



2026 Annual General Meeting

Venlo, the Netherlands
June 24, 2026



1

Opening



2

**Managing Board Report for the year ended
December 31, 2025 (“Calendar year 2025”)**

Thierry Bernard
Chief Executive Officer

Managing Board Report

Strategy Update

Forward looking and intended use statements



Safe Harbor Statement: Certain statements contained in this presentation may be considered forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Exchange Act of 1934, as amended. These statements can be identified by the use of forward-looking terminology such as “believe”, “hope”, “plan”, “intend”, “seek”, “may”, “will”, “could”, “should”, “would”, “expect”, “anticipate”, “estimate”, “continue”, “target” or other similar words. To the extent that any of the statements contained herein relating to QIAGEN’s products, timing for launch and development, marketing and/or regulatory approvals, financial and operational outlook, growth and expansion, acquisitions, collaborations, markets, strategy or operating results, including without limitation its expected net sales, net sales of particular products, net sales in particular geographies, adjusted net sales, expansion of adjusted operating income margin, returns to shareholders, progressive dividend payments, product portfolio management, product launches (including anticipated launches of our sequencing solutions, testing platforms, panels and systems), leveraging AI technology, improvements in operating and financial leverage, currency movements against the U.S. dollar, plans for investment in our portfolio and share repurchase commitments, our expectations relating to our adjusted tax rate, debt maturity and repayment, our ability to grow adjusted earnings per share at a greater rate than sales, our ability to improve operating efficiencies and maintain disciplined capital allocation, are forward-looking, such statements are based on current expectations and assumptions that involve a number of uncertainties and risks. Such uncertainties and risks include, but are not limited to, risks associated with our dependence on the development and success of new products; management of growth and expansion of operations (including the effects of currency fluctuations, tariffs, tax laws, regulatory processes and logistics and supply chain dependencies); variability of operating results; integration of acquired businesses; changes in relationships with customers, suppliers and strategic partners; competition; rapid or unexpected changes in technologies; fluctuations in demand for QIAGEN’s products (including fluctuations due to general economic conditions, the level and timing of customers’ funding, budgets and other factors, including delays or limits in the amount of reimbursement approvals or public health funding); our ability to obtain and maintain product regulatory approvals; difficulties in successfully adapting QIAGEN’s products to integrated solutions and producing such products; the ability of QIAGEN to identify and develop new products and to differentiate and protect our products from competitors’ products; market acceptance of new products and the integration of acquired technologies and businesses; actions of governments, global or regional economic developments, including inflation and changing interest rates, weather or transportation delays, natural disasters, cyber security breaches, political or public health crises, and the resulting impact on the demand for our products and other aspects of our business, or other force majeure events; litigation risk, including patent litigation and product liability; debt service obligations; volatility in the public trading price of our common shares; as well as the possibility that expected benefits related to recent or pending acquisitions may not materialize as expected; and the other factors discussed under the heading “Risk Factors” in our most recent Annual Report on Form 20-F. For further information, please refer to the discussions in reports that QIAGEN has filed with, or furnished to, the U.S. Securities and Exchange Commission.

Regulation G: In this presentation, QIAGEN reports adjusted results, as well as results on a constant exchange rate (CER) basis, and other non-U.S. GAAP figures (generally accepted accounting principles), to provide additional insight on performance. Adjusted results include adjusted net sales, adjusted net income, adjusted gross profit, adjusted operating expenses, adjusted operating income, adjusted operating income margin, adjusted net income before taxes, adjusted income tax, adjusted tax rate, adjusted EBITDA, adjusted EPS, adjusted diluted EPS and free cash flow. Adjusted results are non-GAAP financial measures QIAGEN believes should be considered in addition to reported results prepared in accordance with GAAP but should not be considered as a substitute. QIAGEN believes certain items should be excluded from adjusted results when they are outside of its ongoing core operations, vary significantly from period to period, or affect the comparability of results with its competitors and its own prior periods. QIAGEN does not reconcile forward-looking non-GAAP financial measures to the corresponding GAAP measures due to the high variability and difficulty in making accurate forecasts and projections that are impacted by future decisions and actions. Accordingly, reconciliations of these forward-looking non-GAAP financial measures to the corresponding GAAP measures are not available without unreasonable effort. However, the actual amounts of these excluded items will have a significant impact on QIAGEN’s GAAP results.

QIAGEN at a glance



Highly recurring revenues



~90%

Consumables
and related
revenues



~10%

Instruments

~5,700

employees known as QIAGENers

>500,000

customers worldwide

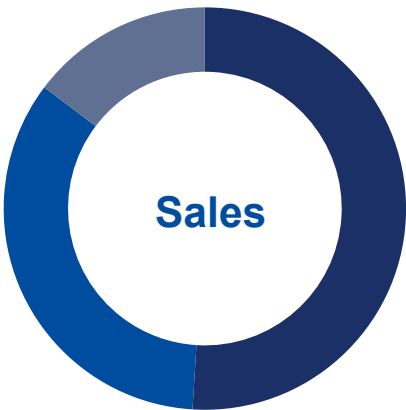
A global company with scale

\$2.09 billion
sales

QGEN
LISTED
NYSE

DAX

TecDAX



~52%
Americas

~34%
EMEA

~14%
Asia-Pacific / Japan

Balanced customer markets



Life
Sciences
~50%



Molecular
Diagnostics
~50%

Leading from the first step in lab workflows



Samples

Sample preparation

Detection

Insights



Any
biological
sample

Sample
technologies

#1



PCR

QIAcuity dPCR

#2



Genomics / NGS

QIAGEN Digital Insights

#1



Diagnostic solutions

QuantiFERON

QIAstat-Dx

#1

#2



Life Sciences Customers

Academic labs
Government research labs
Pharma / Biotech
Forensics / Human ID

~\$6 bn
total addressable
market (2025)

Molecular Diagnostics Customers

Hospitals / Decentralized healthcare
Reference labs
Pharma partnerships
Public health agencies

~\$6 bn
total addressable
market (2025)

