Committed to solid profitable growth

Investor Introduction

June 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%

R&D continuum

Molecular Diagnostics ~50%

(1) Based on 2025

QIAGEN more focused and stronger than ever

QIAGEN customers	Life Sciences ~50%	Molecular Diagnostics ~50%

QIAGEN product groups

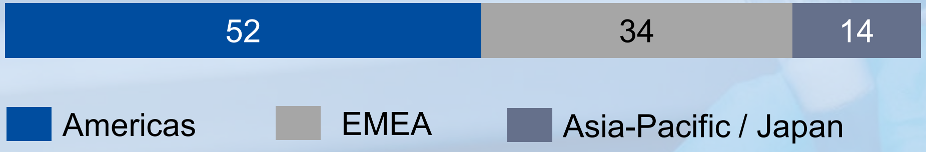
- Sample technologies
- PCR
- Genomics / NGS
- Diagnostic solutions

Growth and value

~$11 bn addressable market (2024) → **~4-6%** CAGR → **~$13-14 bn** addressable market (2028)

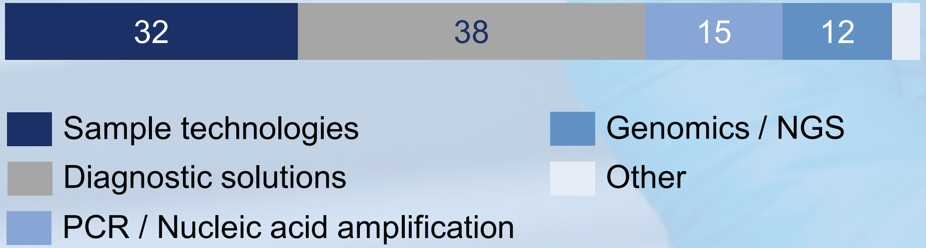
Balanced global presence

2025 net sales (%)



Differentiated portfolio

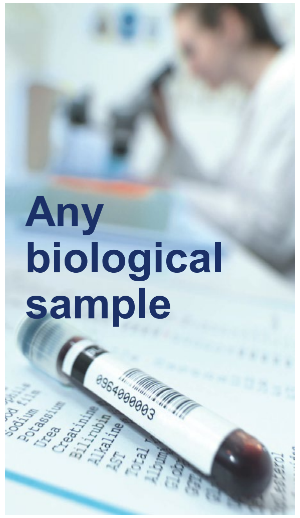
2025 net sales (%)



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

Leading from the first step in lab workflows

Samples → **Sample preparation** → **Detection** → **Insights**

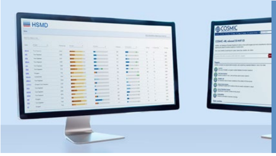


Any biological sample

Sample technologies #1

PCR

QIAcuity dPCR #2



Genomics / NGS

QIAGEN Digital Insights #1

Diagnostic solutions

QuantiFERON #1

QIAstat-Dx #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

Strategy: Committed to solid profitable growth

QIAGEN

Our 2028 targets

On track

~7%

Net sales CER CAGR (2024-28)

Set to exceed

≥31%

Adj. operating income margin CER (2028)

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

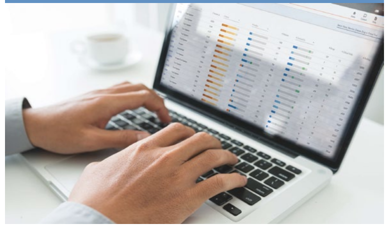
Microplate-based digital PCR

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

Quantitative PCR (qPCR)	QIAcuity dPCR Enabling novel applications	Next-generation sequencing (NGS)
e.g., Cell and Gene Therapy		e.g., liquid biopsy
– Lower sensitivity and precision	**High sensitivity and precision** More accurate than qPCR	+ In-depth insights and high precision
+ Fast time-to-result at low cost	**Rapid and cost-effective** Faster and lower cost than NGS	– Slow time-to-result at high cost
~\$2.7 bn qPCR 2025 total addressable market(1)	**~\$0.6 bn** dPCR 2025 total addressable market(1) **>15% CAGR (2024-28)**	**~\$1.9 bn** NGS consumables 2025 total addressable market(1)

