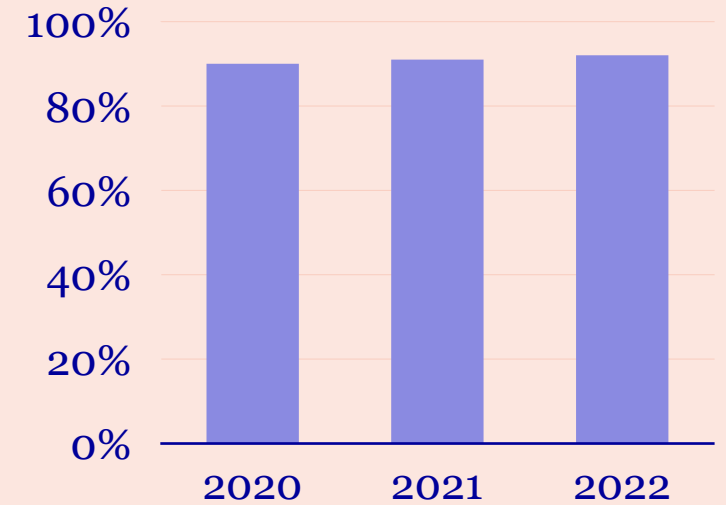
No. of customers >€ 1 m revenues



Integrated drug discovery &
development to offer yields
increasing "share of wallet"

Structural Retention ≥90%

Customer relation rate



Solid customer retention rates;
Strong basis for double-digit growth



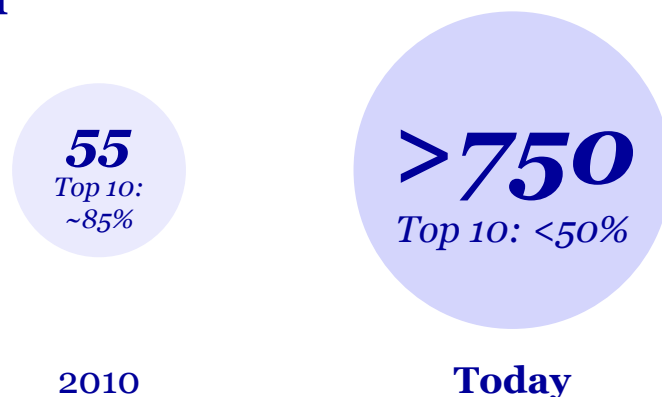
More than 10 years with more than 20% annual growth

Financial overview (2010-today)

- Highly profitable and capital efficient
- Revenue CAGR >20%
- R&D CAGR >30%
- Adj. EBITDA CAGR >35%