Current market segment position

2025: Achieving total sales target of growth pillars



Sample tech	QuantiFERON	QIAcuity	QIAstat-Dx	QDI	Growth pillars total sales (CER)
					

2025 CER sales	\$653 mn	\$501 mn	\$87 mn	\$136 mn	\$112 mn	\$1.49 bn target achieved 8% CER growth
----------------	----------	----------	---------	----------	----------	---

2025 CER targets	~\$650 mn	~\$500 mn	~\$105 mn	~\$130 mn	~\$105 mn	\$1.49 bn
------------------	-----------	-----------	-----------	-----------	-----------	-----------

Reaffirming 2028 target: ≥\$2 bn CER sales from growth pillars

CER – Constant exchange rates

2025: Delivering in a volatile environment



Sample technologies

- First QIA Symphony Connect placements and QIA Sprint Connect orders, QIAmini on track
- High single-digit growth in automated consumables
- Parse: Entry into high-growth single-cell market with exponentially scalable and differentiated technology



QuantiFERON

- >160 mn tests since launch
- EU launch of high-throughput chemistry (Diasorin)



QIAcuity digital PCR

- >3,200 cumulative placements
- Accelerating in oncology, CDx, cell and gene therapy



QIAstat-Dx

- >5,200 cumulative placements
- Blood culture panels submission in the U.S. and EU



QIAGEN Digital Insights (QDI)

- >150,000 users across >90 countries
- Integration and expansion of Franklin platform

\$2.09 bn

net sales in
2025

\$2.38

adj. diluted
EPS in 2025

2026: Executing across our growth pillars



Sample tech



Advancing sample processing workflows

QuantiFERON



Enhancing workflow and customer retention

QIAcuity



Addressing the growing digital PCR opportunity

QIAstat-Dx



Growing syndromic testing adoption

QDI



Capitalizing on top market position

2026

progress

Launching QIA sprint Connect

Expanding Parse with new Evercode chemistry

Driving full QFT automation with Inpeco and Diasorin

Accelerating high-throughput test adoption in the U.S.

Expanding gene expression solutions

Broadening CGT quality control portfolio

Launching BCID panel in Europe

Expanding GI testing with QIAstat-Dx Rise

NVIDIA collaboration on AI-enabled drug discovery

Ongoing QDI knowledge integration into Franklin

Advancing growth through innovation, launches and partnerships

Strengthening our portfolio with targeted M&A



**The fastest-growing
single-cell company**

- Leader in **instrument-free, highly scalable** single-cell sequencing technology leader
- Serving **>3,000 labs** globally across more than **40 countries**
- Adopted by **50 of the top 50** research institutions
- Used by **10 of the top 10** pharma companies



**Advancing clinical
genomics insights**

- Strengthening **clinical bioinformatics** through Franklin
- Supporting **>150,000** case interpretations in **>1,700** organizations
- Accelerating **scalable** genomic data interpretation
- Unlocking value through **HGMD, COSMIC** and **QIAGEN Knowledge Base (QKB)** integration into Franklin

Q1 2026: Achieving adjusted EPS outlook amid mixed sales trends



1 Q1 2026 results: Mixed net sales trends, adj. EPS achieving outlook

- \$492 mn net sales (+2% actual, -1% CER vs. $\geq 1\%$ CER outlook)
- \$0.54 CER adjusted diluted EPS in line with outlook

2 Strong growth among key pillars, led by Sample technologies and QIAcuity

- Sample technologies: +9% CER growth, +3% CER growth excluding Parse
- QIAcuity: Double-digit CER growth on instrument placements and consumables expansion
- QDI: Solid single-digit growth

3 QuantiFERON sales impacted by lower immigration testing demand

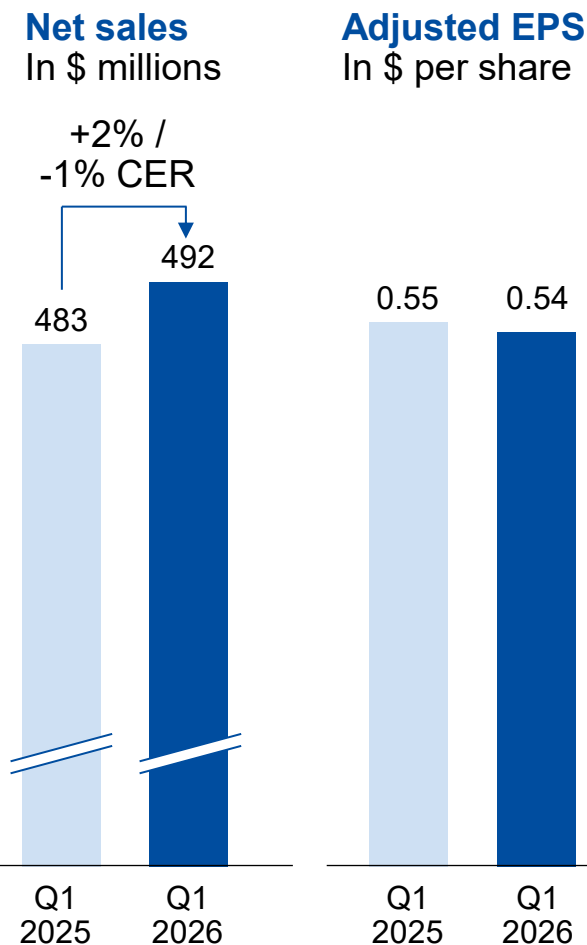
- -5% CER decline mainly due to sharply lower immigration testing (U.S. / Middle East)
- Solid trends in other key patient testing groups and key markets worldwide

4 Ongoing solid profitability

- 27.4% adj. operating income margin
- Absorbed about 3.4 ppts headwinds from tariffs, currency movements and acquisitions

5 Updated FY 2026 outlook

- $\sim +1\text{-}2\%$ CER net sales growth, led by $\sim +4\%$ CER growth in H2 2026
- $\geq \$2.43$ CER adjusted diluted EPS