(1) Total addressable market incl. research and clinical customer segments (QIAGEN market estimates) I 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)

QIAcuity One

QIAcuity Four

QIAcuity Eight

QIAcuity-Dx

Academia
Overcoming entry barrier vs. qPCR

Translational and cancer research
Exploring use of dPCR vs. NGS

Biopharma
Precision / speed benefits vs. qPCR / NGS

Clinical labs / hospitals
Validated for diagnostic applications

>2,700 validated QIAcuity dPCR assays

GeneGlobe custom assay design tool

(1) Compared to QX200 dPCR

Key achievements

>3,200
cumulative placements since 2020 launch

>400
customers with multiple instruments (2025)

>1,100
publications referencing QIAcuity dPCR (2025)

Significant investments into QIAcuity dPCR

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

Accelerate commercialization	Target new applications	Extend into clinical use
>3x increase of sales specialists for market penetration	**Launch new assays** for gene expression and Cell and Gene Therapy applications	**QIAcuity-Dx** enabling MRD and monitoring applications (e.g., liquid biopsy)
Accelerate market through **customer education** in biopharma and translational	**Maximize value of GeneGlobe** >10 million predesigned assays with unlimited customization	**Menu expansion** Opening platform to diagnostic partners

CER – Constant exchange rates I MRD – Minimal residual disease

QIAstat-Dx

Identifying unknown diseases at speed and ease

~$2.4 bn
syndromic testing 2025 total addressable market

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

Traditional testing
Slow diagnosis and treatment decisions can lead to complexities

Day 1

Multiple tests to identify disease

Day X

Late diagnosis and delay in starting the right **treatment**

Syndromic testing
Fast diagnosis enabling better treatment decisions

Day 1

One test within **one hour**

Quick diagnosis for accurate **treatment**

- Better for patients and physicians
- Reduces healthcare costs

GI – Gastrointestinal

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

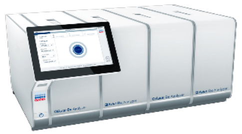
~100
countries with QIAstat-Dx customers

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)
EU	✓	✓	✓	2025	2026	2028		
US	✓	✓	✓	2025	2026	2028	✓	✓

✓ Already launched 202X: Submission date

CER – Constant exchange rates I cUTI – Complicated Urinary Tract Infection I GI – Gastrointestinal I Resp. – Respiratory
(1) Influenza A, Influenza B, Respiratory Syncytial Virus (RSV), Rhinovirus, SARS-CoV-2 version I (2) *Campylobacter*, *Salmonella*, Shiga-like toxin *E. coli* (STEC), *Shigella*, *Yersinia enterolitica* or Norovirus versions

QIAGEN Digital Insights

QIAGEN unlocking the power of genomics

Powerful analytics to understand genomics

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

13 years

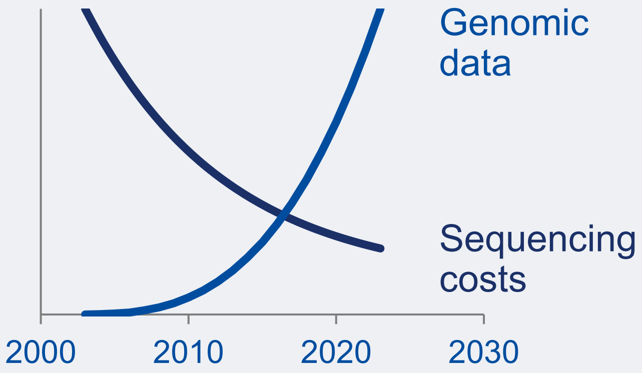
>$1 bn / genome

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	Every month
150,000 users	80,000 reports
gain valuable disease insights	created by our clinical customers

