CureVac
Revolutionizing mRNA for Life

Investor Presentation, June 2024

Forward-Looking Statements

The information set forth herein does not purport to be complete or to contain all of the information you may desire. Statements contained herein are made as of the date of this document unless stated otherwise, and neither the delivery of this document at any time, nor any sale of securities, shall under any circumstances create an implication that the information contained herein is correct as of any time after such date or that information will be updated or revised to reflect information that subsequently becomes available or changes occurring after the date hereof.

This presentation of CureVac N.V. (the "company") contains statements that constitute "forward-looking statements" as that term is defined in the United States Private Securities Litigation Reform Act of 1995, including statements that express the company's opinions, expectations, beliefs, plans, objectives, assumptions or projections of the company regarding future events or future results, in contrast with statements that reflect historical facts. Examples include discussion of the potential efficacy of the company's vaccine and treatment candidates and the company's strategies, financing plans, cash runway, growth opportunities and market growth. In some cases, you can identify such forward-looking statements by terminology such as "anticipate," "intend," "believe," "estimate," "plan," "seek," "project," or "expect," "may," "will," "would," "could," "potential," "intend," or "should," the negative of these terms or similar expressions. Forward-looking statements are based on management's current beliefs and assumptions and on information currently available to the company. However, these forward-looking statements are not a guarantee of the company's performance, and you should not place undue reliance on such statements.

Forward-looking statements are subject to many risks, uncertainties and other variable circumstances, including negative worldwide economic conditions and ongoing instability and volatility in the worldwide financial markets, ability to obtain funding, ability to conduct current and future preclinical studies and clinical trials, the timing, expense and uncertainty of regulatory approval, reliance on third parties and collaboration partners, ability to commercialize products, ability to manufacture any products, possible changes in current and proposed legislation, regulations and governmental policies, pressures from increasing competition and consolidation in the company's industry, the effects of the COVID-19 pandemic on the company's business and results of operations, ability to manage growth, reliance on key personnel, reliance on intellectual property protection, ability to provide for patient safety, and fluctuations of operating results due to the effect of exchange rates or other factors. Such risks and uncertainties may cause the statements to be inaccurate and readers are cautioned not to place undue reliance on such statements. Many of these risks are outside of the company's control and could cause its actual results to differ materially from those it thought would occur. The forward-looking statements included in this presentation are made only as of the date hereof. The company does not undertake, and specifically declines, any obligation to update any such statements or to publicly announce the results of any revisions to any such statements to reflect future events or developments, except as required by law.

For further information, please reference the company's reports and documents filed with the U.S. Securities and Exchange Commission (SEC). You may get these documents by visiting EDGAR on the SEC website at www.sec.gov.

CureVac at a Glance

Pioneers in Medical mRNA Applications

Founded in 2000

Headquartered in Tübingen

>1,100 employees

Manufacturing Expertise

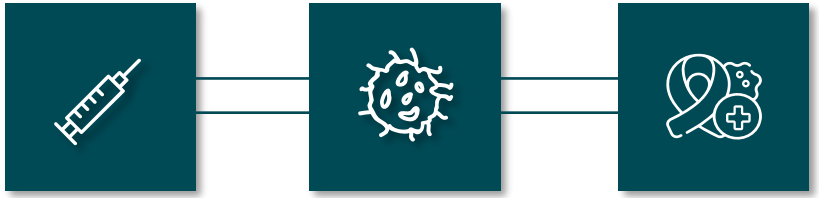
3 GMP certified suites

1 large-scale suite in the build-up

The RNA Printer®

flexible and mobile

Prophylactic Vaccines | **Oncology** | **Molecular Therapy**



Deep clinical pipeline

Financing Business Transformation

€300.2 m
cash position*

CVAC
Nasdaq Listed

Nasdaq Biotech Index

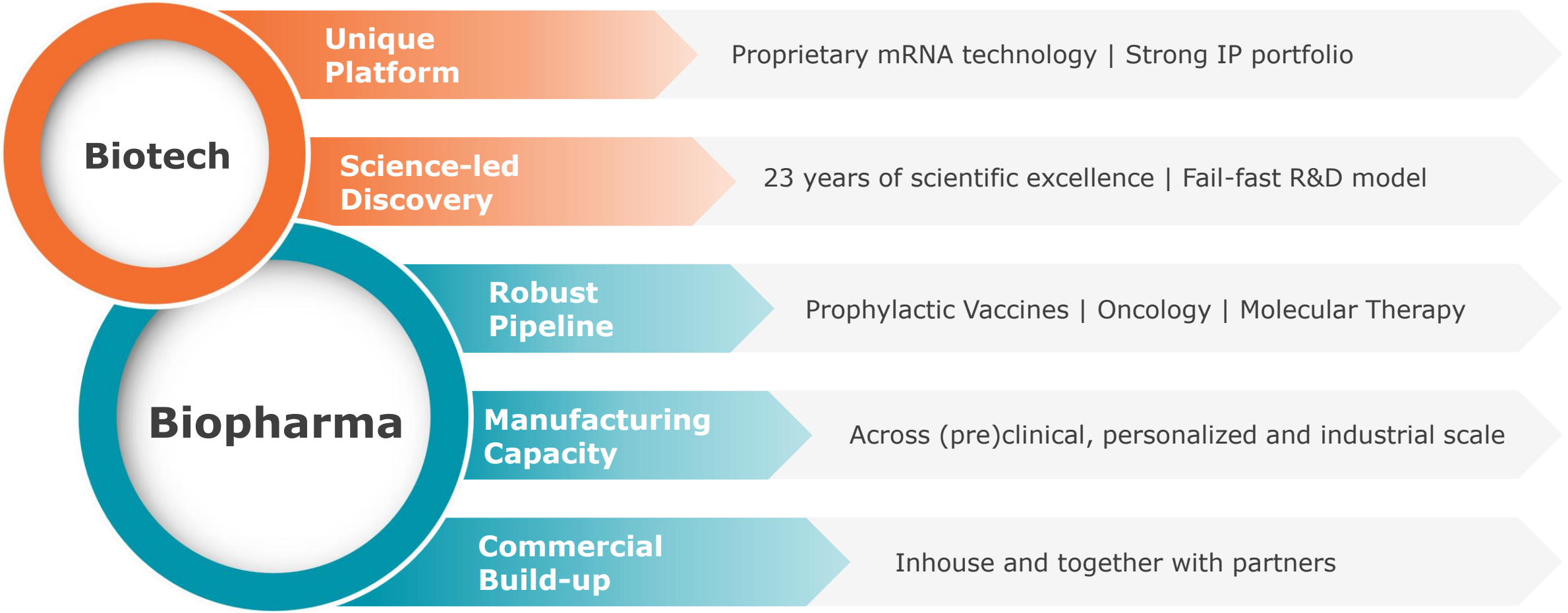
Strategic partnerships

MD Anderson
GSK
myNEO Therapeutics
CRISPR THERAPEUTICS
Genmab

- Operational expertise
- Development support
- Commercial execution power

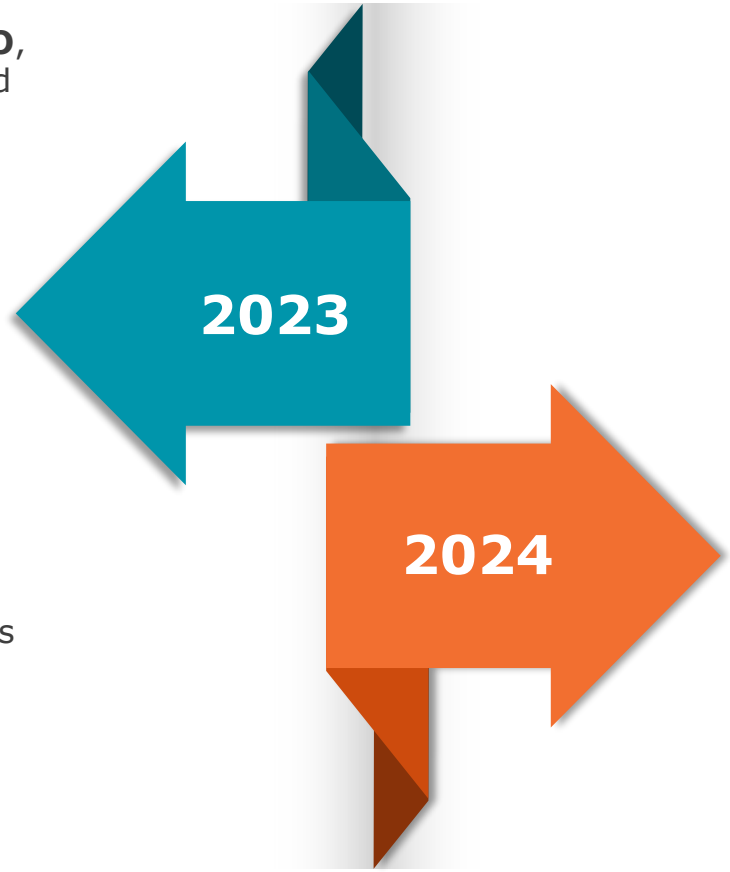
*As of March 31, 2024

Corporate Growth and Transformation



Achievements in 2023 and Key Catalysts in 2024

- **Corporate evolution** with new **CEO** and **CDO**, adding new expertise to CureVac mgmt. board
- Strong proof-of-technology data from **COVID-19** and **flu** Phase 1 studies
- Start of / transition to **Phase 2 studies** in **COVID-19** and **flu** jointly with GSK
- Start of **Phase 1 study** in **glioblastoma** with multi-epitope candidate, **CVGBM**
- Successful **raise of $250 m** in gross proceeds for **continued execution** on priorities
- Broadening litigation with new **IP rights** covering **foundational mRNA technologies**



- Corporate **structure redesign** throughout 2024 to make CureVac **fit-for-purpose**
- ✓ **Promising Phase 2 interim data** in **COVID-19** and **seasonal flu**
- ✓ **Additional Phase 2** in seasonal flu to optimize B strain immune responses
- ✓ Start of new **Phase 1/2 in avian flu** with candidate encoding **influenza A H5 antigen**
- Start of **Phase 1 Part B** study in glioblastoma **mid-2024** and first data readout exp. **H2 2024**
- **GMP IV** facility for clinical and commercial manufacturing exp. to be certified **H2 2024**, subject to regulatory review

IP: Intellectual property

Organizational Redesign in 2024 Following Operational Assessment in 2023

Increase
Focus & Efficiency

Decrease
Pandemic Overhang

Strategic Reorganization

- Streamlining reporting lines across company
- Unifying leadership for discovery, research and clinical development
- Doubling down on strategic Digital & Data program

Targeted Rightsizing

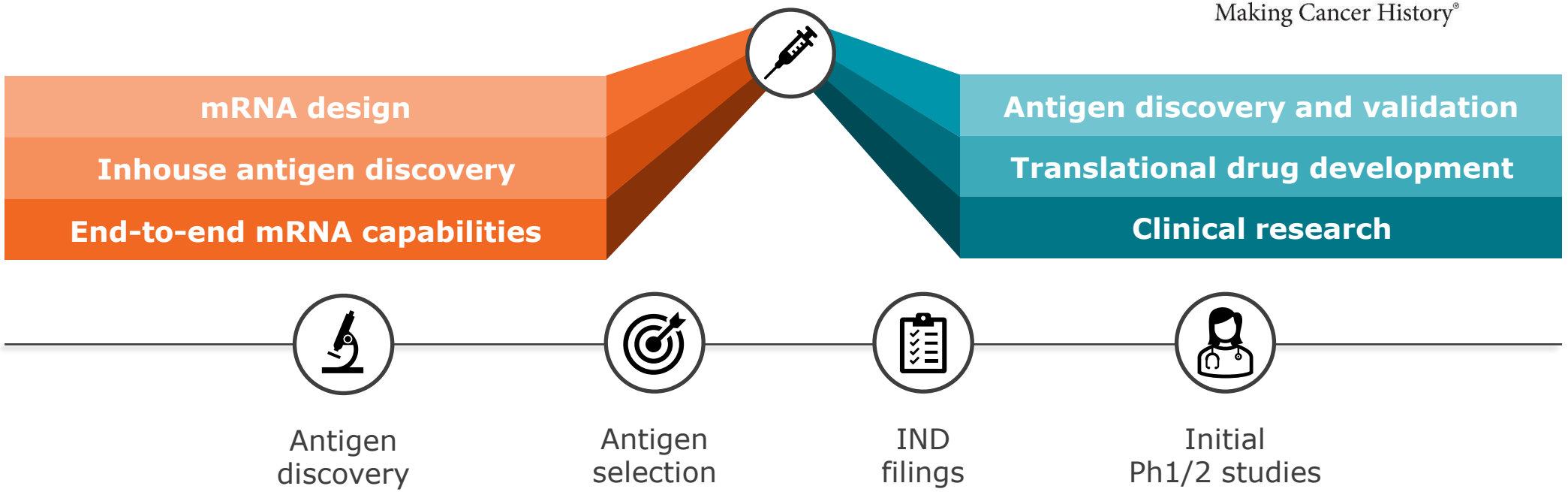
- Voluntary leaver program for 150 positions initiated
- Adapting ‘pandemic’ structures across company
- Maintaining strong focus on R&D activities

Financial Discipline

- Decreasing OPEX across departments
- Financial discipline and lean budgets
- Extending cash runway into Q4 2025

