



QIAGEN N.V.

Remuneration Report 2025

Remuneration Report

Message from the Chair of the Compensation & Human Resources Committee

Dear QIAGEN Stakeholders,

2025 was a year of resilience and transition for QIAGEN. Against a challenging external backdrop, QIAGEN continued to advance its strategic priorities while preparing for an important leadership change. As a Committee, our focus has remained clear: to ensure that executive remuneration supports long-term value creation and reflects a disciplined pay-for-performance culture.

The planned CEO transition announced in November 2025 represents a natural inflection point. As we prepare to appoint new leadership in 2026, we are ensuring our Remuneration Policy continues to support attracting and retaining world-class talent while maintaining rigorous alignment with performance and shareholder interests.

Managing Board remuneration: accountability in action

Our approach is grounded in a simple principle: variable, at-risk pay should be the primary driver of remuneration and linked to outcomes that matter for shareholders and other stakeholders, and for the long-term success of QIAGEN.

This approach continues to be supported by our shareholders. At the 2025 Annual General Meeting, our Remuneration Report for 2024 received support from 87% of votes cast, while shareholders also strongly approved the updated Managing Board Remuneration Policy.

Based on that support, we have further sharpened our focus in remuneration for 2025:

- **Realized pay alignment:** Vesting under the 2023-2025 Long-Term Incentive (LTI) plan was 75% of target. This demonstrates that our performance hurdles are demanding and that payouts calibrate directly with value creation.
- **Simplified incentives:** We removed "Personal Goals" for the Managing Board members, and STI payouts were based solely on the achievement of Corporate Goals, which was 106% of target.

- **Performance-driven culture:** LTIs remain the largest component of pay, representing well over 70% of remuneration for our Managing Board members. No awards vest if minimum thresholds for ambitious targets are not met over a three-year period.

Supervisory Board remuneration: trends in a global context

2025 marked the first full year under the Supervisory Board Remuneration Policy approved at the AGM in June 2024. This policy maintained fixed cash compensation while reducing share-based compensation in the form of Restricted Stock Units (RSUs) and introducing a minimum shareholding requirement.

We believe this framework is appropriate and balanced. It supports the attraction of Supervisory Board members where equity-based compensation is a standard element of remuneration, while helping ensure QIAGEN has the global expertise necessary for effective oversight.

2026 Managing Board Remuneration Policy proposal: deepening alignment

As we look toward new leadership in 2026, and also based on shareholder feedback, we are proposing targeted refinements to our Managing Board Remuneration Policy at the AGM in June 2026:

- **Relative Total Shareholder Return (TSR):** We intend to include relative TSR as a modifier for LTI grants to better link outcomes directly to our performance against industry peers.
- **Higher "at-risk remuneration" weighting:** We are proposing higher maximum payout opportunities for both STI and LTI elements of Managing Board remuneration. By shifting a larger proportion of pay into performance-linked categories, this further reinforces a framework in which significant rewards depend on significant results.

Commitment to a global framework for attracting global talent

Our framework must bridge European governance standards and U.S. market realities, where nearly half of our sales and a significant portion of our

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leadership are based. We believe these refinements strike that balance by remaining simple, transparent and disciplined.

We will continue to engage with shareholders and other stakeholders as we further develop our remuneration policies and their implementation. Their perspectives remain an important input to our deliberations in shaping the framework and in its application.

On behalf of the Committee, I thank you for your continued feedback and support.

Yours sincerely,

Eva Pisa

Chair of the Compensation & Human Resources Committee

April 2026

Remuneration Report

Managing Board Remuneration

This section of the Remuneration Report provides a summary of the Remuneration Policy of the Managing Board that was adopted by the AGM in June 2025 and an account of how it was implemented for the year. It also presents the details of the actual remuneration outcomes for our two Managing Board members for their performance during the year.

This Remuneration Report complies with the European Directive (EU) 2017/828 on Shareholder Engagement, SRD II, as implemented into Dutch law. It also complies with the Dutch Corporate Governance Code. For 2025, there were no deviations from decision-making in respect of the implementation of the remuneration policy and there were no deviations from the remuneration policy itself due to exceptional circumstances as referred to in article 2:135(a)(5) of the Dutch Civil Code. The 2025 Remuneration Policy is available on the QIAGEN website at www.qiagen.com.

Remuneration Policy summary

Remuneration as a strategic instrument

The Remuneration Policy for the Managing Board supports the long-term development and strategy of QIAGEN in a highly dynamic environment while aiming to address the views of various stakeholders and maintaining an acceptable risk profile. It builds on remuneration principles and practices that have proven to be both fitting and effective for QIAGEN in recent years. The Supervisory Board ensures that the Remuneration Policy for the Managing Board and its implementation are linked to our objectives.

More than ever, the ambition for QIAGEN is to stay true to its mission of advancing the use of its products and solutions for molecular research and clinical testing. These help us achieve our vision of making improvements in life possible. QIAGEN is a global leader in providing a differentiated portfolio of products and services used across the continuum from research in Life Sciences to clinical healthcare using novel products and solutions that are used to unlock valuable insights from any biological sample. Founded in Germany in 1984, QIAGEN has grown by developing new solutions based on consumables kits,

related instruments and bioinformatics, to meet the diverse and rapidly changing needs of more than 500,000 customers worldwide.

