



Committed to solid profitable growth

Investor Introduction

March 2026



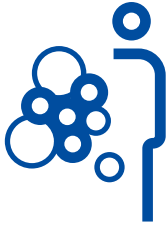
Forward looking and intended use statements



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 gross income, 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.

The **value of biology** has never been stronger



**Crucial to
advancing
science**



**Improving
healthcare
for all**



**Direct impact
on your
lives**

QIAGEN solutions
are used worldwide
by researchers -
from young
scientists to Nobel
laureates - and
clinical labs



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⁽¹⁾

QGEN
LISTED
NYSE

DAX

TecDAX



~52%
Americas

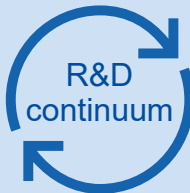
~34%
EMEA

~14%
Asia-Pacific / Japan

Balanced customer markets



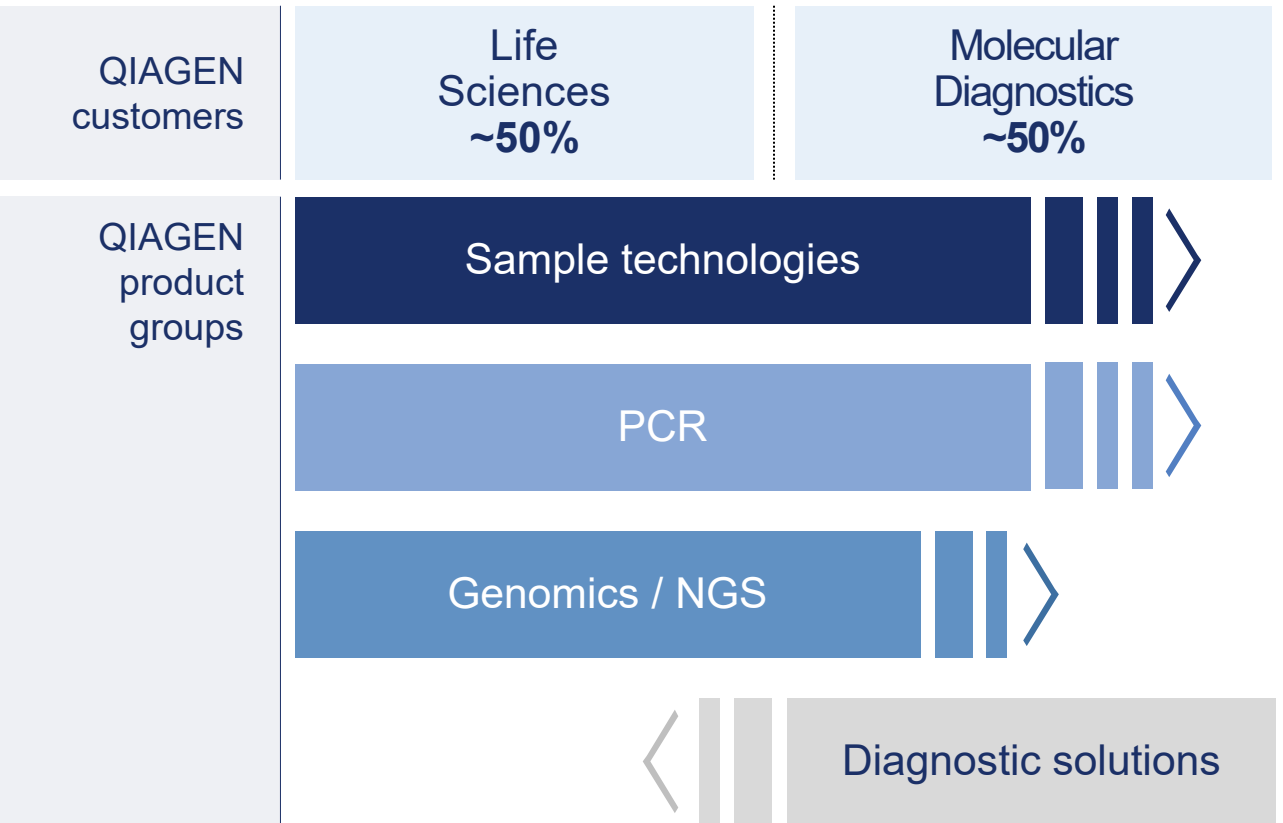
Life
Sciences
~50%



Molecular
Diagnostics
~50%

(1) Based on 2025

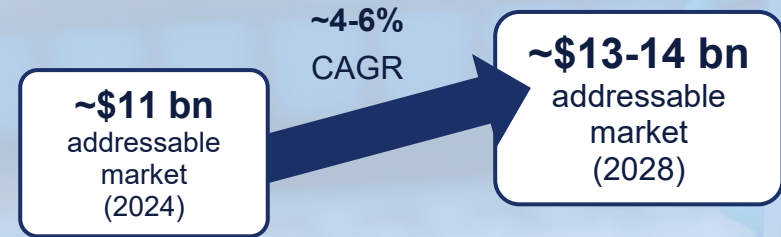
QIAGEN more focused and stronger than ever



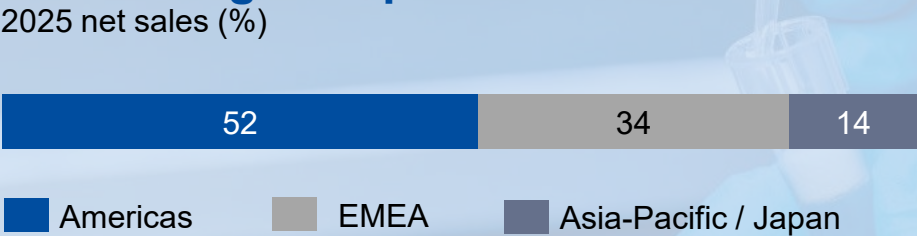
CAGR – Compound annual growth rate | Total addressable market based on QIAGEN estimates



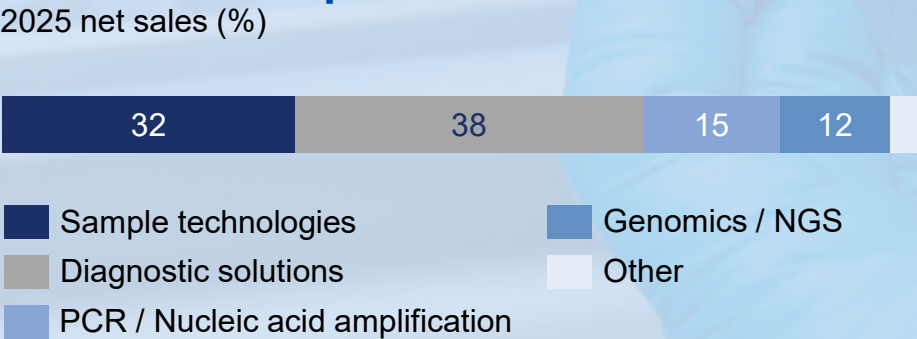
Growth and value



Balanced global presence



Differentiated portfolio



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

Our 2028 targets

~7%

Net sales CER CAGR
(2024-28)

On track

≥31%

Adj. operating income
margin CER (2028)

Set to exceed

Strategy: Committed to solid profitable growth



Ongoing focus on **growth pillars** to
sustain profitable growth

On track

> **At least \$2 bn**
net sales CER from pillars in 2028

Drive **efficiency and digitization** to
fuel growth investments and profitability

Set to exceed

> **At least 250 bps**
adj. operating income margin
expansion 2024-28

Ensure **disciplined capital allocation**
for growth and shareholder value

Exceeded

> **At least \$1 bn**
of returns to shareholders 2024-28
(absent M&A)

BPS – Basis points | CAGR – Compound annual growth rate | CER – Constant exchange rates

Focusing on attractive opportunities in molecular testing



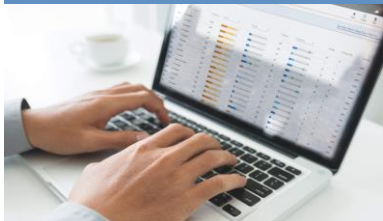
Product groups	Sample technologies	Diagnostic solutions	PCR / Nucleic acid amplification	NGS / Genomics
2025 sales	\$661 mn	\$803 mn	\$309 mn	\$242 mn

Growth pillars

Accelerate investments for growth

QIAcuity #2
Microplate-based digital PCR


QIAstat-Dx #2
Syndromic PCR testing with unrivaled ease


QIAGEN Digital Insights (QDI) #1
Powerful analytics to understand genomics


Build on proven leadership

Sample technologies #1
Comprehensive portfolio


QuantiFERON #1
Leading immune response monitoring (incl. TB)


#

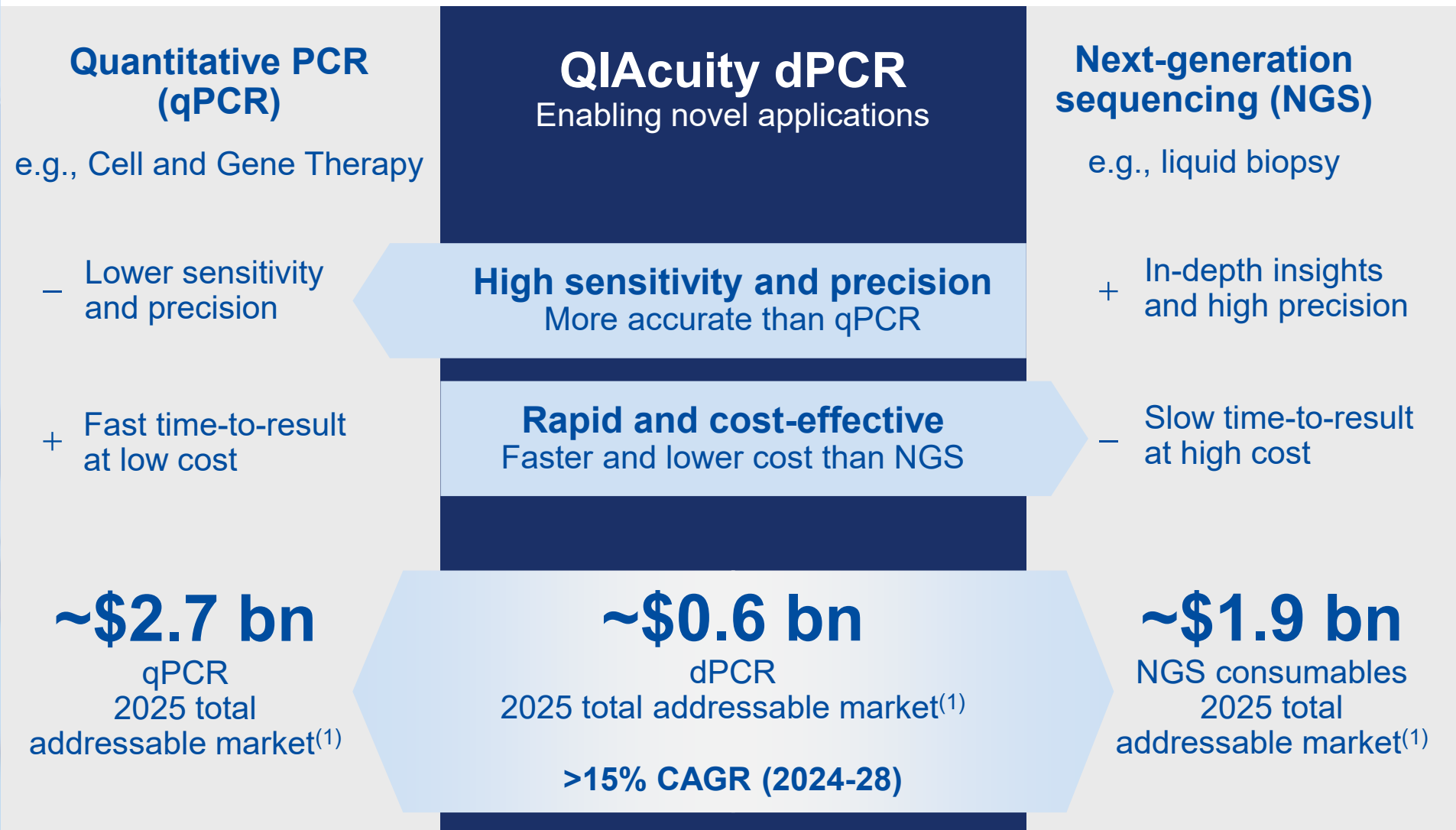
Current market segment position



QIAcuity dPCR



dPCR – Capturing share from qPCR and NGS markets



(1) Total addressable market incl. research and clinical customer segments (QIAGEN market estimates) | NGS – Next-generation sequencing