Announcing Strategic Collaboration with MD Anderson

Joint development of novel
off-the-shelf cancer vaccines

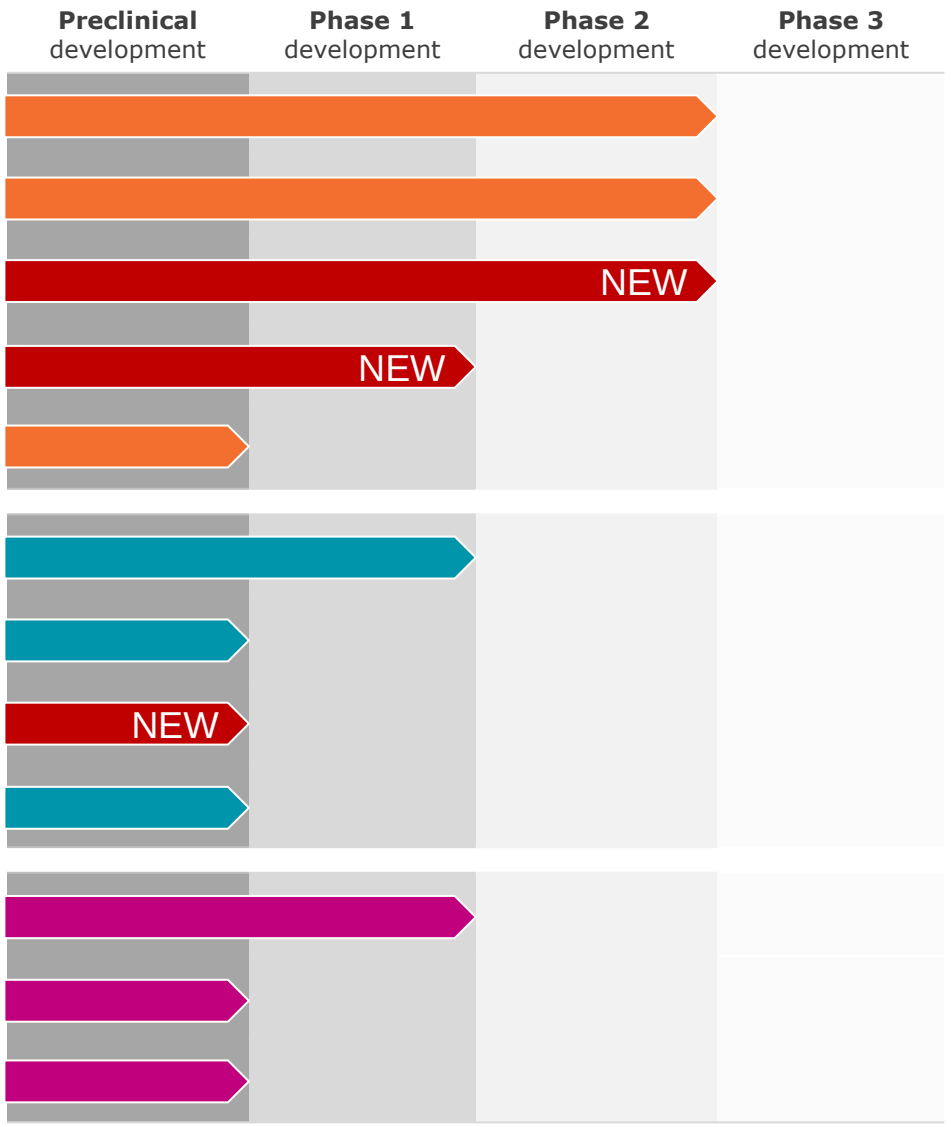


Harnessing combined expertise in the development of novel off-the-shelf cancer vaccines

IND: Investigational new drug

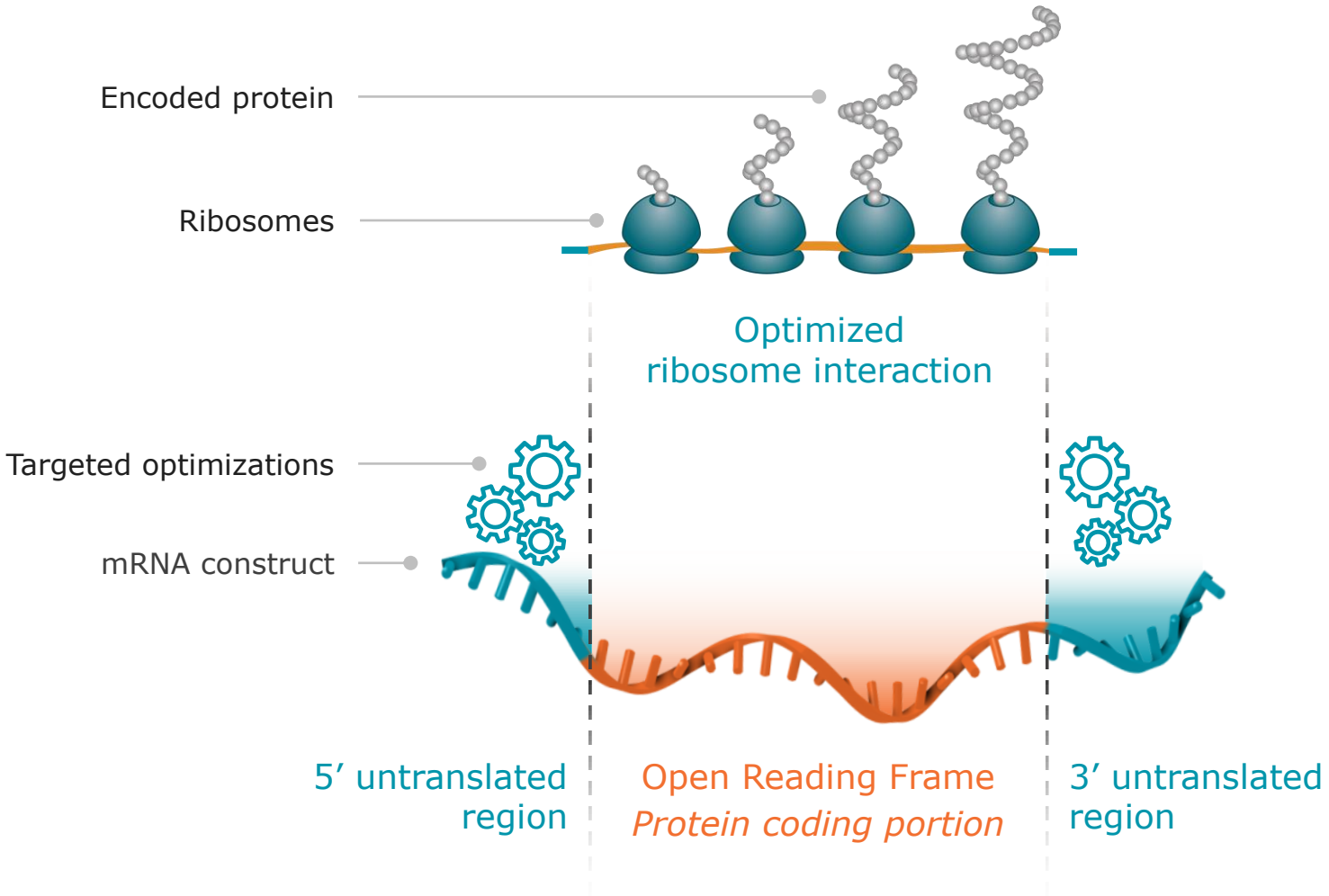
CureVac Pipeline: A Diversified Portfolio

			Collaborator
Prophylactic Vaccines	COVID-19	CV0601 / CV0701	GSK
	Seasonal influenza	Multivalent candidate	GSK
	Seasonal influenza	Multivalent candidate *B strain optimization*	GSK
	Avian influenza	Monovalent candidate	GSK
	Infectious diseases	3 undisclosed targets	GSK
Oncology	Resected glioblastoma	CVGBM	
	Undisclosed indications	Off-the-shelf cancer vaccines	myNEO Therapeutics
	Undisclosed indications	Off-the-shelf cancer vaccines	MD Anderson
	Undisclosed indications	Personalized cancer vaccines	
Molecular Therapies	Gene editing	Cas9 enzyme	CRISPR Therapeutics
	Ocular diseases	Undisclosed target	
	Therapeutic antibodies	Undisclosed target	Genmab



CureVac Technology

Optimizing mRNA for Broad Range of Vaccine Applications

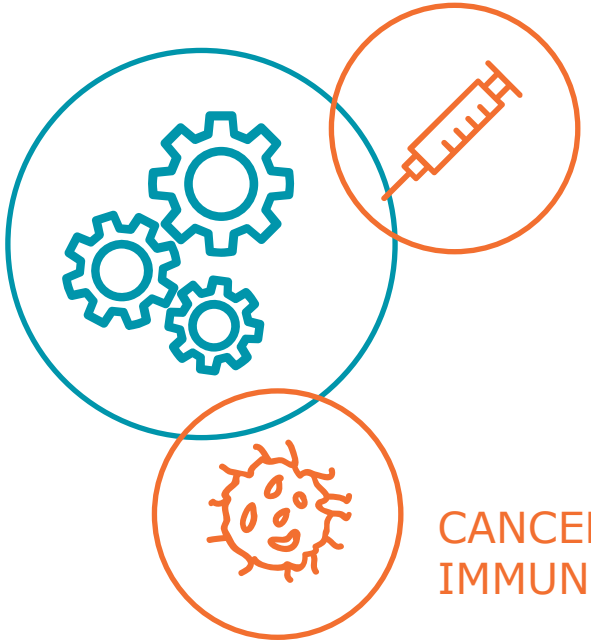


- Optimizing untranslated regions based on **potent, tissue-specific** regulatory elements
- Optimizations allow for increased **translation efficiency** and **immunogenicity**
- Maximizing ribosome interaction for increased protein expression enables **low dose activity**

Unique Mechanism of Action for Infectious Diseases and Oncology

MECHANISM OF ACTION

- Inducing strong antibody titers
- Inducing B and T cell responses
- Activating innate immune system
- Inducing boostable memory responses



PROPHYLACTIC VACCINES

- Active at **low dose** in humans
- Enables **multivalent** vaccines
- Fast, **large-scale** GMP production

CANCER VACCINES & IMMUNO-MODULATION

- **Innate** and **adaptive** immune activation
- Key activation of **T cell responses**
- Demonstrated **breaking of tolerance**

Second-Generation Vaccine Program in Collaboration with GlaxoSmithKline

Broad Infectious Disease Partnership with GSK

BROAD INFECTIOUS DISEASES COLLABORATION

JULY 2020

- **Five** defined infectious disease targets
- **Two** of them in clinical testing:
  - **Seasonal Influenza**
  - **Avian Influenza**
- Candidates apply **modified mRNA**

FINANCIALS

- **Milestone** and **royalty** payments

COVID-19 COLLABORATION

FEBRUARY 2021

- Applied formats: **mono-** and **bivalent**
- Candidates in clinical testing
  - **CV0601 (monovalent)**
  - **CV0701 (bivalent)**
- Candidates apply **modified mRNA**

FINANCIALS

- **50:50** split **costs** and **profit**

Advancing Clinical Infectious Disease Development Programs With GSK

Phase 2 Study COVID-19

- **CV0601**, monovalent candidate encoding the spike protein of BA.4-5
- **CV0701**, bivalent candidate encoding the spike protein of BA.4-5 and the original SARS-CoV-2 virus
- Licensed bivalent mRNA **comparator vaccine**
- Study **fully enrolled** at 427 participants
- Study conducted in **Australia**

Phase 2 Part Seasonal Flu

- Candidate selected from **comprehensive Phase 1 part** of combined study
- Licensed age-appropriate **comparator vaccines**
- Candidate encodes antigens matched to all **WHO-recommended flu strains**
- Study fully enrolled at **960** participants
- Study conducted in the **U.S.**, **Belgium**, **Canada** and **South Africa**

Advancing Clinical Infectious Disease Development Programs With GSK

Phase 2 Study COVID-19

427 participants
aged 18 and older

Bivalent candidate
Omicron BA.4-5
and wild type

- **CV0701** high dose ✓
- **CV0701** medium dose ✓
- **CV0701** low dose ✓
- **Licensed bivalent mRNA comparator** ✓

Monovalent candidate
Omicron BA.4-5

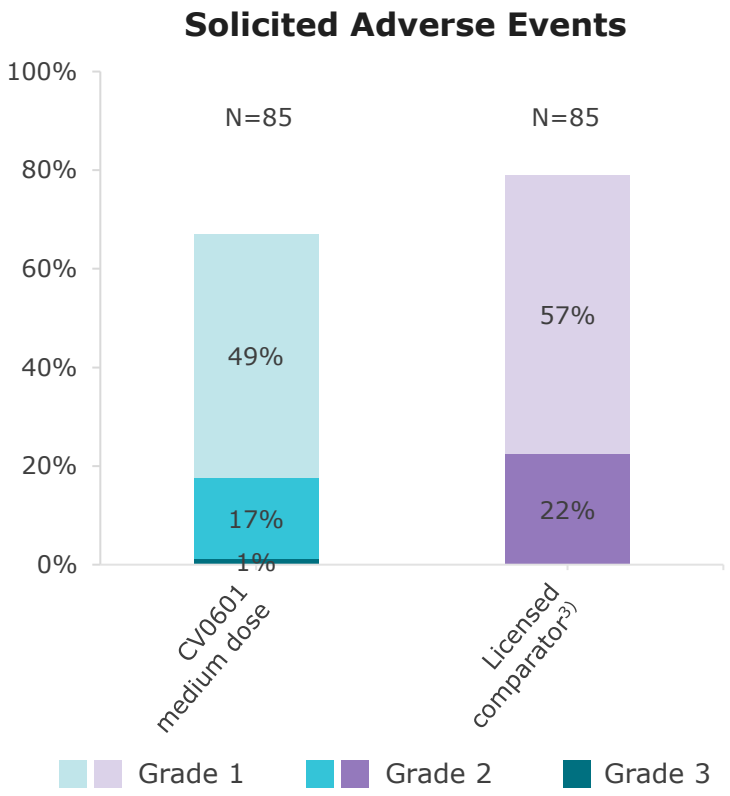
- **CV0601** medium dose ✓

Phase 2 Part Seasonal Flu

480 younger adults aged 18-64	480 older adults aged 65-85
Candidate dose 1	**Candidate** dose 1
Candidate dose 2	**Candidate** dose 2
Candidate dose 3	**Candidate** dose 3
Licensed comparator younger adults	**Licensed comparator older adults**