QIAGEN's strategy is focused on innovation and sustainable value creation with an emphasis on increasing growth, efficiency, engagement and improving customer experience. To successfully develop and implement this strategy, we need to attract and retain highly trained employees at all levels, including the executive management level. U.S. practices have been taken into consideration to set competitive remuneration levels given that many of our leaders, customers, competitors and employees are based here.

Remuneration principles

QIAGEN strongly believes in competitive remuneration as a precondition to attracting intrinsically motivated top talent throughout all levels of the organization. Furthermore, we believe in a "pay-for-performance" culture that is based on creating a shared focus on setting ambitious operational and strategic targets that are not rewarded when they are not achieved, rewarded at target when fully achieved, and additionally rewarded when the targets are exceeded.

A system of Corporate Goals (comprised of Financial and Team Goals) and Personal performance goals applies to all members of our global workforce. The percentage weighted toward Corporate Goals and Personal Goals shift in favor of Corporate Goals as job levels rise. Likewise, the variable portion of total compensation linked to achievement of these ambitious annual goals rises with each job level, in line with greater responsibility and more significant impact on overall results.

At the executive level, QIAGEN believes that pay for performance should primarily focus on long-term value creation for shareholders and other stakeholders. Short-Term Incentives (STIs) are essential to highlight the operational targets that are a precondition to realizing our strategy.

At the highest level, in particular for our Managing Board members, only the Corporate Goals apply in terms of STI achievement, and in line with the Remuneration Policy approved by shareholders at the AGM in June 2025.

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These are complemented by Long-Term Incentives (LTIs), which have the benefits of being achieved only if QIAGEN is successful in delivering on ambitious goals and also contributing to long-term retention. In view of these aspects, variable components represent the most significant element of total remuneration for our senior leadership, and are clearly aligned based on the use of a three year performance period with our aim for long-term value creation for our shareholders.

The remuneration principles are simple, transparent and provide internal consistency. It helps the Supervisory Board to maintain equitable internal pay ratios that support efficient talent recruitment and development and succession planning. The principles are ingrained in our culture, and have proven successful in attracting the global talent that QIAGEN needs to successfully develop and implement a sustainable growth strategy.

Remuneration Policy principles

Simple and transparent	Remuneration schemes are clear and practical
Compliant	Remuneration conforms to high governance standards
Aligned	Remuneration is true to our mission, vision and strategy, ensures internal pay consistency
Competitive	Remuneration is competitive and benchmarked to relevant peers
Performance-driven	Major portion of remuneration value is at risk
Long-term focus	Share-based incentives focused on sustainable long-term value creation

Benchmarking to set competitive remuneration levels

The Remuneration Policy and overall remuneration levels offered to members of the Managing Board are benchmarked regularly against a selected group of reference companies to ensure overall competitiveness.

The benchmarking group consists of both European and U.S.-based companies. This is due to QIAGEN's international scope as a Dutch corporation with stock market listings on the New York Stock Exchange and the Frankfurt Stock Exchange, our strong commercial presence in the U.S. with over 45% of total

sales in this country and a large share of employees and senior leaders based in the U.S. as well.

Additionally, this group also reflects QIAGEN's significant U.S. shareholder base and the location of key competitors. It is designed to provide a balanced mix of companies, particularly in the Life Sciences and diagnostics industries. The median remuneration in the benchmarking group serves as a reference level for total remuneration.

The following 18 companies comprise the reference group for 2025. They have been selected based on their market capitalization, direct competition for talent, similar complexity, revenue, scope of international activities, presence in similar industries, and data transparency. To ensure a more balanced representation between US and European companies, as well to address the views of stakeholders, an additional European company was added to the peer group and a U.S. company was removed compared to the group for 2024.

The benchmarking group includes eight European and 10 U.S. companies, as listed in the table below, to provide the best comparison and reflect our global competitive position.

Benchmark companies

Europe	
bioMerieux SA	Evotec SE
Carl Zeiss Meditec AG	Merck KGaA
Diasorin S.p.A.	Sartorius AG
Eurofins Scientific SE	Tecan Group AG
United States	
Agilent Technologies, Inc.	Exact Sciences Corporation
Avantor, Inc.	Hologic, Inc.
Bio-Rad Laboratories, Inc.	Illumina, Inc.
Bruker Corporation	Revvity, Inc.
Charles River Laboratories International, Inc.	Waters Corporation

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Supervisory Board evaluation

The Supervisory Board annually reviews the remuneration practices to ensure they remain aligned with QIAGEN's business demands, stakeholder and shareholder interests, and developments among benchmark companies.

The Supervisory Board also sets annual performance targets for the Managing Board members, reviews their performance against predetermined targets, and determines the remuneration and benefits in line with contractual terms.

In making this determination, the Supervisory Board considers the market conditions in which QIAGEN operates, financial performance and strategy implementation.

The Supervisory Board ensures that the remuneration of Managing Board members incentivizes the right behaviors desired for the sustainable success of QIAGEN while also providing the members with fair and attractive remuneration. Furthermore, the Supervisory Board performs an analysis of the possible outcomes for the variable components and how they may affect total remuneration.

Through its statutory power, the Supervisory Board has the discretionary right to adjust the variable compensation of the Managing Board members if compensation would conflict with principles of reasonableness and fairness in both an upward and downward direction.

The Compensation & Human Resources Committee advises the Supervisory Board and prepares resolutions with respect to the review and execution of the Remuneration Policy. In case of policy changes, the Supervisory Board submits the proposals to an AGM for adoption.