Instruments tailored to varying customer segments



Scalable systems

Low- to high-throughput capabilities



Ease of use

Fully integrated automation portfolio



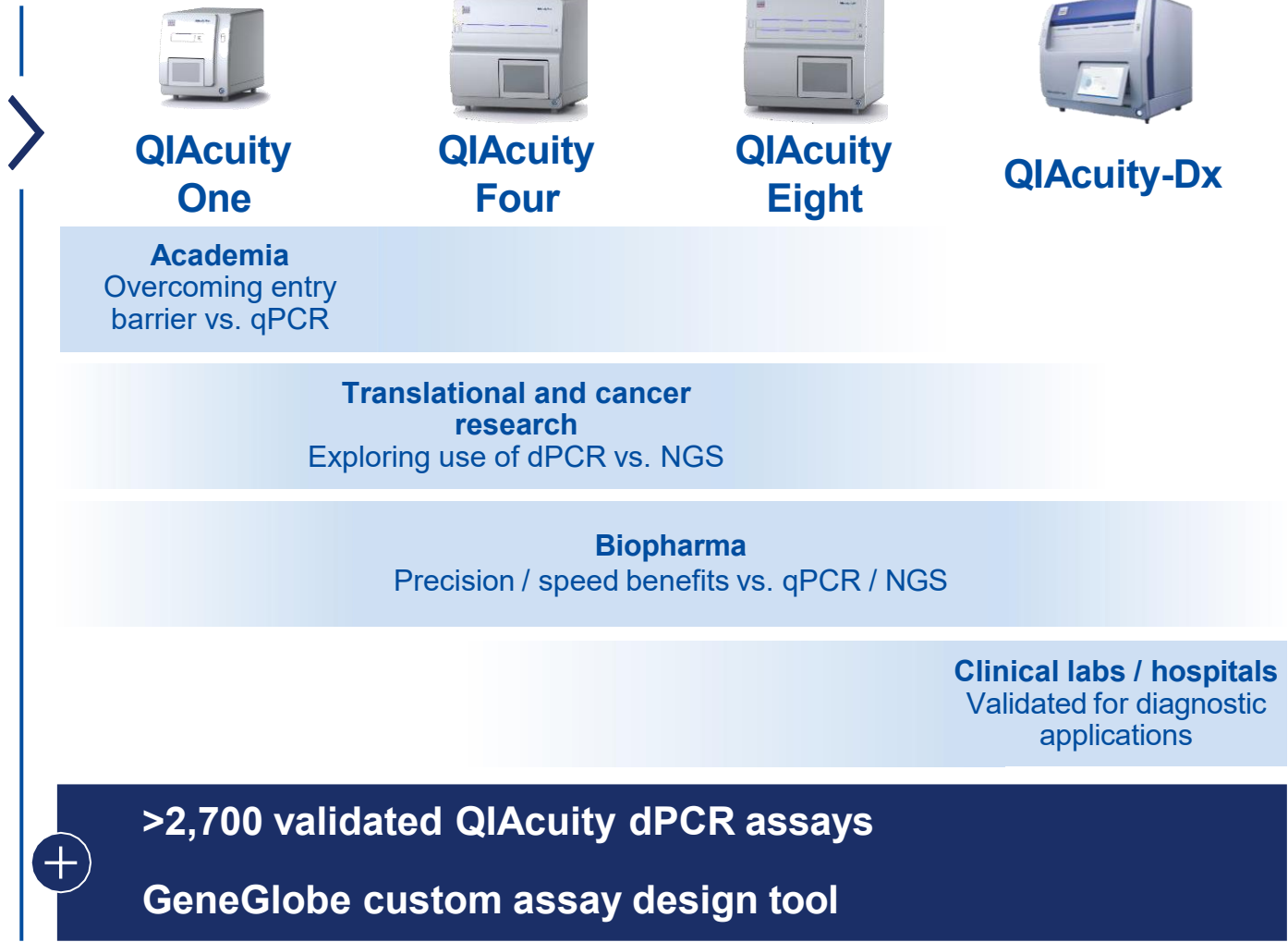
DNA integrity analysis

Built-in software allows quick assessment of DNA or vector quality



Fastest time to result

Over twice as fast vs. droplet digital PCR⁽¹⁾



Key achievements

>3,200

cumulative placements since 2020 launch

>400

customers with multiple instruments (2025)

>1,100

publications referencing QIAcuity dPCR (2025)

(1) Compared to QX200 dPCR



Significant investments into QIAcuity dPCR



≥\$250 mn
QIAcuity
net sales CER target
(2028)

Accelerate commercialization

>3x increase

of sales specialists for market penetration

Accelerate market through customer education in biopharma and translational

Target new applications

Launch new assays

for gene expression and Cell and Gene Therapy applications

Maximize value of GeneGlobe
>10 million predesigned assays with unlimited customization

Extend into clinical use

QIAcuity-Dx

enabling MRD and monitoring applications (e.g., liquid biopsy)

Menu expansion
Opening platform to diagnostic partners



Use case: 3-year-old with severe but unspecific GI symptoms

Traditional testing

Slow diagnosis and treatment decisions can lead to complexities

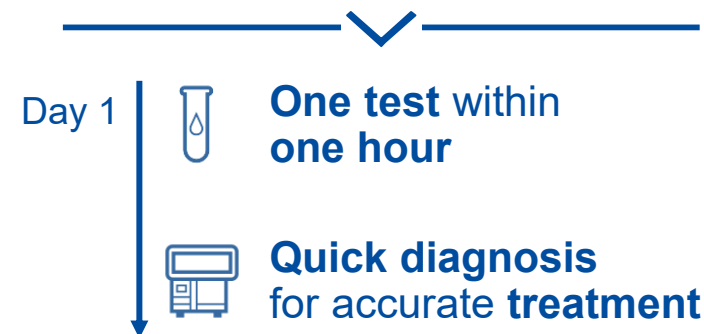
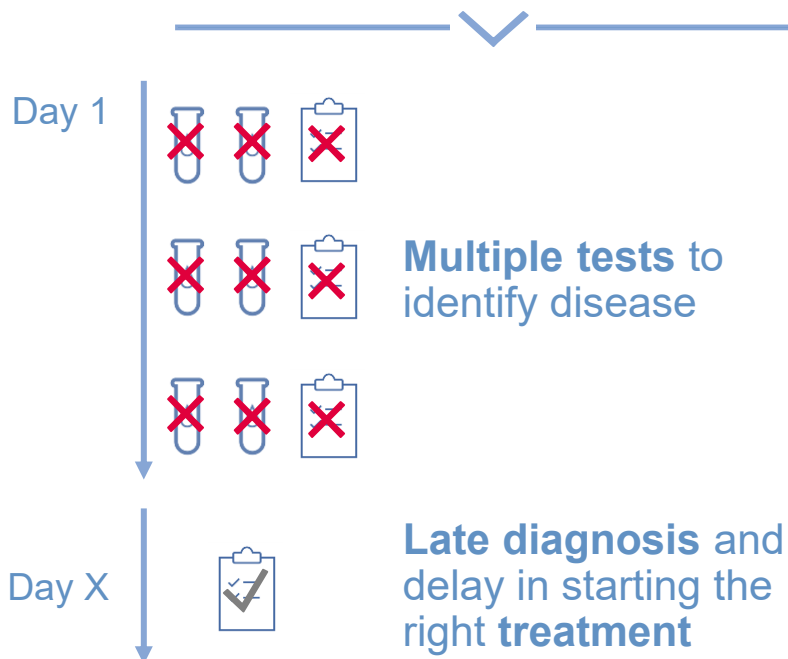
Syndromic testing

Fast diagnosis enabling better treatment decisions

Identifying unknown diseases at speed and ease

~\$2.4 bn

syndromic testing 2025
total addressable market



✓ Better for patients and physicians

✓ Reduces healthcare costs



QIAstat-Dx offers differentiated features



Strong product capabilities

Specification	QIAstat-Dx	Competition
Hands-on time	~1 min	>5 min
qPCR	✓	✗
Amplification curves / Ct values	✓	✗
Time to result	~1 hour	~1 hour

Key differentiators

Workflow efficiency and safety
for
robust results

Additional pathogens
on panels for
broader coverage

Lab connectivity
for
remote results

Lower noise level
for
better lab environment

Key achievements

>5,200
cumulative placements
since launch

>75%
of customers
use more
than 3 panel types

~100
countries with
QIAstat-Dx
customers



Expanding global presence and differentiated menu



≥\$200 mn

QIAstat-Dx
net sales CER target
(2028)

**Grow
installed
customer
base**



Small hospitals
Public health labs



Medium hospitals
Regional reference labs



Large hospital networks
National reference labs

Low-throughput
customers

High-throughput
customers

**Drive menu
expansion**

Complete Panels

Mini Panels

	Respiratory	GI	Meningitis	Blood culture	cUTIs	Pneumonia	Resp. 5 Mini ⁽¹⁾	2x GI 5 Mini ⁽²⁾
	✓	✓	✓	2025	2026	2028		
	✓	✓	✓	2025	2026	2028	✓	✓



Already launched

202X: Submission date

CER – Constant exchange rates | cUTI – Complicated Urinary Tract Infection | GI – Gastrointestinal | Resp. – Respiratory

(1) Influenza A, Influenza B, Respiratory Syncytial Virus (RSV), Rhinovirus, SARS-CoV-2 version | (2) *Campylobacter*, *Salmonella*, Shiga-like toxin *E. coli* (STEC), *Shigella*, *Yersinia enterocolitica* or Norovirus versions



Powerful analytics
to understand
genomics



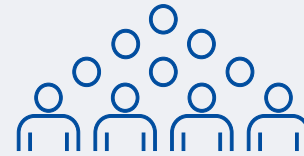
In 2003, the **first**
human genome took