Top bioinformatics for research to clinical customers

Addressing large customer base

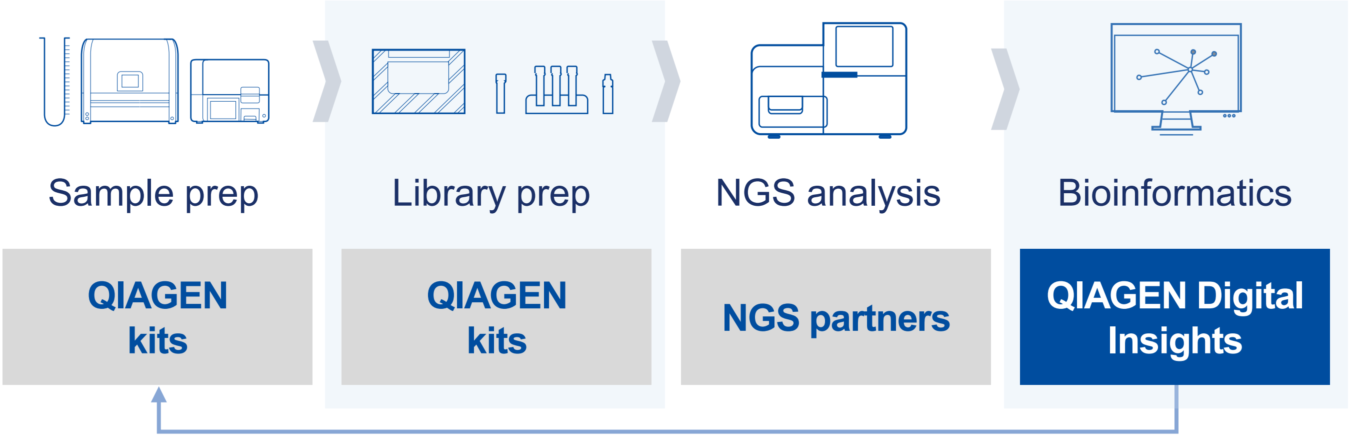
Research –
Scientific discovery

- Pharma / Biotech
- Academia
- Government research

Clinical –
Patient outcomes

- Clinical testing labs
- Hospitals
- Government labs

Delivering QDI software solutions for NGS workflow



Software insights drive the next actions

Key achievements

#1
in bioinformatics software for research and clinical

6
market-leading and highly profitable products

>70
countries with QDI customers

NGS – Next-generation sequencing

Case study: Research

Pharma challenge

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

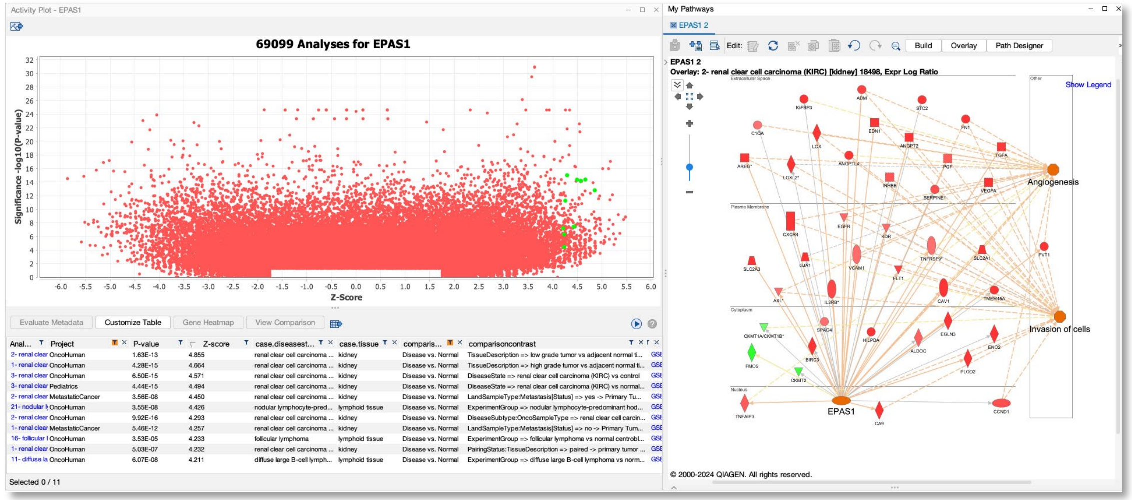
Significant number of **failures without the ability of foresight**