Support for Remuneration Policy

As a global company incorporated in the Netherlands, as well as with stock market listings in the U.S. and Germany, QIAGEN intends to fully comply with relevant legal requirements and governance best practices.

We engage on a regular basis with stakeholders, including shareholders, on our policies and regularly seek their feedback. Within QIAGEN, the policies for

our employees are transparent and meet broad support from teams around the world.

Key attributes include creating a strong "pay-for-performance" culture for all employees while ensuring strong internal consistency.

The Compensation & Human Resources Committee monitors the developing views on compensation among shareholders and other stakeholders in Europe, the U.S. and other markets worldwide.

The level of support in society for the Remuneration Policy that QIAGEN applies is important for the Supervisory Board, and has been taken into account in formulating the various elements.

Managing Board remuneration structure

Remuneration for Managing Board members consists of a combination of base salary and STIs in the form of cash compensation based on the achievement of annual performance goals. They also receive LTIs that vest after a three-year performance period. The level of vesting for each LTI grant is based on the achievement of predefined targets. Achievement levels will be disclosed in this Report after the end of each three-year period. In addition, Managing Board members can receive deferred compensation arrangements and other benefits in line with local market practice.

The remuneration package for Managing Board members is designed to have the vast majority paid in variable awards as part of the "pay-for-performance" culture and to align their interests with stakeholders to generate long-term value.

The amount of these variable awards can differ substantially from year to year and depend on actual performance.

Within the variable component, the incentives for short-term operational performance have a lower weight than the long-term incentives, which are again aimed at creating sustainable value for QIAGEN's shareholders and other stakeholders. This is achieved by strongly linking long-term compensation through equity with the outcomes for shareholders in terms of share price appreciation.

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2025 Managing Board remuneration structure

Fixed remuneration

Base salary	• Aims to provide a fair and competitive basis for the total pay level
Deferred compensation and other benefits	• In-depth benchmark done at least every other year

Variable remuneration

Short-term incentive (STI) - Cash payment provides incentives for strong annual financial and non-financial performance as the basis for long-term strategy and sustainable value creation	• Opportunity at 100% target achievement: – CEO: 110% of base salary – CFO: 75% of base salary • Performance goals over one-year measurement period: – 100% Corporate Goals comprised of 2/3 Financial Goals (capped at 200%) and 1/3 Team Goals (capped at 130%) – Maximum payout therefore capped at 177% • Metrics measured over one year against budgeted targets
Long-term incentive (LTI) - Performance Stock Units provides incentives for value creation over a multi-year period and the achievement of goals that are aligned with long-term strategy	• Opportunity for all Managing Board members – At target to 300% value of fixed remuneration • Performance goals set for a three-year performance period – 50% cumulative net sales – 50% Adjusted average operating income margin (% of sales) – Three-year performance period with cliff vesting • Driven by performance – No PSUs are earned if minimum threshold performance levels are not achieved, while maximum vesting capped at two times total opportunity in the event of significant overperformance • Net share settlement

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2025: Managing Board remuneration

The remuneration of the Managing Board in 2025 was done in full accordance with the Remuneration Policy approved by shareholders in 2024 without any deviations. It includes any remuneration granted by any consolidated subsidiary of QIAGEN N.V.

The remuneration granted for 2025 takes into consideration the overall results, which showed QIAGEN achieved the full-year sales outlook for \$2.1 billion at

constant exchange rates (CER). Adjusted diluted EPS were \$2.40 CER and exceeded the outlook for at least \$2.38 CER. Considering these results, the total STI achievement level for the Corporate Goals was 106% for 2025.

The 2025 remuneration of the Managing Board is reflected in the table below. An overview of all share grants outstanding and their status in vesting and release is presented in the tables under the header "Share-based rights."

Managing Board member ⁽¹⁾	Annual compensation				Long-term remuneration		
	Fixed salary	Variable cash bonus	Other ⁽²⁾	Total	Benefit plans	Performance Stock Units (PSUs) granted	Proportion of variable remuneration
Thierry Bernard	\$1,008,834	1,183,698	31,650	\$2,224,182	\$205,767	143,229	87%
Roland Sackers	\$633,220	506,580	65,770	\$1,205,570	\$123,480	80,098	85%

(1) The salary of Mr. Bernard is set in U.S. dollars. The salary of Mr. Sackers is set in euros and subject to fluctuation of exchange rates when reported in U.S. dollars. The exchange rate used for translation was EUR 1– USD 1.130.

(2) Amounts include, among others, car lease and reimbursed personal expenses such as tax consulting. We also occasionally reimburse personal expenses for our Managing Board members related to attending out-of-town meetings but not directly related to their attendance. Amounts do not include the reimbursement of certain expenses relating to travel incurred at the request of QIAGEN, other reimbursements or payments that in total did not exceed \$10,000, or tax amounts paid by QIAGEN to taxing authorities to avoid double-taxation under multi-tax jurisdiction employment agreements.

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Fixed remuneration

Base salary

Consistent with the policies and procedures applied for all internal pay levels, the base salaries of the Managing Board members are set below the median benchmark to allow for a larger proportion of long-term incentives to underscore the performance-driven approach of our Remuneration Policy. Base salary levels are reviewed annually, and any increase is expected to be in line with the general workforce.

Deferred compensation

For 2025, a total of \$0.3 million was incurred by QIAGEN as part of the Managing Board members participating in deferred compensation, defined contribution benefit or similar plans. The contribution for Mr. Bernard is made into deferred compensation and 401(k) plans. Mr. Sackers has a target retirement under the plan at age 65 and is entitled to a one-time pension payment upon retirement.