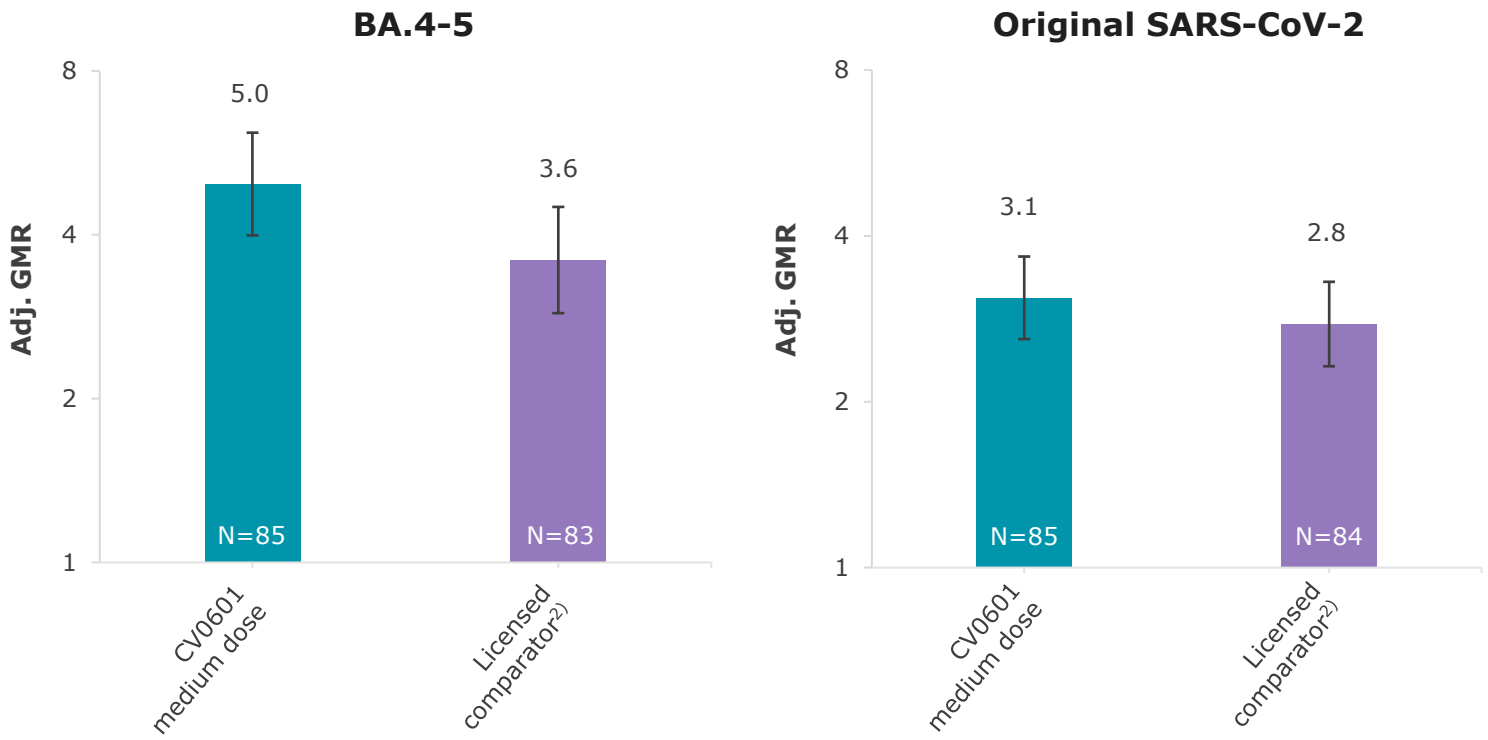
COVID-19 Phase 2 Data: CV0601, Monovalent Candidate Encoding Omicron BA.4-5

CV0601: Reactogenicity profile



CV0601: Adjusted[1)] geometric mean ratios of neutralizing antibodies titers

Day 29 post- to pre-boost titers



CV0601 exhibits favorable tolerability profile and induces robust antibody boosts

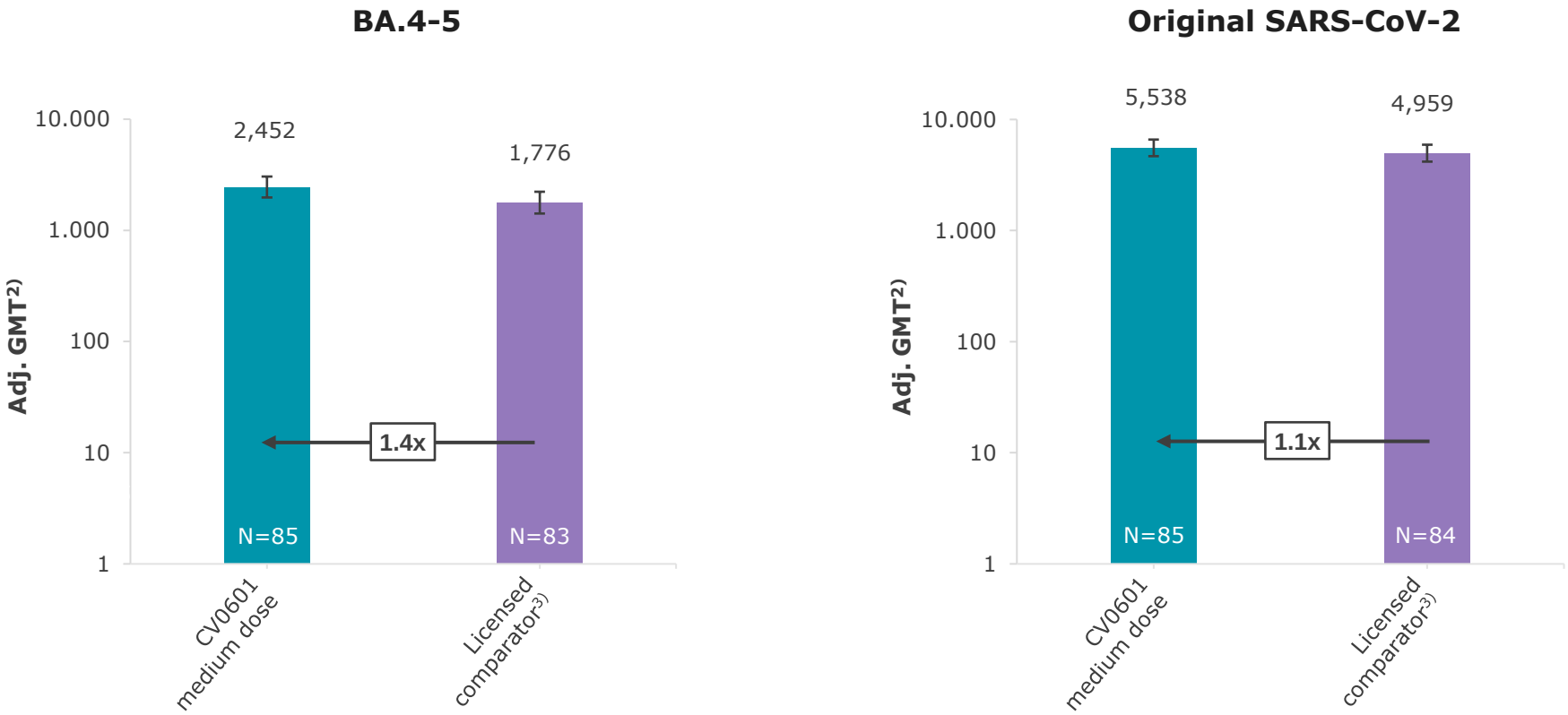
1) GMR and confidence intervals are adjusted for baseline titer, age at baseline (<65 or ≥65) and prior SARS-CoV-2 infection
2) Licensed bivalent, mRNA-based comparator vaccine

GMR: Geometric mean ratio from day 1

COVID-19 Phase 2 Data: CV0601, Monovalent Candidate Encoding Omicron BA.4-5

CV0601: Adjusted[1)] geometric mean titers of neutralizing antibodies

Day 29 post vaccination



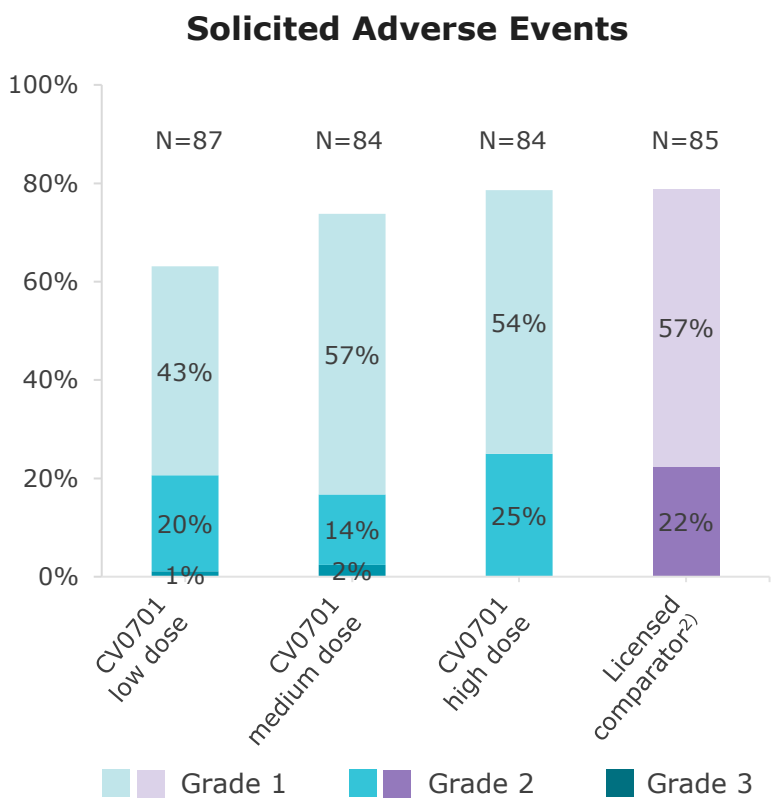
CV0601 elicits robust antibody responses against BA.4-5 as well as the original virus

GMT: Geometric mean titer

1) GMT and confidence intervals are adjusted for baseline titer, age at baseline (<65 or ≥65) and prior SARS-CoV-2 infection
2) All GMT measured via pseudo-typed neutralization assay
3) Licensed bivalent, mRNA-based comparator vaccine

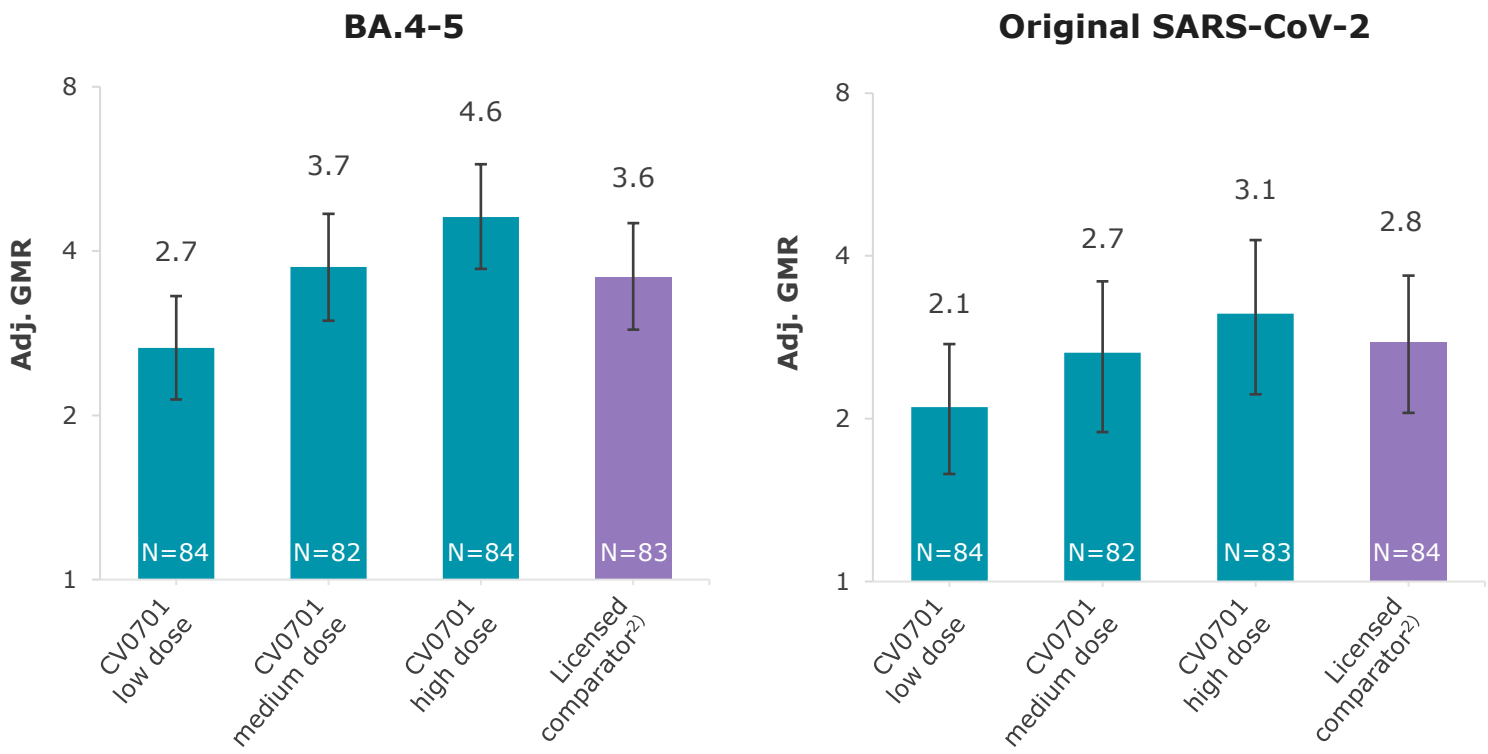
COVID-19 Phase 2 Data: CV0701, Bivalent Candidate Encoding Omicron BA.4-5 and the Original SARS-CoV-2 Virus

