

Evotec

*Partnered Drug Discovery
and Development*

Forward-looking statement

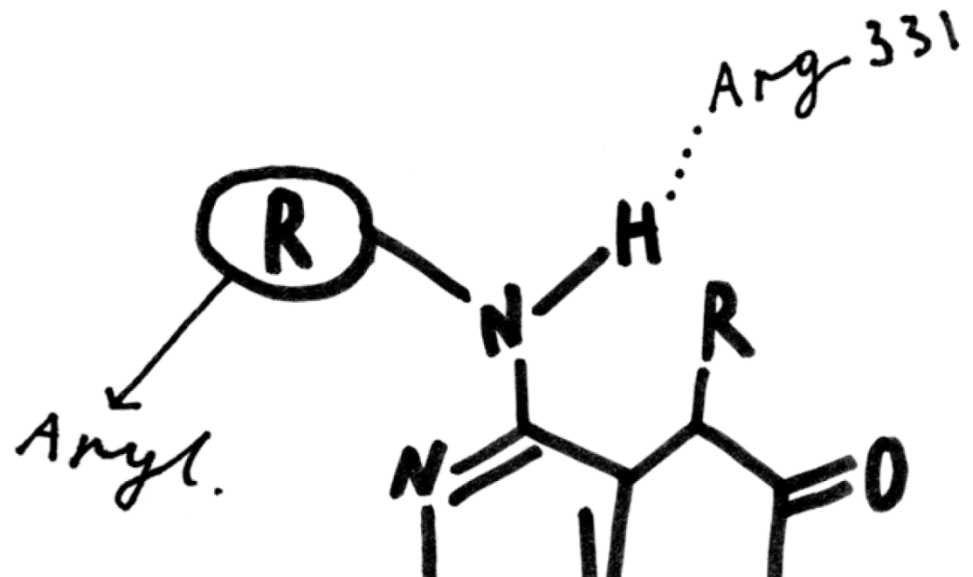
Information set forth in this presentation contains forward-looking statements, which involve a number of risks and uncertainties. We caution investors that forward-looking statements contained herein are based upon management's expectations and assumptions as of the date of this presentation. Such forward-looking 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

Overview

Partnered drug discovery & development

Financials & Outlook



Leading external drug discovery & development

Company snapshot

100+

Co-owned pipeline programmes with significant milestone & royalty potential

€ 400 m+

Revenues¹⁾

€ 100 m+

Adjusted Group EBITDA¹⁾

10+

Co-owned companies & corporate ventures

3,000+

Top-class employees¹⁾

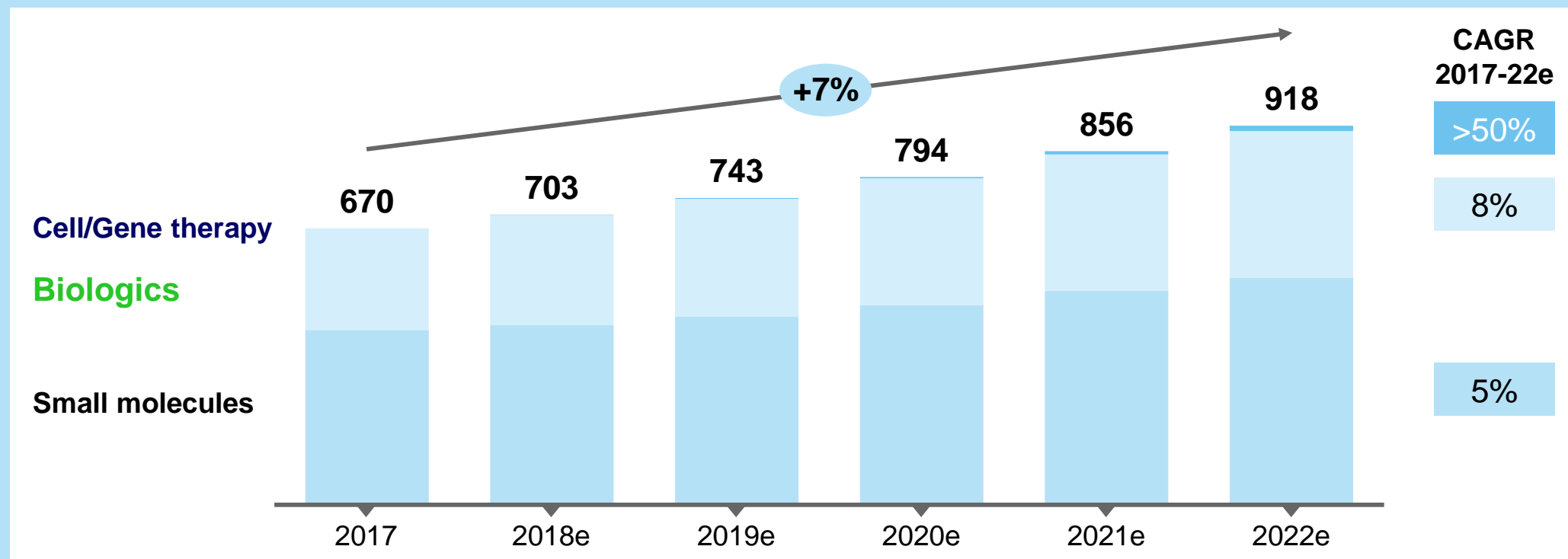
200+

Long-term partnerships

Multimodality in early R&D

Small molecules, biologics & other modalities in R&D

Global pharmaceutical market^{1), 2)}
in \$ bn



¹⁾ Small molecules forecast from May 2017 and Biologics forecast from Dec 2017

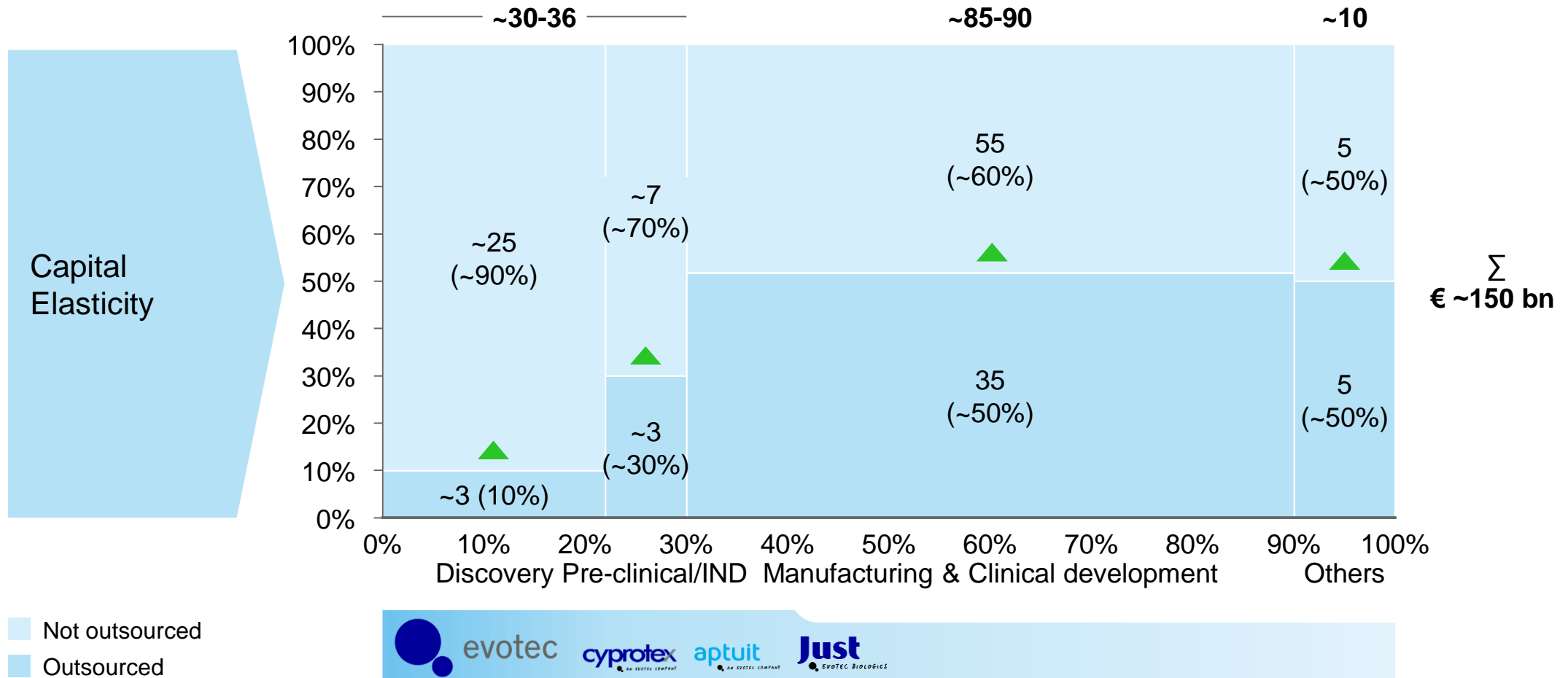
²⁾ Excluding sales not classified by EvaluatePharma