13 years



>\$1 bn / genome



Today, **any** human
genome can be read in

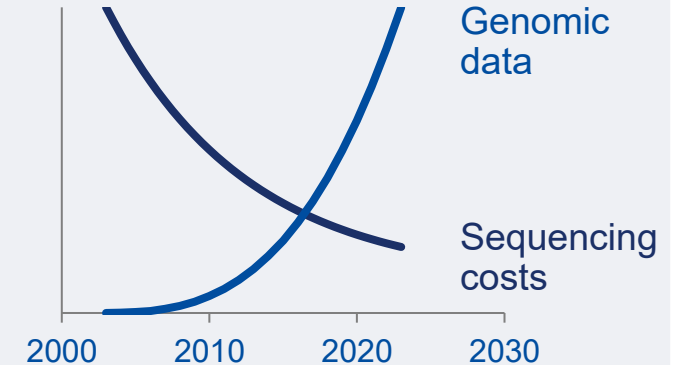


5 hours



\$100 /
sequencing run

Development



The challenge:
**Bottleneck in scaling
data interpretation**



Up to 324 million
possible variants



Research at
~1 hour per variant

QDI: #1 in solving the bioinformatics challenge

Every day

150,000 users

gain valuable
disease insights

Every month

80,000 reports

created by our
clinical customers



Top bioinformatics for research to clinical customers



Addressing large customer base

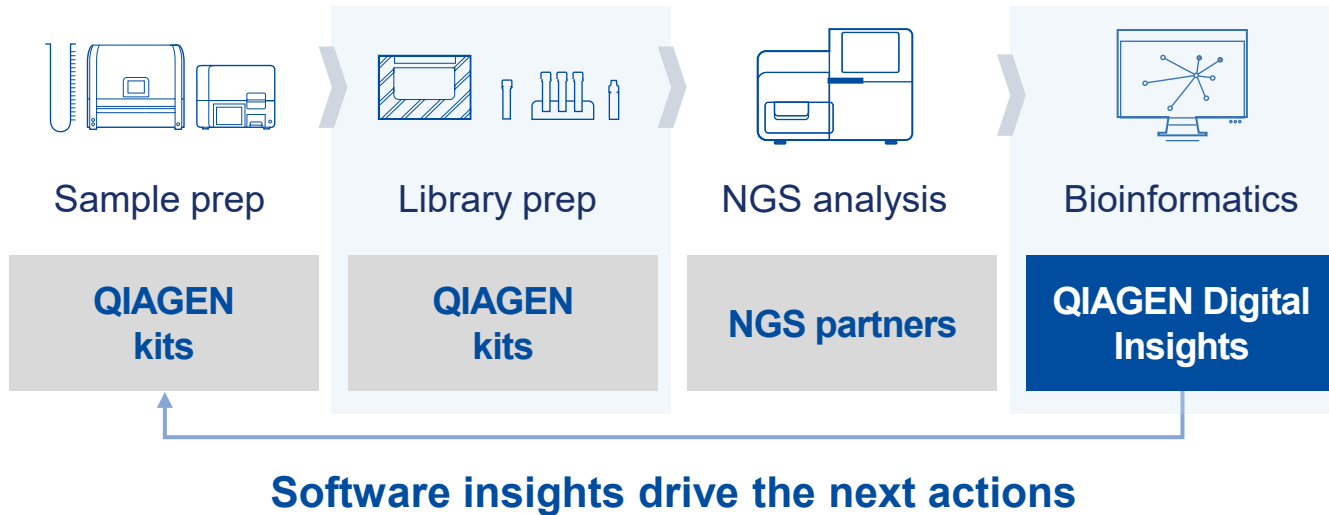
Research – Scientific discovery

- Pharma / Biotech
- Academia
- Government research

Clinical – Patient outcomes

- Clinical testing labs
- Hospitals
- Government labs

— Delivering QDI software solutions for NGS workflow —



Key achievements

#1

in bioinformatics software
for research and clinical

6

market-leading and highly
profitable products

>70

countries with QDI
customers



Case study: Research

Pharma challenge

Key to understanding **disease pathways, targets and measure changes**

Significant number of **failures without the ability of foresight**

Drug research market is worth **\$60 bn** with **significant growth expected**

Advancing drug development



QDI pivotal to drug discovery

- ☐ Over **50,000 scientific publications** cite our software
- ☐ **25 of the Top 25 Pharma companies** use QDI



Within **2 minutes**,
software **indicates specific diseases** that could be treated



Case study: Clinical

Patient situation

Profile

Male (early 70s)

Diagnosis

Leukemia linked to rare gene mutation

Therapy outlook

Standard chemotherapy not expected to be effective

Enhancing patient outcomes



QDI-enhanced patient outcome

- ☐ Mutation **identification** and **recommendation** by QDI
- ☐ Targeted therapy leading to life-saving **disease remission**

QIAGEN Clinical Insights report



Marker	Alteration	Function	Impact	Case - Quantity	Somatic Frequency	Max Population Frequency
TP53	c.106C>T p.P35S	Missense	0.12%	0.12%	0.0039%	0% gnomAD
RET	c.2737T>C p.M918T	Missense	0.15%	0.21%	0.16%	0% gnomAD
PIK3CA	c.3140A>G p.H1047R	Missense	0.08%	0.08%	0.11%	0% gnomAD
NRAS	c.183A>G p.Q61R	Missense	0.21%	0.17%	0.14%	1.38%
KRAS	c.350A>A p.G12D	Missense	0.20%	0.31%	0.34%	0.26%
ERBB2	c.2313_2324delATACGTGATGGC p.Y772_A775del	In-Fusion	0.18%	0.18%	0.12%	0.16%
ERBB2	c.1670A>A p.G680D	Missense	0.13%	0.11%	-	0.0079%
EGFR	c.2573T>G p.L858R	Missense	0.12%	0.20%	0.18%	0.13%
EGFR	c.2385C>T p.T790M	Missense	0.16%	-	0.15%	0.15%
EGFR	c.2310_2311insGGT p.D770_N771insG	In-Fusion	0.17%	-	0.19%	0.23%
EGFR	c.2236_2250delGATTATGAGAGGCA p.E746_A750del	In-Fusion	0.14%	0.15%	0.11%	0.13%
BRAF	c.1798T>A p.V600E	Missense	0.19%	-	0.15%	0.20%

Genoox: The AI-powered software platform

Speed

Optimized for clinical turnaround

Continuous feedback through users

How we win

Optimized workflows

User-refined oncology and hereditary experiences

Augmented intelligence

AI and scientists working together across analysis and reporting

Accuracy

AI workflows augmented by scientists

AI outputs validated by expert review

How we win

Best-informed AI

Powered by the industry's most trusted QDI content

Continuous peer review

More than 30,000 users review and contribute

Confidence

Proven across >5.5 million reports

Gold-standard knowledge databases

How we win

Highest-quality content

More than 150 expert curators augmented by AI

Exclusive knowledge access

Reports built on premium genomic databases



Focus on "SaaS" subscription model and AI to expand market leadership



2028 goals

☐ Deepen global **commercial reach** and **SaaS transition** for sustainable growth

+40%
SaaS sales
specialists

☐ Invest in **new AI** technologies

>14
AI-enabled
applications

☐ Extend **curated knowledge** leadership

>12 mn
relevant
genomic variants

Coming in 2026

4 new **AI-enhanced commercial offerings**

Agentic AI interface for NGS data analysis software⁽¹⁾

3 AI-enabled Omics Knowledge Base offerings

(1) Ingenuity Pathway Analysis software (IPA)



Investing to extend market leadership



Extend leadership in curated knowledge

Expand QIAGEN knowledge base into spatial, proteomics and microbiome

>12 mn

relevant genomic variants for analytics

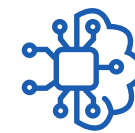


Deepen global commercial reach

Adopt SaaS go-to-market approach

>40%

new sales specialists dedicated to SaaS sales



Invest in new AI and other technologies

Continue advancing software portfolio

~20%

of QDI sales to be invested into R&D

≥\$200 mn

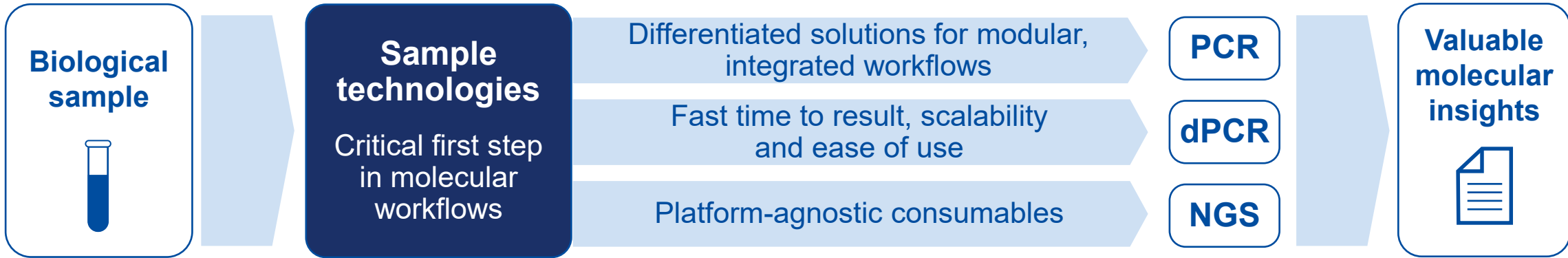
QDI
net sales CER target
(2028)



Sample technologies: #1 in the first step of every molecular workflow



Laboratory workflow



Customers



Academia / Research



Pharma



Applied testing



Clinical

Selected key applications⁽¹⁾

Oncology ⁽²⁾	Microbiome	Infectious diseases	Biopharma	Human ID / Forensics
>\$600 mn HSD growth	>\$100 mn HSD growth	~\$250 mn MSD growth	>\$300 mn HSD growth	>\$125 mn DD growth

➤ Addressing a growing \$2 bn+ market opportunity as high-value applications build momentum

(1) Based on market segment reports; application areas overlapping | (2) Including research and clinical | dPCR – digital PCR | HSD – High single-digit | MSD – Mid single-digit | DD – Double-digit



QIAGEN leading the way in sample preparation



Comprehensive consumables portfolio



ANY
biological sample
e.g., tissue, cells, blood, serum, wastewater

>350
different sample kits
for manual and automated processing

ANY
DNA / RNA
target analytes
including variations

State-of-the-art automation portfolio



Manual kits

QIAcube Connect

EZ2 Connect

QIAcube HT

QIAasymphony

Low-throughput Mid-throughput High-throughput

~60% manual kits **~40% automated solutions**

Key achievements

>120 mn
QIAGEN preparations sold per year

>31,400
cumulative instrument placements
(>11,000 since 2019)