CV0701: Reactogenicity profile



CV0701: Adjusted1) geometric mean ratios of neutralizing antibodies titers

Day 29 post- to pre-boost titers



CV0701 is generally well tolerated and shows meaningful immune responses at lower doses

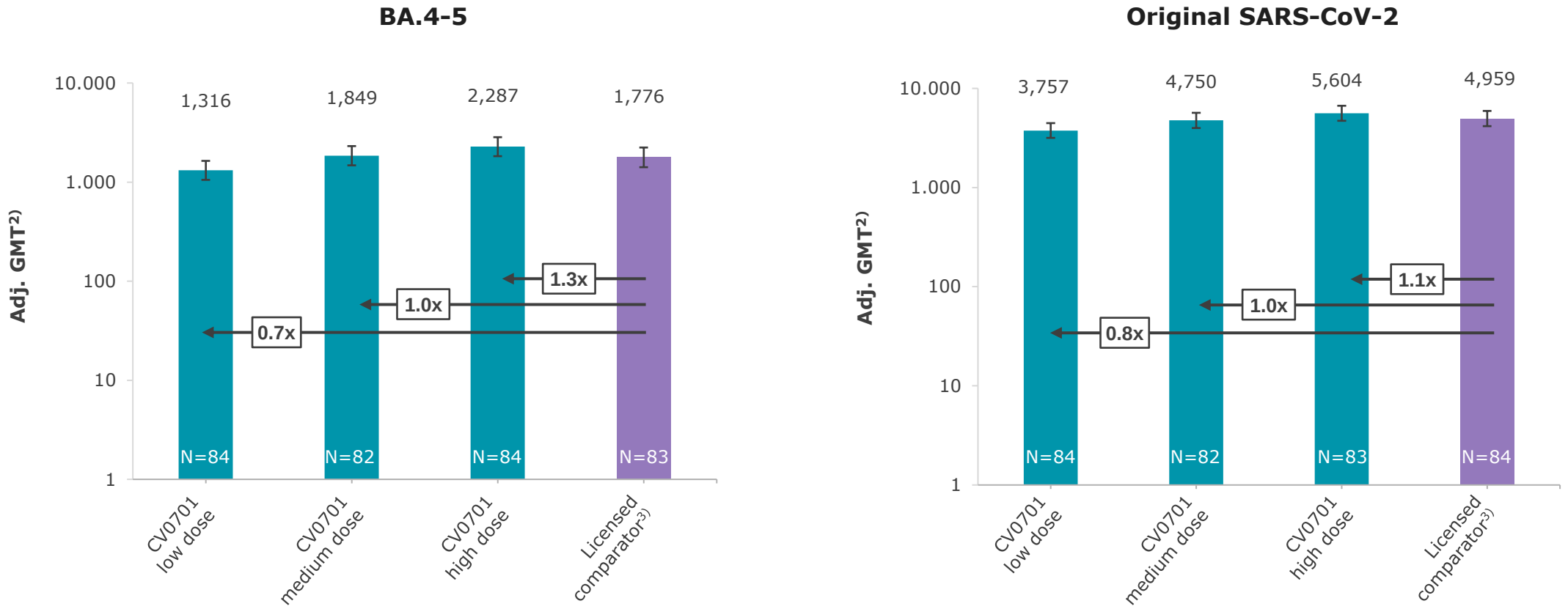
GMR: Geometric mean ratio from day 1

1) GMR and confidence intervals are adjusted for baseline titer, age at baseline (<65 or ≥65) and prior SARS-CoV-2 infection
2) Licensed bivalent, mRNA-based comparator vaccine

COVID-19 Phase 2 Data: CV0701, Bivalent Candidate Encoding Omicron BA.4-5 and the Original SARS-CoV-2 Virus

CV0701: Adjusted[1)] geometric mean titers of neutralizing antibodies

Day 29 post vaccination



CV0701 antibody titers match or numerically exceed comparator titers starting at medium dose level

1) GMT and confidence intervals are adjusted for baseline titer, age at baseline (<65 or ≥65) and prior SARS-CoV-2 infection
2) All GMT measured via pseudo-typed neutralization assay
3) Licensed bivalent, mRNA-based comparator vaccine

GMT: Geometric mean titer

Seasonal Influenza Phase 2 Data

Phase 2 Part Seasonal Flu

Influenza A strains

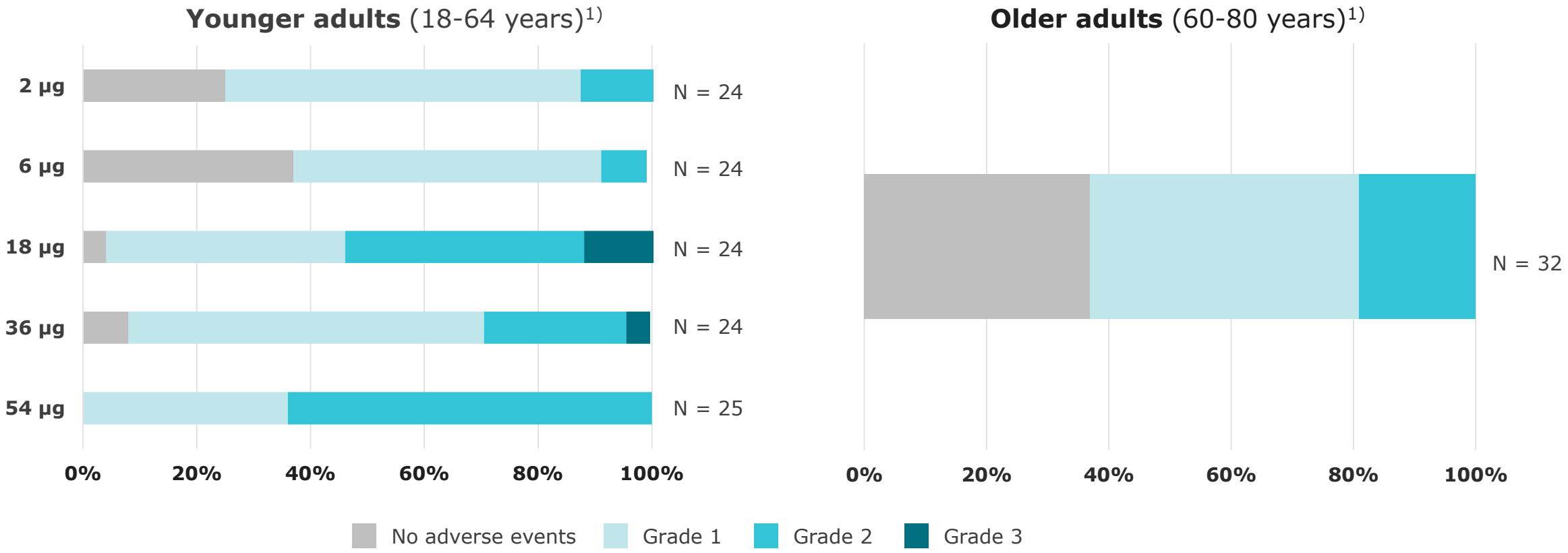
- GMTs **consistently numerically exceeded** GMTs of comparator vaccines across all doses and age groups

Influenza B strains

- GMTs **lower** than GMTs of comparator vaccines
- Optimizations to **improve immune responses** to be tested in additional Phase 2 study

Seasonal Influenza Phase 1 Data: Reactogenicity Across Tested Doses and Age Groups

Flu-SV-mRNA: monovalent flu construct applying modified mRNA



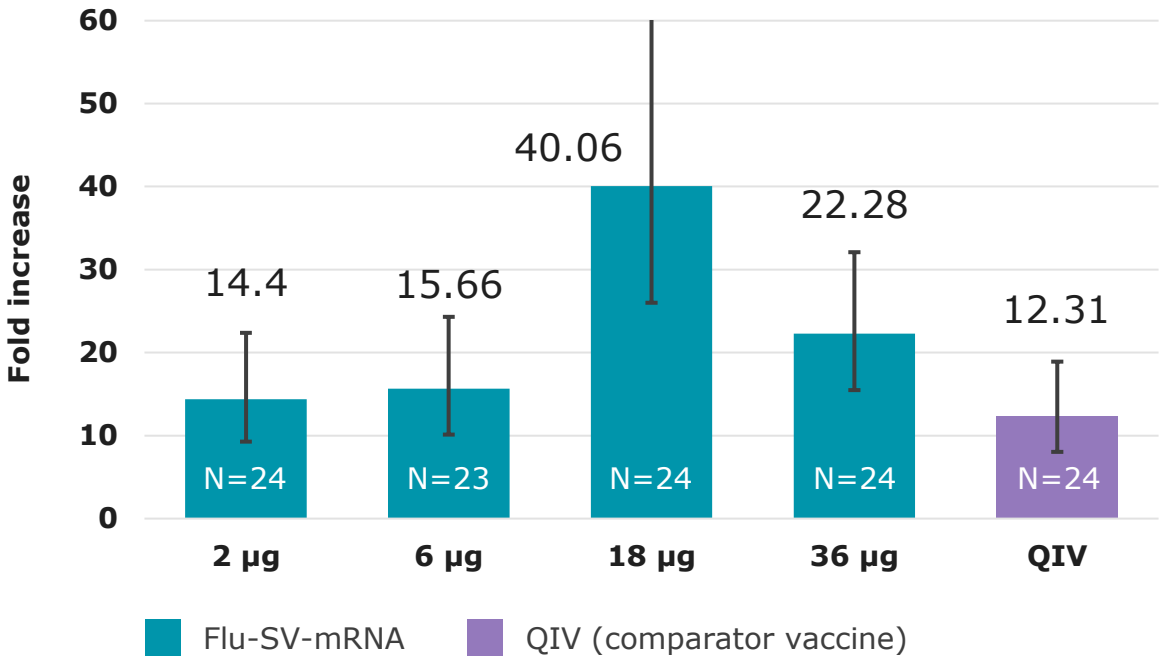
Modified mRNA offers broad dose range and a tolerable reactogenicity profile

1) Preliminary data prior to database lock

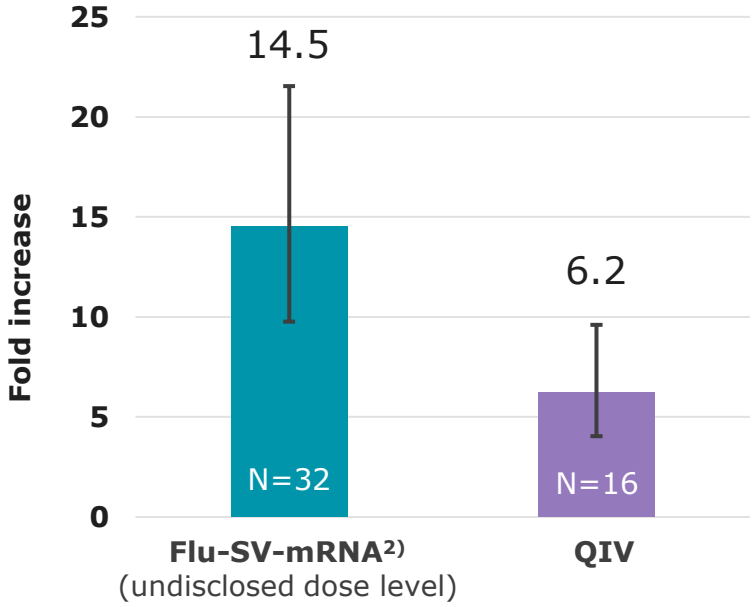
Seasonal Influenza Phase 1 Data: Flu-SV-mRNA Boosting Activity

Ratio post- to pre-boost titers:

Ratio of serum **HI** geometric mean titers in **younger adults** (18-45 years)[1)]



Ratio of serum **HI** geometric mean titers in **older adults** (60-80 years)[1)]



Antibody increase of Flu-SV-mRNA in line with comparator vaccine already at lowest dose level

1) Preliminary data prior to database lock
2) Randomization ratio of 2:1 deviated from the ratio of 1:1 as per protocol