Driving profitable growth through operational excellence



Operational excellence

Positioning QIAGEN for stronger profitable growth

Organizational design

Foster agility and ownership in decision-making

Portfolio streamlining

Continued disciplined portfolio management

Process optimization

Drive key process scalability with S/4HANA upgrade

Site network strategy

Improve capacity utilization through network optimization

Digitization

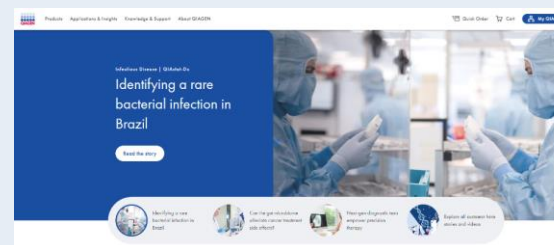
Accelerating growth and efficiency across QIAGEN

>3.5 million

commercial website visits / year with ~22% increase (2019-25)

~67%

digital transaction share enabling **touchless orders**



~30

dedicated cross-functional AI initiatives, including:

- > Manufacturing
- > Regulatory
- > Customer service

Supporting sustainable value creation through ESG leadership



Environmental responsibility

Net zero

carbon emission
target (2050)

Investing in people

37%

female leadership (2025)

Serving society

75.7

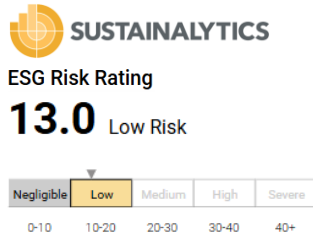
Service NPS-T score
exceeding goal of 64.5 (2025)

Business with integrity

94%

completion rate for Code
of Conduct training (2025)

Top ESG ratings



2025: Executing on our strategy to deliver solid profitable growth



-  **Delivering on our commitments with strategic focus**
-  **Advancing growth pillars through differentiation and partnerships**
-  **Building leadership in high-growth market opportunities**
-  **Driving operational excellence to enhance future growth**

Roland Sackers
Chief Financial Officer

Managing Board Report

Finance

Forward looking and intended use statements



Safe Harbor Statement: Certain statements contained in this presentation may be considered forward-looking statements within the meaning of Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Exchange Act of 1934, as amended. These statements can be identified by the use of forward-looking terminology such as “believe”, “hope”, “plan”, “intend”, “seek”, “may”, “will”, “could”, “should”, “would”, “expect”, “anticipate”, “estimate”, “continue”, “target” or other similar words. To the extent that any of the statements contained herein relating to QIAGEN’s products, timing for launch and development, marketing and/or regulatory approvals, financial and operational outlook, growth and expansion, acquisitions, collaborations, markets, strategy or operating results, including without limitation its expected net sales, net sales of particular products, net sales in particular geographies, adjusted net sales, expansion of adjusted operating income margin, returns to shareholders, progressive dividend payments, product portfolio management, product launches (including anticipated launches of our sequencing solutions, testing platforms, panels and systems), leveraging AI technology, improvements in operating and financial leverage, currency movements against the U.S. dollar, plans for investment in our portfolio and share repurchase commitments, our expectations relating to our adjusted tax rate, debt maturity and repayment, our ability to grow adjusted earnings per share at a greater rate than sales, our ability to improve operating efficiencies and maintain disciplined capital allocation, are forward-looking, such statements are based on current expectations and assumptions that involve a number of uncertainties and risks. Such uncertainties and risks include, but are not limited to, risks associated with our dependence on the development and success of new products; management of growth and expansion of operations (including the effects of currency fluctuations, tariffs, tax laws, regulatory processes and logistics and supply chain dependencies); variability of operating results; integration of acquired businesses; changes in relationships with customers, suppliers and strategic partners; competition; rapid or unexpected changes in technologies; fluctuations in demand for QIAGEN’s products (including fluctuations due to general economic conditions, the level and timing of customers’ funding, budgets and other factors, including delays or limits in the amount of reimbursement approvals or public health funding); our ability to obtain and maintain product regulatory approvals; difficulties in successfully adapting QIAGEN’s products to integrated solutions and producing such products; the ability of QIAGEN to identify and develop new products and to differentiate and protect our products from competitors’ products; market acceptance of new products and the integration of acquired technologies and businesses; actions of governments, global or regional economic developments, including inflation and changing interest rates, weather or transportation delays, natural disasters, cyber security breaches, political or public health crises, and the resulting impact on the demand for our products and other aspects of our business, or other force majeure events; litigation risk, including patent litigation and product liability; debt service obligations; volatility in the public trading price of our common shares; as well as the possibility that expected benefits related to recent or pending acquisitions may not materialize as expected; and the other factors discussed under the heading “Risk Factors” in our most recent Annual Report on Form 20-F. For further information, please refer to the discussions in reports that QIAGEN has filed with, or furnished to, the U.S. Securities and Exchange Commission.

Regulation G: In this presentation, QIAGEN reports adjusted results, as well as results on a constant exchange rate (CER) basis, and other non-U.S. GAAP figures (generally accepted accounting principles), to provide additional insight on performance. Adjusted results include adjusted net sales, adjusted net income, adjusted gross profit, adjusted operating expenses, adjusted operating income, adjusted operating income margin, adjusted net income before taxes, adjusted income tax, adjusted tax rate, adjusted EBITDA, adjusted EPS, adjusted diluted EPS and free cash flow. Adjusted results are non-GAAP financial measures QIAGEN believes should be considered in addition to reported results prepared in accordance with GAAP but should not be considered as a substitute. QIAGEN believes certain items should be excluded from adjusted results when they are outside of its ongoing core operations, vary significantly from period to period, or affect the comparability of results with its competitors and its own prior periods. QIAGEN does not reconcile forward-looking non-GAAP financial measures to the corresponding GAAP measures due to the high variability and difficulty in making accurate forecasts and projections that are impacted by future decisions and actions. Accordingly, reconciliations of these forward-looking non-GAAP financial measures to the corresponding GAAP measures are not available without unreasonable effort. However, the actual amounts of these excluded items will have a significant impact on QIAGEN’s GAAP results.

