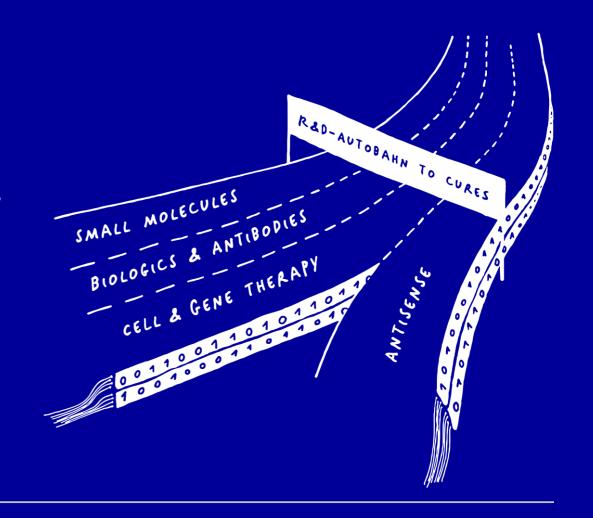


Evotec

The R&D Autobahn to Cures





Forward-looking statement

Information set forth in this presentation contains forward-looking statements, which involve a number of risks and uncertainties. The forward-looking statements contained herein represent the judgement of Evotec as of the date of this presentation. Such forward-looking statements are neither promises nor guarantees, but are subject to a variety of risks and uncertainties, many of which are beyond our control, and which could cause actual results to differ materially from those contemplated in these forward-looking statements. We expressly disclaim any obligation or undertaking to release publicly any updates or revisions to any such statements to reflect any change in our expectations or any change in events, conditions or circumstances on which any such statement is based.



Agenda

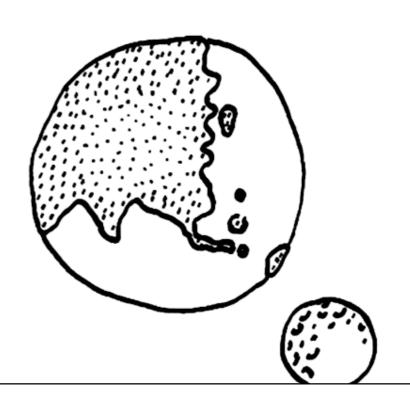
Unique business model

Data-driven precision multi-modality platforms

Co-owned pipeline building

From BRIDGES to operational VC

Financials, ESG & Outlook





Unique business model

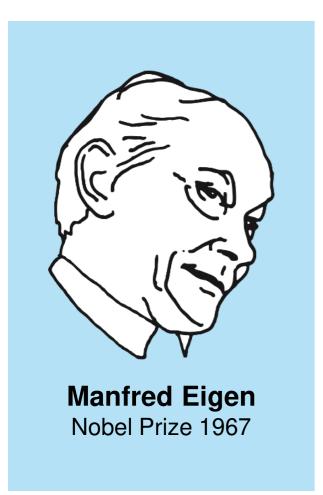
Innovation Hub to capture sharing economy leverage via co-ownership





The Innovation Hub in R&D

Our long-term mission in drug discovery and development



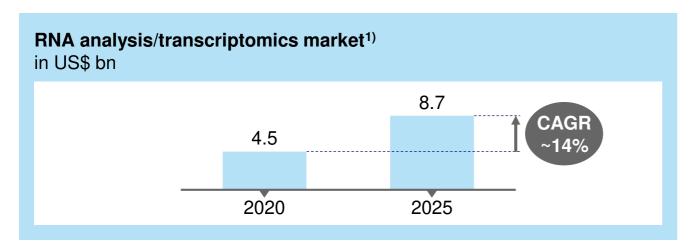
We put drug discovery ideas and leading technologies across all modalities to action. We enable and accelerate the development of precision medicines together with our partners.

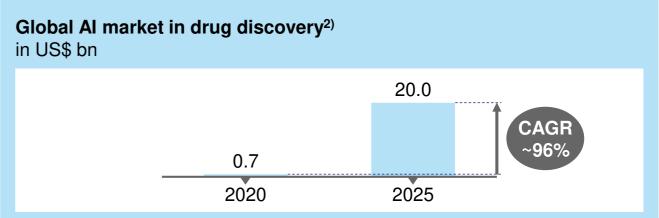
#RESEARCHNEVERSTOPS

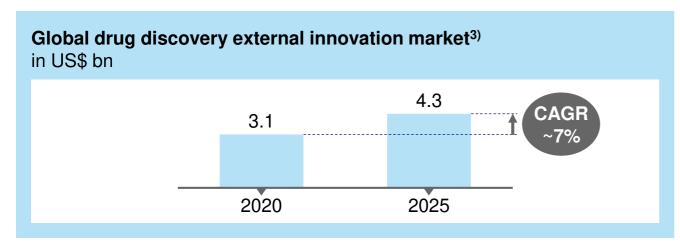


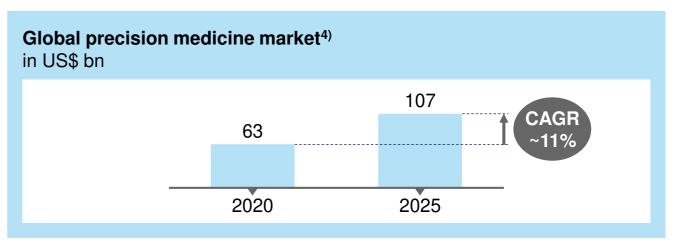
Megatrends support vision of more precise and accessible drugs

Growth drivers for the future









¹⁾ Reporterlink: RNA Analysis / Transcriptomics Market by Product, Technology, Application, End User, COVID-19 Impact – Global Forecast to 2025, Evotec estimates

²⁾ Deep Knowledge Analytics (DKA) titled 'Landscape of AI for Drug Discovery and Advanced R&D Q2 2019', Evotec estimates

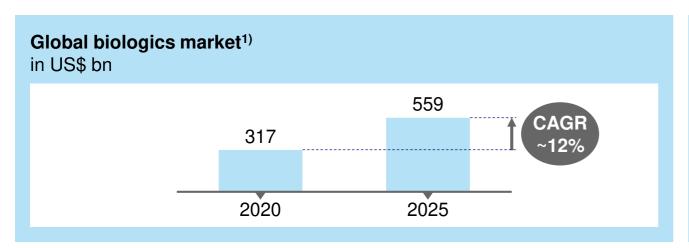
³⁾ https://www.grandviewresearch.com/press-release/global-drug-discovery-outsourcing-market, Evotec estimates

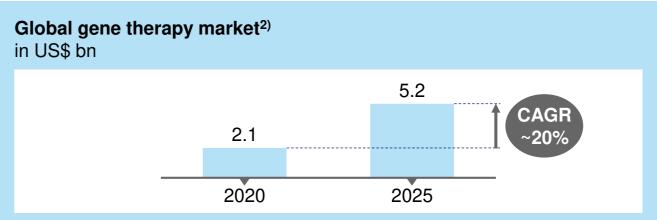
⁴⁾ https://www.gminsights.com/ Feb 2020, Evotec estimates