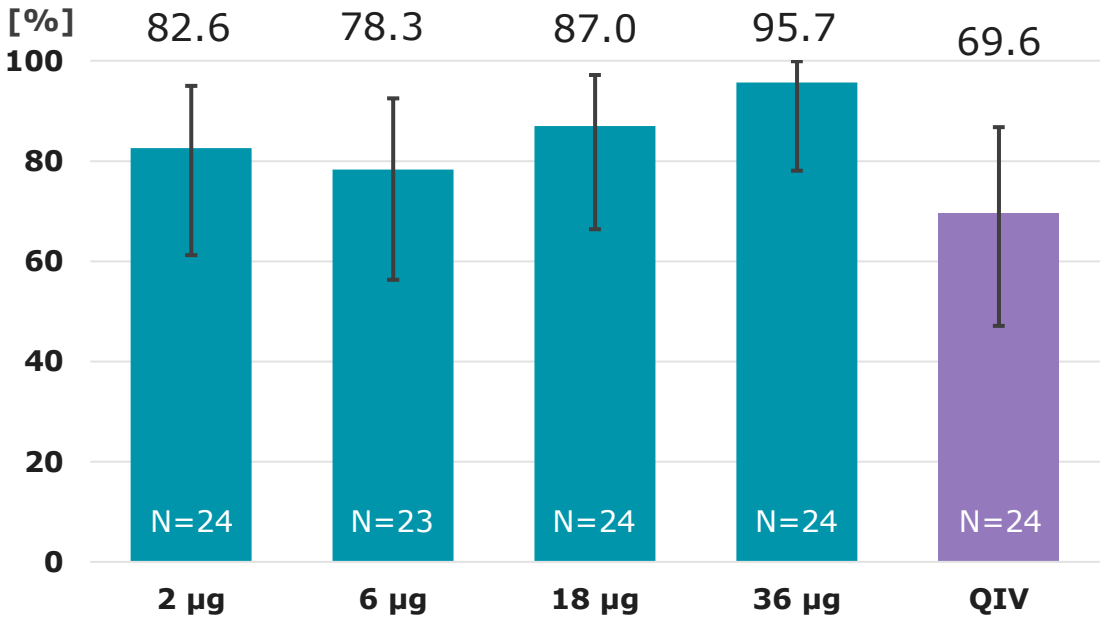
HI: Hemagglutinin inhibition

QIV: Quadrivalent influenza vaccine (licensed flu comparator vaccine), 2021-22 northern hemisphere strain composition

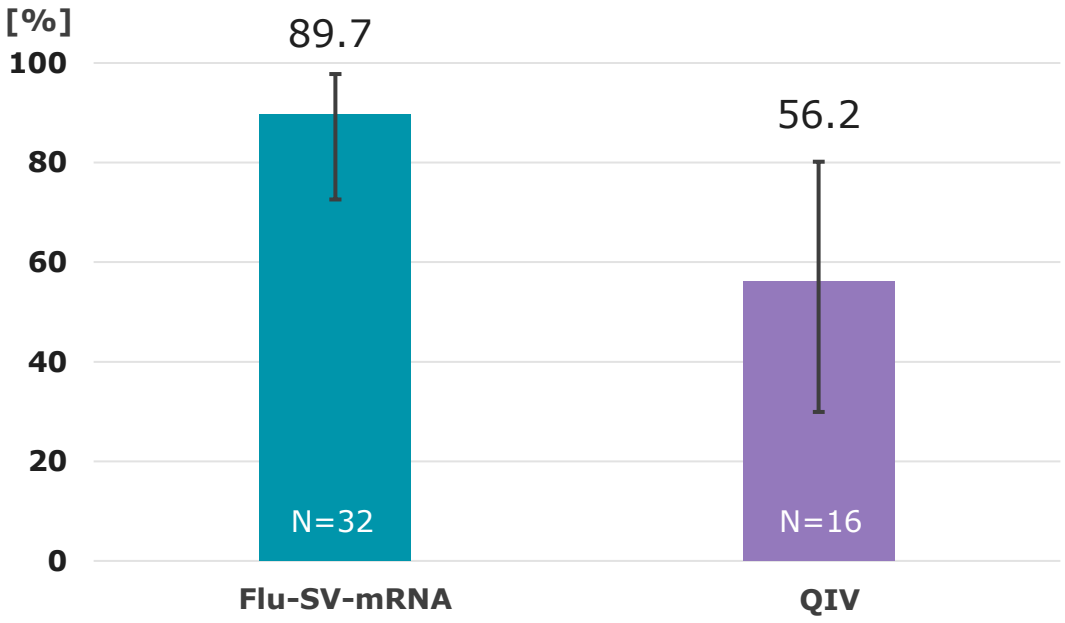
Seasonal Influenza Phase 1 Data: Flu-SV-mRNA Seroconversion Rates

Flu-SV-mRNA: **Seroconversion**[1] rates

Younger adults (18-45 years)[2]



Older adults (60-80 years)[2]



Flu-SV-mRNA QIV (licensed comparator vaccine)

Flu-SV-mRNA in line with licensed comparator vaccine beginning at lowest dose

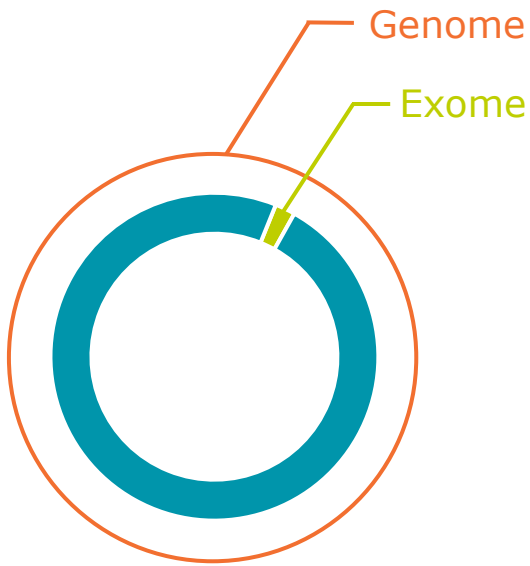
2) Preliminary data prior to database lock

1) Seroconversion: percentage of participants with:
a) pre-dose HI titer <1:10 and post-dose titer ≥1:40 or
b) pre-dose titer ≥1:10 and post-dose titer at least 4x pre-dose titer

QIV: Quadrivalent influenza vaccine (licensed flu comparator vaccine), 2021-22 northern hemisphere strain composition

Oncology

Leveraging Data on the Full Inventory of Genomic Changes



Whole Genome Sequencing of the tumor

Short- and long-read RNA sequencing

Prediction of expressed **frame** sequences

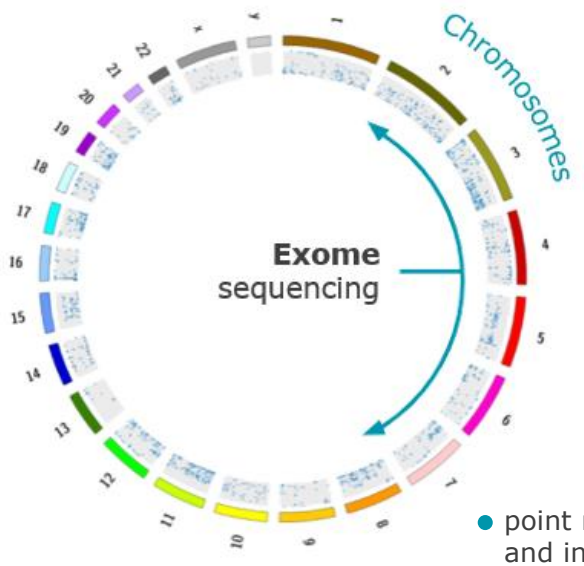
Potentially immunogenic **frame** neo-antigens

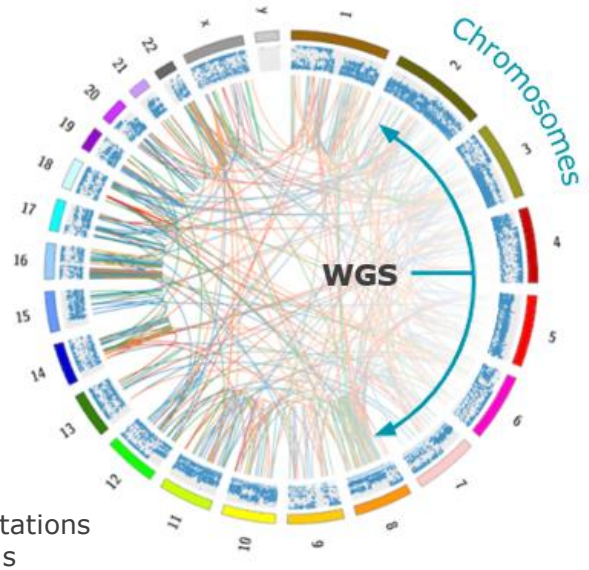
Conventional antigen discovery is restricted to mutations in the **tumor exome**

CureVac leverages the **full tumor genome** and tumor-specific **expression analysis**

Powerful bioinformatics use the full genetic inventory to identify potentially immunogenic neo-antigens as novel **cancer vaccine candidates**

Mapping the Totality of Genomic Changes for Targeted Cancer Vaccination





● point mutations and indels

Framome*

Foreign proteins as potential **vaccine targets**

*Lung cancer patient sample

Exome sequencing offers only **limited insights** into genetic changes of the tumor

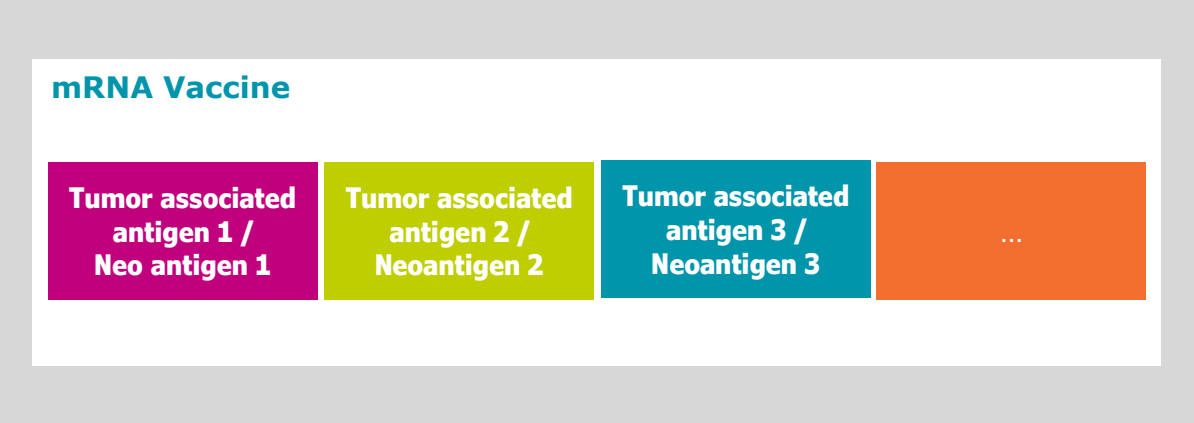
Whole genome sequencing provides **full inventory** of structural variations and other tumor antigens (such as TAAs, retroviral HERVs etc.)

WGS: Whole genome sequencing TAA: Tumor associated antigens

Meeting Different Patient Needs in Oncology

Off-the-Shelf Cancer Vaccines

mRNA vaccine candidates encoding multiple antigens **shared across different cancer indication**



Manufacturing: PRE-PRODUCED

Patient: OFF-THE-SHELF

Personalized Cancer Vaccines

Custom-made mRNA vaccine candidates encoding multiple **patient-specific antigens**

Manufacturing: PERSONALIZED

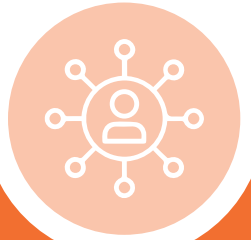
Patient: PERSONALIZED

Two-pronged Strategy Balancing Immuno-Oncology Portfolio

Off-the-Shelf Cancer Vaccines

Scalable solutions for indications with high prevalence of **shared antigens**

- **Phase 1** study in **glioblastoma** testing shared antigens with known immunogenicity
- **Potentially immunogenic** shared antigens identified in collaboration with **myNEO**
- **New Candidate selected** for clinical development in 2025 based on proprietary shared antigens
- Collaboration with **MD Anderson** in **solid** and **hematological** cancers



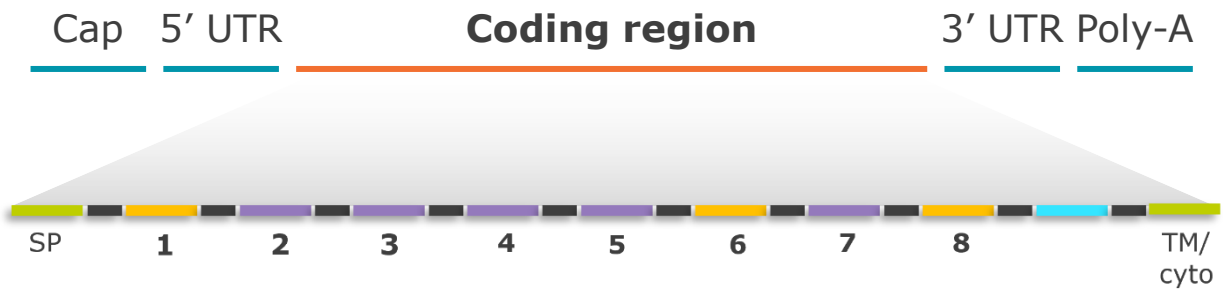
Personalized Cancer Vaccines

Individualized vaccines for broad range of **solid cancers**

- **Further evolution** of technology from **Frame Cancer Therapeutics** acquisition
- Frame technology further directed to **specific identification** of novel classes of personalized antigens
- **Framework License** for **The RNA Printer®,** critically enabling **fast and flexible access** to personalized cancer vaccines candidates