Source: EvaluatePharma

Switch from fixed to variable costs

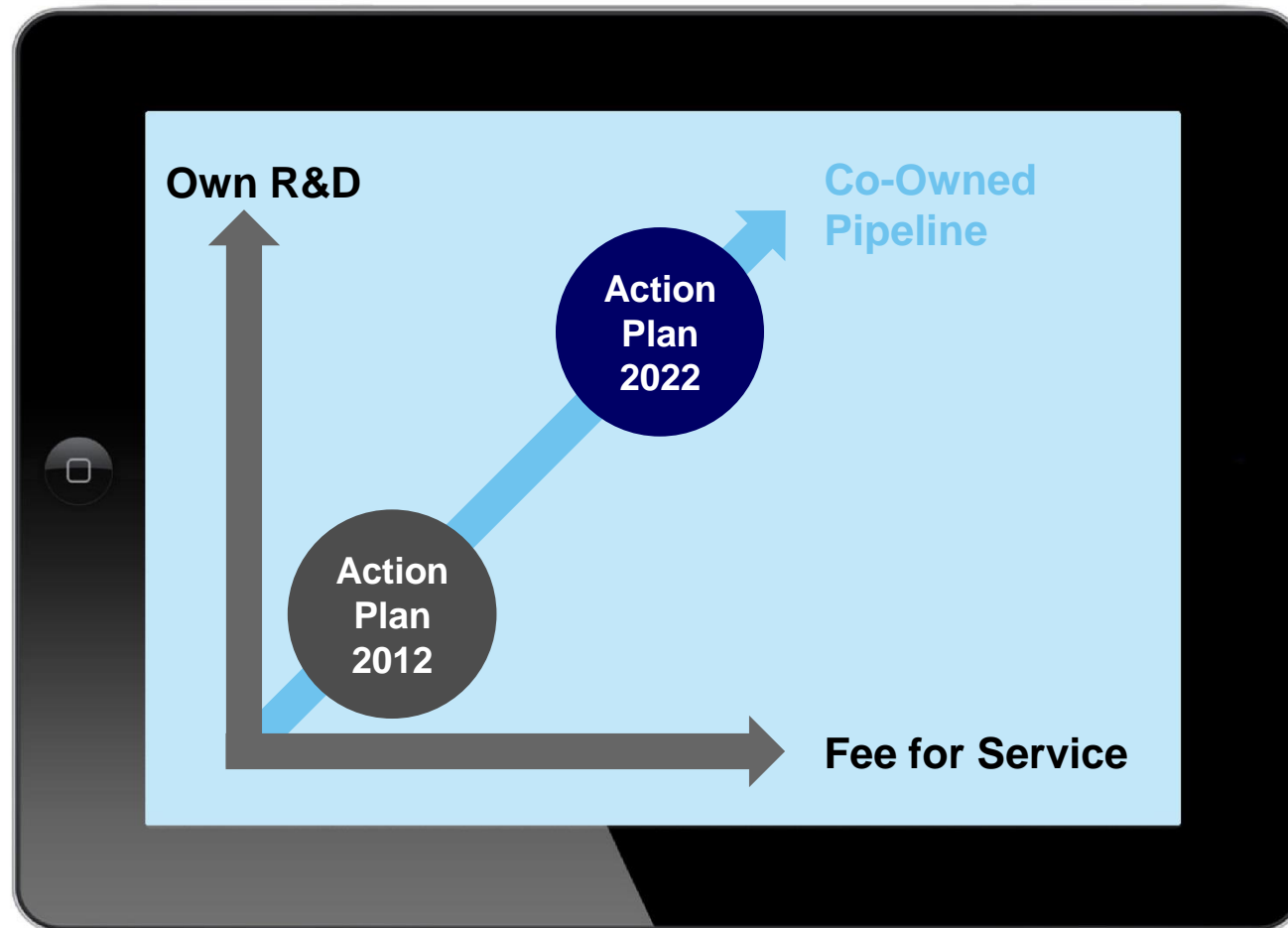
R&D outsourcing & External Innovation

in € bn



Building a co-owned portfolio

Unique strategy and business approach – Action Plan 2022



~3,000 x unique expertise

Global centres of excellence



1st J.POD¹⁾

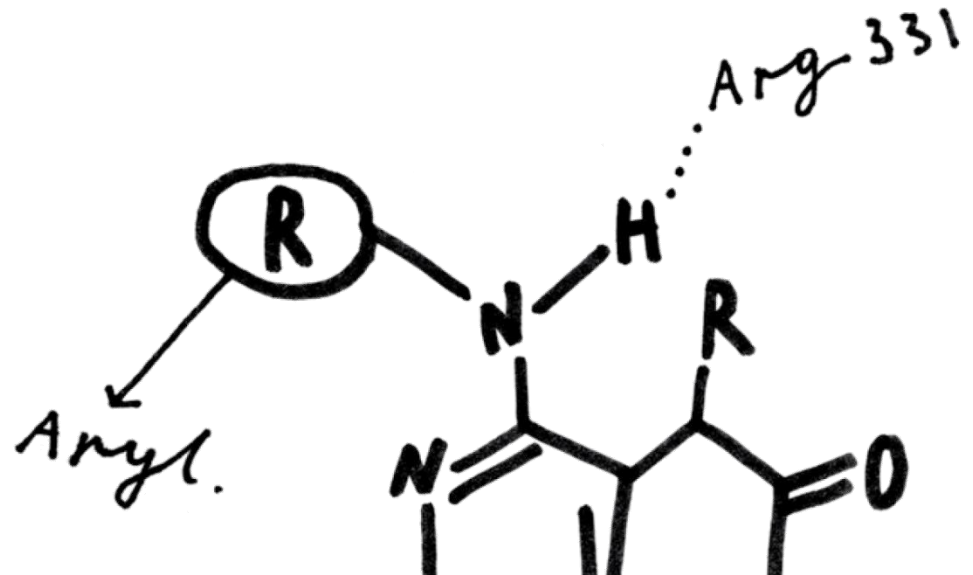
¹⁾ 1st J.POD under construction; planned to be operational in 2020

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ONE platform open for tailor made business formats

EVT Execute & EVT Innovate



Improving quality and accelerating R&D

EVT Execute – Selected performance indicators

>50

Successful hit-finding campaigns each year

>50

IND – Pre-clinical & clinical candidates delivered (INDiGO)¹⁾

>10

Technology acquisitions¹⁾

92%

Repeat business²⁾

1.8

Years average contract time

30%

Lower cost to safety assessment (FGLPD) than industry benchmarks³⁾

¹⁾ Since 2012

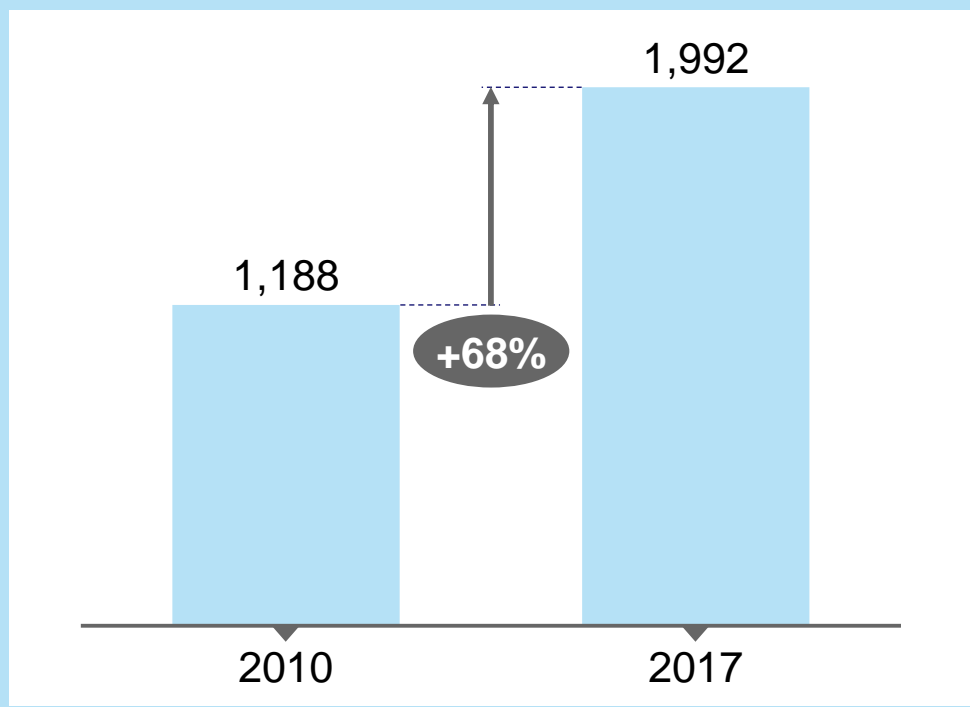
²⁾ In 2018

³⁾ Industry benchmarks disclosed in Morgan et al, NRDD, 2018 p167-181. FGLPD first good laboratory practice dose in safety assessment