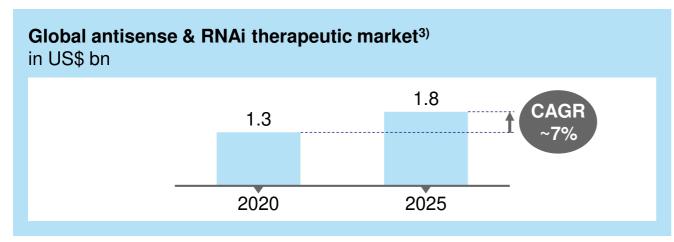


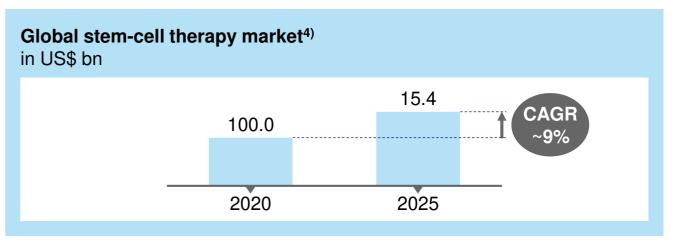
Multi-modality increasingly opens new doors to cures

Small molecules, biologics, cell and gene therapy









¹⁾ https://www.reportsanddata.com/report-detail/biologics-market, Evotec, estimates

²⁾ https://www.grandviewresearch.com/industry-analysis/gene-therapy-market, Evotec estimates

³⁾ https://www.grandviewresearch.com/press-release/antisense-rnai-therapeutics-market, Evotec estimates

⁴⁾ https://www.grandviewresearch.com/industry-analysis/stem-cells-market, Evotec estimates



Leadership in efficiency, data, science, multimodality and access

What we offer – Key growth drivers for high-impact and high-value business



R&D efficiency platforms¹⁾

From high quality stand-alone services to EVOiR&D



AI/ML & Precision medicine platforms

From molecular platforms via iPSCs to EVOpanOmics & EVOpanHunter



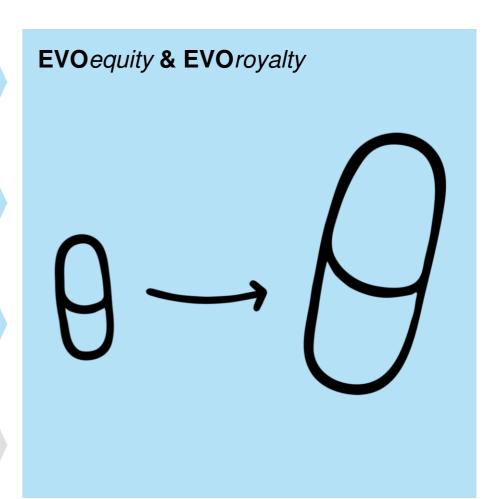
Just – Evotec Biologics¹⁾

With EVO access from J.HALSM to J.POD[®]



Multimodality drug design

From small molecules & biologics to EVOcells & EVOgenes





Clearly defined work packages allow increased access

Capabilities & expertise overview

Industry needs

Capabilities & expertise create multimodality & data-driven R&D Autobahn for growth



R&D efficiency platforms¹⁾



validation

identification



Sample

management



ADME-Tox



Informatics



Reagents



In vivo

biology



In vivo

Pharmacology



Biomarker

discovery



Integrated

CMC



Lead





AI/ML & Precision medicine platforms















Just -**Evotec** Biologics¹⁾













Multimodality drug design



EVOcells



EVOgenes



Antibodies & **Bifunctionals**



molecules



Antisense1)



degradation



Exosomes



RNA



New technologies, more precision, higher speed and efficiency

Evotec today – 14 Sites & close to 4,000 employees



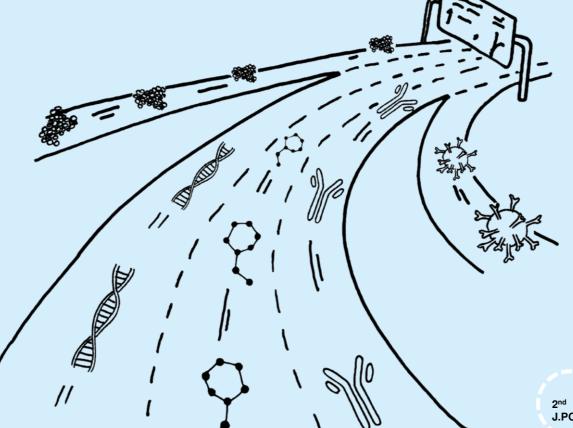
Princeton, Seattle, Branford, Watertown ~400



Orth an der Donau ~30



Verona ~700



Hamburg (HQ), Goettingen (Manfred Eigen Campus) Cologne, Munich, ~900



Abingdon (Dorothy Crowfoot Hodgkin), Alderley Park ~850

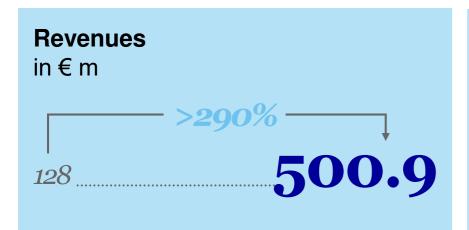


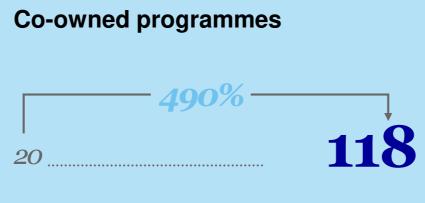
Lyon, Toulouse (Campus Curie) ~800



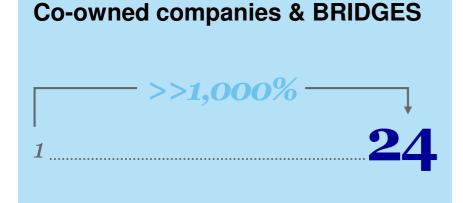
"...just starting" to deliver significant growth and value potential

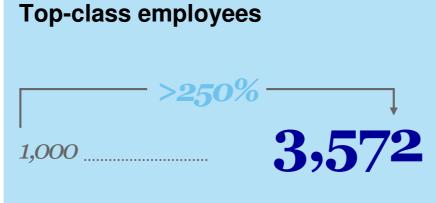
Development from 2015 ... to 2020

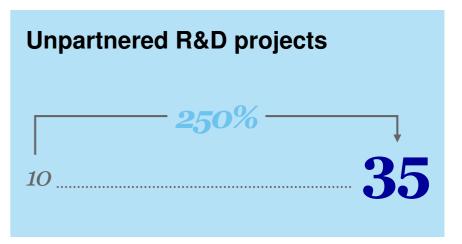














Offering resonates with partners

Attraction, Extension, Retention



- Very robust demand for shared drug discovery & development
- Integrated offering translates in market share gains