Phase 1 Study in Glioblastoma Leverages Clinically Validated Shared Antigens

CVGBM: Multi-Epitope mRNA Construct



Class I glioblastoma epitopes

Class II glioblastoma epitopes

Class I reporter epitope

Linker

Phase 1 Clinical Study

Part A
16 patients

- CVGBM **100 µg** ✓
- CVGBM **50 µg** ✓
- CVGBM **25 µg** ✓
- CVGBM **12 µg** ✓

First data readout in **H2 2024**

Part B
Exp. up to 20 patients

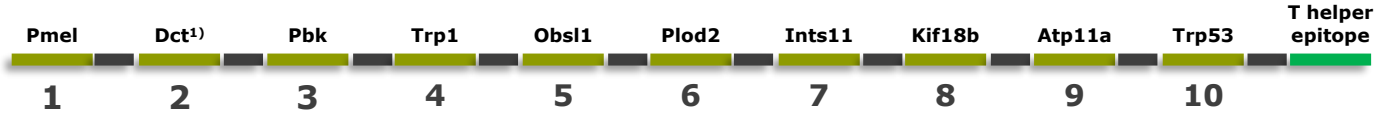
- CVGBM **100 µg** NEW

Start of enrollment expected **mid-2024**

UTR: Untranslated region SP: Signal peptide TM/cyto: Transmembrane and cytosolic domain

Preclinical Validation of CureVac's Multiepitope Cancer Vaccine Design in Mice

Ten B16.F10 murine melanoma-derived epitopes

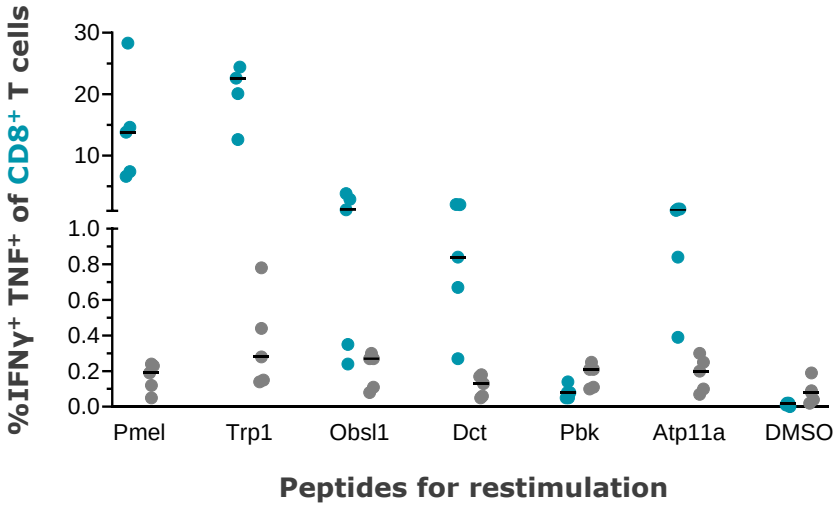


B16.F10 mouse tumor model:

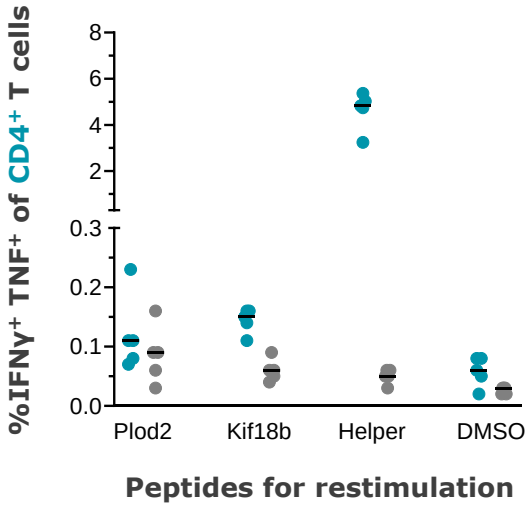
- Check-point inhibitor resistant model
- Immune-suppressing microenvironment
- Poorly immunogenic tumors

Immunogenicity in mice across full multiepitope construct[2)]

Day 21: strong CD8$^+$ T cell responses against **five** encoded epitopes

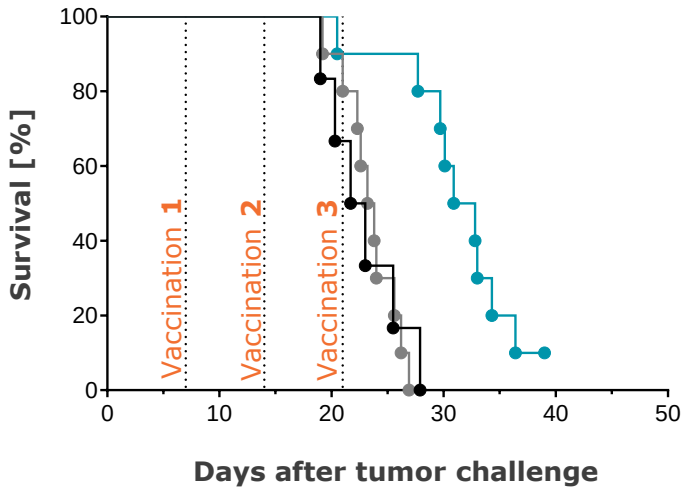


Day 21: strong CD4$^+$ T cell response against **two** encoded epitopes



Efficacy in tumor bearing mice[2)]

Significantly extended survival from a median of **23.2 days** to **30.9 days**



B16 mRNA construct Control mRNA Untreated

IFN: Interferon TNF: Tumor necrosis factor 1) Wildtype derived 2) Method: 3 weekly vaccinations, 5 µg intramuscular

Molecular Therapy

LNP: Tailoring Biological Activity for Improved Prophylactic and Cancer Vaccines

Prophylactic Vaccines

- Strong **humoral responses**, induction of **antibodies**
- High **tolerability**, minimize side effects and reactogenicity
- High **stability** for easy large-scale delivery and **long-term storage**

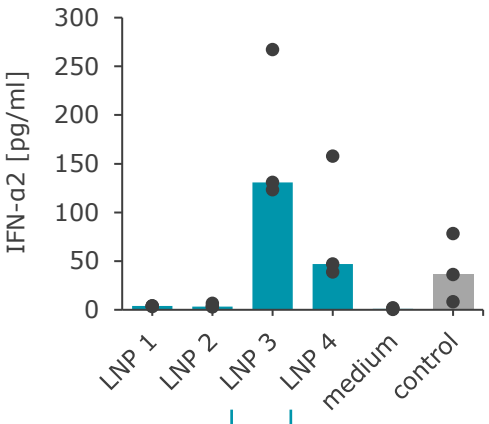
Cancer Vaccines

- Strong **cellular responses**, induction of **tumor-killing T cells**
- Strong systemic activation of **signaling pathways** to maximize immune response
- Maximized **mRNA uptake** into immune cells for highest **efficacy**

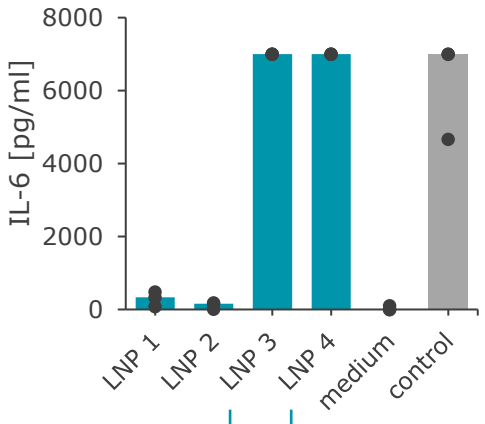
Tailoring Biological Activity for Improved Prophylactic and Cancer Vaccines

Testing LNPs with varying components and concentrations
In vitro stimulation of immune signaling activity in human PBMCs