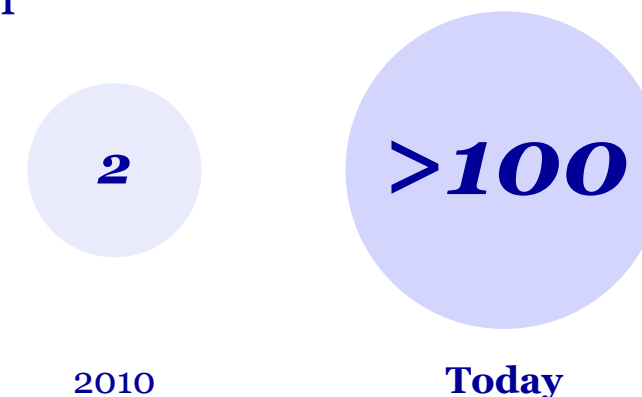
Revenues

€ m



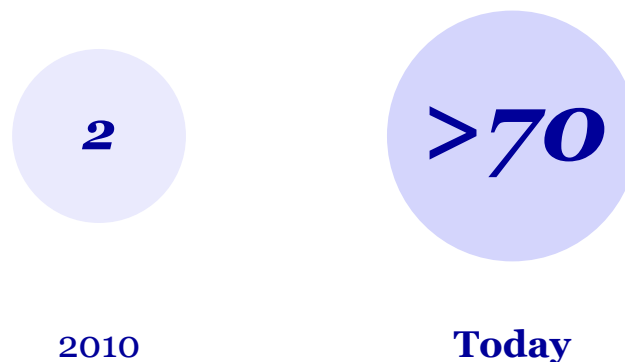
Adj. EBITDA

€ m



R&D investments

€ m



Investments¹

cum. € m



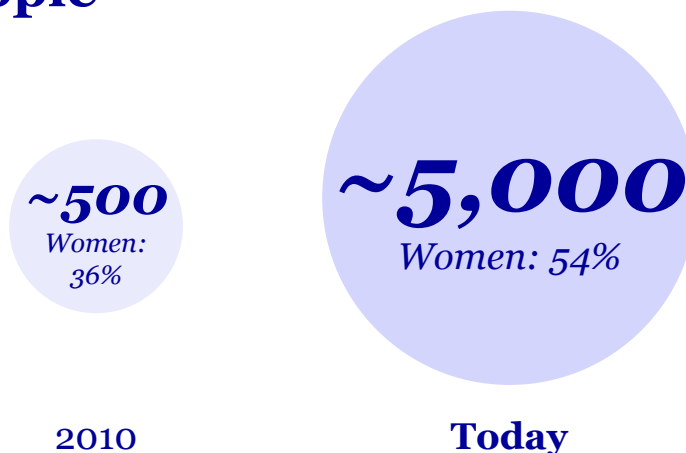


Expertise and sharing lead to steep learning curves

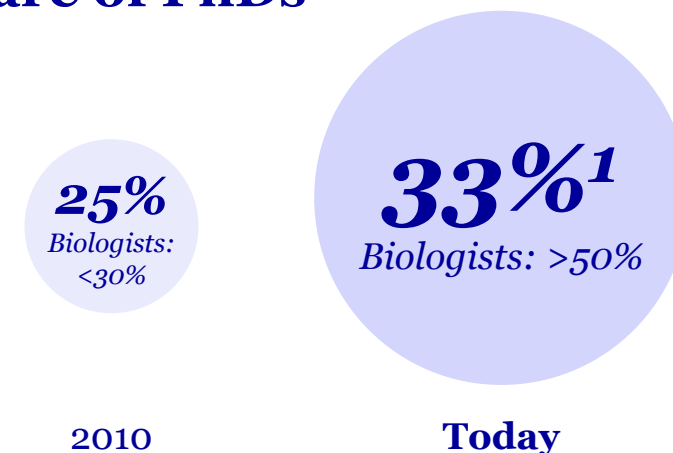
Corporate overview

- Founded: 1993 in Hamburg, Germany
- 17 Sites in Europe & US
- Highest density of PhDs in the industry¹
- Profitable growth and creation of large royalty pool
- >10 proprietary state-of-the-art fully integrated technologies / platforms

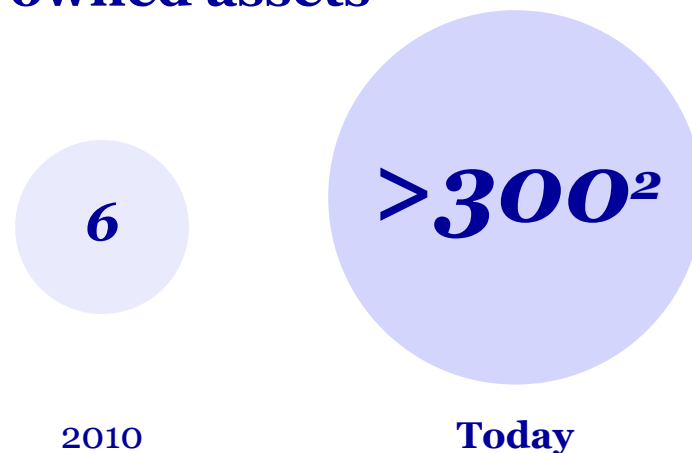
People



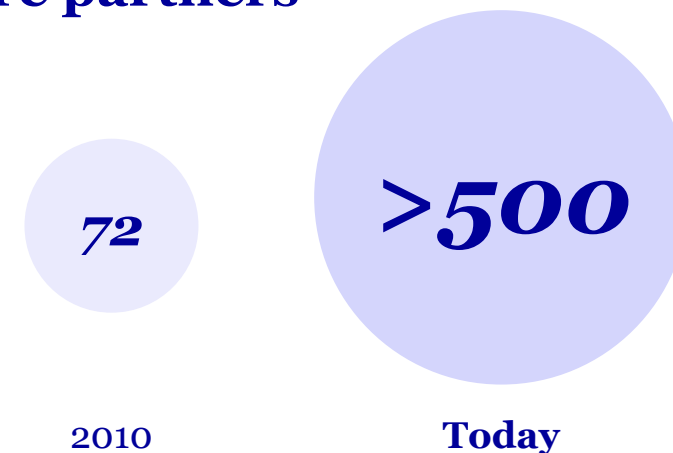
Share of PhDs



Co-owned assets



Core partners





Resilient with strong comeback in H2

Guidance 2023

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

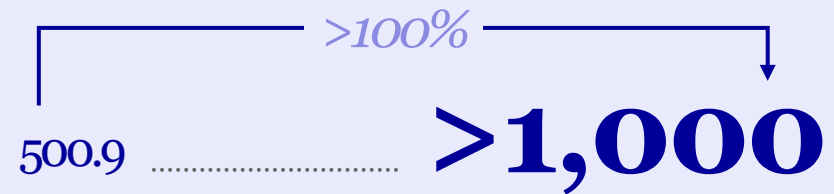
***Approx. € 200 m continued investments for enabling and supporting growth
(e.g., capacity expansion in biologics manufacturing, CO₂e reduction, iPSC, E.MPD, ...)***