>50,000
annual mentions in peer reviewed publications



Scaling automation for the future

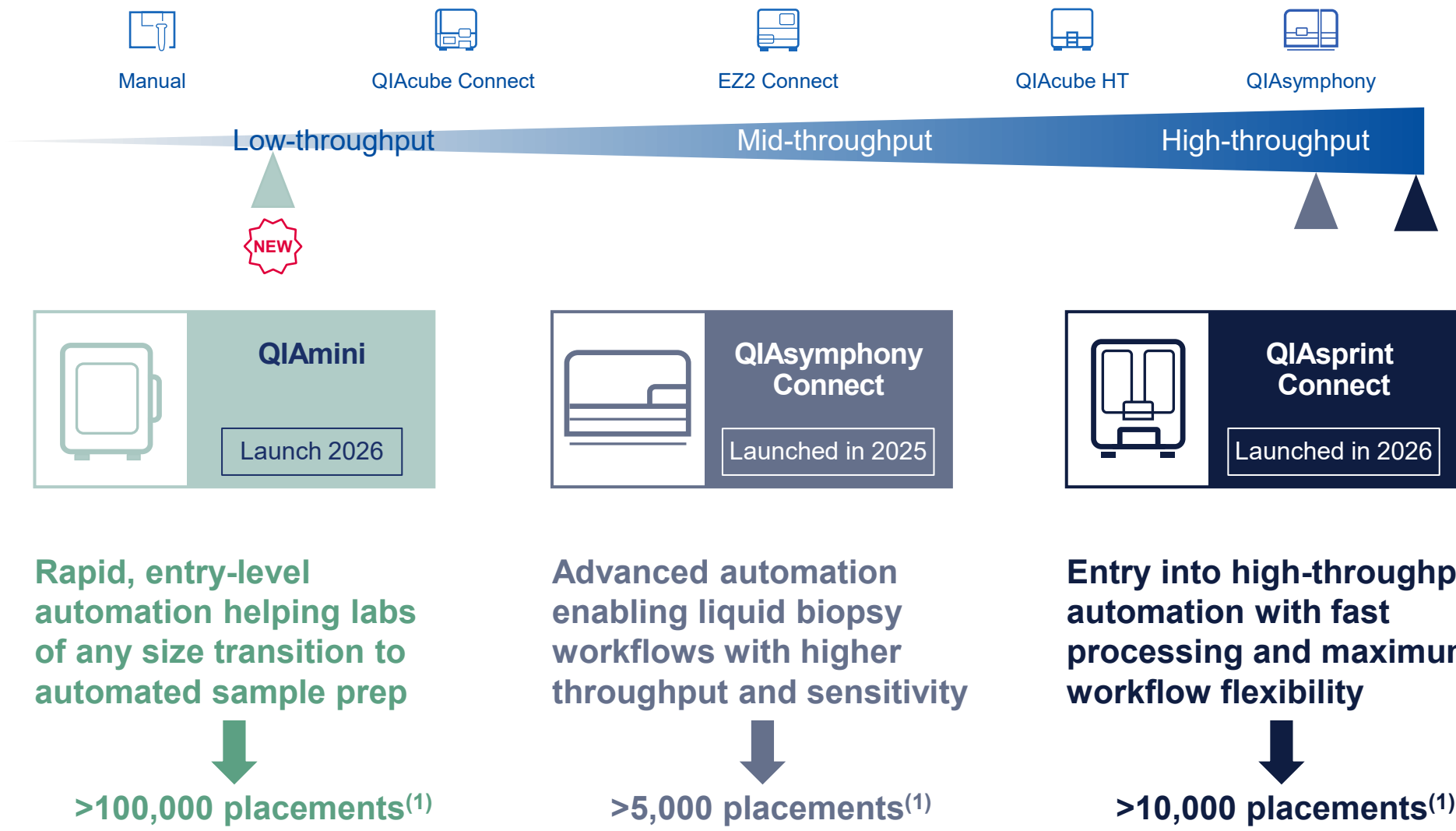


Key initiatives

Expand state-of-the-art portfolio

Update automation systems with next-gen applications

Enter high-throughput market



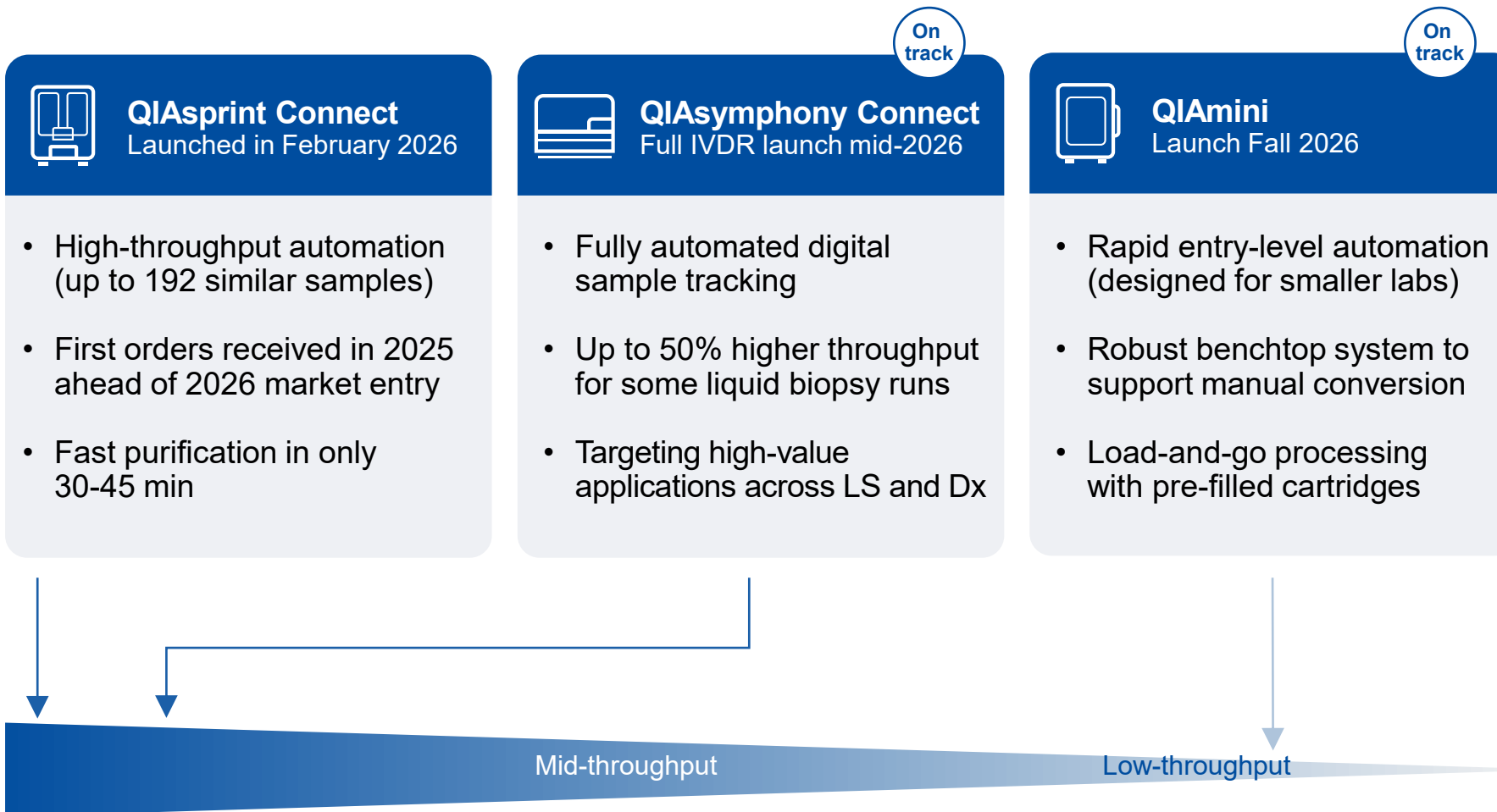
(1) Opportunity for instrument placements



On the offense expanding our top automation portfolio



≥\$750 mn
Sample technologies
net sales CER target
(2028)





Extending our Sample tech leadership with single-cell solutions



~\$2.1 bn

Expected single-cell market by 2029

~10% CAGR

2024 - 2029

3,000+

Leading labs in 40+ countries using Parse solutions

2.5 bn+

Cells prepared annually through GigaLab



Driving the next wave of growth

Expanding

Key applications in oncology, immunology and neurology

AI-driven

Generates data fueling AI-powered drug discovery

Adopted

By all top 50 research institutions⁽¹⁾ and top 10 pharma companies⁽²⁾

Synergistic

Extends Sample technologies leadership and integrates with QDI

➤ Parse Biosciences accelerates QIAGEN's entry into a **high-growth, high-margin** market segment, creating a new engine for **long-term growth**

(1) By 2024 NIH Awards | (2) By 2023 revenues

Parse: Breaking single-cell limits

Scalable

Designed for next-gen biology

>1,000x higher single-cell scale reported over the last 10 years

How we win

Instrument-free

Without hardware scaling limits

Hundred-million-cell scale

With 100 mn and 300 mn cells programs

High quality

Validated for consistent performance

Data quality determines value at scale for customers

How we win

Proven quality

Across large multi-day studies

Standardized

With end-to-end quality control

AI ready

Built for translational reality

AI models need biologically diverse training data

How we win

Multi-cohort datasets

Across diseases and conditions

Sample compatibility

Proven with blood and tissue material



QuantiFERON

1 in 4

people have a latent TB bacterial infection

1 in 10

of these people will develop an active TB bacterial infection

#1 cause of death

among infectious diseases

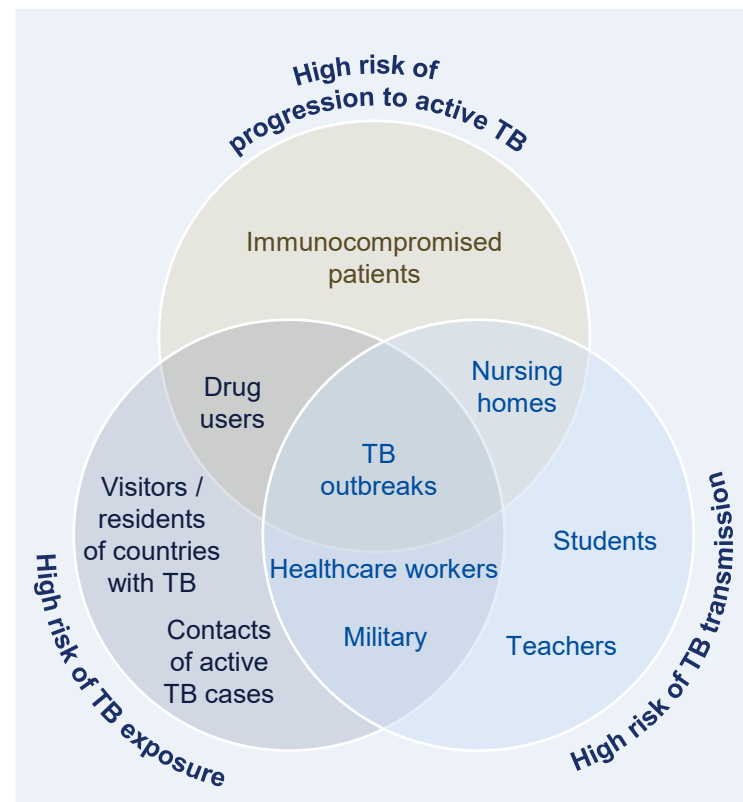
~\$1.6 bn

annual latent TB market opportunity⁽¹⁾

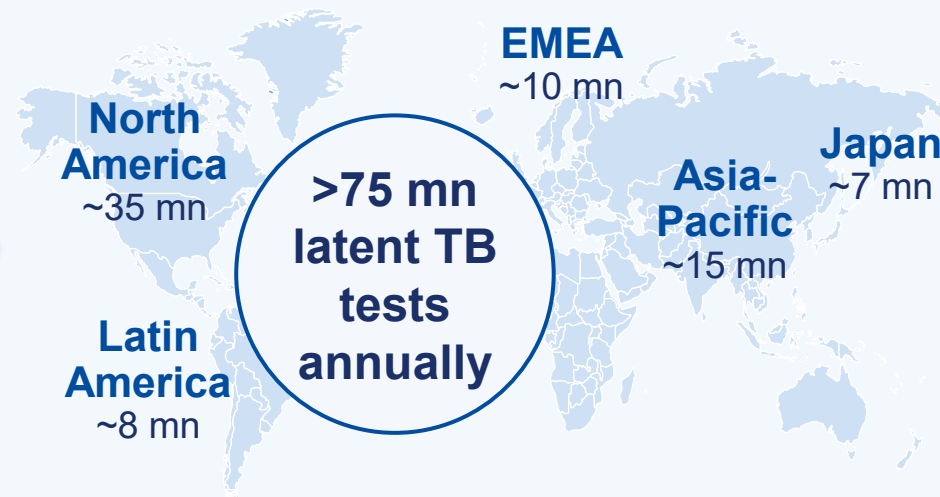
Tuberculosis: A highly contagious and lethal bacterial infection



Broad health risk



Global relevance



Latent TB testing stops spread of active TB and protects public health

(1) Latent TB testing total addressable market in 2026 | TB - Tuberculosis



Best-positioned test for latent TB detection



Advantages over skin test

Specification	QuantiFERON blood test	Tuberculin skin test
Customizable automated workflow	✓	✗
High accuracy and specificity	✓	✗
Only one patient visit	✓	✗
Electronic results	✓	✗
Quality-assured laboratory test	✓	✗

Advantages over blood-based competitors

>2,700 citations
in publications underscoring clinical value

>3 endorsements
including WHO, U.S. CDC and IPPA

>130 countries
with QuantiFERON customers across 3,100 labs

>120 patents
in 34 countries beyond 2030

Key achievements

\$503 mn
2025 net sales
(+110% vs. 2019)