- Integrated drug discover & development offering yields increasing "share of wallet"
- Faster and better results versus in-house infrastructures



- KPI to measure satisfaction
- Strong basis for double-digit growth



Data-driven precision platforms on all modalities

"Omics" data in drug discovery is game changing for precision medicine

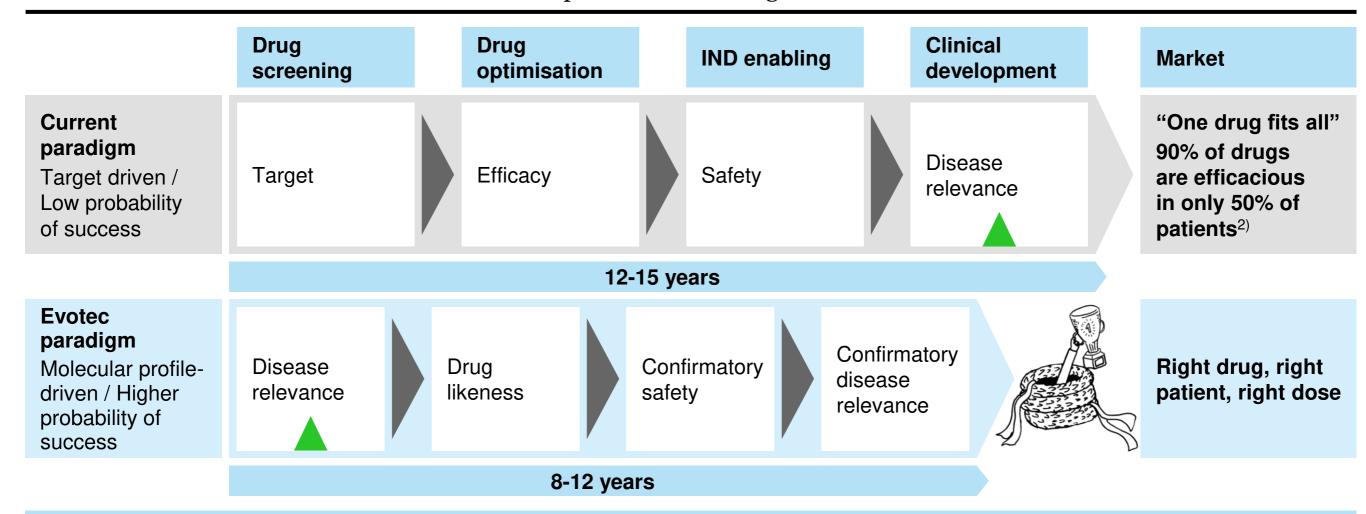




PAGE 13

Early insight to disease relevance drives paradigm shift

Disease relevance is paramount to change clinical success rates¹⁾



High quality data at every stage in the value chain to de-risk projects, design modalities, create biomarkers, ...

^{1) 54%} of Phase III trials fail due to inadequate efficacy: Fogel DB. Factors associated with clinical trials that fail and opportunities for improving the likelihood of success: A review. Contemp Clin Trials Commun. 2018;11:156-164. Published 2018 Aug 7. doi:10.1016/j.conctc.2018.08.001.

²⁾ Regulatory Toxicology and Pharmacology; Volume 32, Issue 1, August 2000; Pages 56-67; Journal of Health Economics Volume 47, May 2016, Pages 20-33; Clinical development success rates for investigational drugs; Nature Biotechnology volume 32, pages 40-51(2014); Evotec estimates



Precision medicine is our focus

Patient databases & models combined with **EVO**panHunter/**EVO**panOmics & Multi-modality

Molecular patient databases

 Re-defining health and disease via molecular disease profiles





Patient (iPSC) – derived disease models

- Focus on disease relevance throughout the process
- Comprehensive compound profiling



Diagnostics and biomarkers

- Precision diagnostics
- Precise tracking of disease progression



Genomics – Transcriptomics – Proteomics – Metabolomics Industrialised data generation

Data science – Machine learning / Artificial intelligence – Bioinformatics Al/ML driven data analytics

Small molecules – Antibodies – Bifunctionals – Cell therapy – Antisense – Gene therapy Multi-modality

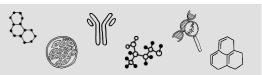
EVOpanOmics

Data generation



EVOpanHunter Data analytics

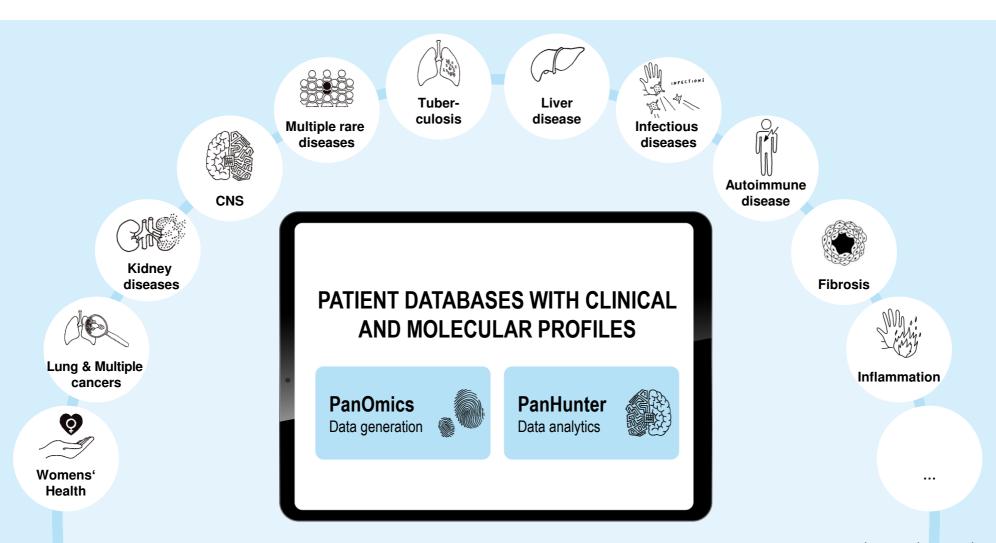






Molecular patient data bases are re-defining health and disease

The foundation of precision medicine







Molecular patient databases generate significant value

Example: Kidney disease data base (NURTuRE) delivered multiple high value partnerships

2016





- Upfront payment: € 6 m
- Research funding
- Milestones > € 300 m
- Tiered royalties

2019



- Funded by Vifor: € 25 m
- 50% ownership on all projects

2020





- Upfront payment: ND
- Research funding
- Milestones > € 150 m per product
- Tiered royalties