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

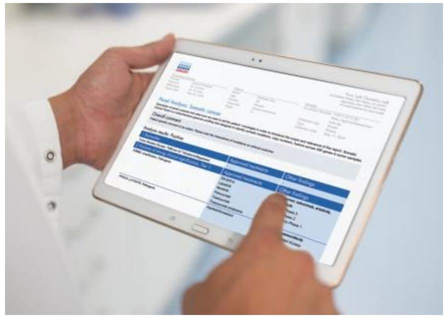
Therapy outlook
Standard chemotherapy not expected to be effective

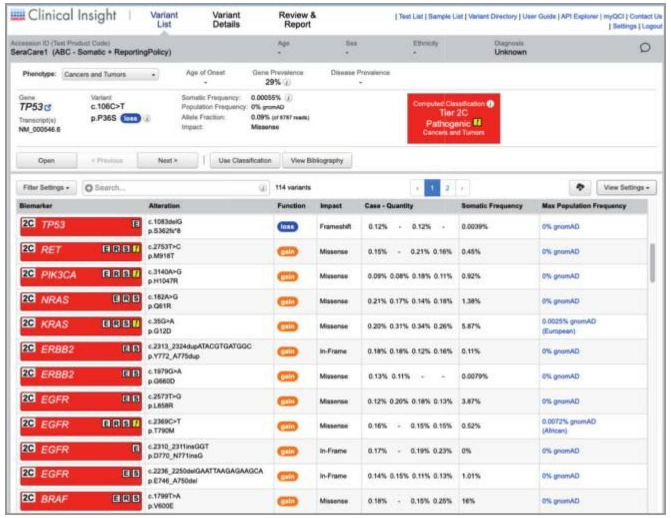
Enhancing patient outcomes

QDI-enhanced patient outcome

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

QIAGEN Clinical Insights report





Genoox: The AI-powered software platform

Franklin by QIAGEN

QIAGEN

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

≥$200 mn
QDI
net sales CER target (2028)

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

SaaS – Software-as-a-Service

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

Laboratory workflow

Biological sample

Sample technologies

Critical first step in molecular workflows

Differentiated solutions for modular, integrated workflows

Fast time to result, scalability and ease of use

Platform-agnostic consumables

PCR

dPCR

NGS

Valuable molecular insights

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 I (2) Including research and clinical I dPCR – digital PCR I HSD – High single-digit I MSD – Mid single-digit I DD – Double-digit

QIAGEN leading the way in sample preparation

Comprehensive consumables portfolio

ANY	>350	ANY
biological sample	different sample kits	**DNA / RNA** target analytes
e.g., tissue, cells, blood, serum, wastewater	for manual and automated processing	including variations