>160 mn
QuantiFERON-TB tests since launch

WHO
endorsement for QuantiFERON-TB



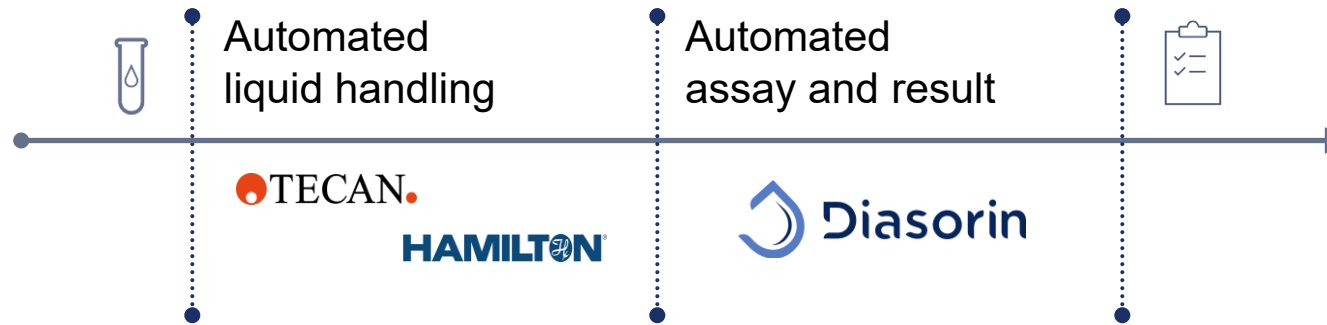


Driving skin test conversion with unrivaled automation



Increase customer base

Leading automation advantage

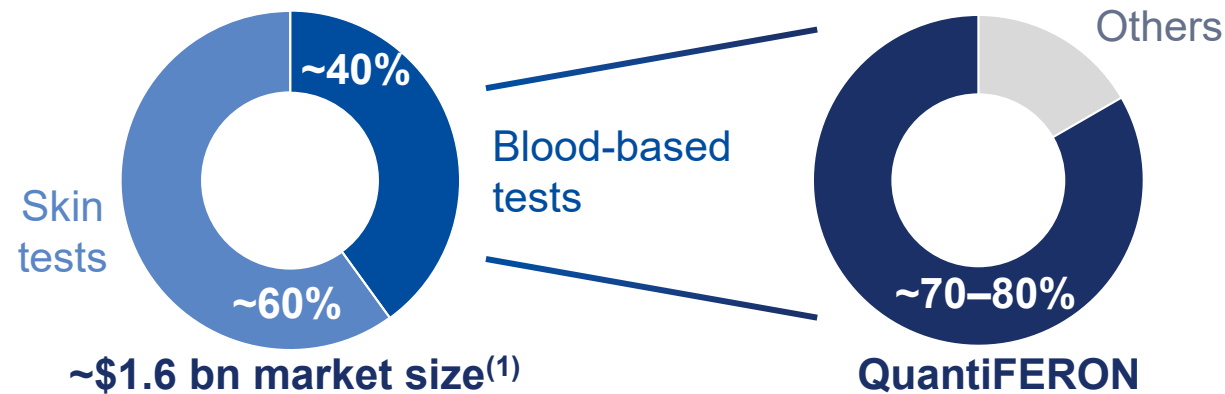


≥\$600 mn
QuantiFERON
net sales CER target
(2028)

**Partnership with
Diasorin to expand
into Lyme disease
(EU and U.S.)**

Drive TB market conversion

Large potential in skin test conversion



**New decentralized
TB test for emerging
markets in 2027**

(1) Latent tuberculosis testing market estimate (2026) | CER – Constant exchange rates

Initiatives to fuel growth investments and achieve $\geq 31\%$ adjusted operating income margin in 2028



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

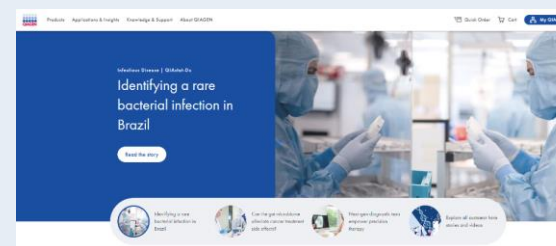
Accelerating growth and efficiency across QIAGEN

>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

Executing our strategy with empowered QIAGENers



~5,700
QIAGENers

Expand
our **culture of
empowerment**

~50%
new top leaders
since 2020

~15%
with QIAGEN
for >15 years

Foster
**accountability and
decentralized
decision-making**



Embracing ESG for all stakeholders



Environmental responsibility

Net zero

carbon emission
target (2050)

Investing in people

37%

female leadership (2025)

Serving society

75.7

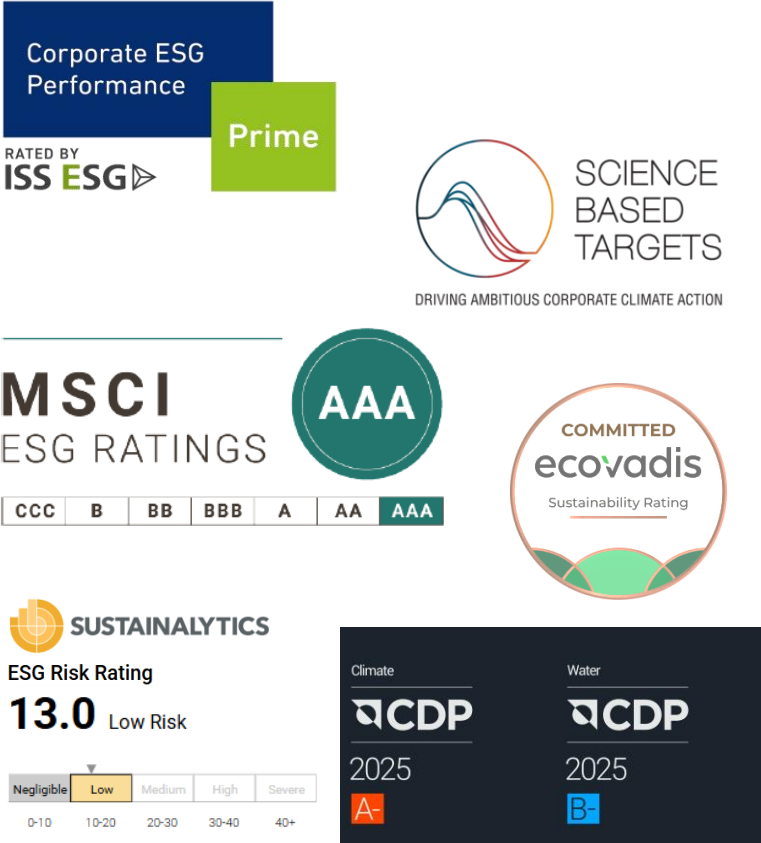
Service NPS-T score
exceeding goal of 64.5 (2025)

Business with integrity

~8,000

compliance trainings
completed (2024)

Top ESG ratings





Q4 and FY 2025 results

Continuously
delivering solid
profitable growth

February 4, 2026



Q4 and FY 2025: Solid results with adjusted EPS exceeding outlook



Growth

Q4 growth ahead of outlook and FY 2025 growth at high end of outlook

- Q4: +1% CER growth above outlook of ~+0% CER
- FY: +5% CER growth at high end of outlook of ~+4-5% CER
- FY: \$1.49 bn CER sales from growth pillars on target, +8% CER growth vs. FY 2024



Profitability

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

- **Margin:** 29.5% adj. operating income margin, +0.8 ppt vs. FY 2024, despite headwinds of 80 bps from tariffs and 40 bps from currency movements
- **Adj. diluted EPS:** \$0.62 CER vs. outlook of ~\$0.60 CER in Q4 and \$2.40 CER vs. outlook of ~\$2.38 CER in FY
- **Operating cash flow⁽¹⁾:** \$654 mn for FY 2025 while absorbing higher CAPEX for IT infrastructure



Outlook

2026: Continued net sales growth with adjusted diluted EPS expansion

- Net sales: ≥+5% CER driven by ~9% CER expansion from pillars
- Adjusted diluted EPS: ≥\$2.50 CER

2025

Net sales

FY: \$2.090 bn

(\$2.069 bn CER)

Q4: \$540 mn

(\$527 mn CER)

Adj. diluted
EPS

FY: \$2.38

(\$2.40 CER)

Q4: \$0.62

(\$0.62 CER)

Adj.
operating
margin

FY: 29.5%

Q4: 28.6%

Operating
cash flow

FY: \$654 mn

Q4: \$188 mn

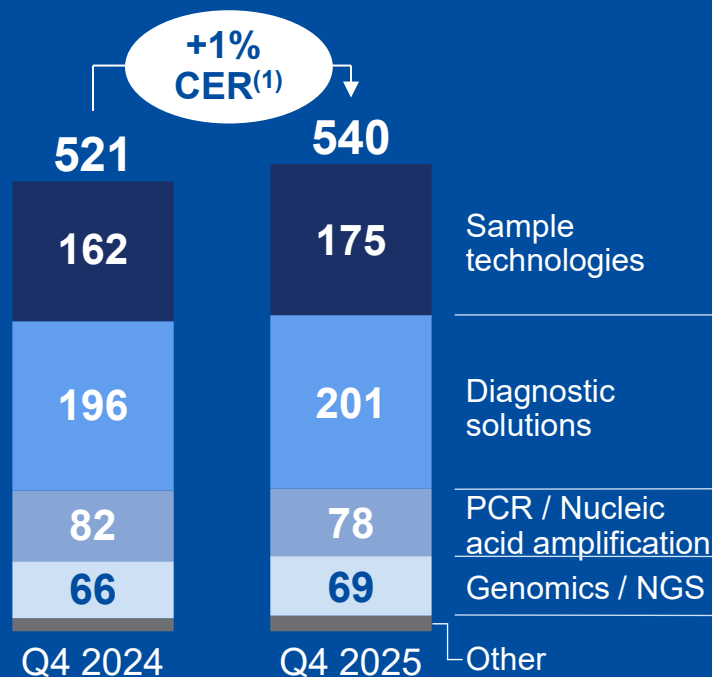
CER – Constant exchange rates | ppt – Percentage points | bps – Basis points | (1) Including about \$54 million of cash restructuring payments.

Q4 2025: Sales performance and key developments



Sales by product group

(In \$ millions at actual rates)



Key developments



Sample technologies

- +5% CER growth driven by automated consumables
- Parse acquisition adds highly scalable single-cell kits



QuantiFERON

- +5% CER growth on gains in U.S and Europe
- Growth impacted by deliveries for tenders in Q4 2024



QIAstat-Dx

- +15% CER growth driven by double-digit panels demand
- Continued high placements of at least 150 systems per quarter



QIAcuity

- Solid double-digit CER improvement in consumables sales
- Ongoing challenges in capital spending for instruments



QDI

- Double-digit CER growth supported by clinical and discovery
- Benefiting from Genoox integration and adoption in 2025

(1) Q4: Net sales \$527 million CER (+1% at constant exchange rates, +4% at actual rates)
CER – Constant exchange rates

Q4 2025: Portfolio developments



Sample technologies:

Parse: Breaking single-cell limits

Expanding Sample technologies into scalable single-cell workflows

- Acquisition of Parse, adding single-cell preparation and analysis to the portfolio
- Evercode™ kits enabling high-throughput, instrument-free single-cell workflows



QIAstat-Dx:

Expanding syndromic testing access

Submission of blood culture identification (BCID) panels

- BCID panels submitted for U.S. clearance and CE-IVDR registration
- Broadens syndromic testing portfolio beyond respiratory, GI and meningitis panels

Q4 2025: Advancing automation of QuantiFERON test



Why does QuantiFERON win?