Other benefits

Other benefits may be provided to members of the Managing Board in line with market practice. These include customary benefits such as insurance coverage and company vehicles.

Variable remuneration

Variable remuneration is contingent upon the performance of the individual Managing Board member and QIAGEN. Ambitious goals are set annually to motivate and drive performance with a focus on achieving both long-term strategic initiatives as well as short-term targets tied to operational plans.

The Supervisory Board conducts an annual scenario analysis on the possible outcomes of the variable remuneration components and their effect on the remuneration of the Managing Board members. The results have been taken into consideration in making decisions on remuneration for 2025.

Short-Term Incentives (STI)

STIs consist of an annual variable cash bonus award that is based upon the achievement levels of the predetermined annual Corporate Goals, which consist of two-thirds for Financial Goals and one-third for Team Goals.

Financial Goals

The weighted performance for the Financial Goals can range from 0% for results that are below the minimum threshold to 100% at target and up to 200% for significant over-performance. Financial Goals are set in accordance with the budget for the year, which is reviewed and approved by the Supervisory Board.

Financial Goals (In \$ millions at budget rates)	Weight	Minimum threshold	Target	Maximum	Achieved	Award in % of target
Net sales	40%	1,818	2,054	2,152	2,020	95%
Adjusted operating income	40%	492	630	682	619	98%
Adjusted free cash flow	20%	338	396	480	>480	200%
Total Financial Goals	100%					117%

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Team Goals

Team Goals are a set of annual cross-functional targets aimed at achieving QIAGEN's strategy focused on innovation and sustainable value creation. The metrics for the Team Goals are often based on targets from multi-year plans.

The achievement of goals in the category "Accelerate growth" is measured on a grid that is aligned with the Financial Goals.

For the other categories, in the event of Team Goals with multiple components, the possible outcomes involve no achievement, partial achievement or full achievement. Goals involving a single metric are either fully met or not met. A maximum of 130% may be paid out of the overall target level.

Team Goals	Weight	Metric	Achieved	Award granted
Accelerate growth, in particular through focus on Pillars of Growth	30%	Deliver growth targets for defined products and geographic markets, including: • Sample technologies portfolio: Achieve \$645 million CER sales • QuantiFERON: Achieve \$497 million CER sales • QIAstat-Dx: Achieve \$129 million CER sales and >600 new placements • QIAcuity: Achieve \$107 million CER sales • QDI: Achieve \$108 million CER sales	Partially	28%
Increase efficiency and effectiveness through targeted strategic actions	30%	• Drive growth in Service revenues vs. 2024 • Increase on-site response performance and service agreement coverage • Improve commercial and cost efficiency by achieving >\$1.75 million CER net sales per sales FTE and cost improvement in QIAstat Dx cost per cartridge vs. 2024	Partially	25%
Achieve R&D milestones for product and solution development	20%	• Complete QIA sprint Connect testing completion • Launch QIASymphony Connect • Complete QIAstat-Dx Panel Submissions for blood infections (IVDR and U.S. 510k)	Partially	15%
Enhance QIAGEN's standing as a leader in ESG and Employer of Choice	20%	• Reduce plastic footprint by over 25 tons • Reduce number of incidents resulting in days away or transferred work to <0.45 • Achieve at least one "Top Employer" award per region • Voluntary turnover rate <10% • Advance standardized and equitable global pay practices	Partially	18%
Total Team Goals	100%			86%

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The weighted performance on Financial Goals and Team Goals set out above results in the following total STI payout percentage:

STI award	Weight	Threshold	Target	Maximum	Achieved
Financial Goals	67%	20%	100%	200%	117%
Team Goals	33%	—%	100%	130%	86%
Weighted total	100%	13%	100%	177%	106%
Corresponding payout (in \$ thousands)					
Mr. Bernard		148	1,110	1,961	1,184
Mr. Sackers		63	475	839	507

Long-Term Incentives (LTI)

Managing Board members are granted LTIs on an annual basis in the form of Performance Stock Units (PSU). These are subject to rigorous and ambitious performance criteria and multi-year vesting periods.

As per the updated 2025 Remuneration Policy, the value of the regular annual long-term incentive awards at the grant date (depreciated due to factors such as risk of forfeiture, the Company's risk of failure to achieve its long-term initiatives, and the length of the vesting terms) is 300% of fixed remuneration.

The target levels of the annual PSU grants are directly linked to the achievement of financial milestones as defined in QIAGEN's multi-year business plan. The performance goals for cumulative net sales target and average adjusted operating income margin (both at budget rates) were equally weighted. Overachievement may result in an increase in the number of PSUs earned, and is capped at 200% of the target grant. Underachievement below a threshold level will result in a loss of the grant.

The annual PSU grants are subject to a three-year period, which will be disclosed at the end of the performance period.

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The following is an overview of key LTI financial indicators, weights and performance multiplier for the 2023 LTI grants. Performance measures are set at budget rates:

2023 LTI award	Weight	Threshold	Target	Maximum	Achieved	Awarded
Cumulated Net Sales (2023-2025)	50%	6,165	6,964	7,313	6,227	40%
Average Operating Income (2023-2025)	50%	25.9%	29.3%	31.8%	29.6%	110%
	100%				Total achievement	75%

Based on the results for the three year performance period 2022-2025, the achievement level was 75%, and these PSUs will vest in 2026.