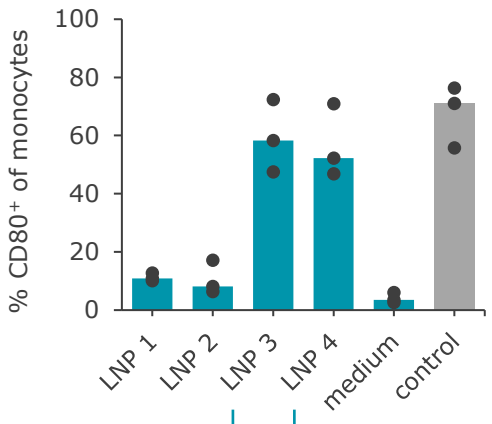
Cytokine:
IFN-α2



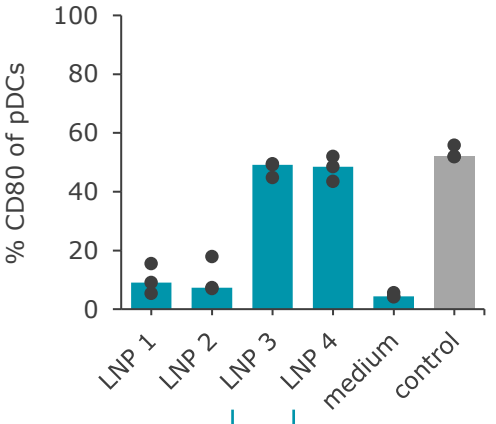
Inflammation marker:
IL-6



CD80 marker:
monocyte activation



CD80 marker:
pDC activation



Strong induction of
cytokines

T cell relevant immune
signaling pathways

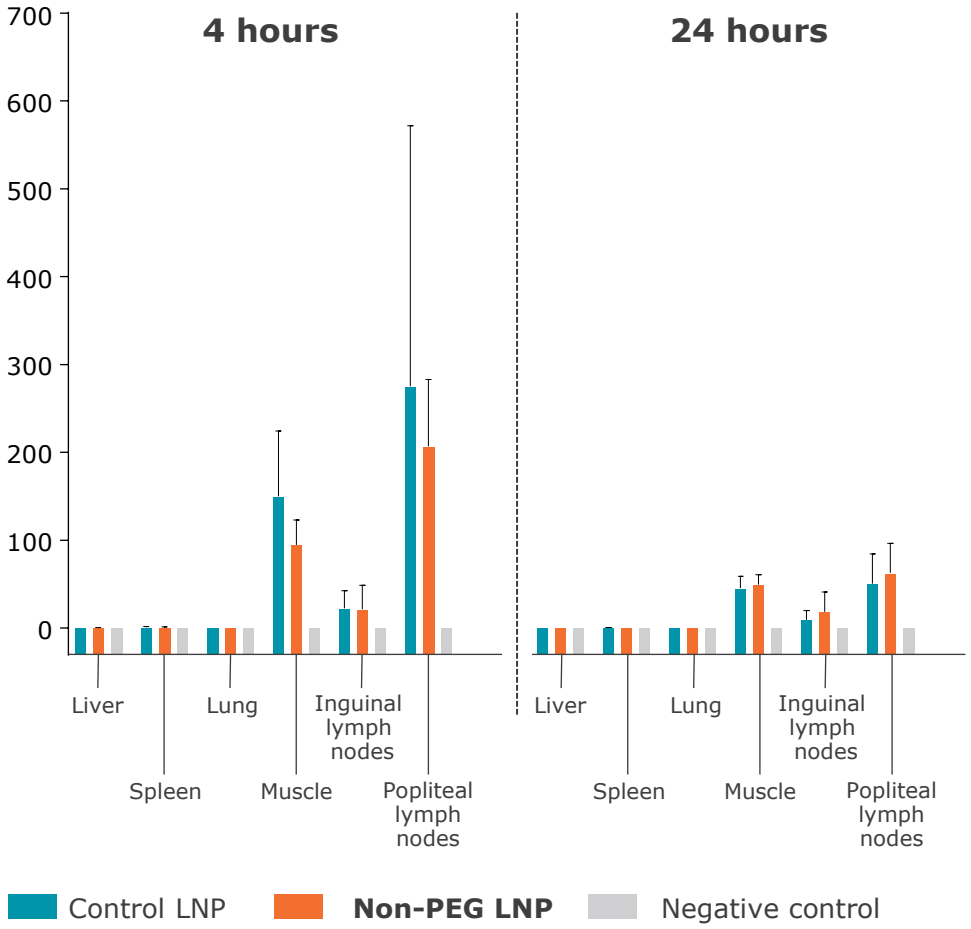
Strong induction of
innate immune cells

PBMC: peripheral blood mononuclear cells

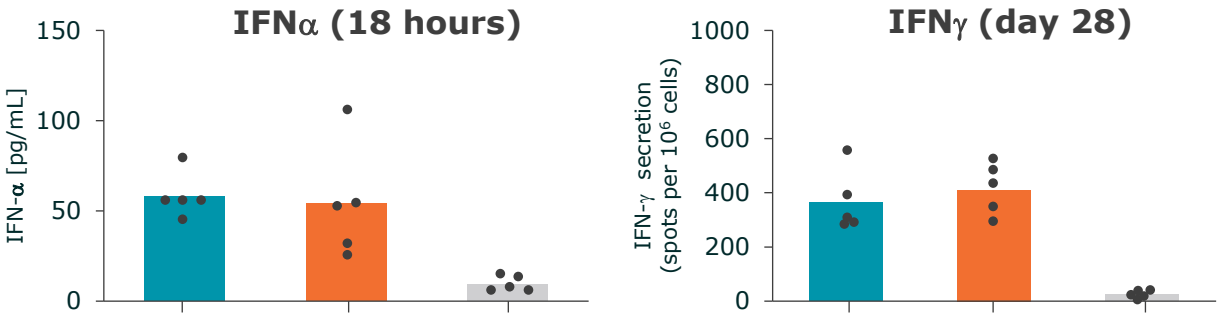
pDC: plasmacytoid dendritic cells

Proprietary Non-PEG LNP: Highly Localized and Immune-Active mRNA Delivery

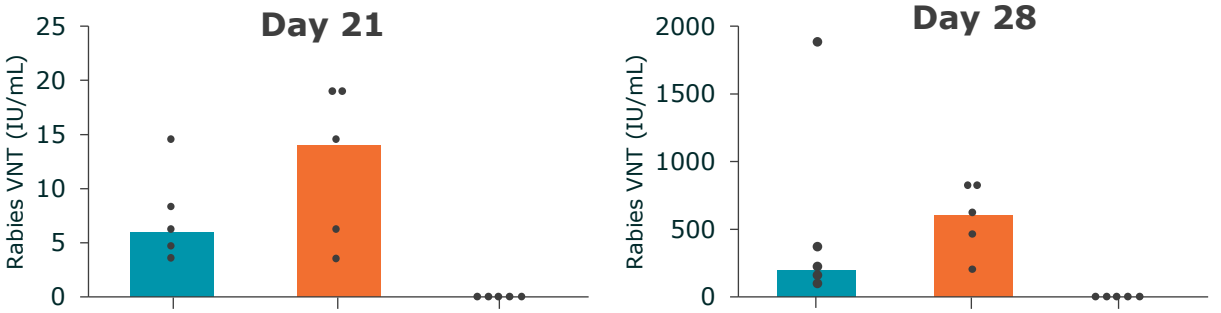
Biodistribution
Localization of antigen expression in mice*



Systemic interferon alpha / cellular activity
Induction of interferon alpha / interferon gamma in mice*



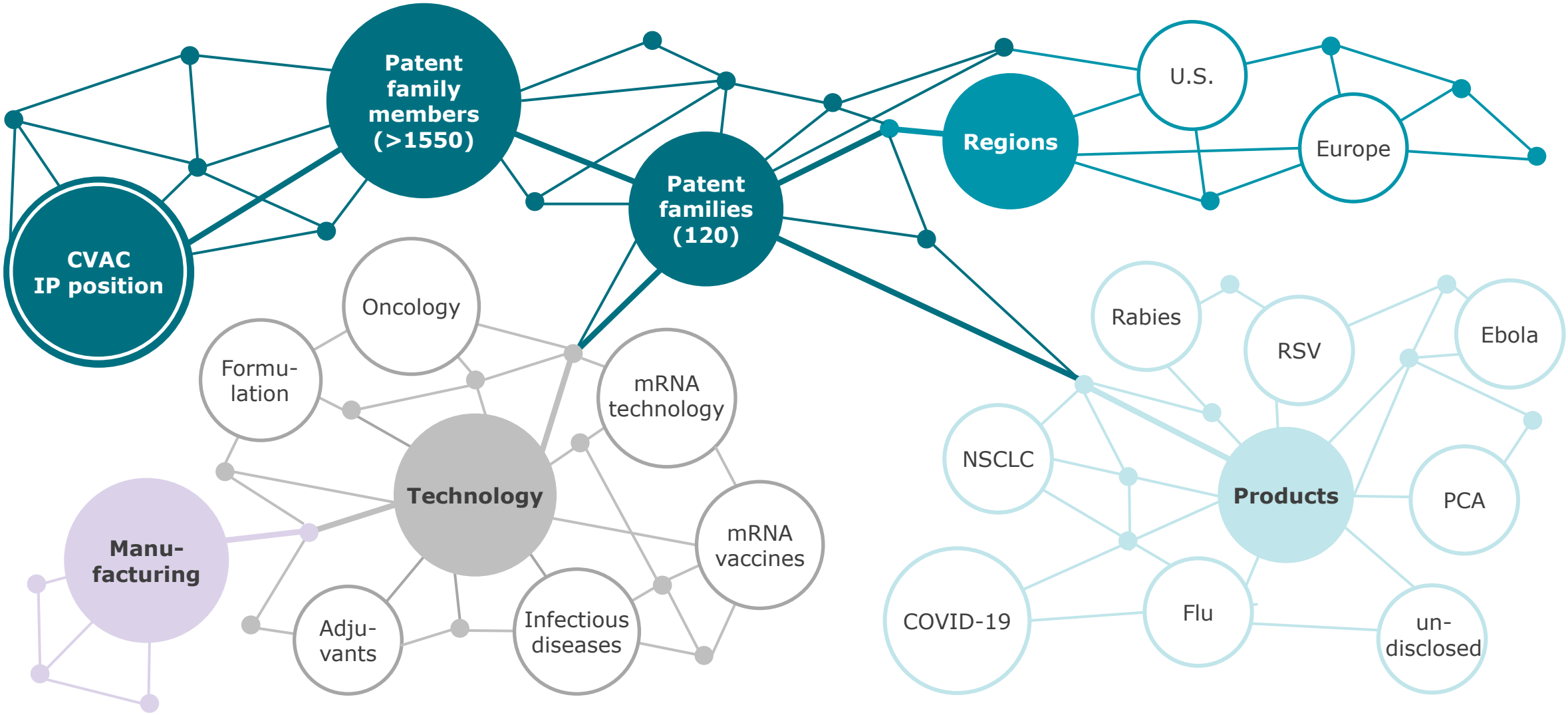
Humoral activity
Induction of neutralizing antibody titers against rabies in mice*



*Intramuscular injection, 8µg dose

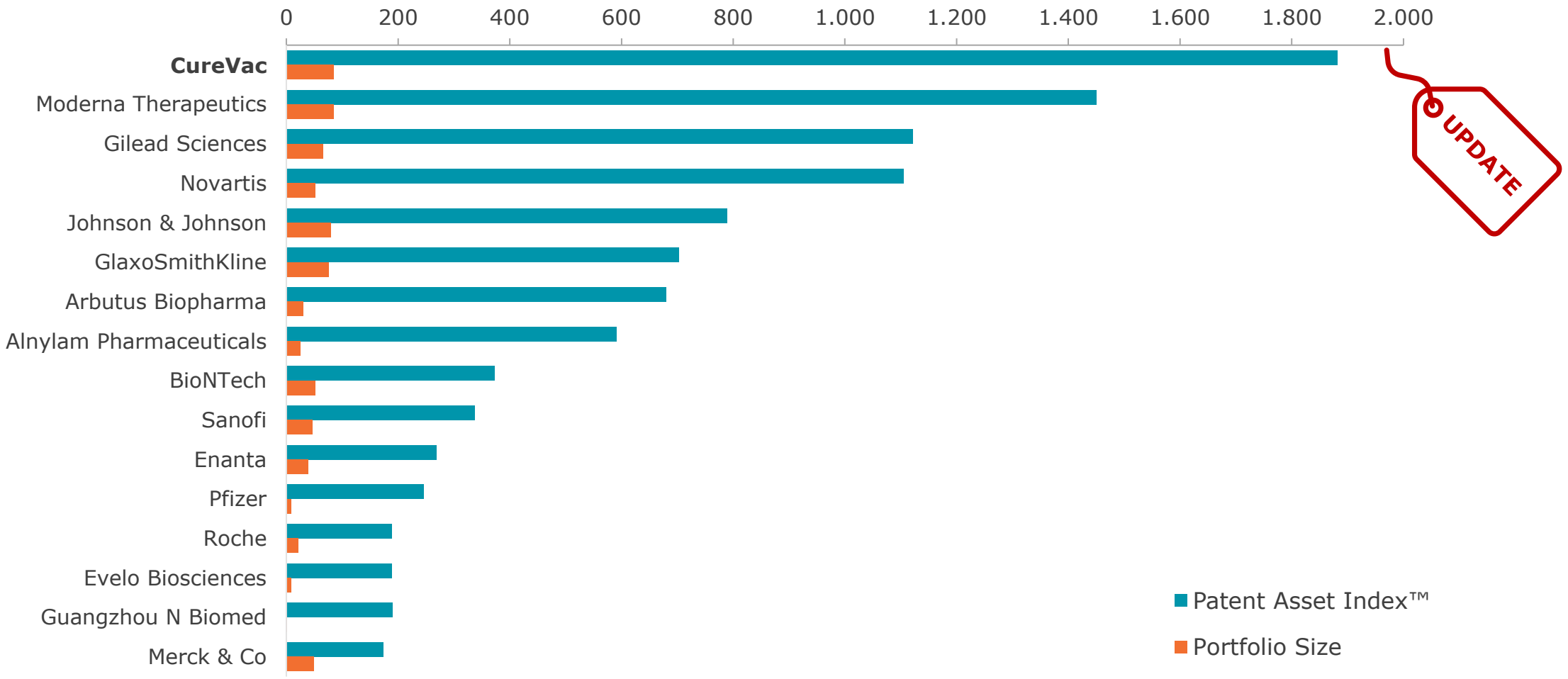
Intellectual Property Portfolio

One of the Largest and Most Diverse mRNA Patent Portfolios with >1,000 issued Patents



NSCLC: Non-small cell lung cancer RSV: Respiratory syncytial virus PCA: Prostate cancer

Independent Analysis of Strongest Patents in mRNA Vaccines Technology[1)]



1) Source: PatentSight – a LexisNexis company, Technology Field Benchmark, Retrieval Date May 4, **2022**.

Broad Protection of CureVac Innovation in Germany

Intellectual Property Rights - By Type

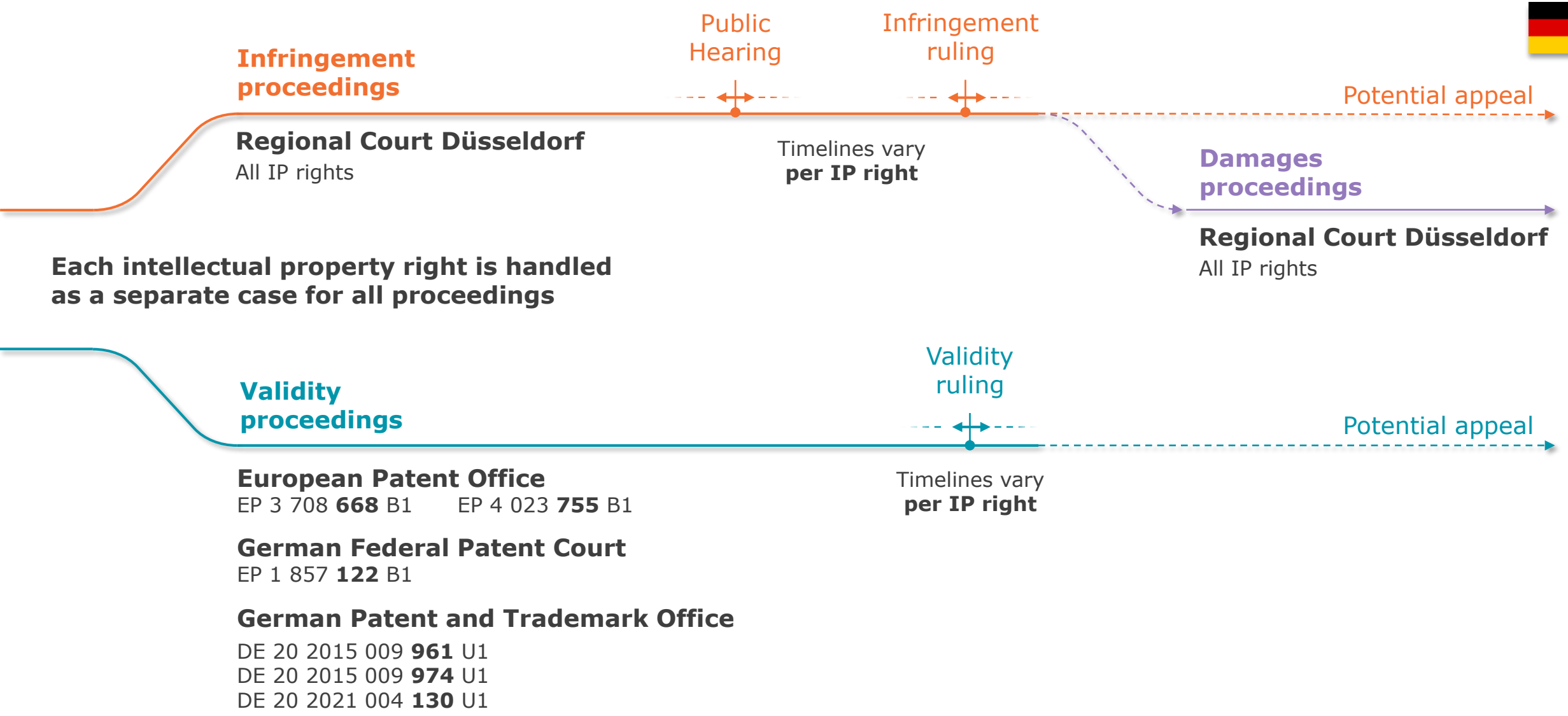
Patents at issue	**Grant date**	**Expiry date**
1. EP 1 857 **122** B1	Dec 1, 2010	Jun 5, 2022
2. EP 3 708 **668** B1	Jul 27, 2022	Dec 11, 2035
3. EP 4 023 **755** B1	Apr 26, 2023	Dec 11, 2035