Q1 2021

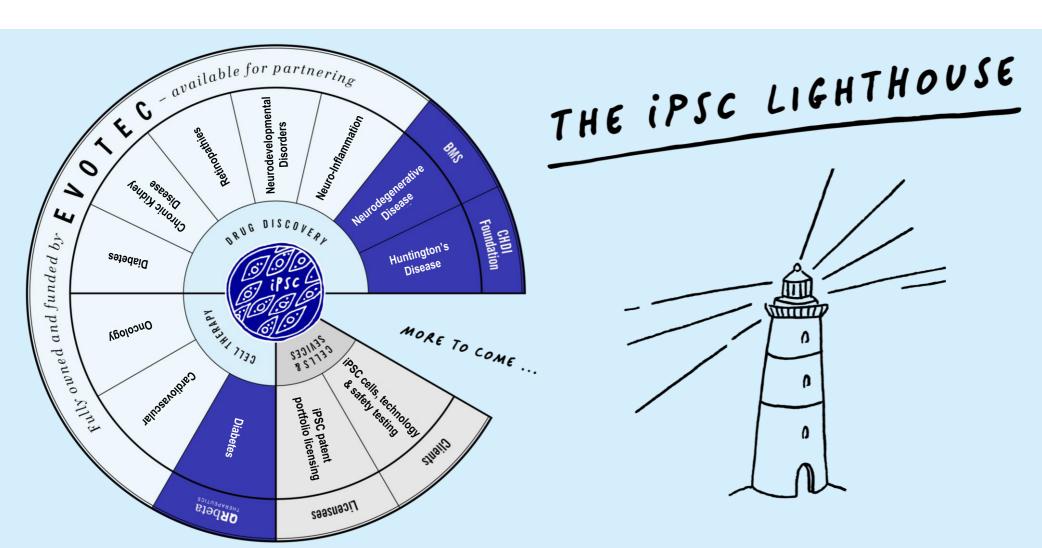


- Pipeline building initiated
- UF payment: ND
- Research funding
- MS as well as tiered royalties



Unparalleled iPSC platform delivers big portfolio of opportunities

iPSC platform

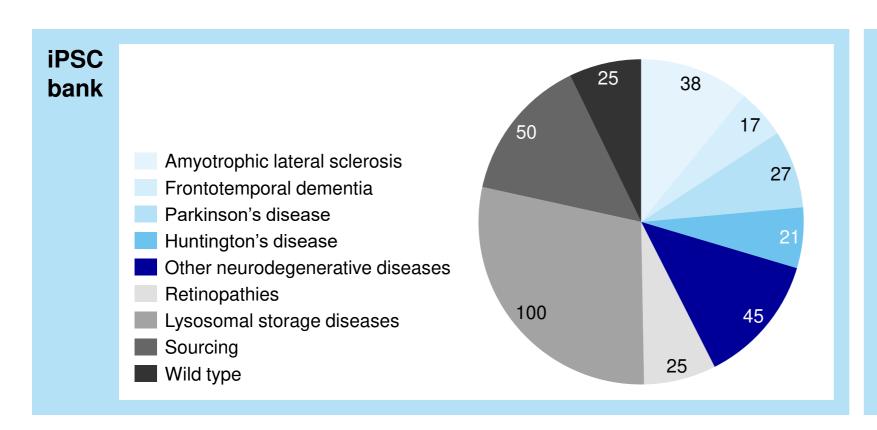


- Unique to select unbiased therapeutic modality for specific disease or target
- Perfect starting point for drug discovery and cell therapy – linked to technologies for disease understanding and modelling



>300 patient-derived validated iPSC lines

Broad panel of disease-specific genotypes for patient stratification in >15 disease models



- High quality iPSC generation
 - Standardised patient consents
 - Standardised protocols
 - Highest QC standards
- Robust performance of iPSC lines in different disease models for HTS















Systems approach creates continuous learning from data

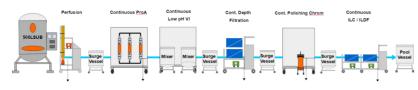
Integrating molecular, process and manufacturing design delivers excellence



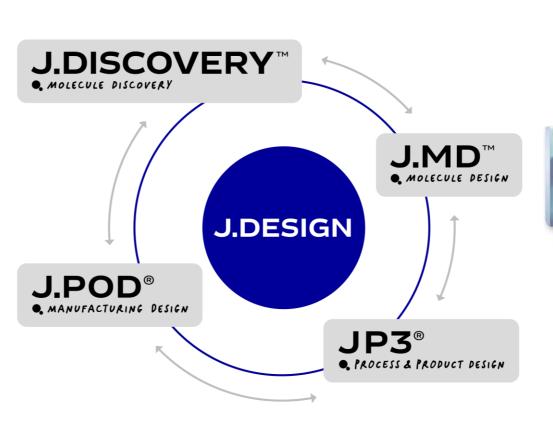


Al generated and *in vivo* discovery



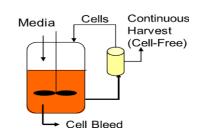


End-to-end continuous processing (E2E)



Abacus optimisation to fit process development

Robotic high-throughput process development



Dynamic predictive process control

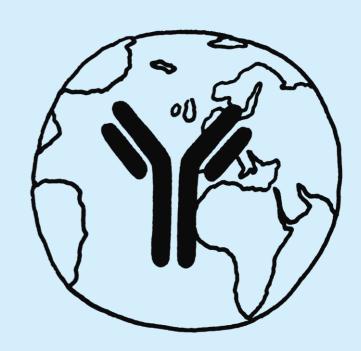
Machine learning (ML) and Artificial intelligence (Al) are maturing our integrated biologics platform (J.DESIGN)



The time is now for more Access to Biologics

Rationale for J.POD® 2 in Toulouse, France¹)

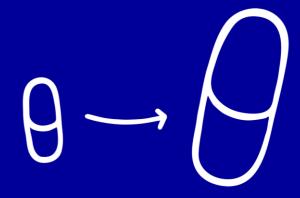
- Global demand for flexible biologics capacity and for more affordable access to medicines is accelerating
- J.POD^{®1)} US in Redmond is on track, demand is strong
- Business Strategy includes large proportion of capacity for co-owned pipeline
- Europe is second largest biologics market with strong desire and rational for security of supply
- Toulouse footprint creates operational efficiency and design for multi-modality biological treatments such as cell therapy adds further synergy with EVT strategic needs – Up to € 50 m from the French government, the Occitanie region, Bpifrance, the Haute-Garonne prefecture as well as Toulouse Métropole