2025: Solid results with adjusted EPS exceeding outlook



Growth

FY 2025 growth at high end of outlook

- \$2.069 bn CER, +5% CER and at the high end of outlook of ~+4-5% CER
- \$1.49 bn CER sales from growth pillars on target, +8% CER growth
- QIAstat-Dx (+24% CER) and QuantiFERON (+10% CER) as key drivers



Profitability

Improvements in adj. diluted EPS and adj. operating income margin

- **Margin:** 29.5% adj. operating income margin, +0.8 ppt vs. 2024, despite headwinds of ~120 bps from tariffs and currency movements
- **Adj. diluted EPS:** \$2.40 CER vs. outlook of ~\$2.38 CER in 2025
- **Operating cash flow:** \$654 mn for 2025 while absorbing cash restructuring payments

2025
Net sales

\$2.090 bn

(\$2.069 bn CER)

+5% CER

vs. 2024

2025
Adj. diluted
EPS

\$2.38

(\$2.40 CER)

+10% CER

vs. 2024

2025
Adj.
operating
margin

29.5%

+0.8 ppt

vs. 2024

2025
Operating
cash flow

\$654 mn

vs. \$674 mn
in 2024



2025: Financial review (U.S. GAAP)



In \$ millions (Except EPS and diluted shares)	2025	2024	Change
Net sales	2,090	1,978	6%
Net sales - CER	2,069		5%
Operating income	466	98	377%
Adjusted operating income	616	567	9%
Net income	425	84	408%
Adjusted net income	522	491	6%
Diluted EPS	\$1.94	\$0.37	424%
Adjusted diluted EPS	\$2.38	\$2.18	9%
Adjusted diluted EPS - CER	\$2.40		10%
Diluted shares (in millions)	219	225	
Net cash provided by operating activities	654	674	-3%
Free cash flow ⁽¹⁾	453	506	-10%
Group liquidity ⁽²⁾	1,099	1,153	
Net debt ⁽³⁾	556	239	
Leverage ratio ⁽⁴⁾	0.7x	0.3x	

(1) Free cash flow is a non-GAAP financial measure and is calculated from net cash provided by operating activities reduced by purchases of property, plant and equipment

(2) Group liquidity is the sum of cash and cash equivalents and short-term investments

(3) Net debt is equal to total outstanding long-term debt minus group liquidity

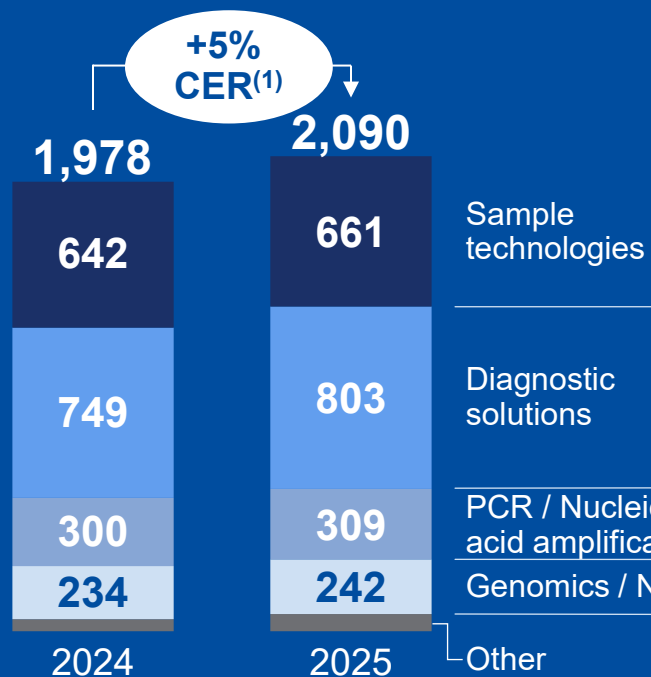
(4) Leverage ratio is calculated on trailing four quarters as net debt / adjusted EBITDA

CER – Constant exchange rates | Refer to accompanying tables for reconciliation of reported to adjusted figures

2025: Sales performance by product group

Sales by product group

(In \$ millions at actual rates)



Sales performance by product group

In \$ millions at actual rates /
change in actual, CER rates

2025

Sales % change % CER

Sample technologies

661 3% 2%

Diagnostic solutions⁽²⁾

803 7% 6%

Of which QuantiFERON

503 11% 10%

Of which QIAstat-Dx

139 27% 24%

Of which NeuMoDx

9 -72% -72%

Of which Other

152 -1% -2%

PCR / Nucleic acid amplification

309 3% 1%

Genomics / NGS

242 3% 2%

Other

75 41% 42%

Total

2,090 6% 5%

(1) Net sales \$2.069 billion CER (+5% at constant exchange rates, +6% at actual rates)