UNIVERSAL AUTOMATION WORKFLOW

customizable to labs of all sizes with fast time to result

WELL ESTABLISHED AND DIFFERENTIATED

QuantiFERON testing infrastructure

MOST STUDIED IGRA on the market with a strong patent position and with >160 million tests performed

CONTINUED INVESTMENTS to grow and expand the IGRA testing market



Launch of next-generation LIAISON QuantiFERON-TB Gold Plus II in EU



Tests up to 75% more patients per hours



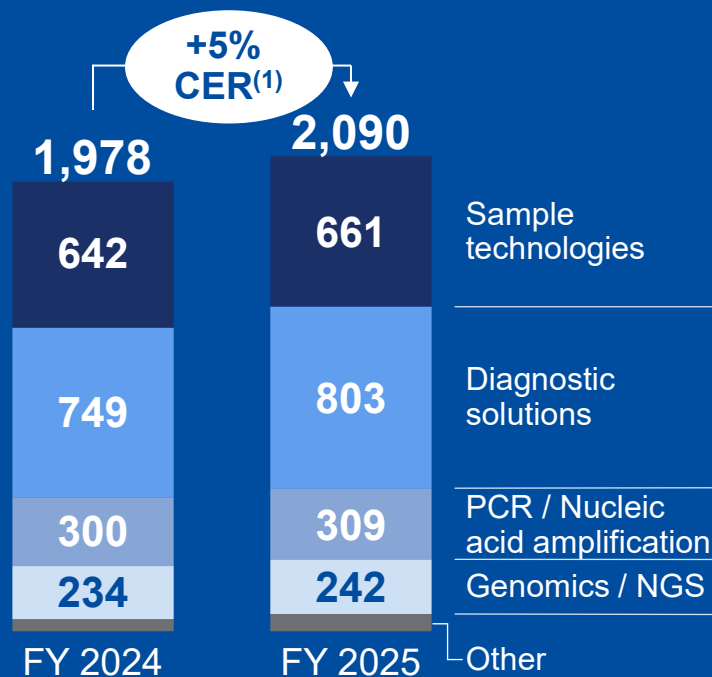
25% faster turnaround time enhancing laboratory workflows

FY 2025: Sales performance and key developments



Sales by product group

(In \$ millions at actual rates)



Key developments



Sample technologies

- QIASymphony Connect launched, QIASprint Connect and QIAmini on track for launch in 2026
- Parse expands reach into clinical and translational workflows with Evercode™ Whole Blood Fixation



QuantiFERON

- Launch of high-throughput chemistry in EU with Diasorin
- Double-digit growth with positive contributions from all regions



QIAstat-Dx

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



QIAcuity

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



QDI

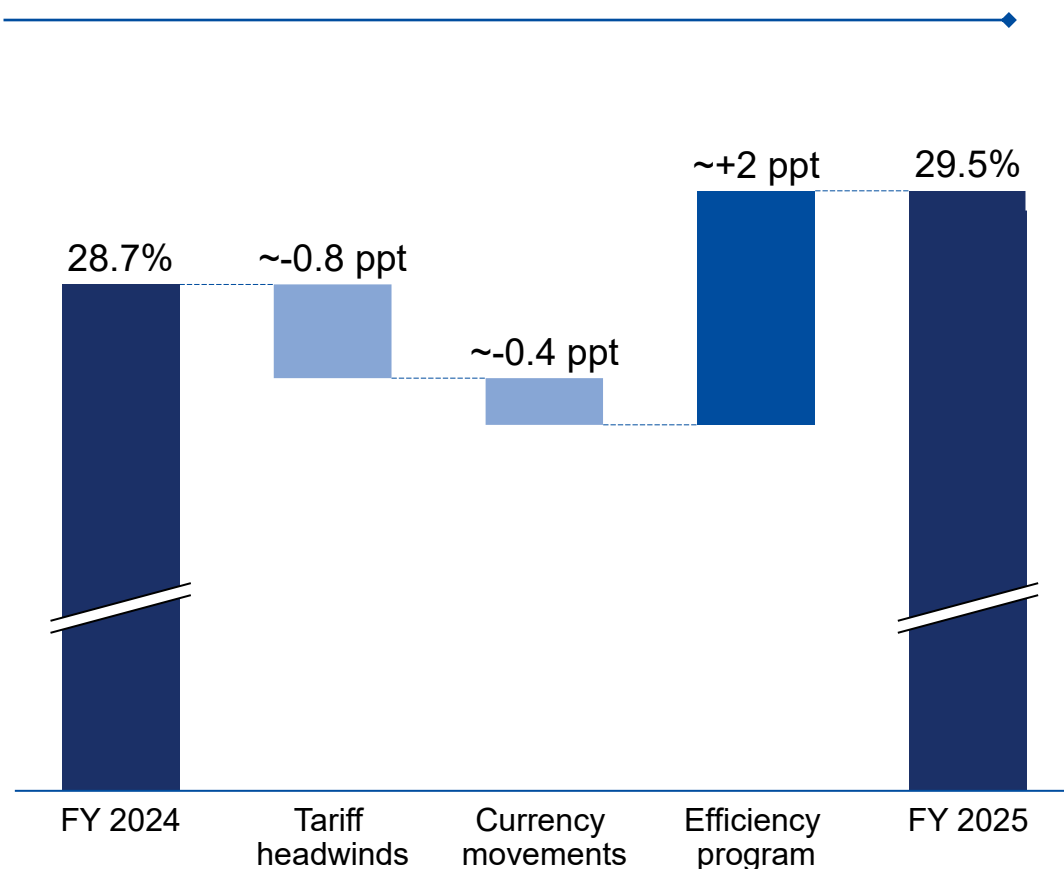
- Integration and expansion of Franklin from Genoox deal
- 2025 milestone of >150,000 users across >90 countries

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

2025: Adjusted EPS growth supported by operating profitability



Adj. operating income margin



Adj. diluted EPS ahead of Q4 and FY 2025 outlook

Adj. EPS⁽¹⁾

Q4 2025: \$0.62

\$0.62 CER vs. ~\$0.60 CER outlook

Adj. EPS⁽¹⁾

FY 2025: \$2.38

\$2.40 CER vs. ~\$2.38 CER outlook

(1) Q4: Adjusted diluted EPS \$0.62 vs. \$0.61 in Q4 2024; FY: Adjusted diluted EPS \$2.38 vs. \$2.18 in FY 2024 | CER – Constant exchange rates | ppt – Percentage points

Q4 and FY 2025: Continued solid operating cash flow generation



Cash flow⁽¹⁾

In \$ millions

Operating cash flow

Purchases of PP&E⁽²⁾

Free cash flow

Q4 2025

188

-71

117

In \$ millions

Operating cash flow

Purchases of PP&E⁽²⁾

Free cash flow

FY 2025

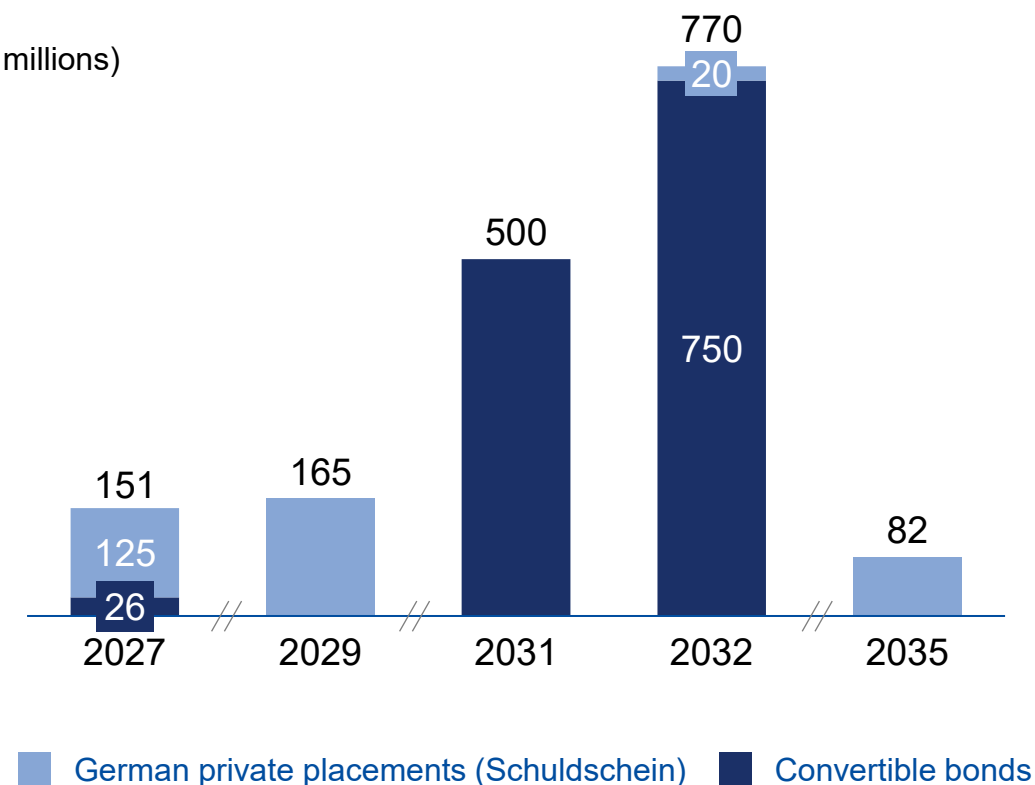
654

-201

453

Debt maturity overview⁽³⁾

(in \$ millions)



(1) FY 2025 results included about \$54 million of cash restructuring payments for efficiency program.

(2) Increase in PP&E purchases primarily reflects investments related to new ERP system S/4HANA.

(3) Notionals as of December 31, 2025. Table may have rounding differences.

2026: Preparing for future growth across pillars



Sample tech



Leveraging automation in high-value areas

QuantiFERON



Advancing workflow and customer retention

QIAcuity



Driving growth and preparing new generation

QIAstat-Dx



Broadening syndromic testing panels

QDI



Capitalizing on top market position with AI power

2026
focus

Three new systems, high-value applications

Scaling Parse with QIAGEN reach

Enhancing automation and AI-related investments

Accelerating the shift away from skin testing

Expanding gene expression portfolio

Extending biopharma dPCR portfolio

Developing cUTI and pneumonia panels

Growing global installed base

Building toward ≥ 14 AI solutions in 2028

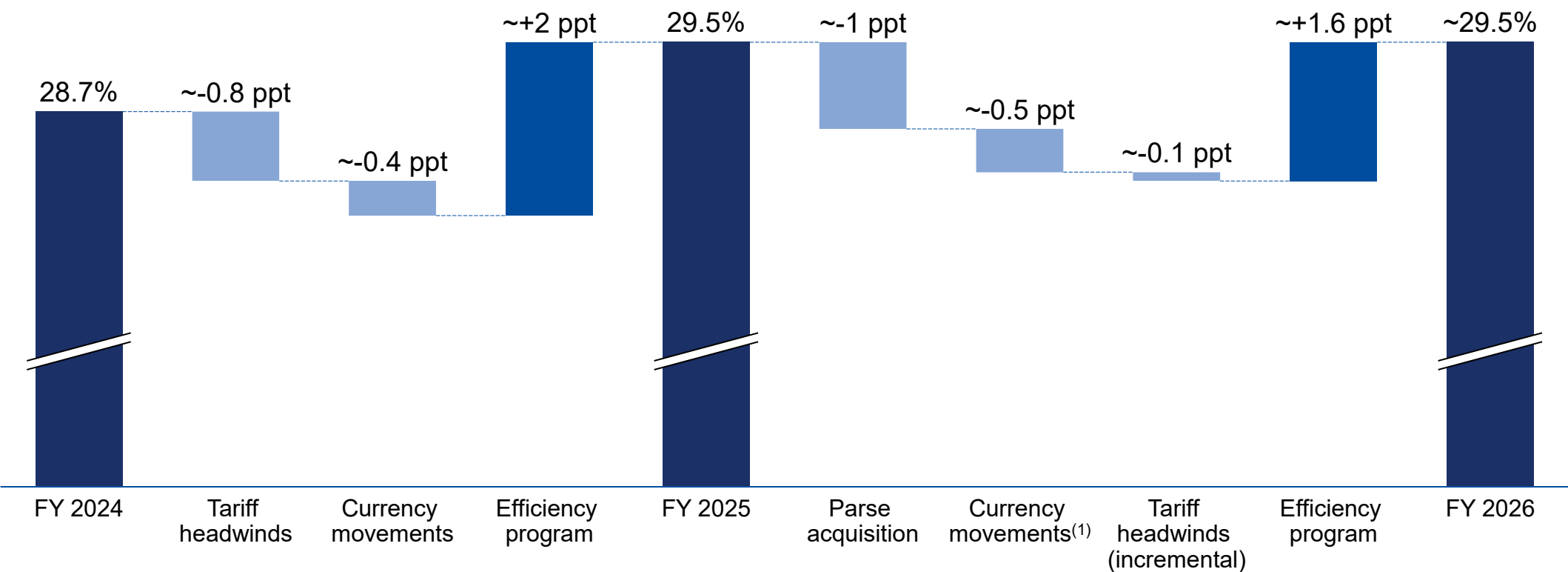
Continued QDI knowledge integration into Franklin