Details of the PSUs granted and vested are presented in the tables for share-based rights below. Refer to Note 24 "Related Party Transactions" of the Consolidated Financial Statements for the total recognized accounting expense in accordance with IFRS 2 Share-based Payment.

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Share-based rights

The following tables sets forth the grant details of the long-term incentives of the Managing Board members as of December 31, 2025. PSUs have no exercise or purchase price.

Thierry Bernard							
Performance Stock Units (PSUs)							
Year of grant	Outstanding at December 31, 2024	Granted	Performance adjustment	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	143,229	—	—	143,229	\$38.40	—
2024	128,535	—	—	—	128,535	\$42.79	—
2023	119,695	—	—	—	119,695	\$45.95	—
2022	103,400	—	—	(103,400)	—	\$49.69	\$38.40
2021	—	—	—	—	—	\$48.38	—
2020	105,600	—	—	(105,600)	—	\$35.90	\$38.40
2019	—	—	—	—	—	\$38.43	—
2018	—	—	—	—	—	\$36.30	—
2018	4,710	—	—	—	4,710	\$33.70	—
2017	3,940	—	—	—	3,940	\$28.46	—
2016	7,650	—	—	—	7,650	\$24.38	—
2016	900	—	—	—	900	\$21.11	—
2015	850	—	—	(850)	—	\$25.26	\$38.40
	475,280	143,229	—	(209,850)	408,659		

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Roland Sackers

Performance Stock Units (PSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Performance adjustment	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	80,098	—	—	80,098	\$38.40	—
2024	74,439	—	—	—	74,439	\$42.79	—
2023	67,723	—	—	—	67,723	\$45.95	—
2022	66,740	—	—	(66,740)	—	\$49.69	\$38.40
2020	86,400	—	—	(86,400)	—	\$35.90	\$38.40
2018	10,300	—	—	—	10,300	\$33.70	—
2017	8,349	—	—	—	8,349	\$30.38	—
2016	15,349	—	—	—	15,349	\$24.38	—
2016	2,107	—	—	—	2,107	\$27.71	—
2016	4,705	—	—	—	4,705	\$21.11	—
2015	8,980	—	—	(8,980)	—	\$25.26	\$38.40
	345,092	80,098	—	(162,120)	263,070		

Clawback provisions

During 2025, no circumstances were identified by the Supervisory Board that resulted in the application of clawback provisions. The Supervisory Board has the right to recover variable remuneration from Managing Board members based on its statutory powers in case of a payment was made based on incorrect information in respect to target performance, material financial restatement or individual gross misconduct. Any value adjustment or clawback is at the discretion of the Supervisory Board. It will be accounted for in the Remuneration Report submitted to subsequent AGM.

Comparative information

Information on Change in Remuneration and Company Performance

The following table shows the annual change of remuneration based on accounting expense, performance of entity, average remuneration for other employees and pay ratio over the last five years.

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Annual change	2021 vs. 2020	2022 vs. 2021	2023 vs. 2022	2024 vs. 2023	2025 vs. 2024
Managing Board remuneration					
Thierry Bernard (as of June 2021)	3%	55%	(14%)	6%	4%
Roland Sackers	(4%)	17%	(15%)	(12%)	(10%)
Company performance					
Net sales (CER)	21%	—%	(13%)	1%	4%
Adj. operating income	20%	(13%)	(19%)	8%	9%
Adj. free cash flow	(7%)	30%	(43%)	43%	—%
Average remuneration (in \$ thousands)					
	2021	2022	2023	2024	2025
Average remuneration of employees ⁽¹⁾	102	98	100	102	111
CEO pay ratio (average)	64:1	104:1	88:1	90:1	87:1
CEO pay ratio (percent change)	(2%)	62%	(15%)	3%	(3%)

⁽¹⁾ Our employees are based in more than 25 countries so the average remuneration is significantly influenced by currency movements. The average remuneration of employees is obtained by dividing the total personnel costs as stated in Note 23 "Employee Benefits and Personnel Costs" (after subtracting the Managing Board remuneration) by the reported average number of full-time employees (minus two). Please refer to the additional discussion under remuneration of employees later in this report.

Pay ratio

Under the Dutch Corporate Governance Code, QIAGEN reports the ratio between the total annual remuneration of the CEO and the average annual remuneration of QIAGEN employees on a global basis. The average annual remuneration of employees was calculated based on the average number of payroll employees during the year.

Changes in the pay ratio over the reported period were driven primarily by changes in the CEO's total annual remuneration, in particular the timing and level of long-term incentive vesting, which is included in total remuneration in the year of vesting. The comparatively low ratio in 2021 is mainly explained by the fact that Mr. Thierry Bernard was newly appointed as CEO in March 2020, following his service as interim CEO, and joined the Managing Board at the Annual General Meeting in June 2020. As a result, no long-term incentive awards vested for Mr. Bernard in his capacity as CEO in 2021. This explains

the significant reduction in his total annual remuneration in 2022 and, as a result, the CEO pay ratio for that year. In the following year, the ratio increased significantly as LTI vestings attributable to his CEO role were recognized.

This ratio has been prepared in accordance with the Dutch Corporate Governance Code. It is not intended to comply with, and should not be interpreted as, the pay ratio disclosure requirements under ESRS, including ESRS S1, or under U.S. Securities and Exchange Commission regulations, which are based on different metrics and methodologies.