State-of-the-art automation portfolio

Manual kits	**QIAcube Connect**	**EZ2 Connect**	**QIAcube HT**	**QIAsymphony**

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

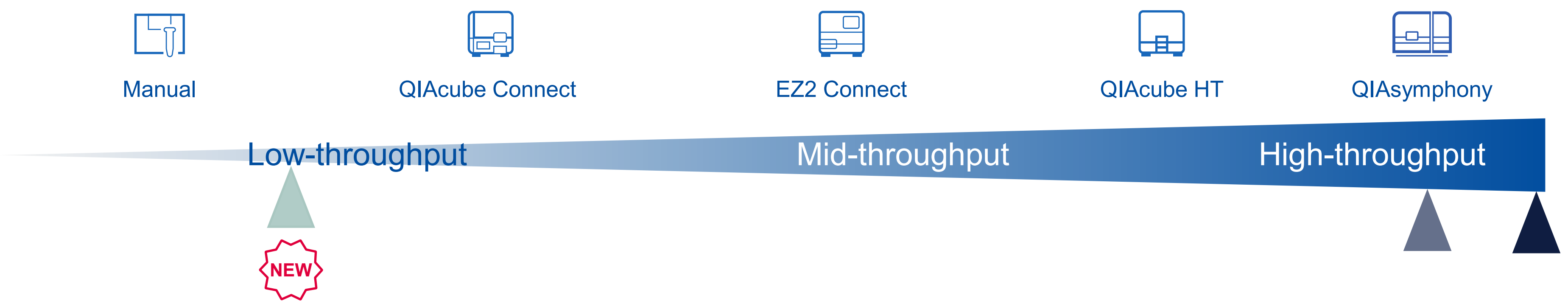
Scaling automation for the future

Key initiatives

Expand state-of-the-art portfolio

Update automation systems with next-gen applications

Enter high-throughput market



QIAmini

Launch 2026

Rapid, entry-level automation helping labs of any size transition to automated sample prep

>100,000 placements(1)

QIAsymphony Connect

Launched in 2025

Advanced automation enabling liquid biopsy workflows with higher throughput and sensitivity

>5,000 placements(1)

QIAsprint Connect

Launched in 2026

Entry into high-throughput automation with fast processing and maximum workflow flexibility

>10,000 placements(1)

(1) Opportunity for instrument placements

On the offense expanding our top automation portfolio

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

QIAsprint Connect
Launched in February 2026

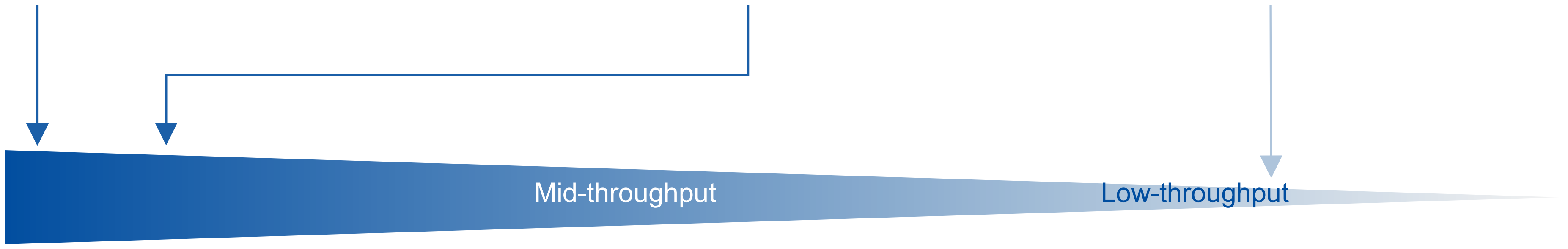
- High-throughput automation (up to 192 similar samples)
- First orders received in 2025 ahead of 2026 market entry
- Fast purification in only 30-45 min

QIAsymphony Connect
On track
Full IVDR launch mid-2026

- Fully automated digital sample tracking
- Up to 50% higher throughput for some liquid biopsy runs
- Targeting high-value applications across LS and Dx

QIAmini
On track
Launch Fall 2026

- Rapid entry-level automation (designed for smaller labs)
- Robust benchtop system to support manual conversion
- Load-and-go processing with pre-filled cartridges