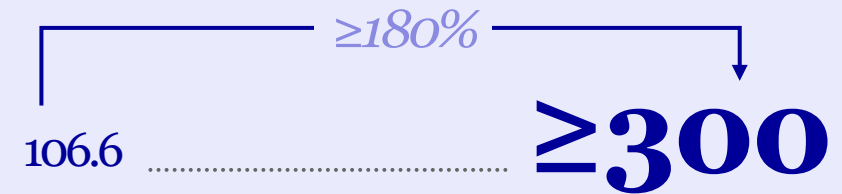
Our mid-term aspirations are unchanged

2020-2025 estimated key performance indicator goals¹

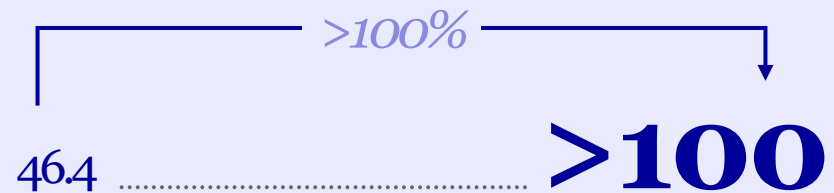
Group revenues
in € m



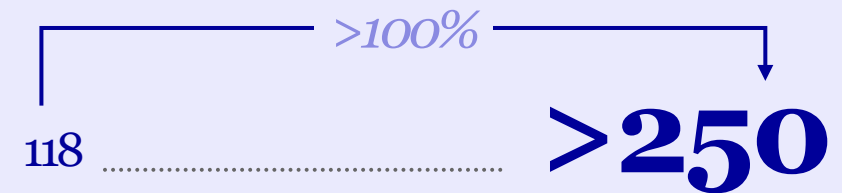
Adjusted group EBITDA
in € m



Unpartnered R&D
in € m



Co-owned projects²





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

Aligned with UN SDGs¹, sustainable thinking is holistic and ensures long-term success

Best possible environment for employees and potential recruits

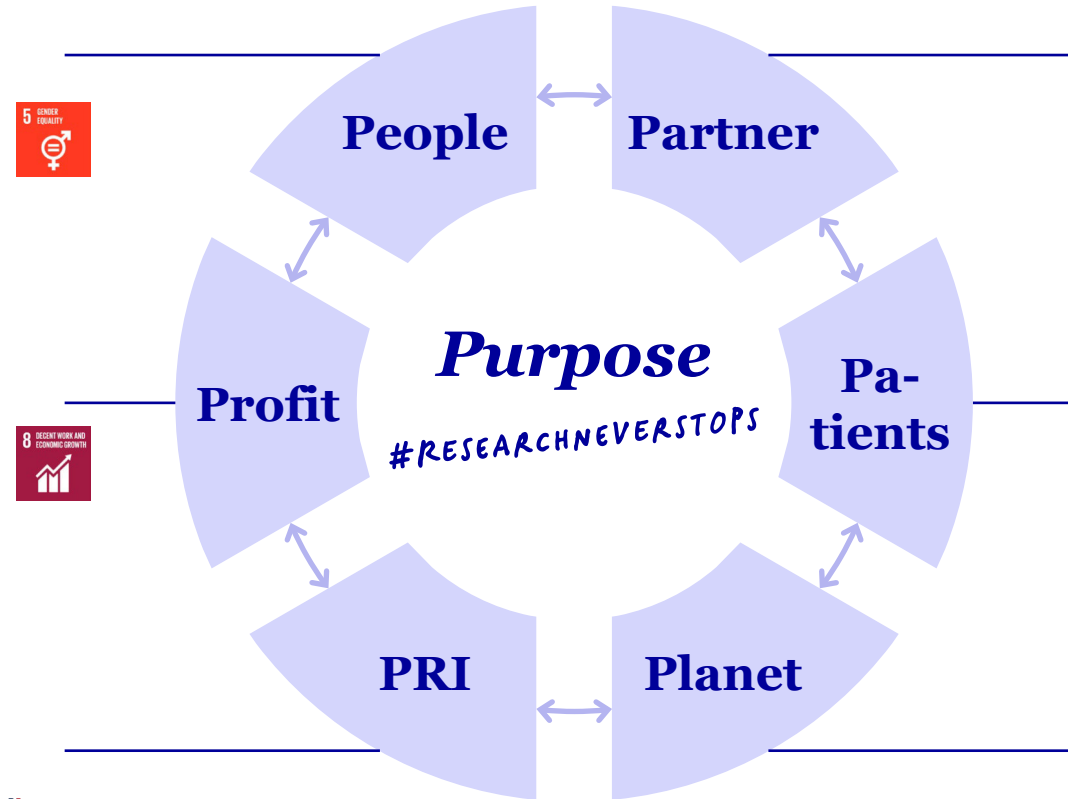
- Engagement & commitment
- Leadership & training
- Diversity, Equity & Inclusion

Resilient business model

- Financial resilience & independence
- Constant investments into the future
- Basis for sustainable success

Acknowledging Principles for Responsible Investment

- Compliance with investors' sustainable investment criteria
- Source for funding resilient growth



The "shared economy" in R&D

- Integrated platform for >800 partners
- Sharing values of highest integrity
- Sharing success



Cures for all / Access for all

- We will not stop until all existing diseases can be cured
- Precise, patient-centric medicine
- Respecting diversity in science