Management contracts

The contracts for Managing Board members are determined by the Supervisory Board and are built to comply with the framework of the 2025 Remuneration Policy, which was approved by Shareholders and is in accordance with Dutch law. An outline of these contracts is submitted to the AGM upon nomination for

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appointment. Due to the holding company nature of the legal entity QIAGEN N.V., Managing Board members may have additional contracts with other QIAGEN subsidiaries. Any compensation for these roles is consolidated in the remuneration reported above.

The contract for Mr. Bernard with QIAGEN N.V. is planned to end in 2026.

The contract for Mr. Sackers with QIAGEN N.V., which was entered into in 2004, has an indefinite term, but includes provisions for notice periods (six months from QIAGEN and three months from Mr. Sackers) for termination, among other topics. His appointment as a Managing Board member under this contract with QIAGEN N.V. is based on a one-year term and subject to annual appointment by the AGM. In the event of the sale or the transfer of all or substantially all of the Company's assets or business to an acquirer in one transaction or a series of transactions, including through a merger, consolidation or a transfer of shares to a third party (a "Transaction"), the Managing Board members are entitled under legacy contracts to a Change of Control payment commensurate to a multiple of two times their annual cash compensation (fixed payment plus annual bonus, includes salaries and bonuses set forth in employment agreements with other QIAGEN affiliates). Furthermore, unvested share-based compensation granted to the Managing Board members will be subject to an accelerated vesting in case of a Transaction.

Change of Control

For Mr. Sackers, the base salary is planned to increase in line with the budget for QIAGEN employees in his respective country. No change has been made to the target bonus level as a percentage of base salary nor to the PSU target grant level.

For 2026, the CFO was granted PSUs that are subject to rigorous performance criteria over a three-year performance period. The final level of PSUs will be determined upon completion of the three-year period from 2026–2028, and subject to the achievement of challenging performance goals: 50% for 2026–2028 cumulative net sales (at budget rates) and 50% for 2026–2028 average adjusted operating income margin (at budget rates). The results of these

confidential targets will be published in the Remuneration Report after the performance period ends in 2028.

Loans

Members of the Managing Board and Supervisory Board are not eligible for any loans.

Outlook: Managing Board remuneration in 2026

As the contract of Mr. Bernard is planned to end in 2026, no adjustments were made to his compensation. Mr. Bernard will not be granted LTIs in 2026 as well.

Remuneration Report

Supervisory Board Remuneration

At the AGM in June 2024, shareholders approved an updated Remuneration Policy for the Supervisory Board well above the 75% minimum threshold.

The fixed annual fees for Supervisory Board members remained unchanged since 2015, while the Policy simplified and significantly reduced fixed remuneration in the form of Restricted Share Units (RSUs) to align with market best practices. Additionally, a minimum shareholding guideline was also introduced for Supervisory Board members to better align interests with shareholders and other stakeholders.

Remuneration Policy summary

The Remuneration Policy of the Supervisory Board is designed to attract and retain highly qualified members. Remuneration is aligned to applicable market standards, considering peer companies of similar size and complexity in similar

industries. These companies represent the biotechnology, Life Sciences and diagnostics industries, and also reflect our nexus to the European markets as a Dutch company, as well as our significant U.S. presence as well as the fact that QIAGEN is a NYSE-listed company subject to U.S. regulations.

The Remuneration Policy also reflects the fact that many Supervisory Board members are residents of the U.S., a market that also represented more than 45% of QIAGEN's total sales in 2025. The level of remuneration rewards an intense involvement with QIAGEN, and the high level of responsibility and time spent that goes with it.

Fixed remuneration in cash

The Remuneration Policy provides for fixed annual retainers for the Chair and other members, and additional fees for Committee Chairs and members as follows:

Fee payable to the Chair of the Supervisory Board	\$150,000
Fee payable to each member of the Supervisory Board	\$57,500
Additional compensation payable to members holding the following positions:	
Chair of the Audit Committee	\$25,000
Member of the Audit Committee	\$15,000
Chair of the (i) Compensation & Human Resources Committee, (ii) the Nomination & Governance Committee, or (iii) the Science & Technology Committee	\$18,000
Member of the (i) Compensation & Human Resources Committee, (ii) the Nomination & Governance Committee, or (iii) the Science & Technology Committee	\$11,000
Chair of other Committees	\$12,000
Member of other Committees	\$6,000

Supervisory Board members are also reimbursed for tax consulting costs incurred in connection with the preparation of their tax returns up to an amount of €5,000 per person per year.

Remuneration Report

Fixed remuneration in Restricted Stock Units (RSUs)

The Supervisory Board members receive grants of Restricted Stock Units (RSUs) pursuant to the terms of the QIAGEN N.V. Stock Plan. These awards have no performance condition and are in line with the principle of the Dutch Corporate Governance Code that remuneration of Supervisory Board members should not be dependent on a company's results.

This compensation component has been a long and tested practice at QIAGEN since the Initial Public Offering (IPO) in 1996, and in line with the practices of many other companies, in particular peer companies in the U.S. where share-based compensation is often required for these types of roles. It has proven effective in attracting and retaining talented Supervisory Board members, as well as creating a strong commitment and creating alignment with our stakeholders, who have given this approach their broad support.

The RSUs represent rights to receive common shares at future dates if the individual continues to provide service to the Company.

In 2025, the Supervisory Board members received a grant of RSUs pursuant to the new Remuneration Policy, which was valued at \$230,000 on the grant date and will vest one year from that date.