Co-owned pipeline building

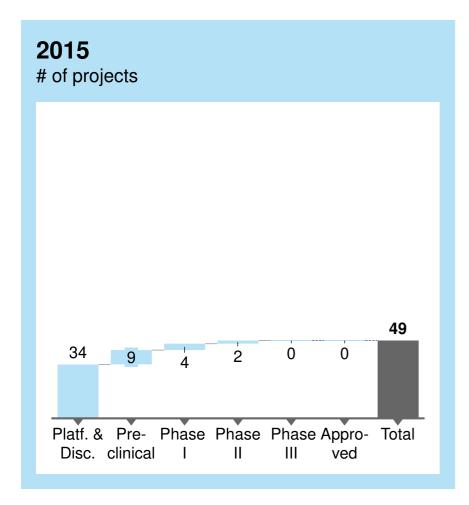
Milestones and royalties massively reward initial R&D investments

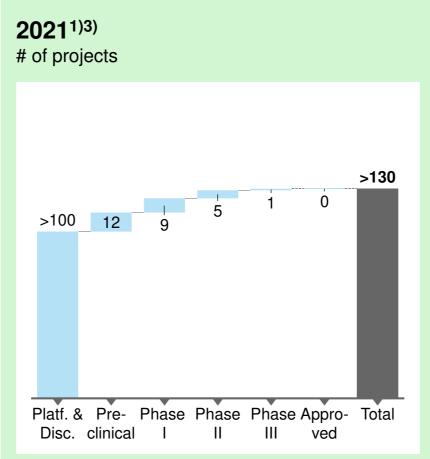


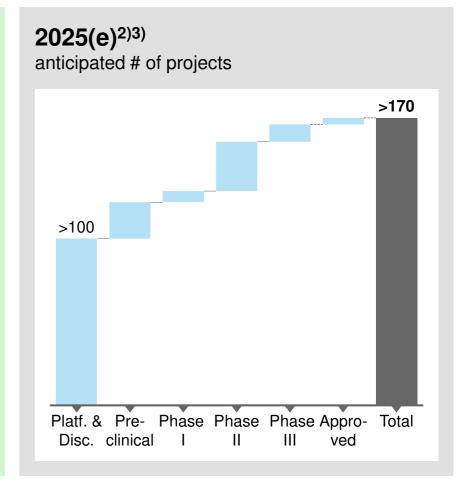


Building a massive co-owned clinical pipeline

EVT Innovate pipeline evolution 2015-2025 (e)







PAGE 22

¹⁾ Does not include projects that were completely stopped, e.g. Diap277, EVT302

²⁾ Not risk adjusted

³⁾ Does not include EVT equity investments



"EVOroyalty" – Fully invested pipeline gaining visibility

Progress of drug candidates in advanced stages

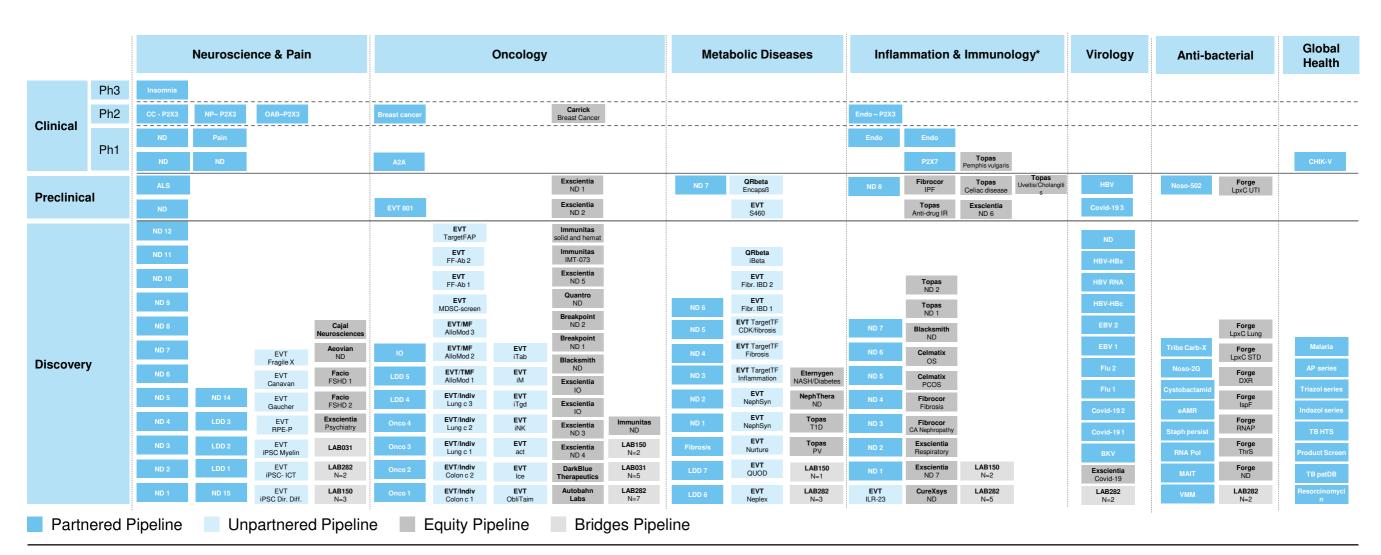
Selected pipeline events Phase IIb with Bayer in RCC (Eliapixant) Phase II with Bayer in Overactive bladder (Eliapixant) Phase II with Bayer in Endometriosis (Eliapixant) Phase II with Bayer in Neuropathic pain (Eliapixant) Phase II with BI in Oncology / Pain Phase II with Bayer in Gynaecology (B1 antagonist) Phase I in Chikungunya virus Phase I with BMS in CNS Phase I with Exscientia in Oncology (A2a) 10. Phase I with Sanofi in Immuno-oncology 11. Phase I with Kazia in Oncology (EVT801) 12. Phase I in HBV Cure 13. Multiple co-owned equity companies will progress in clinic (e.g. Topas, Forge, Carrick, Fibrocor, ...)