Protecting the planet

- Commitment to SBTi²
- Responsible use of resources





Executing to accelerate growth along Action Plan 2025

Selected major newsflow 2023



PanOmics

- New strategic partnerships and expansions of co-owned alliances
- New clinical trial initiations, e.g. Bayer
- Significant progress of later stage co-owned pipeline



iPSCs

- New strategic partnerships, e.g., Janssen
- Progression of partnered cell therapy assets, e.g., Sernova
- Expansion of internal portfolio of cell therapy assets



Just – Evotec Biologics

- Significant expansion of order book for J.POD Redmond, WA (US)
- Progression of construction J.POD Toulouse, France (EU)¹
- Evaluation of global network of J.PODs



End-to-End Shared R&D

- Conclude post-cyber business recovery - on track for AP 2025
- Integration of Evotec DS Germany

Group

- Science-based targets in place aligned with 1.5°C goal
- Highly impactful contribution to UN SDG 3²
- Spin-Offs and investments along Building Blocks of AP 2025





“Evotec inside” – further progressing

Selected pipeline events within next 12-24 months

Phase III & registration (CHN) JingXin in insomnia (EVT201)

Phase I data with BMS in CNS (EVT8683)

Phase I data with Kazia in Oncology (EVT801)

Phase I data in Chikungunya virus (EVT894)

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

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



Upcoming important dates

Financial calendar 2023

Quarterly Statement 9M 2023

08 November 2023

2nd Capital Markets Day 2023

15 November 2023

Jefferies Healthcare Conference, London

16 November 2023

German Equity Forum, Frankfurt/Main

27 November 2023

Berenberg European Conference

05/06 December 2023



Appendix



Experienced management team with long-term mission

The management team



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



Laetitia Rouxel

CFO (since April 2023)

Experience

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



Matthias Evers

CBO (since 2022)

Experience

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



Craig Johnstone

COO (since 2019)

Experience

- 2015: Directeur General and Site Head, Evotec (France) SAS
- 2012-2017: SVP Drug Discovery and Innovation Efficiency; Global Head, Integrated Drug Discovery, Evotec
- 1994-2012: Project, function, & leadership roles at AstraZeneca, Prosidion and Rapier Research
- Fellow of the Royal Society of Chemistry and Chartered Chemist, BSc in Chemistry and a PhD in organic and organometallic synthesis and accredited LEAN Sigma Black Belt



Cord Dohrmann

CSO (since 2010)

Experience

- 1999-2010: Leading DeveloGen from a start-up to an internationally recognised metabolic disease company
- 20 years in biomedical research at leading academic institutions and in the biotech industry
- Member of the German Science Council (Wissenschaftsrat) (since 2021)



Global view and deep experience for best governance

The 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

Former COO Evotec SE

- Since 2019 Member of Evotec's Supervisory Board
- 2018, Retired from the Management Board of Evotec
- 2007-2018, COO of Evotec
- 1991 Founding chemist of Oxford Asymmetry International plc (OAI), which was merged with Evotec BioSystems in 2000



Elaine Sullivan

CEO Keltic Pharma
Therapeutics Ltd.

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



Constanze Ulmer-Eilfort

Partner at Peters,
Schönberger & Partner

- Since 2021 Member of Evotec's Supervisory Board
- Since 2000, Equity Partner at Baker McKenzie
- Since 2017, Member of the Global Executive Committee of Baker McKenzie
- S4DX GmbH, Chair of the Advisory Committee