Equity holding guideline

Based on the updated Remuneration Policy, Supervisory Board members are now required to hold QIAGEN shares with a value of at least 200% of their gross annual RSU award. The minimum shareholding may be built up over a multi-year period based on the after-tax value of shares after vesting, and does not require any personal share purchases. All vested shares are locked up until this requirement is fulfilled.

2025: Supervisory Board remuneration

For the year ended December 31, 2025, members of the Supervisory Board received the following compensation:

Supervisory Board member	Fixed remuneration	Committee chair	Committee membership	Total ⁽¹⁾	Restricted Stock Units (RSUs)
Stephen H. Rusckowski (Chair)	\$103,750	18,000	11,000	\$132,750	5,990
Dr. Metin Colpan	\$57,500	18,000	11,000	\$86,500	5,990
Dr. Toralf Haag	\$57,500	25,000	—	\$82,500	5,990
Dr. Ross L. Levine	\$57,500	—	11,000	\$68,500	5,990
Bert van Meurs	\$57,500	—	11,000	\$68,500	5,990
Eva van Pelt	\$57,500	—	15,000	\$72,500	5,990
Dr. Eva Pisa	\$57,500	18,000	—	\$75,500	5,990
Elizabeth E. Tallett	\$57,500	—	37,000	\$94,500	5,990
Lawrence A. Rosen ⁽²⁾	\$75,000	—	13,000	\$88,000	5,990
Dr. Elaine Mardis ⁽²⁾	\$28,750	—	11,000	\$39,750	5,990

⁽¹⁾ Supervisory Board members are reimbursed for travel costs and for any value added tax to be paid on their remuneration. These reimbursements are excluded from the amounts presented herein.

⁽²⁾ Mr. Rosen and Prof. Dr. Mardis did not stand for re-election at the AGM in June 2025.

Remuneration Report

In 2025, the Supervisory Board members received a grant of RSUs pursuant to the terms of the 2023 Stock Plan and in line with new Remuneration Policy 2024. This grant has a vesting period of one year. For the previous years, the Supervisory Board members received RSU grants pursuant to the terms of the 2014 Stock Plan, with 40% vested three years after the grant date and the remaining 60% five years after the grant date. Any granted awards will fully

vest in case of a change of control of QIAGEN. Refer to Note 24 Related Party Transactions of the Consolidated Financial Statements for the total recognized accounting expense in accordance with IFRS 2 Share-based Payment.

The following tables set forth the RSU holdings of the Supervisory Board:

Stephen H. Rusckowski

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	—	5,990	\$38.40	—
2024	7,056	—	—	7,056	\$42.79	—
	7,056	5,990	—	13,046		

Dr. Metin Colpan

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	—	5,990	\$38.40	—
2024	7,056	—	—	7,056	\$42.79	—
2023	7,917	—	—	7,917	\$45.95	—
2022	6,980	—	(2,792)	4,188	\$49.69	\$38.40
2021	4,490	—	—	4,490	\$50.00	—
2020	5,656	—	(5,656)	—	\$35.90	\$38.40
	32,099	5,990	(8,448)	29,641		

Remuneration Report

Dr. Toralf Haag

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	—	5,990	\$38.40	—
2024	7,056	—	—	7,056	\$42.79	—
2023	7,917	—	—	7,917	\$45.95	—
2022	6,980	—	(2,792)	4,188	\$49.69	\$38.40
2021	4,490	—	—	4,490	\$50.00	—
	26,443	5,990	(2,792)	29,641		

Prof. Dr. Ross L. Levine

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	—	5,990	\$38.40	—
2024	7,056	—	—	7,056	\$42.79	—
2023	7,917	—	—	7,917	\$45.95	—
2022	6,980	—	(2,792)	4,188	\$49.69	\$38.40
2021	4,490	—	—	4,490	\$50.00	—
2020	5,656	—	(5,656)	—	\$35.90	\$38.40
	32,099	5,990	(8,448)	29,641		

Remuneration Report

Bert van Meurs

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	—	5,990	\$38.40	—
	—	5,990	—	5,990		

Eva van Pelt

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	—	5,990	\$38.40	—
	—	5,990	—	5,990		

Dr. Eva Pisa

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	—	5,990	\$38.40	—
2024	7,056	—	—	7,056	\$42.79	—
2023	7,917	—	—	7,917	\$45.95	—
	14,973	5,990	—	20,963		

Remuneration Report

Elizabeth E. Tallett

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	—	5,990	\$38.40	—
2024	7,056	—	—	7,056	\$42.79	—
2023	7,917	—	—	7,917	\$45.95	—
2022	6,980	—	(2,792)	4,188	\$49.69	\$38.40
2021	4,490	—	—	4,490	\$50.00	—
2020	5,656	—	(5,656)	—	\$35.90	\$38.40
	32,099	5,990	(8,448)	29,641		

Lawrence A. Rosen

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Forfeited	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	(5,990)	—	—	\$38.40	\$48.04
2024	7,056	—	(2,383)	(4,673)	—	\$42.79	\$48.04
2023	7,917	—	(7,917)	—	—	\$45.95	\$48.04
2022	6,980	—	(6,980)	—	—	\$49.69	\$44.18
2021	4,490	—	(4,490)	—	—	\$50.00	\$48.04
2020	5,656	—	(5,656)	—	—	\$35.90	\$38.40
	32,099	5,990	(33,416)	(4,673)	—		

Remuneration Report

Prof. Dr. Elaine Mardis

Restricted Stock Units (RSUs)