Productivity challenge increases

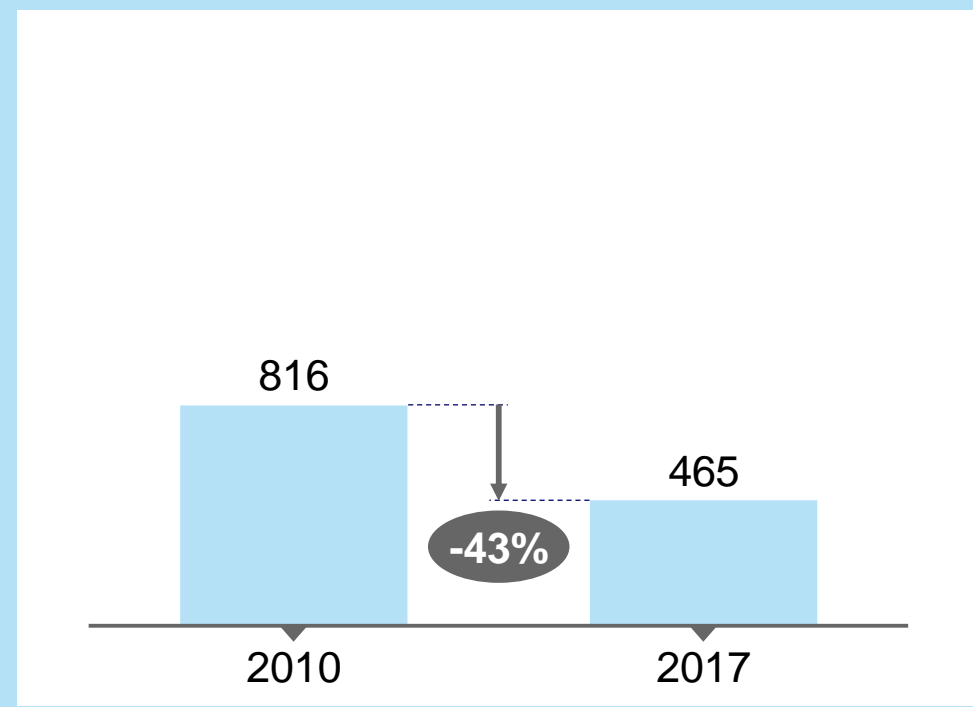
Development costs vs. average peak sales

Development Cost, \$ m



Cost per asset increased ~2/3rd since 2010

Sales, \$ m



Average peak sales almost halved since 2010

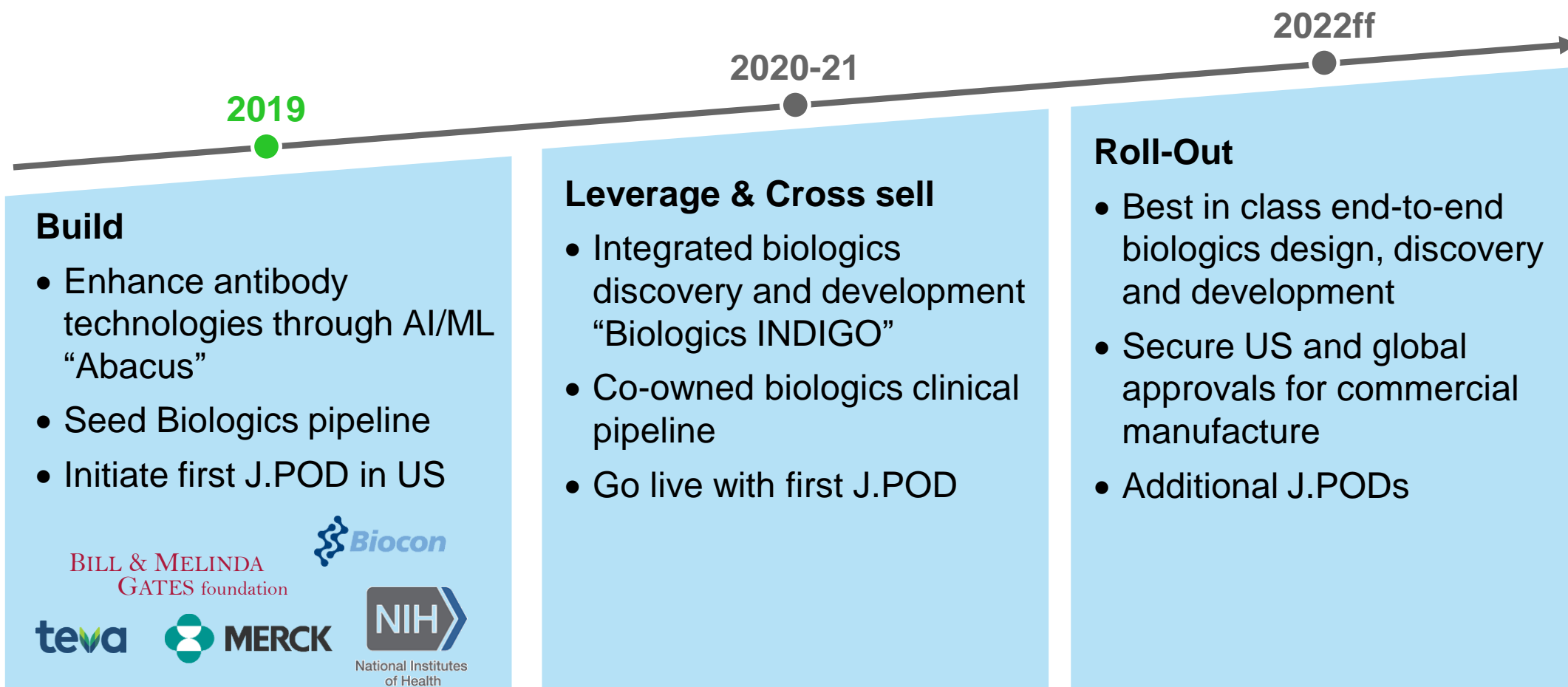
Fully integrated for small molecules and biologics

“The sharing Economy” for external innovation services



Biologics will supplement and accelerate growth

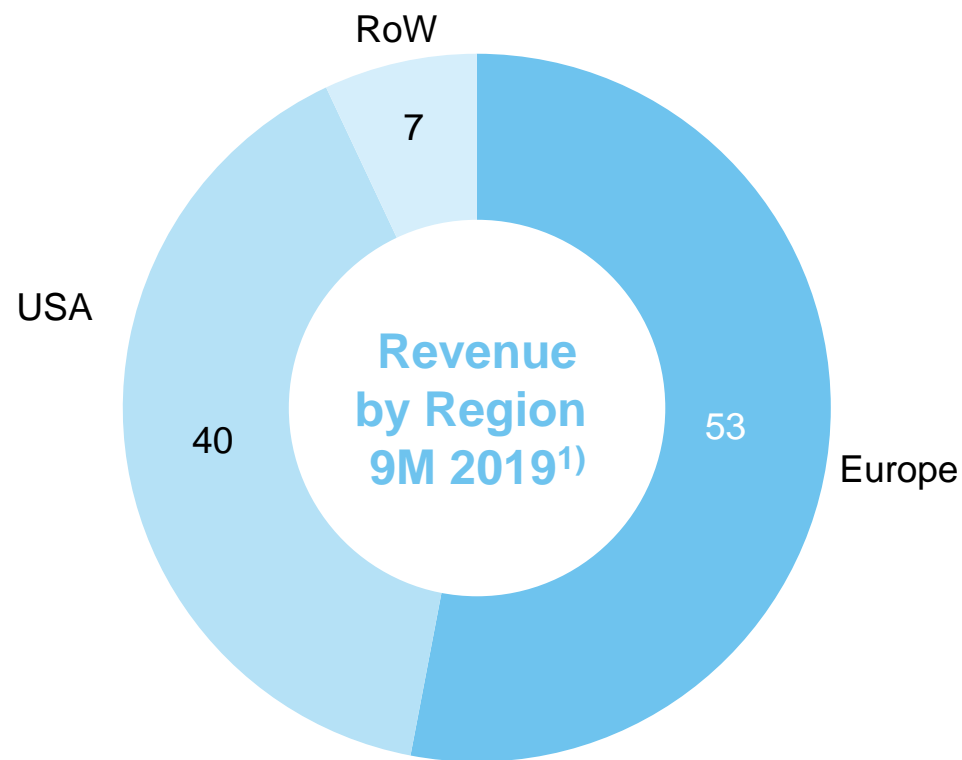
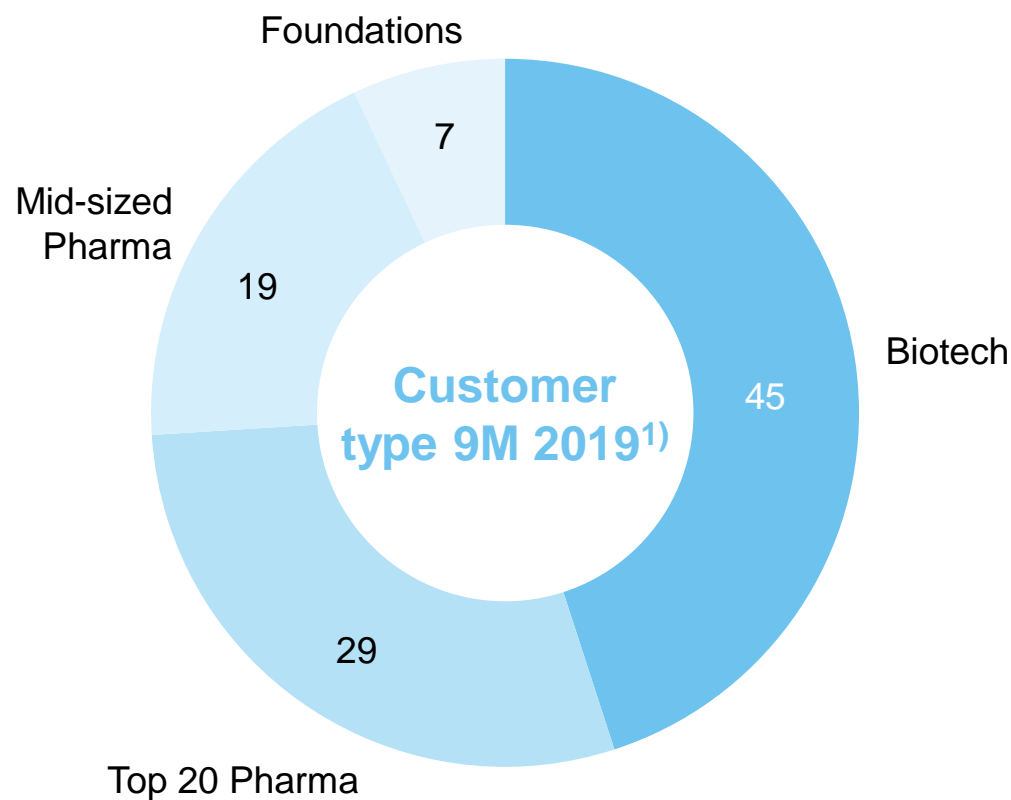
Just – Evotec Biologics: Synergies and J.POD¹⁾ roll-out