Strong Sustainability Governance in place

Supervisory Board assumes responsibility for sustainability





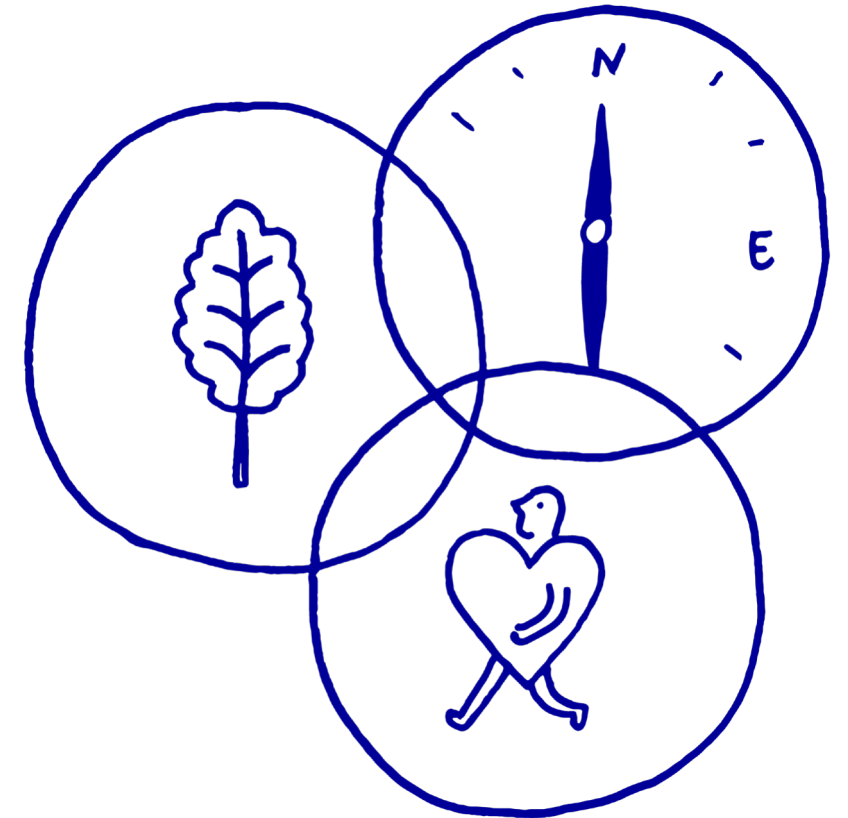
Our promise

ESG Goals 2023

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

Conduct engagement survey by mid 2023
Define and communicate a management plan for 2024 and beyond based on results of engagement survey

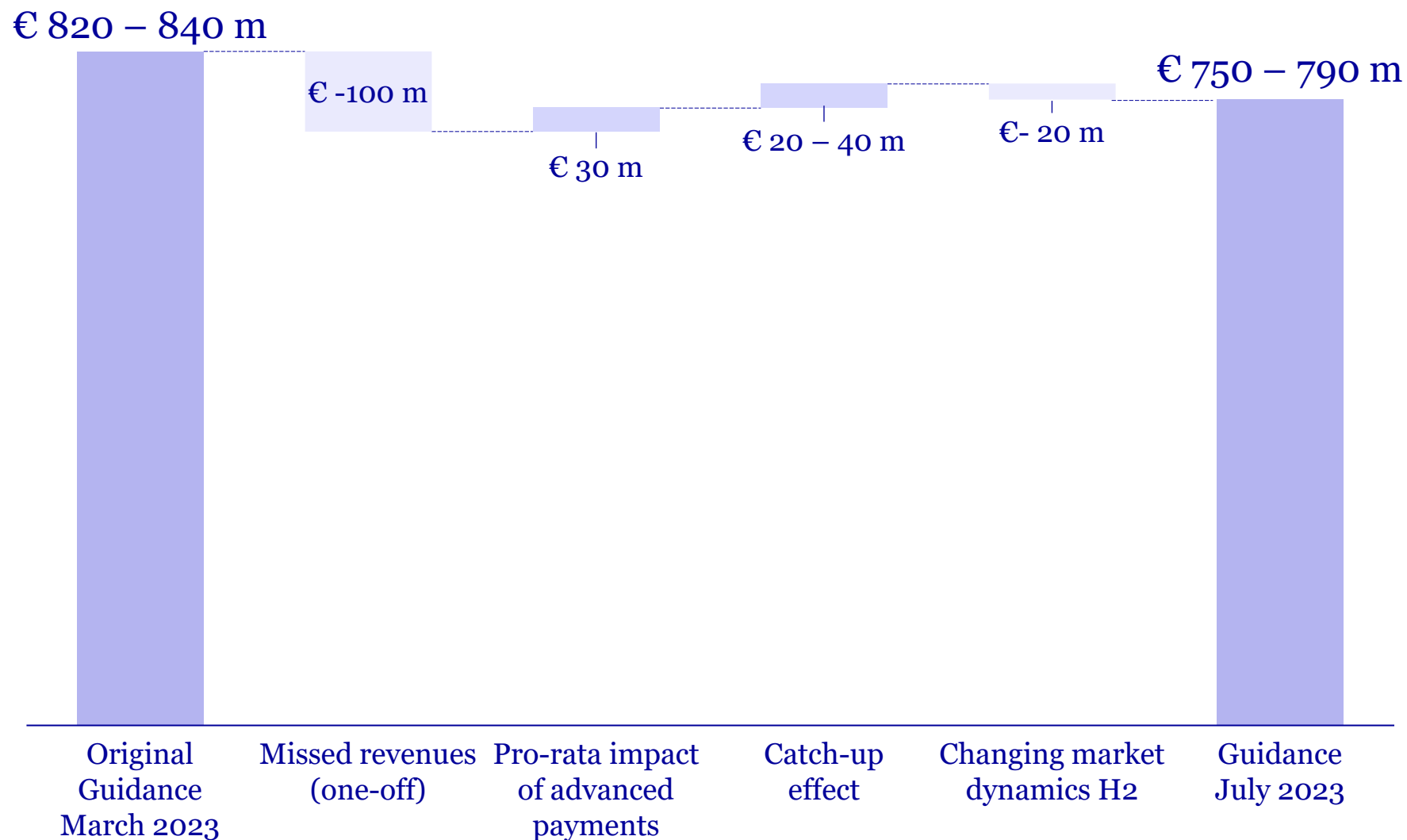
Engage sustainability champions at each site to create governance structures fostering environmental and social goals as well as site specific sustainability projects





Approx. 8% revenue one-off impact due to cyber-attack

Revenue guidance bridge



Manageable one-off effects and reflecting market sentiment

- Revenues (net), missed in Q2 2023, representing ~8% of initial revenue guidance
- Missed revenues largely related to development processes – awaiting remaining re-audits in August
- Visible partnering pipeline strong but seeing buyers' dynamics in more service-oriented business
- Earlier and better than anticipated effects from advanced payments mitigating parts of negative effects