2026: Leveraging a solid portfolio to drive growth



CER – Constant exchange rates

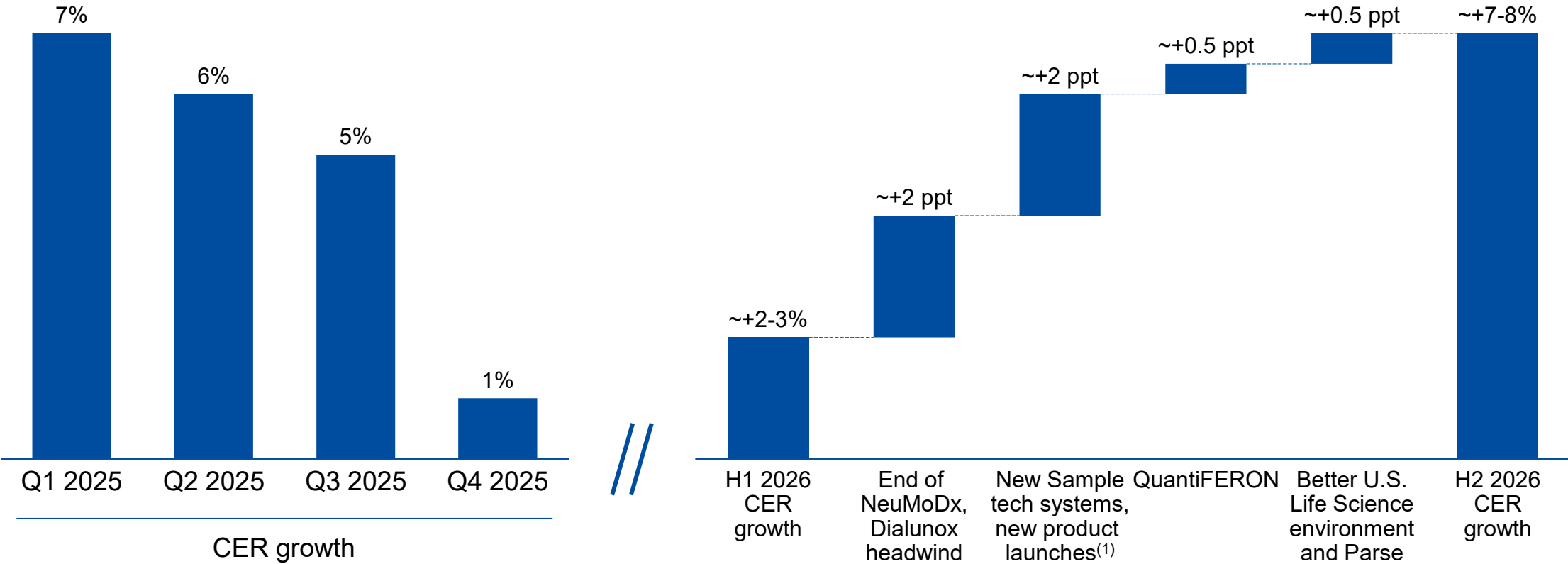
Adj. operating income margin expansion



Continuous solid operational margin expansion driven by operational leverage

ppt – Percentage points | (1) Based on exchange rates as of February 3, 2026.

FY 2026 growth trajectory driven by accelerators in H2



FY 2026 outlook: ≥5% CER growth

CER – Constant exchange rates | ppt – Percentage points | (1) QIAstat-Dx and QIAcuity launches

2026 outlook: Positioned for growth



Drive solid sales growth through pillars

Launch new platforms and expand menu to drive recurring revenues



Leverage portfolio in high-value areas

Increase focus on applications offering dynamic growth



Deliver value from bolt-on acquisitions

Accelerate Parse and Genoox, consider additional opportunities



Continue disciplined capital allocation

Investing to support future growth while increasing returns

Our 2028 targets

~7%

Net sales CER CAGR
(2024-28)

≥31%

Adj. operating income
margin CER (2028)

≥\$2 bn

net sales CER from
pillars in 2028

Transition in QIAGEN Supervisory Board



Mark Stevenson

Appointed to Supervisory Board in 2026

- New independent member of the Supervisory Board in January 2026
- Brings extensive operational leadership and global life sciences experience
- Operating Partner at Fivespan Partners
- Former Executive Vice President and Chief Operating Officer at Thermo Fisher



Ross Levine

Stepping down after serving since 2016

- Provided long-standing scientific and clinical expertise to the Supervisory Board
- Appointed Chief Scientific Officer at Memorial Sloan Kettering Cancer Center
- Continues to serve as Chair of the QIAGEN Scientific Advisory Board



QIAGEN Supervisory Board members – Extensive industry and international experience



Stephen H. Rusckowski
Chair
Joined 2023



Metin Colpan
QIAGEN co-founder



Toralf Haag
Joined 2021



Bert van Meurs
Joined 2024



Eva van Pelt
Joined 2024



Eva Pisa
Joined 2022



Mark Stevenson
Joined 2026



Elizabeth E. Tallett
Joined 2011

Q1 and FY 2026: Outlook and assumptions



(As of February 4, 2026)

Net sales

Anticipated currency impact⁽¹⁾

Adjusted diluted EPS⁽²⁾

Anticipated currency impact⁽¹⁾

Adjustments to operating income (In \$ millions):

Business integration and acquisition-related items

Restructuring-related items

Amortization of acquired intellectual property

Adjusted tax rate (%)

Weighted average number of diluted shares outstanding (Based on \$52.00 share price)

Q1 2026 outlook

FY 2026 outlook

≥+1% CER

Positive impact of ~+2-3 ppt

≥\$0.54 CER

Neutral

~\$9 mn

~\$8 mn

~\$16 mn

~18%

~209 million

≥+5% CER

Positive impact of ~+1 ppt

≥\$2.50 CER

Neutral

~\$25 mn

~\$25 mn

~\$62 mn

~18%

~209 million

(1) Based on exchange rates as of February 3, 2026.

(2) QIAGEN reports adjusted results to provide additional insight into its performance. Adjusted results are non-GAAP financial measures that 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 ongoing core operations, vary significantly from period to period, or affect the comparability of results with competitors and its own prior periods. Furthermore, QIAGEN uses non-GAAP and constant currency financial measures internally in planning, forecasting and reporting, as well as to measure and compensate employees. QIAGEN also uses adjusted results when comparing current performance to historical operating results, which have consistently been presented on an adjusted basis.



Appendix



Q4 2025: Consolidated Statements of Income (unaudited)



(In \$ thousands, except share data)

Net sales
Cost of sales:
Cost of sales
Acquisition-related intangible amortization
Total cost of sales
Gross profit
Operating expenses:
Sales and marketing
Research and development
General and administrative
Acquisition-related intangible amortization
Restructuring, acquisition, integration and other, net
Total operating expenses
Income from operations
<i>Adjusted income from operations</i>
Other income (expense):
Interest income
Interest expense
Other (expense) income, net
Total other income, net
Income before income tax expense
<i>Adjusted income before income tax expense</i>
Income tax expense
<i>Adjusted income tax expense</i>
Net income
<i>Adjusted net income</i>
Diluted earnings per share
<i>Adjusted diluted earnings per share</i>
Shares used in computing diluted earnings per share (in thousands)

**Three months ended
December 31, 2025**

**Three months ended
December 31, 2024**

540,420	521,202
200,240	174,401
14,911	13,511
215,151	187,912
325,269	333,290
120,743	113,860
47,235	48,605
33,133	27,852
2,278	1,809
22,441	22,066
225,830	214,192
99,439	119,098
<i>154,356</i>	<i>159,440</i>
20,001	15,092
(10,139)	(11,143)
(132)	2,805
9,730	6,754
109,169	125,852
<i>164,086</i>	<i>169,138</i>
1,340	37,530
<i>28,505</i>	<i>32,702</i>
107,829	88,322
<i>135,581</i>	<i>136,436</i>
\$0.49	\$0.39
<i>\$0.62</i>	<i>\$0.61</i>
218,696	224,245

FY 2025: Consolidated Statements of Income (unaudited)



(In \$ thousands, except share data)

Net sales
Cost of sales:
Cost of sales
Acquisition-related intangible amortization
Total cost of sales
Gross profit
Operating expenses:
Sales and marketing
Research and development
General and administrative
Acquisition-related intangible amortization
Restructuring, acquisition, integration and other, net
Total operating expenses
Income from operations
<i>Adjusted income from operations</i>
Other income (expense):
Interest income
Interest expense
Other expense, net
Total other income, net
Income before income tax expense
<i>Adjusted income before income tax expense</i>
Income tax expense
<i>Adjusted income tax expense</i>
Net income
<i>Adjusted net income</i>
Diluted earnings per share
<i>Adjusted diluted earnings per share</i>
Shares used in computing diluted earnings per share (in thousands)

**Twelve months ended
December 31, 2025**

**Twelve months ended
December 31, 2024**

2,089,999	1,978,214
735,268	952,323
55,236	58,541
790,504	1,010,864
1,299,495	967,350
457,993	450,929
187,516	193,494
125,676	113,432
8,000	9,596
54,459	102,188
833,644	869,639
465,851	97,711
615,826	566,956
64,320	68,016
(33,256)	(43,841)
(6,650)	(739)
24,414	23,436
490,265	121,147
642,922	610,524
65,385	37,556
120,920	119,744
424,880	83,591
522,002	490,780
\$1.94	\$0.37
\$2.38	\$2.18
218,880	224,717

2025: Quarterly sales by product group



(In \$ millions at actual rates / change in actual, CER rates)	Q1 2025			Q2 2025			Q3 2025			Q4 2025			FY 2025		
	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER
Sample technologies	150	-3%	-1%	166	2%	0%	170	5%	3%	175	8%	5%	661	3%	2%
Diagnostic solutions ⁽¹⁾	187	9%	11%	206	12%	11%	209	6%	4%	201	3%	1%	803	7%	6%
<i>Of which QuantiFERON</i>	116	14%	16%	129	12%	11%	136	12%	11%	123	6%	5%	503	11%	10%
<i>Of which QIAstat-Dx</i>	34	35%	37%	34	45%	41%	32	14%	11%	39	20%	15%	139	27%	24%
<i>Of which NeuMoDx</i>	6	-38%	-36%	3	-58%	-59%	—	-97%	-98%	—	-100%	-100%	9	-72%	-72%
<i>Of which Other⁽²⁾</i>	31	-11%	-9%	40	4%	4%	41	0%	-1%	40	0%	-1%	152	-1%	-2%
PCR / Nucleic acid amplification	76	13%	14%	80	5%	3%	75	1%	0%	78	-6%	-9%	309	3%	1%
Genomics / NGS	53	-3%	-2%	59	1%	0%	61	11%	9%	69	4%	2%	242	3%	2%
Other	18	57%	64%	22	61%	60%	18	30%	30%	18	20%	19%	75	41%	42%
Total	483	5%	7%	534	7%	6%	533	6%	5%	540	4%	1%	2,090	6%	5%

(1) Includes QIAcuity digital PCR Dx revenues in 2025 (Q1: \$2 million; Q2: \$5 million; Q3: \$5 million; Q4: \$4 million; FY: \$15 million). QIAcuity is split between Diagnostic solutions and PCR / Nucleic acid amplification. Tables may contain rounding differences. | Percentage changes are to prior-year periods.