Strong and well-balanced global customer mix

EVT Execute





in %



90% of all capacities sold for 2019, and already very strong initial book building for 2020

Fast growing portfolio of top-quality partners

EVT Execute alliances – *Examples*

 <p>Partnership focused on Huntington Disease</p> <p><i>Initiated 2006</i></p>	 <p>Partnership focused on various indications</p> <p><i>Initiated 2011</i></p>	 <p>Partnership covering broad range of services</p> <p><i>Initiated 2015</i></p>	 <p>Partnership focused on DMPK services</p> <p><i>Initiated 2016</i></p>	 <p>Partnership focused on infectious diseases</p> <p><i>Initiated 2016</i></p>	 <p>Partnership focused on various indications</p> <p><i>Initiated 2016</i></p>	 <p>Partnership focused on dermatology</p> <p><i>Initiated 2018</i></p>
 <p>Partnership focused on diabetes & obesity</p> <p><i>Initiated 2018</i></p>	 <p>Partnership focused on reproductive medicine & women's health</p> <p><i>Initiated 2018</i></p>	 <p>Partnership for INDiGO, DD, and CMC</p> <p><i>Initiated 2015 and significantly expanded 2019</i></p>	 <p>Partnership focused on oncology</p> <p><i>Initiated 2016</i></p>	 <p>Partnership focused on CNS</p> <p><i>Initiated 2018</i></p>	 <p>Partnership focused on oncology</p> <p><i>Initiated 2017</i></p>	 <p>Partnership focused on inflammation</p> <p><i>Initiated 2017</i></p>

Building a co-owned pipeline

EVT Innovate – Selected performance indicators

7

Disease areas of core expertise¹⁾

>€ 1,000 bn

Unmet markets addressed

>100

Co-owned pipeline programmes

10

Clinical Co-owned assets

>15






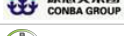















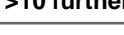

Unpartnered large R&D initiatives

100%

First-in-Class and best-in-class approaches “Going for Cures not for Symptoms”


























Fully invested pipeline is gaining visibility

Partnership portfolio pre-clinical and clinical

	Molecule	Therapeutic Area/Indication	Partner	Discovery	Pre-clinical	Phase I	Phase II	Phase III	
Clinical	EVT201	CNS – Insomnia	 京新药业 JINGXIN PHARMACEUTICAL	[Progress bar from Discovery to Phase II]					
	BAY-1817080	Chronic cough	 BAYER	[Progress bar from Discovery to Phase II]					
	ND ¹⁾	Chronic cough	 BAYER	[Progress bar from Discovery to Phase I]					
	CT7001	Oncology	 Carrick therapeutics	[Progress bar from Discovery to Phase II]					
	CT7001	Oncology	 Carrick therapeutics	[Progress bar from Discovery to Phase II]					
	EVT401	Immunology & Inflammation	 康恩贝集团 CONBA GROUP	[Progress bar from Discovery to Phase I]					
	Various	Women's health – Endometriosis	 BAYER	[Progress bar from Discovery to Phase I]					
	Various	Women's health – Endometriosis	 BAYER	[Progress bar from Discovery to Phase I]					
	Various	Women's health – Endometriosis	 BAYER	[Progress bar from Discovery to Phase I]					
	Various	Respiratory	 Boehringer Ingelheim	[Progress bar from Discovery to Phase I]					
	ND ¹⁾	Oncology	 Boehringer Ingelheim  XYNOMIC Pharma	[Progress bar from Discovery to Phase I]					
Pre-clinical	ND ¹⁾	Immunology & Inflammation	 Topas  Therapeutics	[Progress bar from Discovery to Pre-clinical]					
	ND ¹⁾	Pain	 Boehringer Ingelheim	[Progress bar from Discovery to Pre-clinical]					
	Various	Women's health – Endometriosis	 BAYER	[Progress bar from Discovery to Pre-clinical]					
	EVT801	Oncology	 SANOFI 	[Progress bar from Discovery to Pre-clinical]					
	TargetImmuniT	Oncology – Immunotherapy	 SANOFI  APEIRON BIOLOGICS	[Progress bar from Discovery to Pre-clinical]					
	ND ¹⁾	Oncology (+ several discovery programmes)	 Exscientia DRIVEN BY KNOWLEDGE	[Progress bar from Discovery to Pre-clinical]					
	ND ¹⁾	Fibrosis	 Galápagos 	[Progress bar from Discovery to Pre-clinical]					
	Various	CNS, Metabolic, Pain & Inflammation	>10 further programmes	[Progress bar from Discovery to Pre-clinical]					

>100 discovery projects are progressing rapidly

Partnership research and discovery portfolio

	Molecule	Therapeutic Area/Indication	Partner	Discovery	Pre-clinical	Phase I	Phase II	Phase III
Discovery	Various ND ¹⁾	Nephrology						
	Various ND ¹⁾	Immunology & Inflammation						
	Various ND ¹⁾	Nephrology						
	Various ND ¹⁾	Metabolic – Diabetes						
	Various	Oncology						
	Various	Immunology & Inflammation – Tissue fibrosis						
	Various	Neurodegeneration						Extension
	ND ¹⁾	Oncology – DNA damage response						NEW spin-off
	ND ¹⁾	Anti-bacterial						
	Various	All indications	   					NEW BRIDGES
	ND ¹⁾	Dermatological diseases						
	ND ¹⁾	Facioscapulohumeral Dystrophy						
	INDY inhibitor	Metabolic						
	Various	Fibrotic disease	Fibrocor Therap./ Galapagos					
	TargetPicV	Antiviral						
	ND ¹⁾	PCOS						NEW Partnership
	ND ¹⁾	Nephrology						NEW Joint Venture
	ND ¹⁾	Oncology						
	ND ¹⁾	Novel antibiotics						
	ND ¹⁾	Novel antibiotics						
ND ¹⁾	Oncology – Colorectal cancer						Milestone achieved	
ND ¹⁾	Inflammatory						NEW Equity	
ND ¹⁾	Cancer	Immunitas					NEW Equity and Milestone achieved	
Various	Internal: Oncology, CNS, Metabolic, Pain & Inflammation	>40 further programmes						
Various	Anti-infectives	 >5 programmes						