Embracing the moment to learn, grow, and become even more efficient

Better, safer, more agile

1 Value Protection Programme (VPP)

2 Optimised capital allocation

3 Strategic review

Bouncing back better

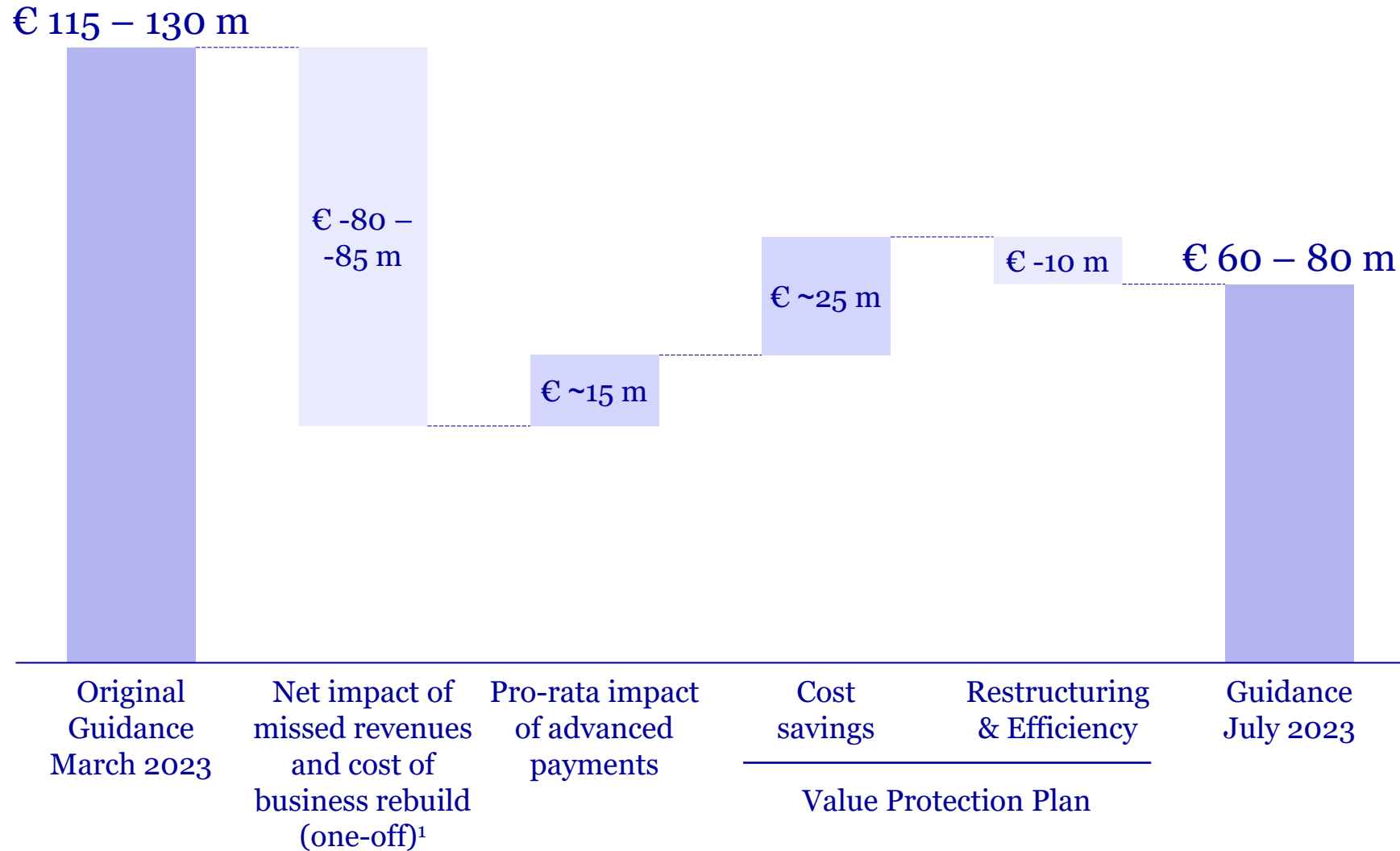
- Securing liquidity and profitability
- Improving processes and systems
- Improving GMP compliance
- Preparing focused ERP build-out in UK and J.POD Toulouse (EU)
- Continued investments in Focus Areas for technology leadership

**Identified savings potential of
€ 25 m in 2023**



Offsetting one-off burdens

Adj. EBITDA guidance bridge



Better, safer & more efficient

- Net impact of one-off costs to re-build business and missed revenues of € 80 – 85 m
- Biggest impact from missing revenues of **Development / API manufacturing** business
- Value Protection Plan to build a leaner & safer organisation resulting in recurring savings as of 2024
- Adj. EBITDA guidance includes one-off items of € ~90 m