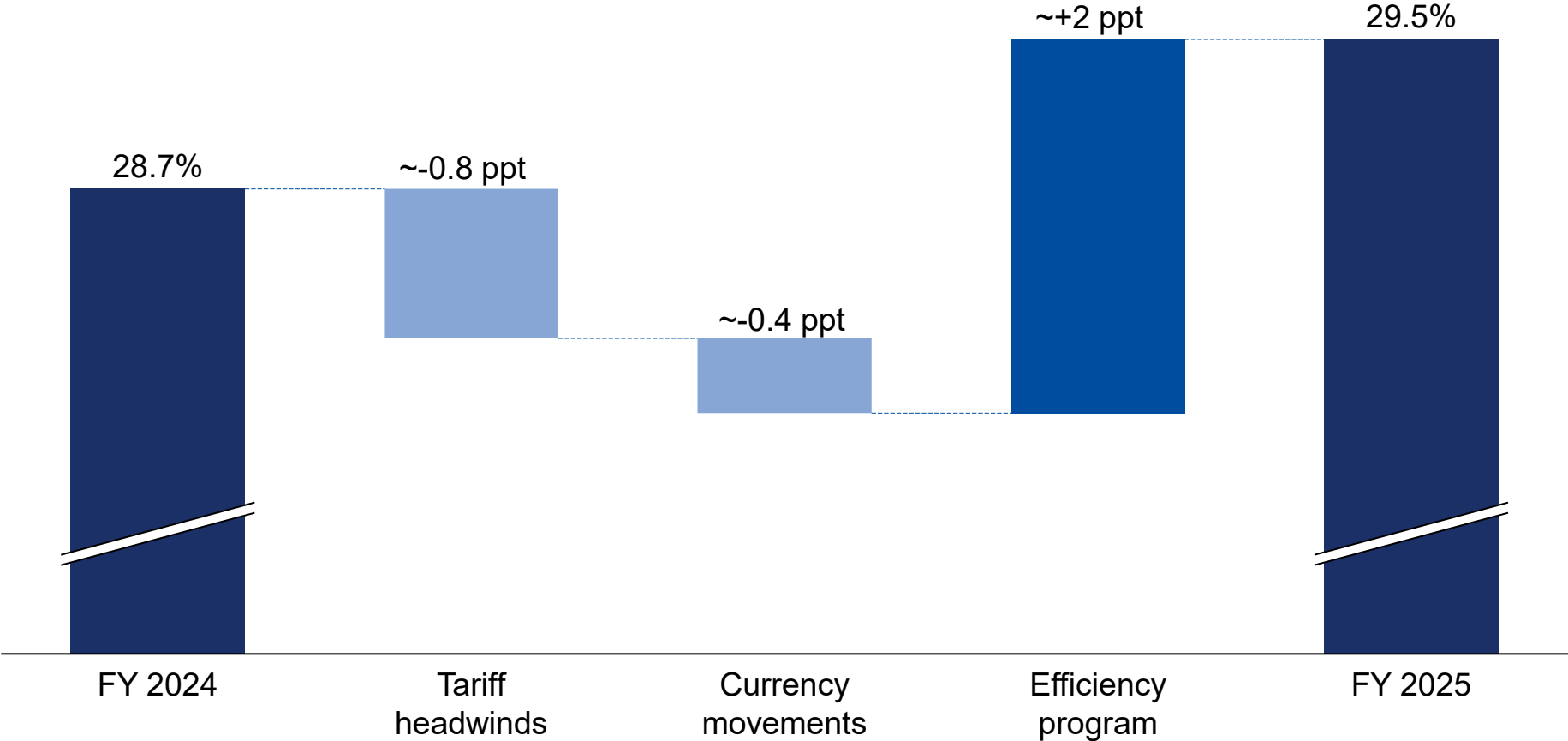
(2) Includes QIAcuity digital PCR Dx revenues in 2025 (\$15 million). QIAcuity is split between Diagnostic solutions and PCR / Nucleic acid amplification.

CER – Constant exchange rates | Tables may contain rounding differences. | Percentage changes are to prior-year periods.

2025: Efficiency gains drive margin expansion



Adjusted operating income margin



Continuous solid operational margin expansion driven by operational leverage

ppt – Percentage points

2025: Reconciliation to adjusted results (U.S. GAAP)



In \$ millions (Except EPS)	Net sales	Gross profit	Operating income	Pre-tax income	Income tax	Tax rate	Net income	Diluted EPS ⁽¹⁾
Full year 2025								
Reported results	2,090.0	1,299.5	465.9	490.3	(65.4)	13%	424.9	1.94
<i>Adjustments</i>								
Business integration, acquisition and restructuring-related items (a)		32.3	86.7	86.7	(23.6)		63.1	0.29
Purchased intangibles amortization (b)		55.2	63.2	63.2	(15.9)		47.3	0.22
Non-cash other income, net (c)				2.6	(0.6)		2.0	0.01
Certain income tax items (d)					(15.4)		(15.4)	(0.07)
Total adjustments		87.5	149.9	152.6	(55.5)		97.1	0.44
Adjusted results	2,090.0	1,387.0	615.8	642.9	(120.9)	19%	522.0	2.38

(1) Diluted weighted average number of common shares at year-end 2025: 218.9 million

(a) Results include costs for acquisition projects, including the acquisition of GNX Data Systems Ltd. (doing business as Genoox) completed in May 2025 and Parse Biosciences completed in December 2025. It also includes costs incurred in connection with streamlining operations and improving overall efficiency as well as costs related to various contemplated and completed acquisition projects and their subsequent integration

(b) Adjustment includes the amortization of Genoox and Parse intangible assets acquired in Q2 2025 and Q4 2025, respectively

(c) Adjustment includes the full impairment of an equity method investment

(d) These items represent updates in QIAGEN's assessment of ongoing examinations or other tax items that are not indicative of the Company's normal future income tax expense

Tables may contain rounding differences

2025: Review of U.S. GAAP and IFRS results



Consolidated Income Statements

In \$ millions (Except per share data)	U.S. GAAP 2025	IFRS 2025	Difference (U.S. GAAP vs. IFRS)
Net sales	2,090.0	2,090.0	—
Gross profit	1,299.5	1,292.9	6.6
Income from operations	465.9	467.6	(1.8)
Net income	424.9	437.0	(12.1)
Earnings per share attributable to equity holders of QIAGEN N.V.			
Basic weighted average number of common shares	217.2	217.2	
Diluted weighted average number of common shares	218.9	218.9	
Basic earnings in \$ per share	\$1.96	\$2.01	(\$0.05)
Diluted earnings in \$ per share	\$1.94	\$2.00	(\$0.06)