Partnering model works and delivers Phase II POC

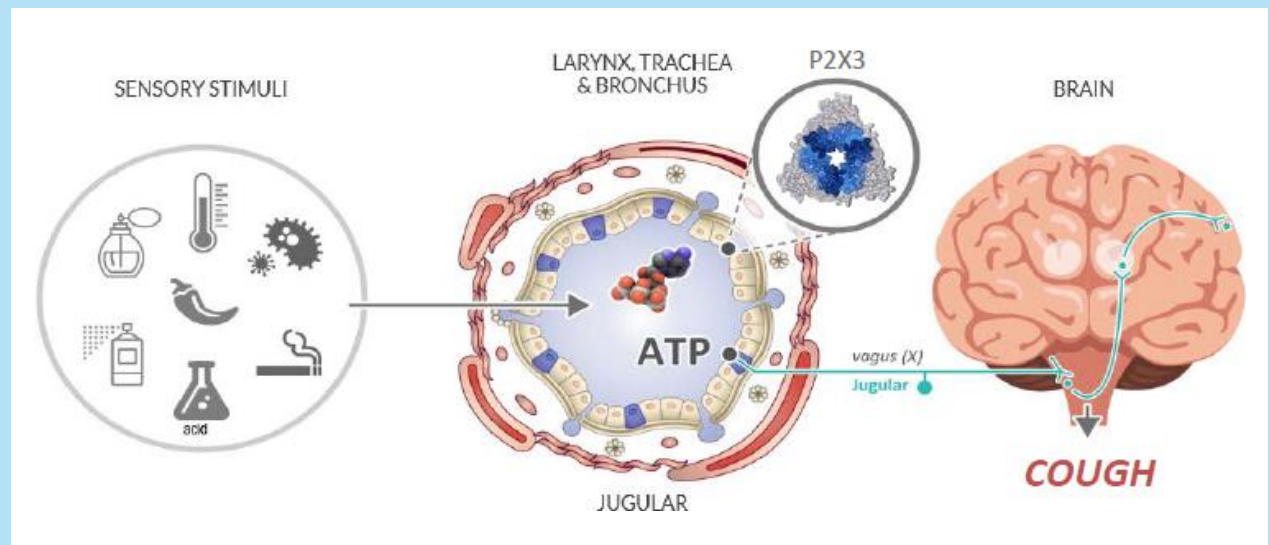
Bayer & Evotec in chronic cough



POC¹⁾ in Phase II in chronic cough

- **Chronic Cough:** Lasts >8 weeks
- **Patient characteristics:**
Average age Mid 40s – Early 60s
- **Disease often associated with:**
e.g. Asthma, COPD, lung cancer, ...
- **Current standard of care:** Unspecific treatment of underlying disease
- **Market Size:** USD 1 bn – USD 2 bn
- **Key Player:** Merck & Co












P2X3 – target to treat hypersensitivity in refractory chronic cough



Efficacy and very good safety profile achieved. Next milestone upon Phase III initiation.

Many more co-owned projects with great partners

EVT Innovate alliances – *Examples*

 <p>Oncology I Multi-target alliance</p> <p><i>Initiated 2018</i></p>	 <p>Chronic kidney disease (“CKD”) Diabetic complications</p> <p><i>Initiated 2016</i></p>	 <p>Oncology Small molecule-immunotherapies to complement check-point inhibitors¹⁾</p> <p><i>Initiated 2015</i></p>	 <p>Fibrosis Novel mechanisms in multi-organ fibrosis</p> <p><i>Initiated 2015</i></p>	 <p>Neurodegeneration iPSC-based drug discovery</p> <p><i>Initiated 2016 and expanded in 2019</i></p>	 <p>Picornavirus Respiratory indications²⁾</p> <p><i>Initiated 2017</i></p>
 <p>Oncology II Targeted protein degradation</p> <p><i>Initiated 2018</i></p>	 <p>Endometriosis/Pain & Respiratory Non-hormonal treatments</p> <p><i>Initiated 2012</i></p>	 <p>Diabetes iPSC Beta Cell – Diabetes alliance</p> <p><i>Initiated 2015</i></p>	 <p>Oncology & Respiratory Multi-target alliance</p> <p><i>Initiated 2012</i></p>	 <p>Infectious diseases Open innovation alliance</p> <p><i>Initiated 2018</i></p>	 <p>Oncology Joint Venture on multiple targets</p> <p><i>Initiated 2016</i></p>

¹⁾ Together with Apeiron

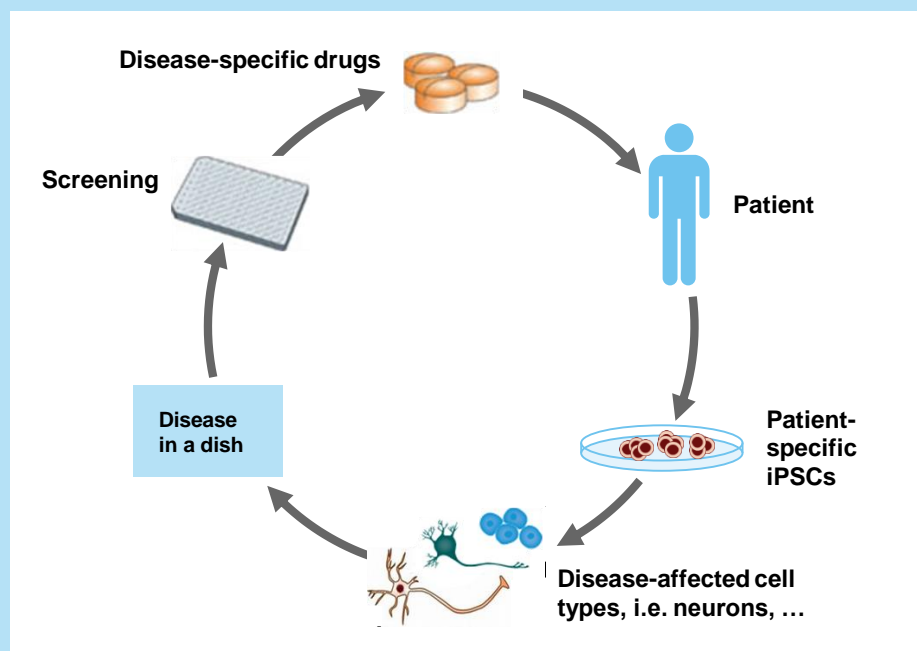
²⁾ Together with Haplogen

Patient-derived assays as new gold standard

World-leading iPSC processes and network

“iPS cells can become a powerful tool to develop new drugs to cure intractable diseases because they can be made from patients’ somatic cells.”

Shinya Yamanaka, Nobel prize laureate



Portfolio of cell types and patient-derived cell lines

iPSC based Drug Discovery



Disease area partnerships

Neurodegenerative Disease

- Motor neurons
- Dopaminergic neurons
- Cortical neurons
- Microglia



Diabetes Type I and II

- Pancreatic beta cells



Huntington Disease

- Cortical neurons



More options for partnerships

Astrocytes / Oligodendrocytes

- Neuroinflammatory / MS

Cortical neurons

- Lysosomal Storage Diseases

Kidney

- Chronic Kidney Diseases / Polycystic Kidney Disease

Retinal pigment epithelial cells / (photoreceptors)

- Retinopathies

Cardiomyocytes












- Cardia hypertrophy / heart failure

Sensory neurons

- Pain

Co-owned pipeline of equity holdings is emerging

Equity participations – Overview

 <p>Equity participation Artificial Intelligence for automat-ed drug design</p> <p><i>Initiated 2018</i></p>	 <p>Equity participation Facioscapulo-humeral muscular dystrophy</p> <p><i>Initiated 2017</i></p>	 <p>Equity participation Metabolic disorders</p> <p><i>Initiated 2016</i></p>	 <p>Equity participation Fibrosis partnership with TIAP</p> <p><i>Initiated 2017</i></p>	 <p>Equity participation Targeting metalloenzymes</p> <p><i>Initiated 2016</i></p>	 <p>Equity participation Innovative molecular pathways in oncology</p> <p><i>Initiated 2016</i></p>
 <p>Spin-off Nanoparticle-based therapeutics</p> <p><i>Initiated 2016</i></p>	 <p>Consortium membership Kidney diseases</p> <p><i>Initiated 2017</i></p>	 <p>Joint Venture Kidney diseases</p> <p>NEW</p> <p><i>Initiated 2019</i></p>	 <p>Spin-off DNA damage response</p> <p><i>Initiated 2019</i></p>	 <p>Equity participation Inflammatory disease</p> <p>NEW</p> <p><i>Initiated 2019</i></p>	<p>Immunitas</p> <p>Equity participation Oncology/Biologics</p> <p>NEW</p> <p><i>Initiated 2019</i></p>

Precision medicine in kidney disease

Evotec and Vifor Joint Venture

CKD AFFECTS 1 IN 7 PEOPLE



- Chronic kidney disease (CKD) means your kidneys are damaged and losing ability to keep you healthy – CKD is the 9th leading cause of death in the United States
- Main causes of CKD are diabetes and high blood pressure
- Renal dialysis market size is > \$ 20 bn