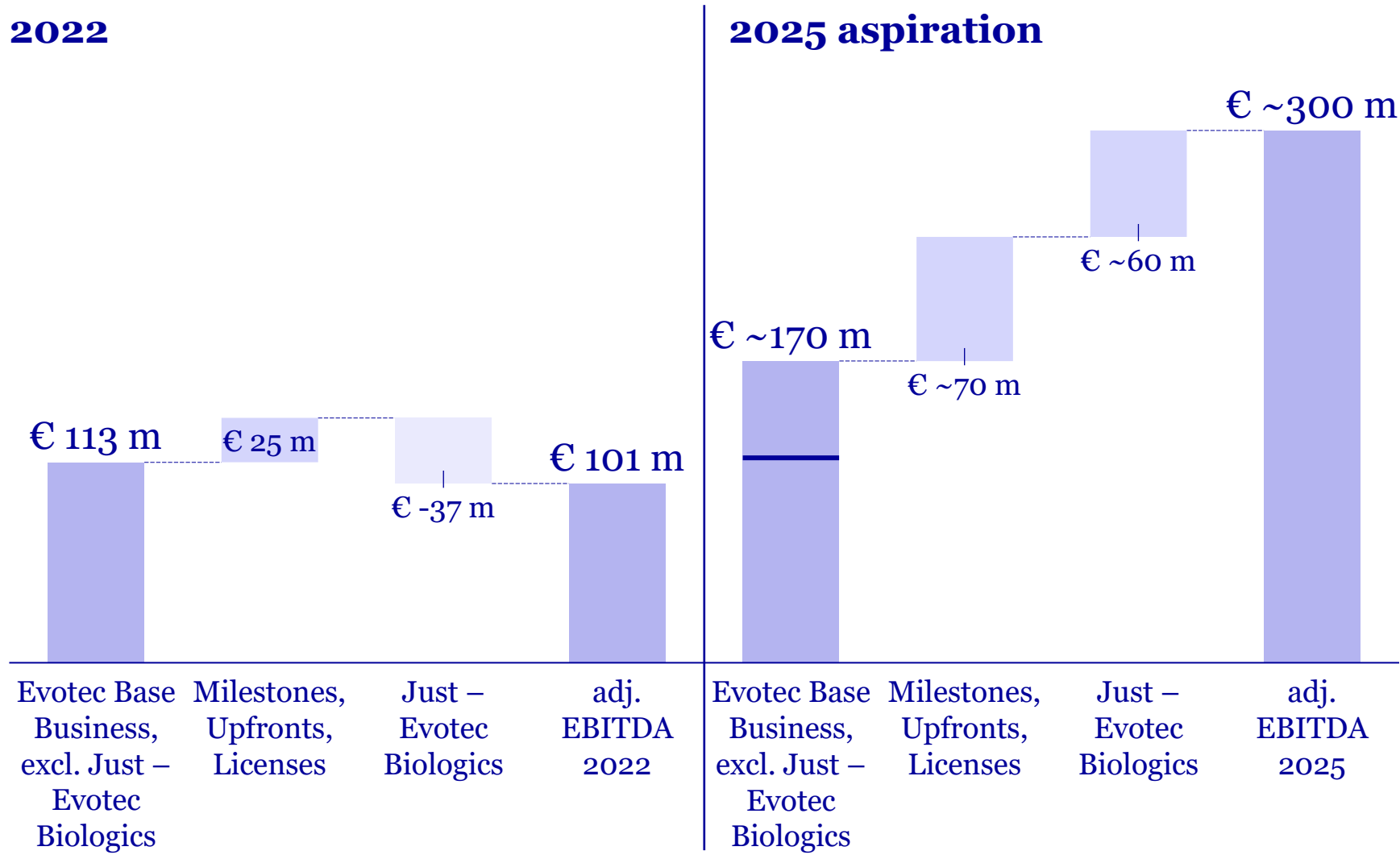


How to get there ...