Molecule	Therapeutic Area/Indication	Partner	Discovery	Pre-clinical	Phase I	Phase II	Phase III
EVT201	Insomnia (GABA-A)	▼ 座師座補					
BAY-1817080	Chronic cough (P2X3)	88					
BAY-1817080	Overactive bladder	89					
BAY-1817080	Neuropathic pain	89					
BAY-1817080	Endometriosis	69					
CT7001	Oncology (CDK7)	Carrick					
CT7001 EVT401 BAYxxx	Oncology (CDK7)	Carrick					
	Immunology & Inflammation (P2X7)	the money					
	Women's health	89					
BAY2328065	Gynaecology	89					
BI 860585	Oncology (mTORC1/2)	Displace Man					
TPM203	Pemphigus Vulgaris (not disclosed)	Topas 🛡 Therapestics					
DSP-1181	Obessive-compulsive disorder (5-HT1A)	Exscientia					
CNTX 6016	Pain (CB2)	(Indian					
EVT894	Chikungunya (Antibody)	■ SANOFI 🎝					
BAYxxx	Endometriosis (not disclosed)	69					
EVT801	Oncology (VEGFR3)	SANOFI 🗳					
APN411	Oncology – Immunotherapy	SANOFI PERON					
EXS21546	Oncology (various programmes)	Exscientia					
GLPGxxxx	Fibrosis (not disclosed)	antimore .					
BAYxxxx QRB001 BMSxxxx	Nephrology (not disclosed)	**					
	Metabolic - Diabetes (not disclosed)	QRbeta					
	Neurodegeneration (not disclosed)	Č Bristol Mysirs Squibbi					
EVT895	HBV	SANOFI					
EVTxxx	CNS, Metabolic, Pain	>10 further programmes					
Various ND ¹⁾	Nephrology	Astralimus &					
ND ¹⁾	Nephrology	WAREN &					
ND ¹⁾	PCOS	↑ celmatix					
INDY inhibitor	Metabolic	2 Primary					
Various	Oncology	(* Bristol Myare Squitte'					
ND ¹⁾	Oncology	Vi The Mark Foundation' of the Concer Research					
ND ¹⁾	Oncology - Colorectal cancer	ndburned					
ND ¹⁾	Oncology – DNA damage response	preserver •					
ND ¹⁾	Novel antibiotics	HELMHOLTZ					
ND ¹⁾	Novel artibiotics Novel antibiotics	S GARDP					
ND ¹⁾	Anti-bacterial	FORGE					
Target PicV	Antiviral	tatoja 🕀					
	Anti-infectives						
Various		evotec >5 programmes					
Various	All indications	● ★ ● Man AUCTASS					
ND ¹⁾	Dermatological diseases	Suimines					
ND ¹⁾ Various	Facioscapulohumeral Dystrophy	facio					
	Immunology & Inflammation – Tissue fibrosis						
	Fibrotic disease	Fibrocor Therap./ Galapagos					
Various		Œ					
Various Various ND ¹⁾	Immunology & Inflammation						
Various Various ND ¹⁾ ND ¹⁾	Inflammatory	∞ Aeovian					
Various Various ND ¹⁾ ND ¹⁾ ND ¹⁾	Inflammatory Cancer	or Aeovian					
Various Various ND ¹⁾ ND ¹⁾ ND ¹⁾ ND ¹⁾	Inflammatory Cancer Novel broad-spectrum antibiotic	CARB-X					
Various Various ND ¹⁾ ND ¹⁾ ND ¹⁾	Inflammatory Cancer	or Aeovian					



The iceberg of EVT Innovate product opportunities

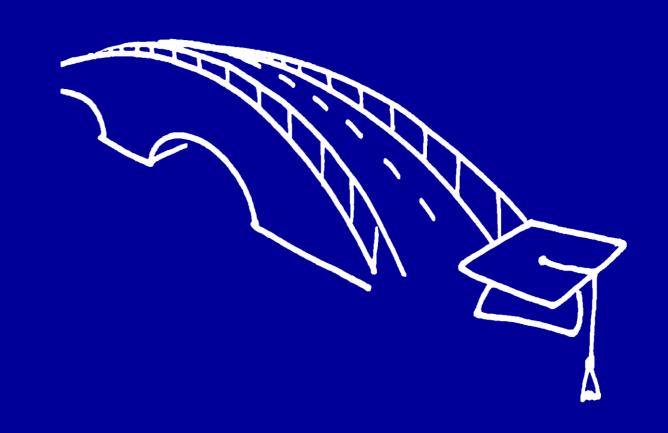
In total > 200 proprietary projects with big financial upside





From BRIDGES to operational VC

Incubation and Investments to accelerate co-ownership





Portfolio of co-owned opportunities with operational synergies

Equity participations for co-owned pipeline

At equity investments (share ≥ 20% or significant influence)



Equity participation

Metabolic disorders

Initiated 2016

Topas Therapeutics

Spin-off

Nanoparticle-based therapeutics

Initiated 2016

facio therapies

Equity participation

FSHD

Initiated 2017



Spin-off

DNA damage response

Initiated 2019



Equity participation

Women's health

Initiated 2019



Equity participation

Cross therapeutic areas

Initiated 2019

QUANTR

Equity participation and partnership

Oncology

Initiated in 2020

Joint Venture



Joint Venture with Vifor Pharma

Nephrology

Initiated 2019

Minority Shareholdings (share < 20%)



Equity participation

Innovative pathways in oncology

Initiated 2016

Exscientia

Equity participation

Al for automated drug design

Initiated 2017



Equity participation

Targeting metalloenzymes

Initiated 2017



Equity participation

Fibrosis partnership

Initiated 2017



Equity participation

Inflammatory disease

Initiated 2019



Equity participation

Oncology / **Biologics**

Initiated 2019



Equity participation

Oncology

Initiated 2019



Spin-off (LAB282)

Oncology

Initiated 2020



Equity participation

Formulation nanotech-

Initiated 2020

nologies



Equity participation

Failsafe cloaking for cell therapies

Initiated 2020



Equity participation

Neuroscience

Initiated 2020



Equity participation

Immunooncology

Initiated 2021



BRIDGEs to link academia with R&D Autobahn to Cures

Creating long-term optionality with efficient translation





Financials, ESG & Outlook

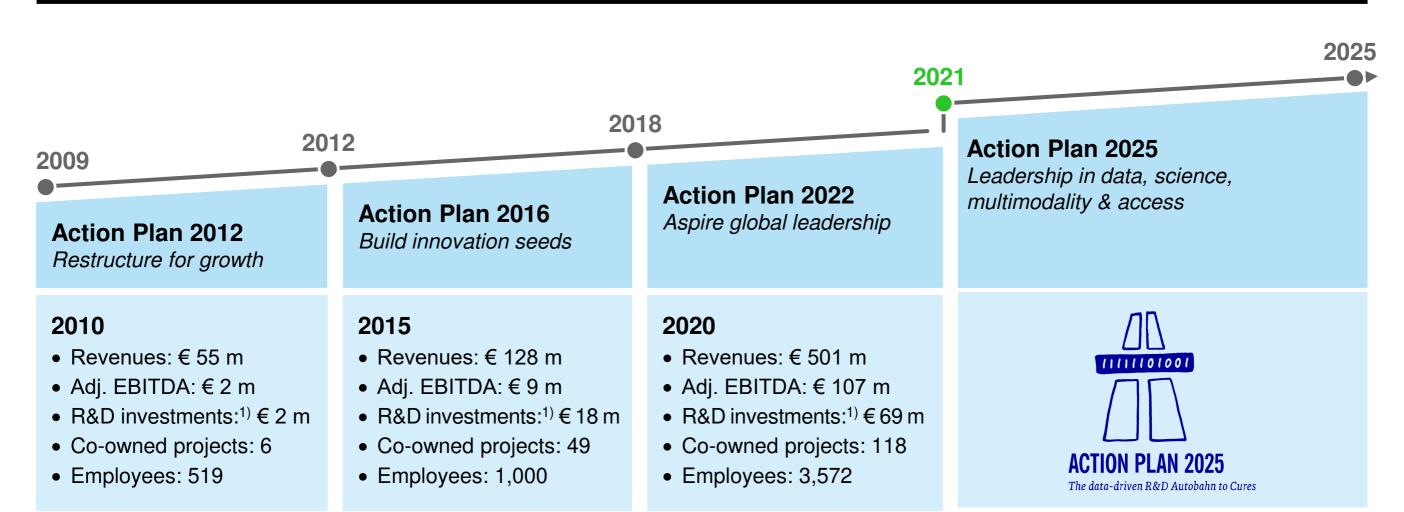
Sustainable growth business building massive upside