VIFOR
PHARMA

&

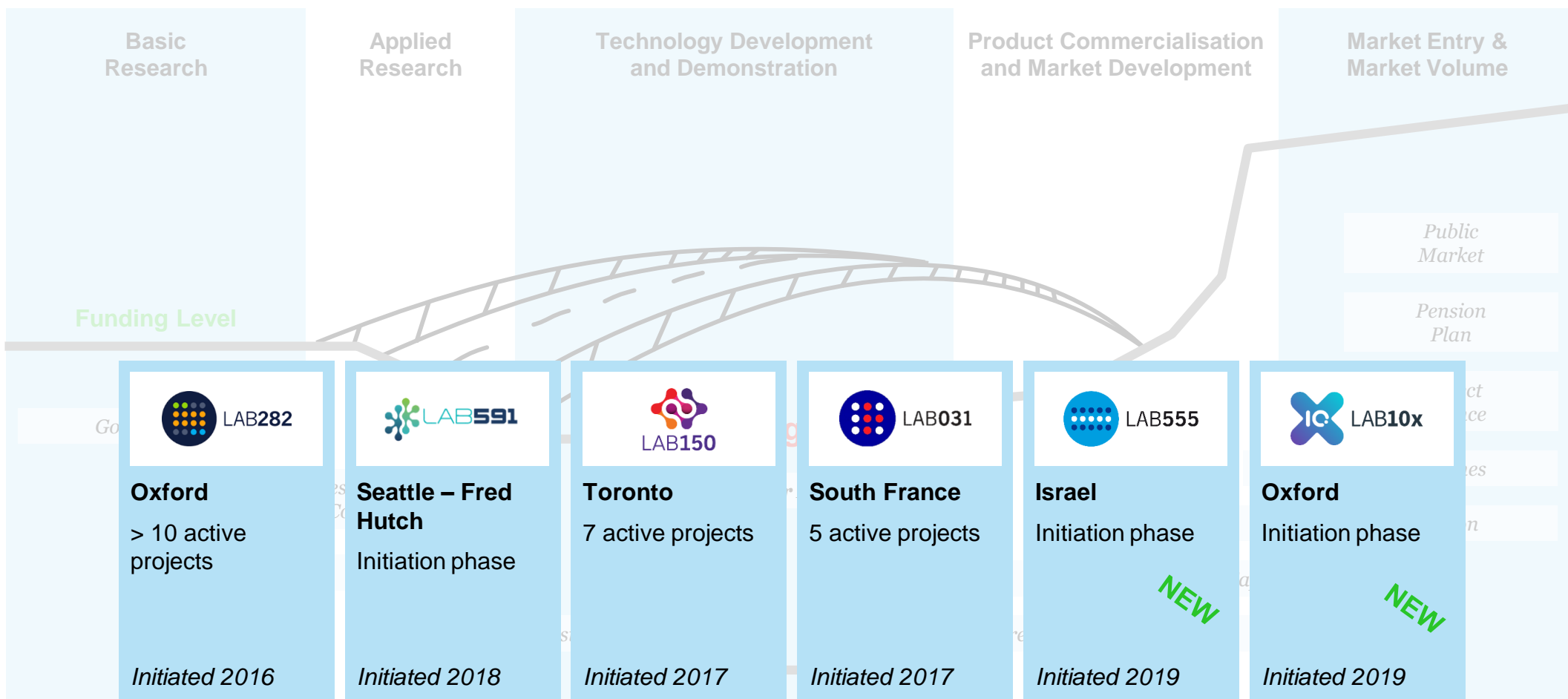


evotec

- Focus on patient data driven target identification to pursue precision medicine for treatment of kidney diseases
- Leveraging clinical data provided by unique UK kidney biobank, NURTuRE, to build co-owned clinical assets
- € 25 m initial financing from Vifor into the 50:50 Joint Venture

BRIDGE concept continues rollout

LAB282, LAB150, LAB591, LAB031, LAB10x, LAB555, ...

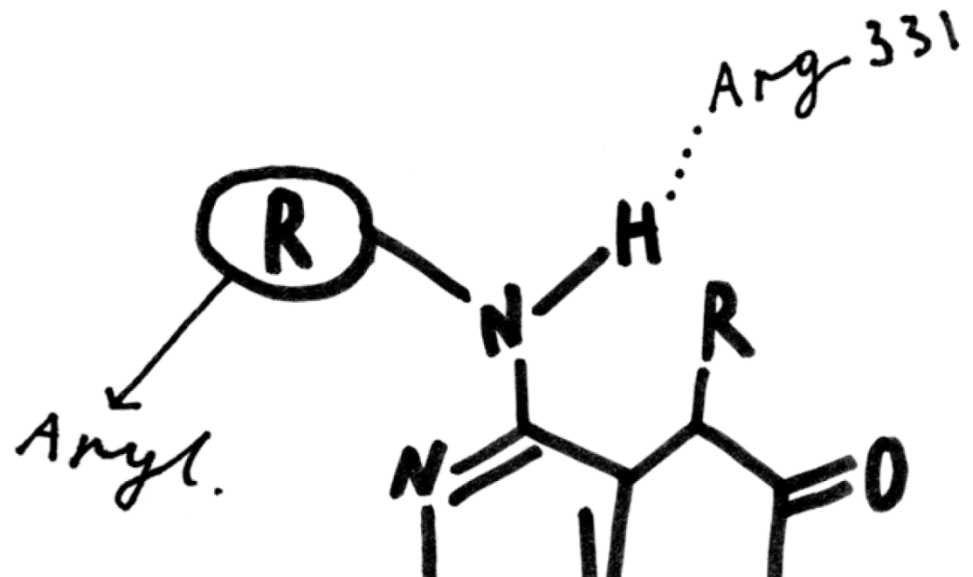


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Partnered drug discovery & development

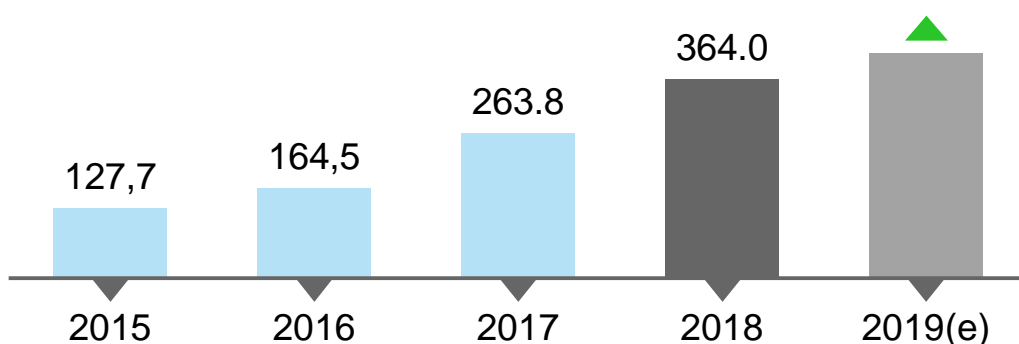
Financials & Outlook



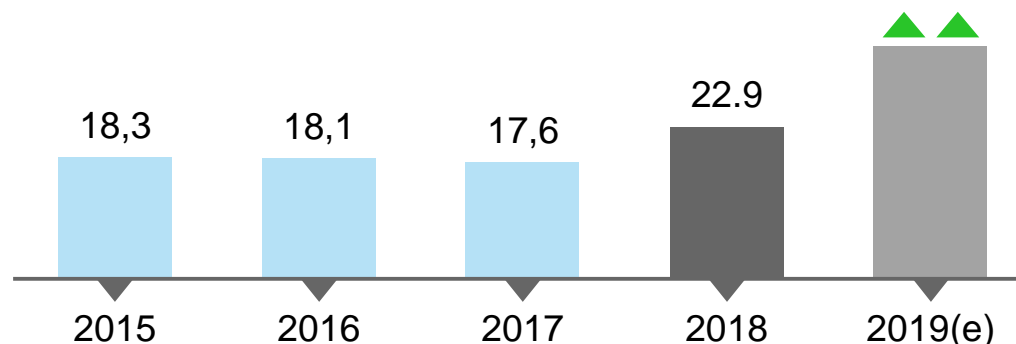
Long-term organic growth expected

Financial history 2015-2019 (e) – Selected performance indicators

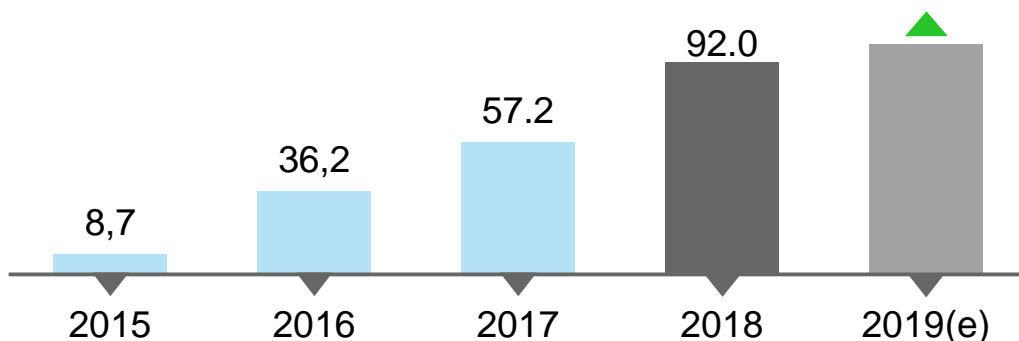
Approx. 15% Group revenue growth¹⁾ (in € m)