Utility Models at issue	**Grant date**	**Expiry date**
4. DE 20 2015 009 **961** U1	Jan 25, 2021	Dec 11, 2025
5. DE 20 2015 009 **974** U1	Feb 17, 2022	Dec 11, 2025
6. DE 20 2021 004 **130** U1	Oct 26, 2022	Feb 3, 2031

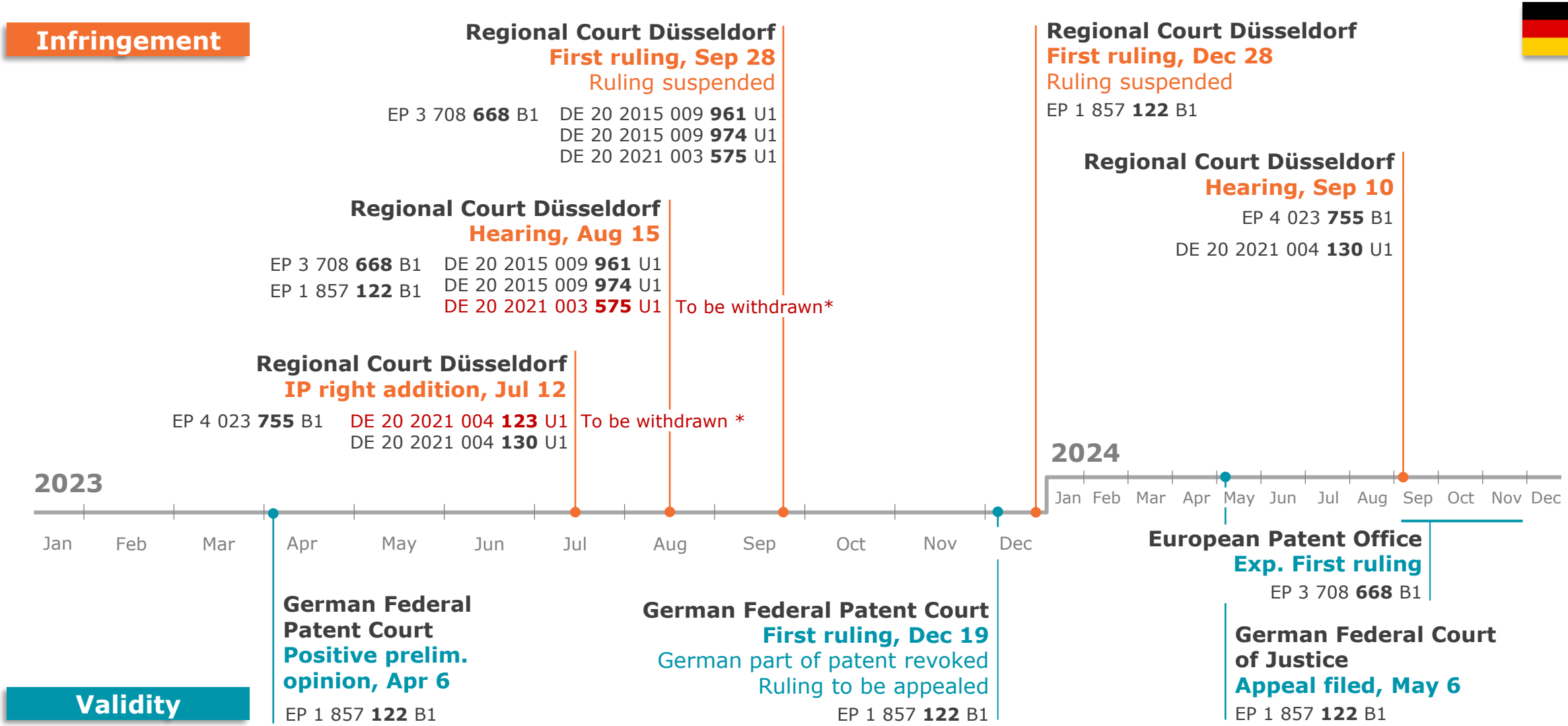
Intellectual Property Rights - By Patent Family

1. G/C Enrichment (*Foundational mRNA technology*)	EP 1 857 **122** B1
2. Split Poly-A Tail (*Foundational mRNA technology*)	EP 3 708 **668** B1 EP 4 023 **755** B1 DE 20 2015 009 **961** U1 DE 20 2015 009 **974** U1
3. Coronavirus vaccine (*SARS-CoV-2 vaccine design*)	DE 20 2021 004 **130** U1

Bifurcated German Process to Assess Infringement and Validity Per IP Right



Defending CureVac's Intellectual Property in Germany



*Withdrawal as per settlement with Acuitas Therapeutics

Broad Protection of CureVac Innovation in the U.S.

Intellectual Property Rights

Patents at issue	**Grant date**	**Expiry date**
1. US 11 135 **312** B2	Oct 5, 2021	Feb 10, 2026
2. US 11 149 **278** B2	Oct 19, 2021	Feb 2, 2036
3. US 11 286 **492** B2	Mar 29, 2022	Dec 11, 2035
4. US 11 345 **920** B2	May 31, 2022	Dec 11, 2035
5. US 11 596 **686** B2	Feb 14, 2023	Feb 3, 2041
6. US 10 760 **070** B2	Mar 7, 2023	Feb 3, 2041
7. US 11 667 **910** B2	Jun 6, 2023	May 30, 2036

Intellectual Property Rights - By Invention

1. G/C Enrichment (*Foundational mRNA technology*)	US 11 135 **312** B2
2. Split Poly-A Tail (*Foundational mRNA technology*)	US 11 149 **278** B2 US 11 286 **492** B2 US 11 345 **920** B2
3. Coronavirus Vaccine (*SARS-CoV-2 vaccine design*)	US 11 596 **686** B2
4. Filtration (*Purification manufacture*)	US 10 760 **070** B2 US 11 667 **910** B2

Defending CureVac's Intellectual Property in the U.S.

Original patents
Declarative Judgment Action by PFE/BNTX on Jul 25, 2022

US 11 135 **312** B2
US 11 149 **278** B2
US 11 241 **493** B2 To be withdrawn*

Eastern District of Virginia
CVAC counter claim, May 19

Patent addition

US 11 286 **492** B2 US 11 471 **525** B2 To be withdrawn*
US 11 345 **920** B2 US 11 576 **966** B2 To be withdrawn*
US 10 760 **070** B2 US 11 596 **686** B2

Patent addition, Jul 12
US 11 667 **910** B2

Court Transfer
From **Federal District Court of Massachusetts**
to **Eastern District of Virginia, May 16**

All intellectual property rights will be decided in one jury trial

Eastern District of Virginia
Exp. jury trial start

Trial on 7 patents for:

- Validity
- Infringement
- Potential damages

Potential appeal

2023 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

2025 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

*Withdrawal as per settlement with Acuitas Therapeutics

Manufacturing

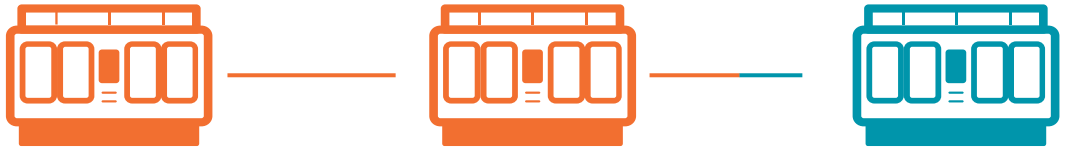
Highly Flexible Manufacturing Landscape Serving Different Lifecycle Needs

	Research, Technology & Development	**Technical Development**	**Inhouse plants GMP I to III**	**Inhouse plant GMP IV** *In the build up*	**The RNA Printer®** *In regulatory approval*
FLEXIBILITY	mRNA design	Preclinical studies	Clinical studies / early commercial production	Commercial production	Personalized therapy
SCALABILTY	**Digital** sequence	**mg-scale /** annual output	**g to kg-scale /** annual output	**multi kg-scale /** annual output	**Individual** dosing
SPEED	+++	+++	+	++	++++

The RNA Printer® Progressing with Next Broad Regulatory Milestone

The RNA Printer®

- Highly automated end-to-end system
- Manufacturing of GMP-grade mRNA vaccines and therapeutics
- Closes small-scale manufacturing gap in oncology



Drug Product

Drug Substance

November 2023 **Manufacturing** license

NEW December 2023 **Framework** license

Key Messages

Summary and Highlights

Comprehensive **organizational redesign** initiated to adapt residual pandemic infrastructure and improve **operational efficiency** and **agility**

Strong cash position of €300.2 million at the end of Q1 2024, supported by stronger financial discipline; **reaffirming cash runway** into the **fourth quarter of 2025**

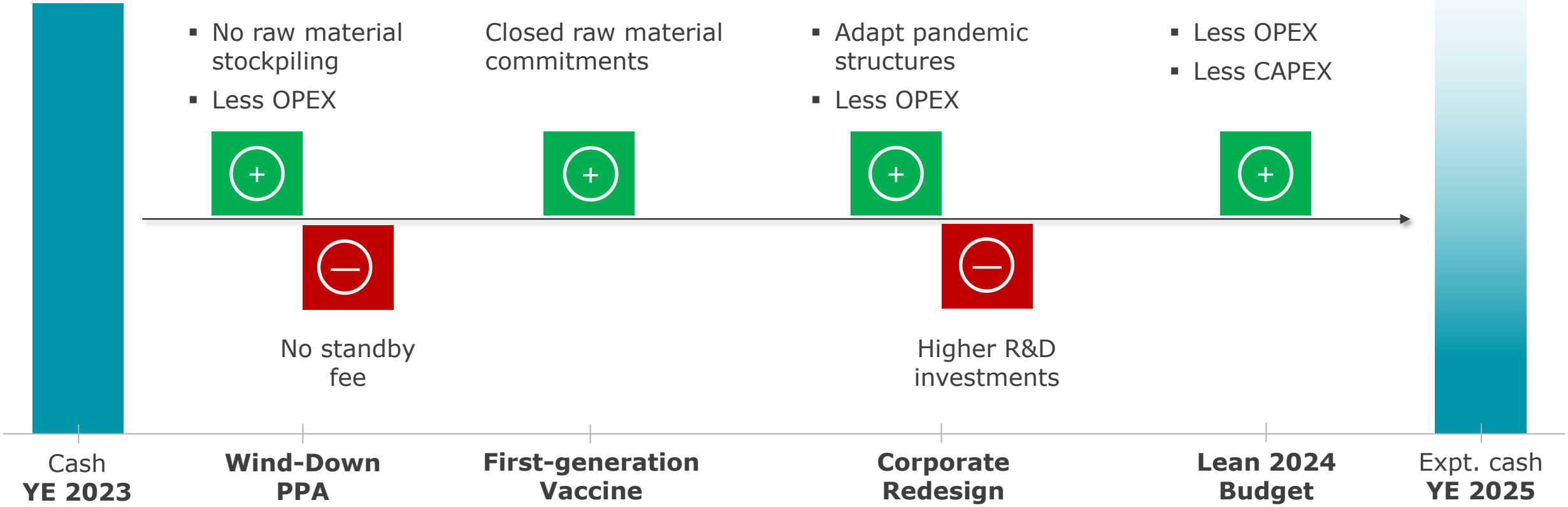
Significant progress in infectious diseases marked by **new seasonal flu Phase 2 study** to optimize B strain responses, **new Phase 1 avian flu study** and **promising Phase 2 data** from COVID-19 and seasonal flu programs

Strong advancements of oncology growth driver with **MD Anderson collaboration** and progress **of Phase 1 glioblastoma** study

Financials

Improved Cost Management and Efficiency Enable Extended Cash Runway

Net extension of cash runway into Q4 2025



PPA: Pandemic Preparedness Agreement

Q4 and Full-Year 2023 Cash and Condensed Consolidated P&L Data

(in € millions)	December 31, 2023	December 31, 2022
Cash and Cash Equivalents	**402.5**	**495.8**

	Three months ended December 31,		Twelve month ended December 31,	
(in € millions)	**2023**	**2022**	**2023**	**2022**
Revenue	22.6	11.7	53.8	67.4
Cost of Sales, Operating Expenses & Other Operating Income	-110.6	-133.2	-328.0	-316.9
Operating Result	**-88.0**	**-121.5**	**-274.2**	**-249.5**
Financial Result	1.5	-7.2	14.2	0.3
Pre-Tax Loss	**-86.5**	**-128.7**	**-260.0**	**-249.2**

Executing on Corporate Growth With an Experienced Team

Alexander Zehnder
PhD, MBA

Chief Executive Officer

Pierre Kemula
B.Sc.

Chief Financial Officer

Myriam Mendila
PhD

Chief Development Officer

Malte Greune
PhD

Chief Operating Officer

Thaminda Ramanayake
M.S., MBA

Chief Business Officer

CureVac Investor Relations Contact

Dr. Sarah Fakih

Vice President Corporate Communications
& Investor Relations

Friedrich-Miescher-Str. 15
72076 Tübingen
Germany

Phone: +49 (0)7071 9883 -1298
Mobile: +49 (0)160 90496949
Email: sarah.fakih@curevac.com
investors@curevac.com

CVAC | NasdaqListed

CUSIP	N2451R105
ISIN	NL0015436031
WKN	A2P71U

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