Mid-term adj. EBITDA bridge

2022

2025 aspiration



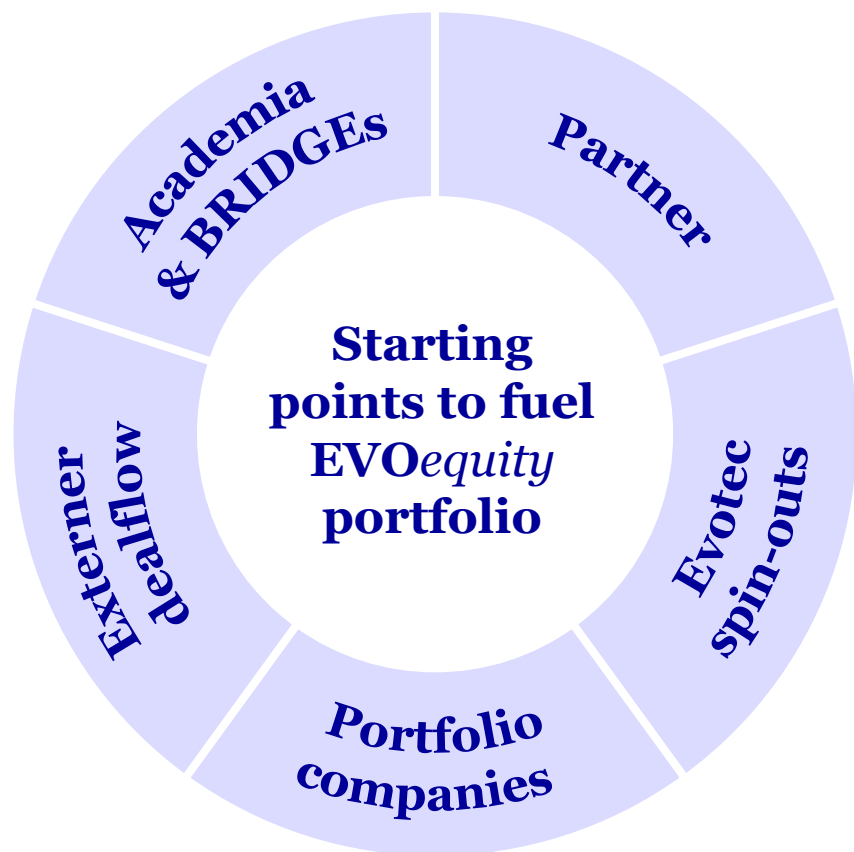
Well-balanced cascade

- Average annual growth of Base Business adj. EBITDA of 15% due to
 - Robust top-line growth
 - Operating leverage
 - Efficiency (Value Protection Programme)
- Incremental income from Milestones, Upfronts, Licenses of € 45 m due to increasing breadth and depth of pipeline
- Accelerated growth of Just - Evotec Biologics



EVOequity complements co-owning strategy

Operational VC model – diversified portfolio with multiple shots on goal



At Equity Holding (≥20%) or significant influence



Minority Shareholdings (<20%)



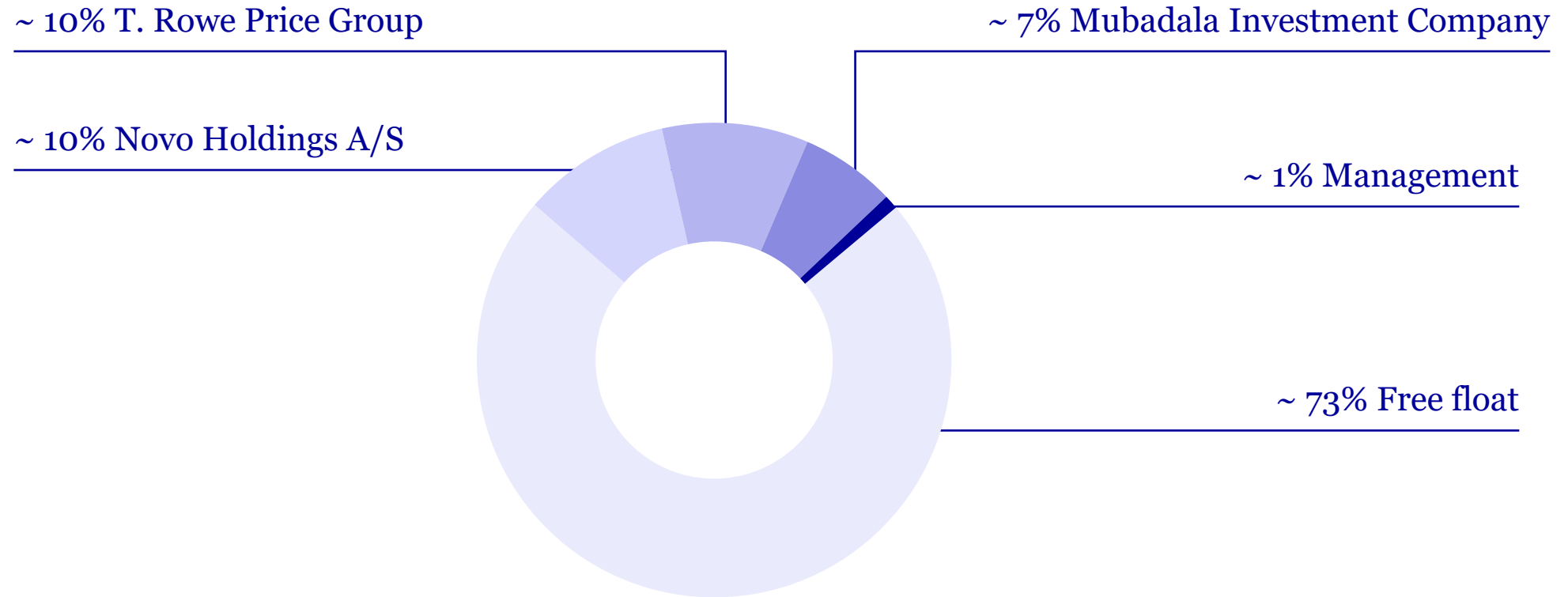
BRIDGES





Shareholders supporting sustainable growth

Shareholder structure¹



Number of shares:

177.2 m

Listings:

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

52 week high/low:

€ 24.44/€ 14.80

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

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+49 (0) 151 1940 5058 (m)
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