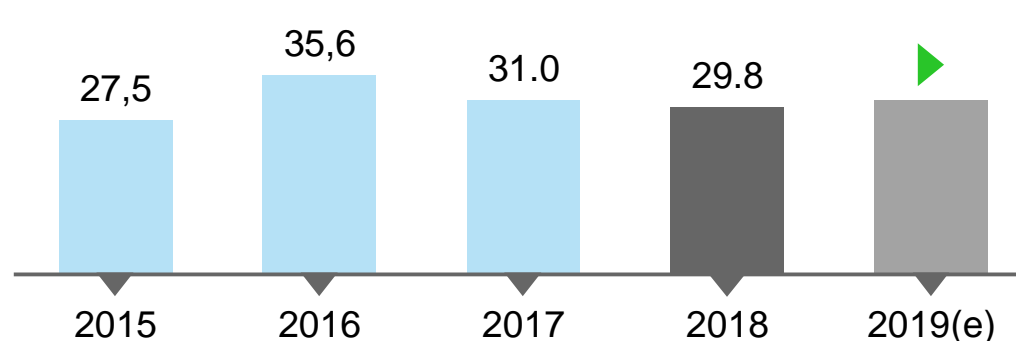
€ 30-40 m unpartnered R&D expenses²⁾ in 2019 (in € m)



Approx. 15% adj. Group EBITDA growth³⁾ (in € m)



Strong gross margin⁴⁾ (in %)



¹⁾ 2018 total revenues excluding revenues from recharges according to IFRS 15

²⁾ Evotec focuses its guidance and upcoming reporting during the course of 2019 on the “unpartnered R&D” part. ID expenses will be fully reimbursed by its partner Sanofi (“partnered R&D”); total of R&D expenses in 2018 of € 35.6 m (incl. ID-related expenses)

³⁾ Before contingent considerations, income from bargain purchase and excluding impairments on goodwill, other intangible assets and tangible assets as well as the total non-operating result; 2018 total adjusted Group EBITDA excluding € 3.5 m one-off effects in 2018

⁴⁾ Gross margin in the future may be more volatile due to the dependency of receipt of potential milestone or out-licensing payments, both having a strong impact on the gross margin, also new mix of business through Aptuit

Strong growth translates into strong profitability

Condensed income statement 9M 2019 – Evotec Group

in € m¹⁾

	9M 2019	9M 2018 ³⁾	% vs. 2018
Revenues from contracts with customers	321.4	278.1	16%
<i>Gross margin</i>	30.7%	30.1%	–
• R&D expenses	(41.3)	(20.9)	97%
• SG&A expenses	(46.2)	(40.8)	13%
• Impairment of intangible assets and goodwill	(11.9)	(4.2)	183%
• Income from bargain purchase	–	15.4	–
• Other op. income (expenses), net	47.1	26.3	79%
Operating income	46.4	59.5	(22%)
Adjusted Group EBITDA^{2) 5)}	93.2	68.7	36%
Net income⁴⁾	29.7	52.3	

- Strong base business and Just – Evotec Biologics lead to significant revenue growth
- Unpartnered R&D expenses increase to € 25.7m (2018: € 16.0 m)
- One-off impairment due to termination of SGM-1019
- Improved other operating income due to recharges for Evotec ID (Lyon) and growing R&D tax credits
- Operating income 2018 positively impacted by one-off-effect from bargain purchase
- Adjusted Group EBITDA positively affected by IFRS 16 (€ 10.1 m) and impact from Just - Evotec Biologics
- Net Income is not comparable because of one-off effects

¹⁾ Differences may occur due to rounding

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

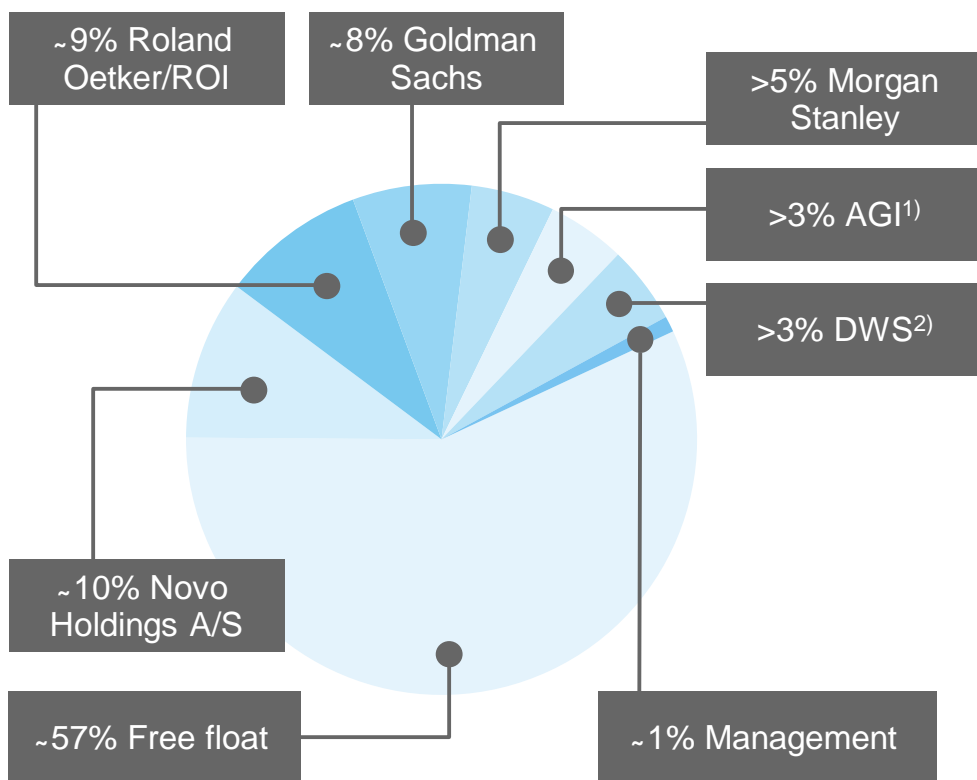
³⁾ 2018 data including reclasses of recharges according to IFRS 15

⁴⁾ Not directly comparable because of one off effects in 2018

⁵⁾ 2018 is not restated for IFRS 16

Strong team and shareholders for innovation

Management & shareholder structure*



Number of shares: 150.6 m

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

52 week high/low: € 27.29/€ 16.02

Management Board

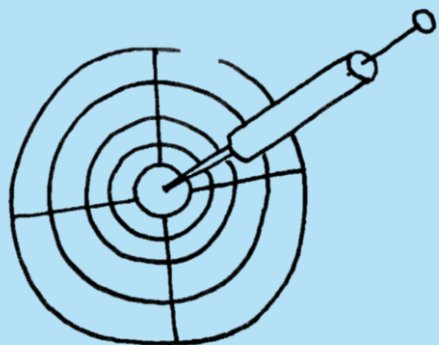
- **Werner Lanthaler (CEO)**
Long-time experience in Pharma & biotech
- **Cord Dohrmann (CSO)**
Long-time experience in drug discovery
- **Craig Johnstone (COO)**
Strong drug discovery and commercial track record
- **Enno Spillner (CFO)**
Long-time experience in finance & biotech

Supervisory Board

- **Wolfgang Plischke**
Ex-Bayer
- **Iris Löw-Friedrich**
UCB
- **Mario Polywka**
Consultant
- **Roland Sackers**
QIAGEN
- **Michael Shalmi**
Consultant
- **Elaine Sullivan**
Carrick Therapeutics

Strong year – and more to come

Expected key milestones 2019



- Continued strong growth and new integrated service alliances



- New co-owned partnerships from own R&D



- New clinical initiations & important progress of co-owned pipeline



- Important milestones from existing alliances



- Initiation of new BRIDGEs



- Corporate investing initiatives



Very positive outlook for full-year 2019

Updated Guidance 2019 (12th November 2019)

<p>1</p>	<p>Double-digit top-line growth</p>	<ul style="list-style-type: none"> • Approx. 15% (<i>previously: approx. 10%</i>) growth in Group revenues from contracts with customers without revenues from recharges¹⁾
<p>2</p>	<p>Profitable and growing</p>	<ul style="list-style-type: none"> • Adjusted Group EBITDA²⁾ expected to improve by approx. 15% (<i>previously: >10%</i>) compared to € 92.0 m in 2018³⁾
<p>3</p>	<p>Focused unpartnered investments</p>	<ul style="list-style-type: none"> • Unpartnered Group R&D expenses of € 30-40 m⁴⁾