Action Plans deliver significant value

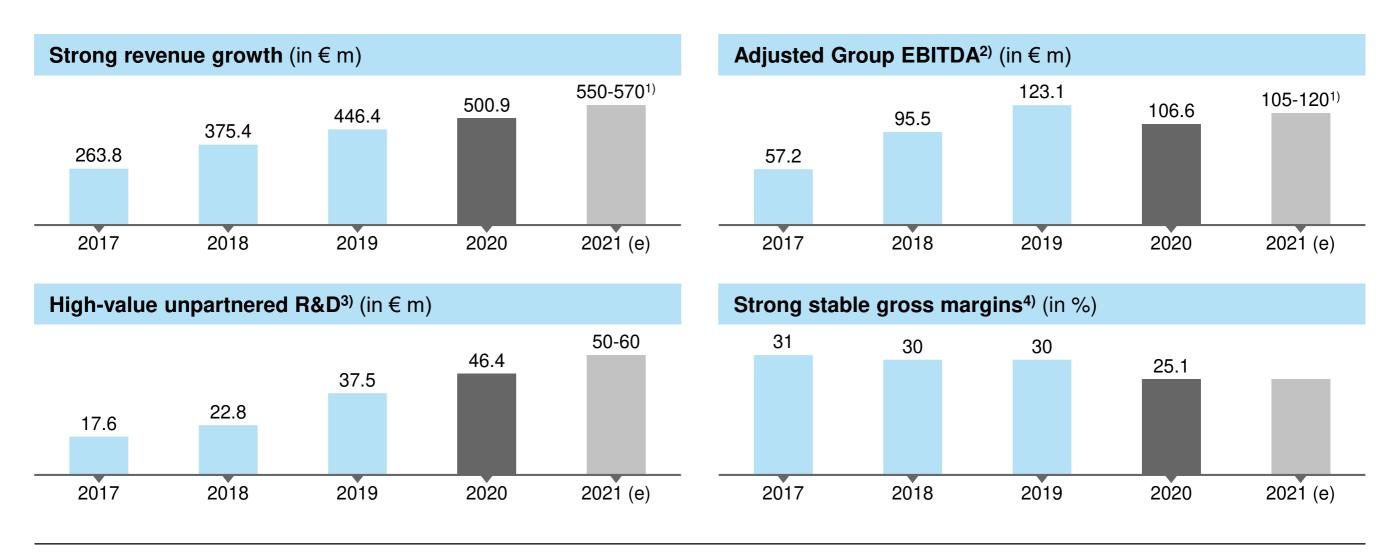
Action Plans in numbers - "... we are just at the beginning"





Strong growth while investing into long-term massive upside

"The data-driven R&D Autobahn to Cures" – In numbers



PAGE 30

¹⁾ At constant fx rates (2020: \$/€ 1.15; €/GBP 1.13) Revenues: € 565-585 m; EBITDA: € 115-130 m; Please note that bar heights are only illustrative and not representing actual values

²⁾ Before contingent considerations, income from bargain purchase & excl. impairments on goodwill, other intangible assets & tangible assets as well as the total non-operating result

³⁾ Excluding expenses for ID-related expenses fully reimbursed by Sanofi under other operating income; total of R&D expenses in 2020 of € 63.9 m

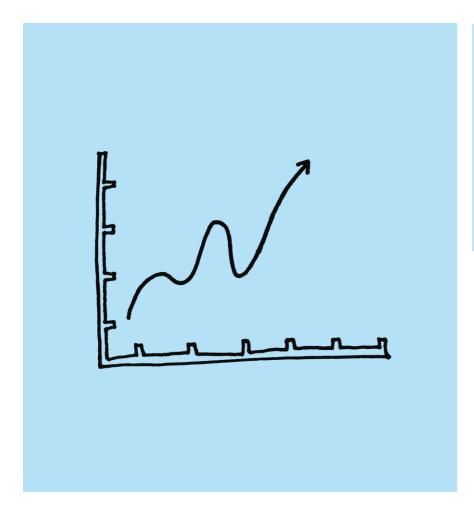
⁴⁾ Gross margin in the future represents different business mix, considering amortisation of acquisitions, and may be volatile due to potential milestone or out-licensing payments; gross margin in 2017 restated for IFRS 15

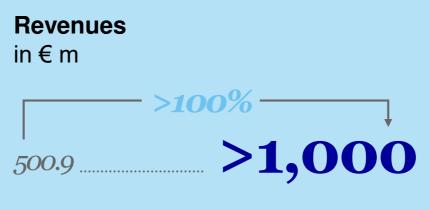


PAGE 31

Our mid-term aspirations at a glance

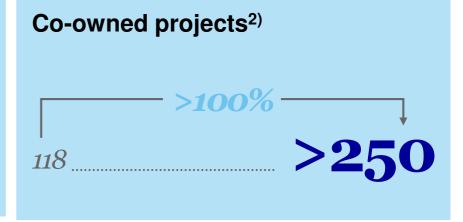
2020-2025e Key Performance Indicator goals







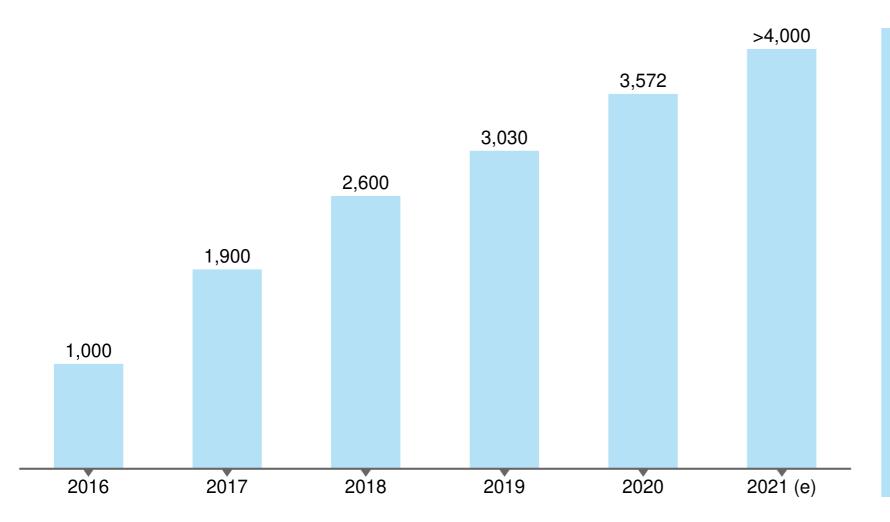






>500 new "drivers" on the data-driven R&D Autobahn for Cures

Our people are our most important asset



- >80% with at least one academic qualification; >30% PhDs
- >8 years drug discovery and development experience
- 54% female; >75 nationalities
- Fluctuation rate reduced from 10.5% in 2019 to 8% in 2020
- Share of permanent workforce: 91%
- >500 new talents planned 2021