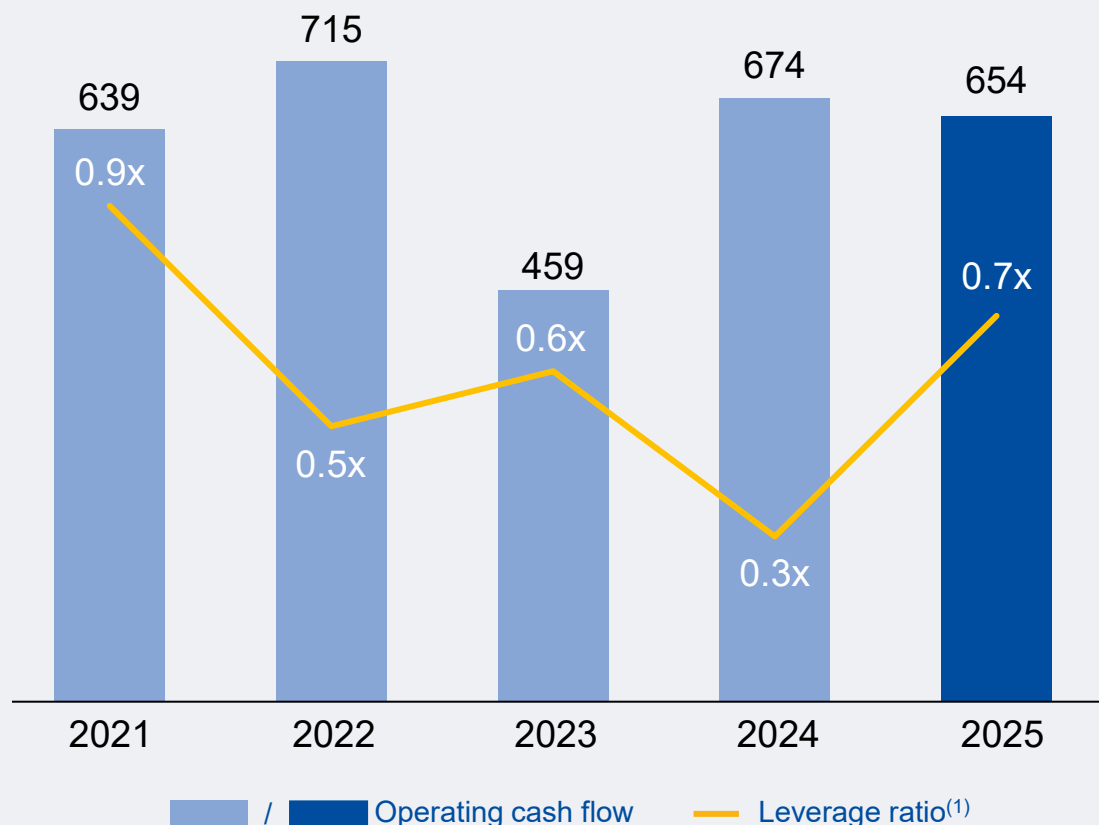
IFRS net income difference primarily due to revaluation of convertible notes

Strong cash flow enables disciplined capital allocation



Operating cash flow and leverage ratio

(In \$ millions)



Investing to drive shareholder value

Organic investments in growth

Focusing on R&D, CAPEX and generating operational efficiencies through AI

Targeted value-creating M&A

Pursuing businesses with financially attractive profiles and sales-accretive growth

Returns to shareholders

Proposing 40% dividend increase and seeking shareholder approval for share buybacks

(1) Leverage ratio is calculated on trailing four quarters as net debt / adjusted EBITDA

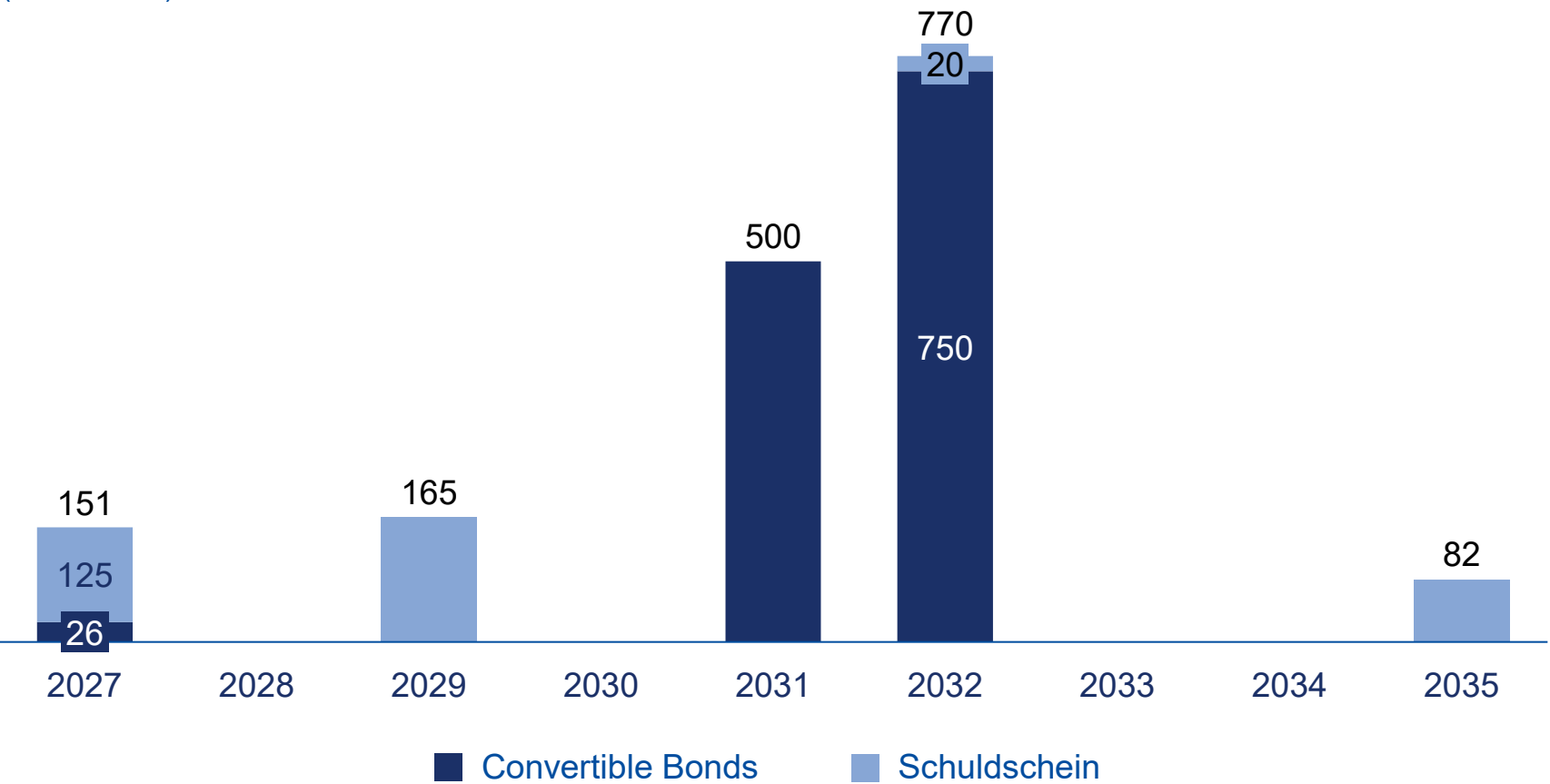
2025 leverage ratio increased to 0.7x as of December 31, 2025, compared to 0.3x at the end of 2024, and increased to 1.3x after completion of the approximately \$500 million synthetic share repurchase in January 2026