Year of grant	Outstanding at December 31, 2024	Granted	Vested	Forfeited	Outstanding at December 31, 2025	Share price on grant date	Share price on release date
2025	—	5,990	(5,990)	—	—	\$38.40	\$48.04
2024	7,056	—	(2,383)	(4,673)	—	\$42.79	\$48.04
2023	7,917	—	(4,679)	(3,238)	—	\$45.95	\$48.04
2022	6,980	—	(5,584)	(1,396)	—	\$49.69	\$43.22
2021	4,490	—	(3,891)	(599)	—	\$50.00	\$48.04
2020	5,656	—	(5,656)	—	—	\$35.90	\$38.40
	32,099	5,990	(28,183)	(9,906)	—		

Remuneration Report

Share Ownership

QIAGEN requires the Managing Board members and other senior executives to build up a significant share ownership to underscore their alignment to the interests of the Company and its shareholders. Under the Remuneration Policy, Managing Board members must build up a shareholding equal in value to five

times their net base salary (after taxes) within four years of their first appointment. At the end of 2025, Mr. Bernard and Mr. Sackers both complied with the requirement. The following table sets forth certain information as of January 31, 2026, concerning the ownership of Common Shares by our Managing Board and Supervisory Board members. In preparing the following table, we have relied on information furnished by such persons.

	Shares beneficially owned ⁽¹⁾	Stock awards that could become releasable on or prior to April 1, 2026
Thierry Bernard	374,738	98,321
Roland Sackers	349,195	57,604
Dr. Metin Colpan ⁽²⁾	167,231	13,646
Dr. Toralf Haag	4,147	13,646
Mark Stevenson	—	—
Bert van Meurs	—	5,990
Eva van Pelt	—	5,990
Dr. Eva Pisa	—	9,156
Stephen H. Rusckowski	22	5,990
Elizabeth Tallett	49,124	13,646

⁽¹⁾ The number of Common Shares outstanding as of January 31, 2026, was 206,074,753. The persons named in the table have sole voting and investment power with respect to all shares shown as beneficially owned by them and have the same voting rights as shareholders with respect to Common Shares.

⁽²⁾ Shares beneficially owned include 100,355 shares held by CC Verwaltungs GmbH, an entity which is controlled by Dr. Colpan.

Remuneration Report

Remuneration to employees

QIAGEN has more than 5,700 employees in over 25 countries, and the remuneration principles discussed above are taken into consideration in developing the compensation policies for all of our employees.

Competitive remuneration is key to attracting top talent throughout all levels of the organization and our "pay for performance" culture applies at every level.

We strive to achieve fair pay with cash compensation commensurate with the market range and in accordance with an employee's role, qualifications, experience and performance.

All employees have a combination of base salary and STIs. They share the same system of Corporate (comprised of Financial and Team Goals) and Personal Goals. The variable portion of pay linked to the achievement of Corporate Goals rises in proportion to Personal Goals with each job level, in line with greater responsibility and more impact on our performance. In 2025, total employee salaries increased by an average of 4.2% versus 3.1% for the Managing Board members.

QIAGEN also has frameworks in place for share-based compensation, as well as incentive programs for new ideas and innovation. All members of QIAGEN management participate in our stock plan and are eligible to receive LTIs that are subject to performance and/or service requirements. These performance targets are the same as those applied to Managing Board members.

Employee share-based remuneration

Pursuant to the 2023 Stock Plan (the 2023 Plan), stock rights – which include options to purchase our Common Shares, stock grants and stock-based awards – may be granted to employees of QIAGEN and its subsidiaries. Generally, the stock-based awards have terms of up to three years, subject to earlier termination in the event of death, disability or other termination of employment.

Some grants were made previously under the 2014 Stock Plan that also included a 5-year vesting tranche. The vesting and exercisability of certain stock rights would be accelerated in the event of a change of control, as defined in the agreements. Treasury Shares are issued to satisfy option exercises and award releases.

The Plan is administered by the Compensation & Human Resources Committee of the Supervisory Board, which selects participants from among eligible employees, and determines the number of shares to be received subject to the stock-based award, the length of time the award will remain outstanding, the manner and time of the award's vesting, the price per share subject to the award, and other terms and conditions of the award consistent with the Plan.

Remuneration Report

Details with respect to PSUs outstanding are set out below:

Performance Stock Units	Shares	Weighted average purchase price	Weighted average remaining contractual term (in years)	Weighted average grant date (Fair value)
Outstanding December 31, 2024	1,795,450	\$0.00		\$43.08
Awarded	568,817	\$0.00		\$42.60
Released	(743,395)	\$0.00		\$41.14
Forfeited	(151,009)	\$0.00		\$44.40
Outstanding December 31, 2025	1,469,863	\$0.00	1.41	\$43.74
Vested and expected to vest	1,348,474	\$0.00	1.37	\$43.77

Details with respect to RSUs outstanding are set out below:

Restricted Stock Units	Shares	Weighted average purchase price	Weighted average remaining contractual term (in years)	Weighted average grant date (Fair value)
Outstanding December 31, 2024	804,184	\$0.00		\$44.46
Awarded	301,695	\$0.00		\$43.98
Released	(261,698)	\$0.00		\$45.82
Forfeited	(91,506)	\$0.00		\$44.44
Outstanding December 31, 2025	752,675	\$0.00	1.50	\$43.81
Vested and expected to vest	687,103	\$0.00	1.45	\$43.82



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