¹⁾ 2018 total revenues excluding revenues from recharges according to IFRS 15: € 364.0 m / Based on current/updated FX rates

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

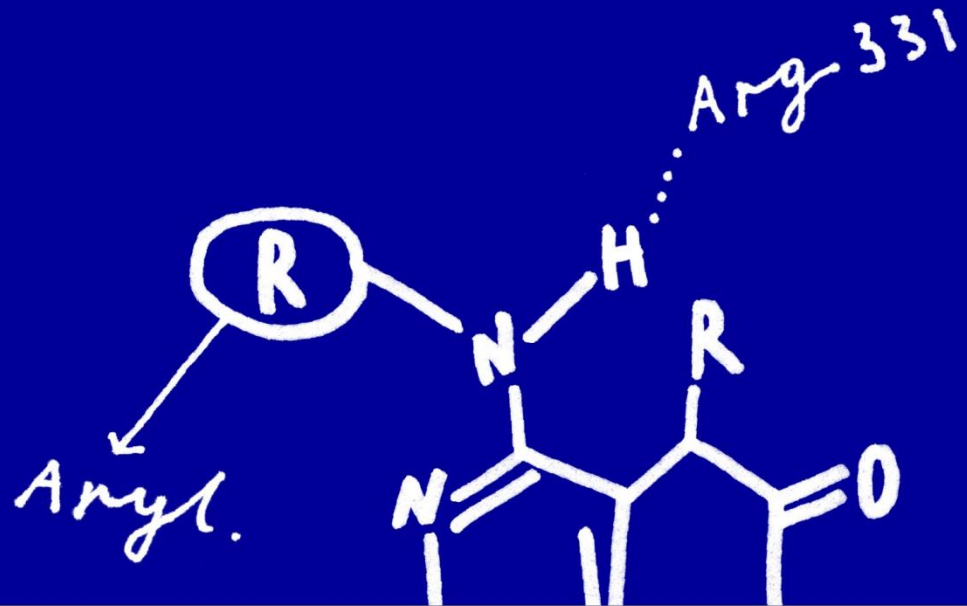
³⁾ 2018 total adjusted Group EBITDA excluding € 3.5 m one-off effects in 2018: € 92.0 m

⁴⁾ For better comparison to previous years, Evotec focuses its guidance and upcoming reporting during the course of 2019 on the “unpartnered R&D” part. ID-related R&D expenses will be fully reimbursed by its partner Sanofi (“partnered R&D”).

Your contact:

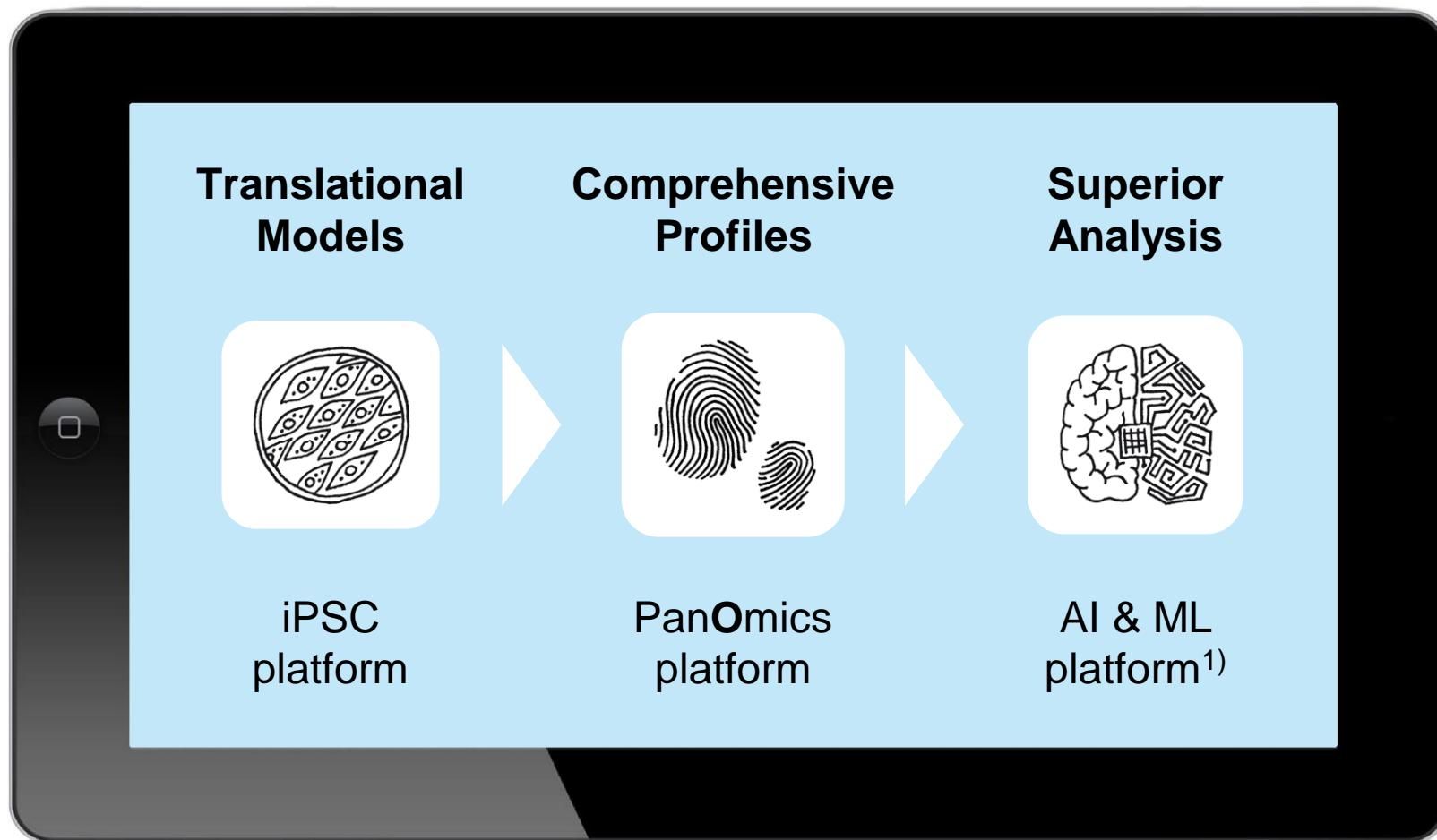
Enno Spillner
Chief Financial Officer

+49.(0).40.560 81-238
+49.(0).40.560 81-333 Fax
enno.spillner@evotec.com



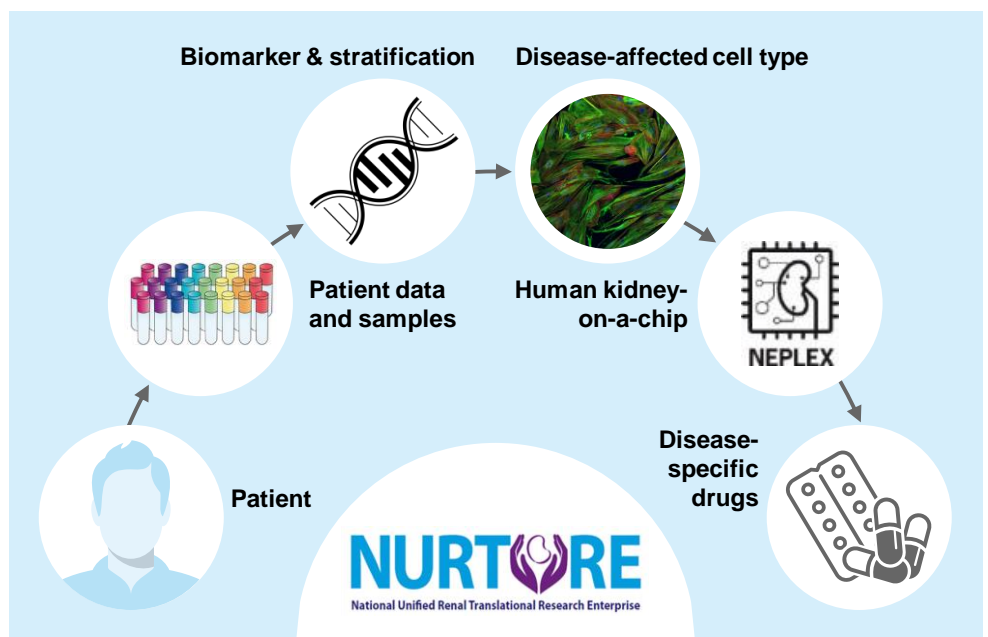
Re-defining the drug discovery paradigm

Game-changing platforms for better translation



World-leading patient-centric initiative in nephrology

NURTuRE – Kidney disease processes, platforms and networks



“The anonymised data contained within the NURTuRE biobank has the potential to unlock answers to some of the biggest questions about CKD and NS.”

Elaine Davies, Director of Research Operations at Kidney Research UK



Creating massive upside with limited cost & risk

Example for co-owned deal structures

Performance-based components (*Illustrative*)