Healthy balance sheet supports long-term value creation



Maturities of debt instruments⁽¹⁾

(In \$ millions)



(1) Notional value as of December 31, 2025
2027: Remaining outstanding notional value of convertible note after repayment at bondholder put date in December 2025
2031: Put option in September 2029 for \$500 million convertible note
2032: Put option in September 2030 for \$750 million convertible note

QIAGENers are the source of our success



Employees by region ⁽¹⁾	2025	2024
Americas	1,210	1,252
Europe, Middle East & Africa	3,318	3,352
Asia Pacific, Japan and Rest of World	1,126	1,161
Total	5,654	5,765

Employees by function ⁽¹⁾	2025	2024
Production	27%	28%
Research & Development	17%	18%
Sales	38%	37%
Marketing	6%	6%
Administration	12%	11%
Total	100%	100%

(1) As of December 31, 2025



2025: Investor Relations activities



2025 Deep Dive events



QuantiFERON

144 participants

4 customer testimonials

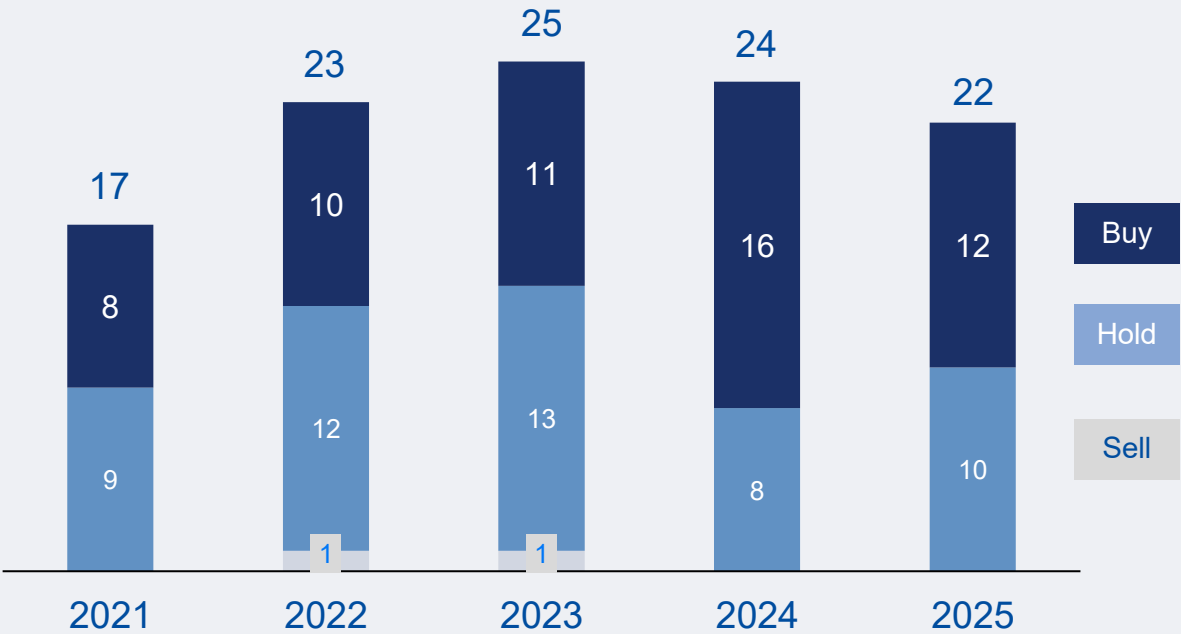


Sample tech

106 participants

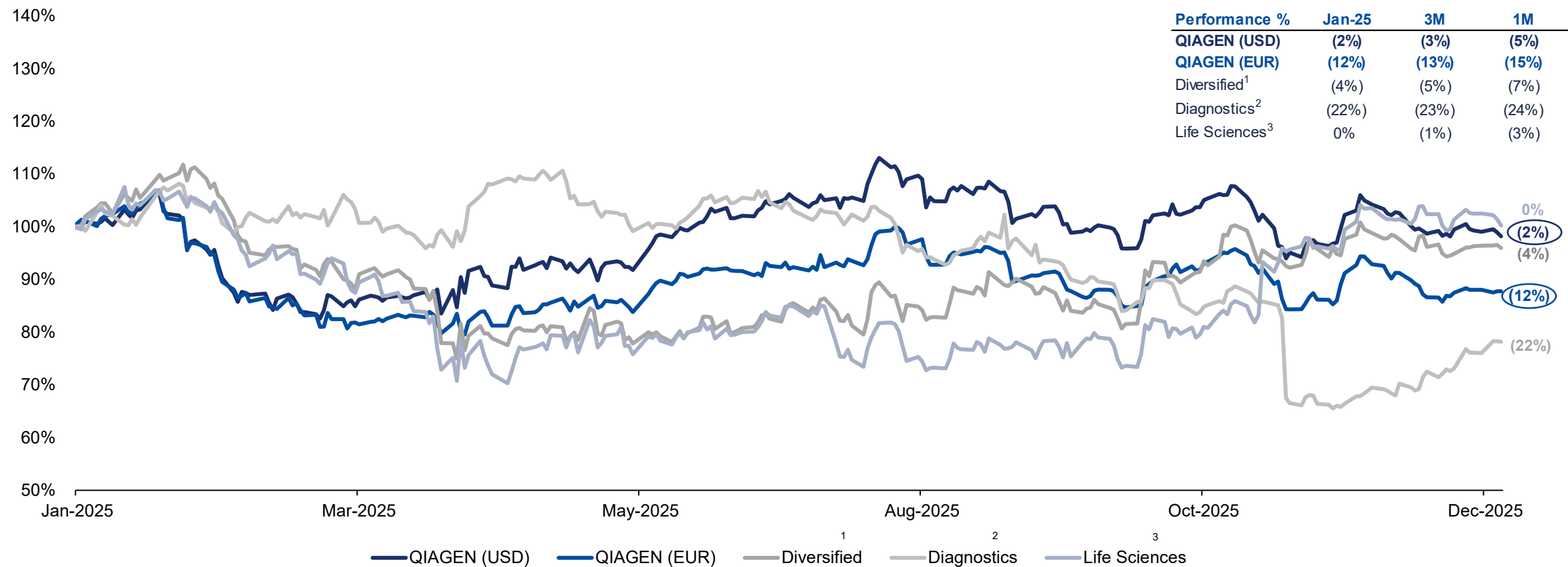
4 customer testimonials

Development of sell-side ratings



2026 IR Impact Award:
Top 5 in "Best innovation in shareholder communication" and "Best Investor Event"

2025: Share price performance



Capital IQ; Note: Performance of Diversified, Diagnostics and Life Sciences refers to the median of the respective peer set
(1) Diversified includes Agilent, Avantor, Bio-Rad, Danaher, Revvity and Thermo Fisher | (2) Diagnostics includes Diasorin, bioMérieux and QuidelOrtho | (3) Life Sciences includes Bruker, Illumina, Mettler-Toledo and Waters

2025: Delivering profitable growth and creating value



Solid sales gains driven by growth pillars



Adj. EPS and margins improvements due to efficiency gains



Strong cash flow while investing into future growth



Capital allocation to highest-value opportunities

3

Supervisory Board Report on the Company's Annual Accounts (the “Annual Accounts”) for 2025



4

**Main items of corporate governance structure
and compliance with Dutch Corporate
Governance Code**

5

Adoption of the Annual Accounts for 2025 (voting item)



6

Advisory Vote on the 2025 Remuneration Report (advisory voting item)

7

Dividend policy



8

**Adoption of the dividend for 2026
(voting item)**

9

Discharge from liability of the Managing Directors for the performance of their duties during 2025 (voting item)



10

Discharge from liability of the Supervisory Directors for the performance of their duties during 2025 (voting item)

11

Appointment / Reappointment of the following Supervisory Directors of the Company for a term running up to and including the date of the Annual General Meeting in 2027 (voting items):

- a. **Dr. Toralf Haag**
- b. **Mr. Bert van Meurs**
- c. **Mr. Robert McMahon**
- d. **Ms. Eva van Pelt**
- e. **Dr. Eva Pisa**
- f. **Mr. Stephen H. Rusckowski**
- g. **Mr. Mark P. Stevenson**
- h. **Ms. Elizabeth E. Tallett**



Transition in QIAGEN's Supervisory Board