2025: Quarterly sales by product type and region



(In \$ millions at actual rates / change in actual, CER rates)	Q1 2025			Q2 2025			Q3 2025			Q4 2025			FY 2025		
	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER
Product type															
Consumables and related revenues	435	6%	8%	476	8%	6%	481	7%	6%	484	5%	3%	1,876	7%	6%
Instruments	48	-2%	0%	57	6%	4%	51	-5%	-7%	57	-6%	-9%	214	-2%	-3%
Geographic region⁽¹⁾															
Americas	254	9%	9%	281	7%	7%	287	7%	7%	265	-1%	-1%	1,087	5%	5%
Europe / Middle East / Africa	161	5%	8%	179	13%	8%	173	9%	4%	200	12%	5%	713	10%	6%
Asia-Pacific / Japan	69	-5%	-2%	73	-3%	-4%	73	-2%	-2%	75	0%	0%	291	-2%	-2%
Total	483	5%	7%	534	7%	6%	533	6%	5%	540	4%	1%	2,090	6%	5%

(1) Rest of World contributed less than 1% of net sales in Q1, Q2, Q3, Q4 and FY 2025. | Tables may contain rounding differences.

Q4 and FY 2025: Reconciliation to adjusted results (unaudited)



(In \$ millions, except EPS)

	Net sales	Gross profit	Operating income	Pre-tax income	Income tax	Tax rate	Net income	Diluted EPS*
Fourth quarter 2025								
Reported results	540.4	325.3	99.5	109.2	(1.4)	1 %	107.8	0.49
<i>Adjustments</i>								
Business integration, acquisition and restructuring-related items (a)		15.3	37.7	37.7	(13.8)		23.9	0.11
Purchased intangibles amortization (b)		14.9	17.2	17.2	(4.5)		12.7	0.06
Non-cash other income, net (c)					(0.6)		(0.6)	0.00
Certain income tax items (d)					(8.3)		(8.3)	(0.04)
Total adjustments		30.2	54.9	54.9	(27.1)		27.8	0.13
Adjusted results	540.4	355.5	154.4	164.1	(28.5)	17 %	135.6	0.62
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

Please see footnotes for these tables on the following page.

* Weighted number of diluted shares (Q4 2025: 218.7 million; FY 2025: 218.9 million)

Q4 and FY 2025: Footnotes for reconciliation to adjusted results (unaudited)



- 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: Quarterly income statement summary



(In \$ millions, unless indicated)
(Diluted EPS in \$ per share)

	Q1 2025	Q2 2025	Q3 2025	Q4 2025	FY 2025
Net sales	483.5	533.5	532.6	540.4	2,090.0
Net sales (CER)	491.2	525.8	524.8	527.4	2,069.0
Gross profit	308.7	334.3	331.3	325.3	1299.5
<i>Gross profit margin</i>	63.8%	62.7%	62.2%	60.2%	62.2%
Adjusted gross profit	325.9	356.0	349.6	355.5	1,387.0
<i>Adjusted gross profit margin</i>	67.4%	66.7%	65.6%	65.8%	66.4%
Operating income	115.3	121.9	129.2	99.4	465.9
<i>Operating margin</i>	23.9%	22.8%	24.3%	18.4%	22.3%
Adjusted operating income	144.2	159.5	157.8	154.4	615.8
<i>Adjusted operating margin</i>	29.8%	29.9%	29.6%	28.6%	29.5%
Tax rate	24%	24%	3%	1%	13%
Adjusted tax rate	20%	20%	18%	17%	19%
Net income	90.8	96.3	130.1	107.8	424.9
Adjusted net income	121.0	131.9	133.5	135.6	522.0
Diluted EPS	0.41	0.44	0.60	0.49	1.94
Adjusted diluted EPS (CER) (\$ per share)	0.55 (0.56)	0.60 (0.62)	0.61 (0.61)	0.62 (0.62)	2.38 (2.40)
Diluted shares outstanding for EPS calculation	220.2	218.2	218.5	218.7	218.9

CER - Constant exchange rates | Table may have rounding differences. | Refer to accompanying tables for reconciliation of reported to adjusted figures

Consolidated Balance Sheets (unaudited)



(In \$ thousands, except par value)	December 31, 2025	December 31, 2024 (revised)
Assets		
Cash and cash equivalents	839,005	663,555
Short-term investments	259,913	489,437
Accounts receivable, net	402,608	349,278
Inventories, net	301,888	279,256
Prepaid expenses and other current assets	191,659	178,327
Total current assets	1,995,073	1,959,853
Property, plant and equipment, net	923,948	753,611
Goodwill	2,700,658	2,425,418
Intangible assets, net	386,431	303,815
Other long-term assets	289,852	246,925
Total long-term assets	4,300,889	3,729,769
Total assets	6,295,962	5,689,622

(In \$ thousands, except par value)	December 31, 2025	December 31, 2024 (revised)
Liabilities and Equity		
Current portion of long-term debt	—	551,883 ⁽⁴⁾
Accrued and other current liabilities	439,481	406,876
Accounts payable	72,656	83,272
Total current liabilities	512,137	1,042,031⁽⁴⁾
Long-term debt	1,654,428	839,665 ⁽⁴⁾
Other long-term liabilities	351,243	240,587
Total long-term liabilities	2,005,671	1,080,252⁽⁴⁾
Common shares, EUR 0.01 par value: Authorized – 410,000,000 shares Issued – 217,684,861 shares (2025) and 223,904,429 shares (2024)	2,529	2,601
Additional paid-in capital	1,436,360	1,666,070
Retained earnings	2,748,390	2,448,122
Accumulated other comprehensive loss	(377,309)	(474,539)
Less treasury shares at cost – 764,126 shares (2025) and 1,613,581 shares (2024)	(31,816)	(74,915)
Total equity	3,778,154	3,567,339
Total liabilities and equity	6,295,962	5,689,622

- (1) Group liquidity includes cash, cash equivalents and short-term investments.
(2) Net debt is equal to total outstanding long-term debt minus group liquidity.
(3) Leverage ratio is calculated on trailing four quarters as net debt / adjusted EBITDA.
(4) The December 31, 2024 balances for the current portion of long-term debt, net of current portion, and the corresponding balances of total current liabilities and total long-term liabilities, have been adjusted to correct a classification error with respect to \$498.4 million in convertible debt previously classified as long-term which should have been classified as short-term under GAAP, based on a bondholder put date of December 17, 2025 on the \$500.0 million aggregate principal amount of zero coupon Convertible Notes due in 2027.

Balance sheet data and metrics		
Group liquidity ⁽¹⁾	1,098,918	1,152,992
Net debt ⁽²⁾	555,510	238,556
Leverage ratio ⁽³⁾	0.7x	0.3x

Consolidated Statements of Cash Flows (unaudited)



Twelve months ended
(In \$ thousands)

December 31,
2025

December 31,
2024

Cash flows from operating activities:		
Net income	424,880	83,591
Adjustments to reconcile net income to net cash provided by operating activities, net of effects of businesses acquired:		
Depreciation and amortization	193,746	203,268
Non-cash impairments	22,440	203,408
Amortization of debt discount and issuance costs	3,367	18,428
Share-based compensation	50,400	43,627
Deferred tax benefit	(20,067)	(23,041)
Loss on marketable securities	968	426
Other items, net including fair value changes in derivatives	13,105	8,391
Change in operating assets, net	(35,931)	113,013
Change in operating liabilities, net	1,418	22,440
Net cash provided by operating activities	654,326	673,551
Cash flows from investing activities:		
Purchases of property, plant and equipment	(201,049)	(167,174)
Purchases of intangible assets	(6,077)	(4,068)
Purchases of short-term investments	(369,014)	(685,915)
Proceeds from redemptions of short-term investments	597,057	584,979
Cash paid for acquisitions, net of cash acquired	(291,227)	—
Cash (paid) received for collateral asset	(32,163)	25,414
Purchases of investments, net	(2,806)	(2,465)
Net cash used in investing activities	(305,279)	(249,229)

Twelve months ended
(In \$ thousands)

December 31,
2025

December 31,
2024

Cash flows from financing activities:		
Proceeds from long-term debt, net of issuance costs	742,318	494,211
Repayment of long-term debt	(534,167)	(601,536)
Capital repayment	(280,086)	(292,099)
Cash dividend payment	(54,244)	—
Tax withholdings related to vesting of stock awards	(27,270)	(34,161)
Cash (paid) received for collateral liability	(16,080)	11,350
Cash paid for contingent consideration	(9,219)	—
Other financing activities	(228)	(661)
Net cash used in financing activities	(178,976)	(422,896)
Effect of exchange rate changes on cash and cash equivalents	5,379	(5,955)
Net increase (decrease) in cash and cash equivalents	175,450	(4,529)
Cash and cash equivalents, beginning of period	663,555	668,084
Cash and cash equivalents, end of period	839,005	663,555
Reconciliation of Free Cash Flow⁽¹⁾		
Net cash provided by operating activities	654,326	673,551
Purchases of property, plant and equipment	(201,049)	(167,174)
Free Cash Flow	453,277	506,377

(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.

Q4 and FY 2025: Currency impact



	Net sales (In \$ millions / Actual)	Net sales (CER)	Currency exposure (As % of CER sales)	Change (In \$ millions)
Q4 2025				
U.S. dollar	293.3	293.4	56%	0.1
Euro	114.1	104.6	20%	-9.5
British pound	18.9	18.3	3%	-0.6
Japanese yen	11.1	11.2	2%	0.1
Other currencies	103.0	99.9	19%	-3.1
Total net sales	540.4	527.4	100%	-13.0
FY 2025				
U.S. dollar	1,163.2	1,163.3	56%	0.1
Euro	426.0	407.6	20%	-18.4
British pound	73.7	71.6	3%	-2.1
Japanese yen	41.5	41.2	2%	-0.3
Other currencies	385.6	385.3	19%	-0.3
Total net sales	2,090.0	2,069.0	100%	-21.0

CER - Constant exchange rates | Table may have rounding differences.
Other currencies include CAD, DKK, TRY, SEK, CHF, AUD, BRL, CNY, MYR, SGD, KRW, HKD, MXN, ILS, INR, TWD, SAR, THB and ZAR.

Employees as of December 31, 2025



	Americas	Europe / Middle East / Africa	Asia Pacific / Japan / ROW	Total Q4 2025	Total Q3 2025	Change
Production	294	1,106	142	1,542	1,530	1%
R&D	170	750	55	975	992	-2%
Sales	584	833	702	2,119	2,126	0%
Marketing	76	174	71	321	319	1%
Administration	86	455	156	697	693	1%
Total	1,210	3,318	1,126	5,654	5,660	0%

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Calendar

Q1 2026 results	May 2026
Annual General Meeting	June 2026
Q2 2026 results	August 2026

Share information

NYSE:	QGEN
Frankfurt:	QIA
ISIN / CUSIP:	NL0015002SN0 / N72482 156
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