Purpose defines a sustainable corporate strategy

Focus on most material topics in a holistic approach

#RESEARCHNEVERSTOPS

			#1	Coscinios					
Stakeholders Investors Recruits	Supervisory E Authorities	Board	People	•		Partners		Patients Activist	Suppliers s Media Neighbours
Material Topic Stakeholder er OHS		Cyber		Invest in people	R&D / Innovat	tion		lity & access to me on emission	dical treatment Waste & Water
KPIs CO ₂ per emplo Retention rate	yee			ement & mitment	Quality Integrity Shared g	& Speed goals	D	Co edicated climate n	vered diseases nitigation capex
OUR Foundat	ion		Culture & Values	-	ole & oilities	Corporate Governance Enabling S	ce &		



Going very long as ONE

Sustainable thinking ensures long-term success

Purpose, People, Patients & Planet

- #researchneverstops we are here for the very long run
- Focus on disease relevance puts individual patients in the centre of focus – and is therefore truly diverse
- Protecting and improving lives of our and future generations
- Ensuring greater justice for all our stakeholders
- Creating a corporate environment that makes people thrive and strengthens their commitment

Partners, Investors & Economic Success

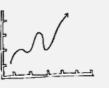
- Shared values / Aligned targets with our partners / Improved competitiveness
- Saving resources = saving costs (for us and the society)
- Mitigating physical, transmission and reputational risks
- Eligibility for more attractive financing to foster sustainable growth
- Meeting regulatory requirements















We make our contribution to sustainable development goals

Evotec has a colourful and precise impact

The 17 UN Sustainable Development Goals are...

- adopted by UN Member States in 2015
- an urgent call for action by all countries in a global partnership
- Part of the 2030 Agenda for Sustainable Development

As Evotec...

- we have a direct impact on selected SDGs and actively drive them forward
- Through their connectivity, we contribute indirectly to the whole set of goals.





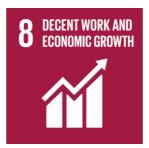




























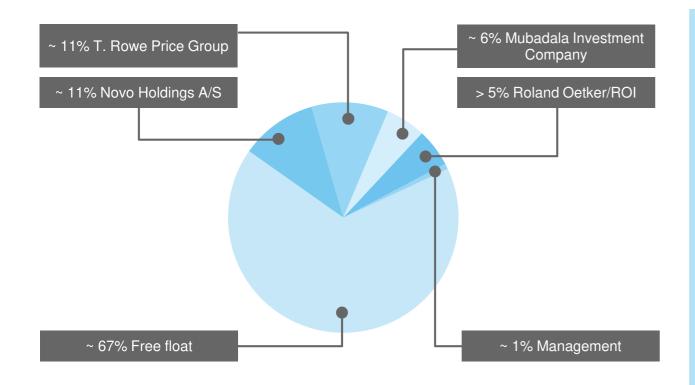


On the right-hand side, the goals on which Evotec has a direct effect through our business are shown in colour. The presentation is not intended to evaluate the respective importance of the SDGs. It is only a schematic representation.



Strong team and shareholders supporting sustainable growth

Management & shareholder structure¹⁾



Number of shares: 164.6 m

Listing: Frankfurt Stock Exchange (MDAX, TecDAX), OTCBB

52 week high/low: € 43.00/€ 21.31

Management Board

- Werner Lanthaler (CEO)
 Long-time experience in
 Pharma & biotech
- Cord Dohrmann (CSO)
 Long-time experience in drug discovery
- Craig Johnstone (COO)
 Strong drug discovery and commercial track record
- Enno Spillner (CFO)
 Long-time experience in finance & biotech

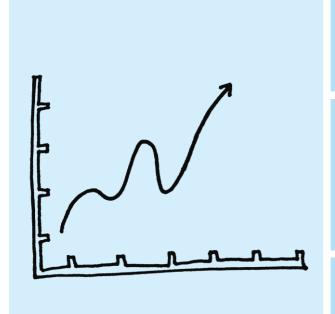
Supervisory Board

- Wolfgang Plischke Ex-Bayer
- Iris Löw-Friedrich
 UCB
- Kasim Kutay
 Novo Holdings
- Mario Polywka
 Ex-Evotec
- Roland Sackers
 QIAGEN
- Elaine Sullivan
 Ex-Lilly



Strong year ahead

Guidance 2021



Very good top-line growth expected

- Assumption based on current orders, prospective milestone payments
- Total Group revenues € **550-570 m** (€ 565-585 m at constant exchange rates¹⁾)

Strong EBITDA – despite massive investments

- Regardless of COVID-19, increasing expenses of promising R&D projects, ramp-up of Just Evotec Biologics business, expansion of J.POD® 1 capacities in US & J.POD® 2 in EU
- Adjusted Group EBITDA²⁾ € 105-120 m (€ 115-130 m at constant exchange rates¹⁾)

Accelerated R&D investments for growth

- Further expand long-term & sustainable pipeline of first-in-class projects & platforms
- Unpartnered Group R&D expenses of € 50-60 m³⁾

^{1) \$/€ 2020: 1.15; €/}GBP 2020: 1.13

²⁾ Before contingent considerations, income from bargain purchase & excl. impairments on goodwill, other intangible & tangible assets as well as the total non-operating result

³⁾ Evotec focuses its guidance and upcoming reporting on the "unpartnered R&D" part. ID-related R&D expenses will be fully reimbursed by its partner Sanofi ("partnered R&D").



Strong news flow and strategy update with Action Plan 2025

Newsflow 2021



EVT Execute

- New integrated service alliances in drug discovery & development
- Acceleration of AI/ML partnering across all modalities
- Completion of J.POD® 1 in Redmond (US) / Initiation of J.POD® 2 EU in Toulouse

EVT Innovate

- Partnerships based on own R&D projects and platforms
- New clinical initiations and progress of co-owned pipeline
- Strategic launch of QRBeta Initiative

EVT Equity & BRIDGES

- Initiation of new BRIDGEs
- New operational ventures



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