Welcoming new Supervisory Board members with extensive industry and international experience

Mark P. Stevenson

Appointed to Supervisory Board in 2026

- Former COO of Thermo Fisher Scientific with over 30 years of leadership in Life Science technologies
- Seasoned executive with a strong track record across global operations, growth and business integration
- Contributes deep industry knowledge combined with international experience, cross-border M&A and capital markets insights



Robert McMahon

Standing for election to Supervisory Board

- CFO of West Pharmaceuticals, former CFO of Agilent and Hologic
- Senior financial executive with deep leadership experience in Life Sciences and healthcare
- Contributes extensive capital markets, investor relations and public company governance experience



Honoring Dr. Metin Colpan's legacy



Dr. Metin Colpan, co-founder of QIAGEN

To be appointed Honorary Chairman of the Supervisory Board and remains Vice Chair of the Scientific Advisory Board



Supervisory Board: Overview



Chair

Stephen H. Rusckowski
Joined 2023



Toralf Haag
Joined 2021



Robert McMahon
Nominated at 2026 AGM



Bert van Meurs
Joined 2024



Eva van Pelt
Joined 2024



Eva Pisa
Joined 2022



Mark P. Stevenson
Joined 2026



Elizabeth E. Tallett
Joined 2011

12

Reappointment of the following Managing Directors for a term running up to and including the date of the Annual General Meeting in 2027 (voting items):

- a. Mr. Thierry Bernard**
- b. Mr. Roland Sackers**

13

Adoption of an amendment of the Managing Board Remuneration Policy (voting item)



14

**Reappointment of EY Accountants B.V. as
auditor for the year ending December 31, 2026
(voting item)**

15

Reappointment of EY Accountants B.V. as the assurance provider for the year ending December 31, 2026 (voting item)



16a

Authorization of the Supervisory Board, until December 24, 2027, to issue a number of ordinary shares and financing preference shares and grant rights to subscribe for such shares, the aggregate par value of which shall be equal to the aggregate par value of ten percent (10%) of the shares issued and outstanding in the capital of the Company as at December 31, 2025 as included in the Annual Accounts for 2025 (voting item)

16b

Authorization of the Supervisory Board, until December 24, 2027, to restrict or exclude the pre-emptive rights with respect to issuing ordinary shares or granting subscription rights, the aggregate par value of such shares or subscription rights shall be up to a maximum of ten percent (10%) of the aggregate par value of all shares issued and outstanding in the capital of the Company as at December 31, 2025 (voting item)



17

Authorization of the Managing Board, until December 24, 2027, to acquire shares in the Company's own share capital (voting item)

18

Discretionary rights for the Managing Board to implement a capital repayment by means of a synthetic share repurchase (voting item)



19

**Cancellation of whole and/or fractional
ordinary shares held by the Company (voting
item)**

20

Closing