CER – Constant exchange rates

Extending our Sample tech leadership with single-cell solutions

QIAGEN

~$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

PARSE BIOSCIENCES

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 I (2) By 2023 revenues

Parse: Breaking single-cell limits

PARSE BIOSCIENCES
A QIAGEN company
QIAGEN

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

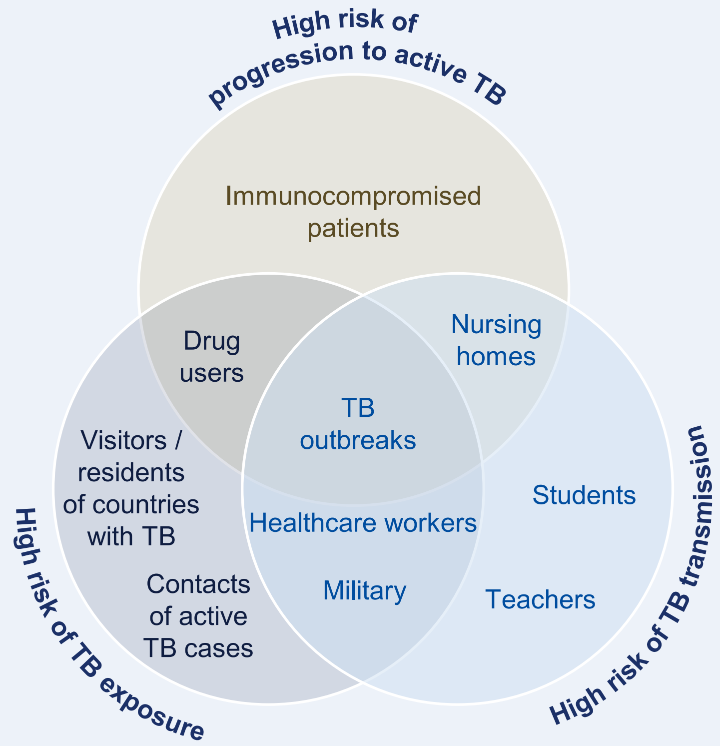
1 in 10
of these people will develop an active TB bacterial infection

#1 cause of death
among infectious diseases

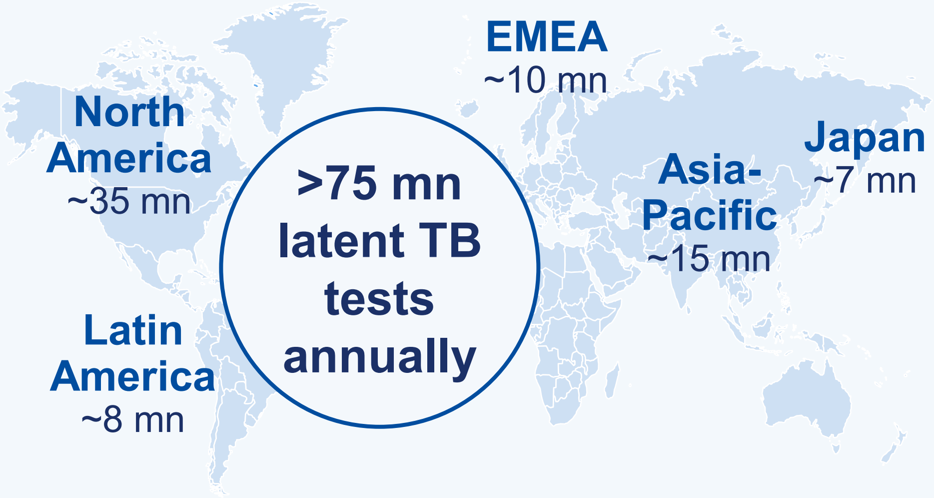
~$1.6 bn
annual latent TB market opportunity[(1)]

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 I 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

>130 countries
with QuantiFERON customers across 3,100 labs

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

>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

CDC – U.S. Centers for Disease Control and Prevention | IPPA – International Panel Physicians Association | WHO – World Health Organization

Driving skin test conversion with unrivaled automation

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

Increase customer base

Leading automation advantage

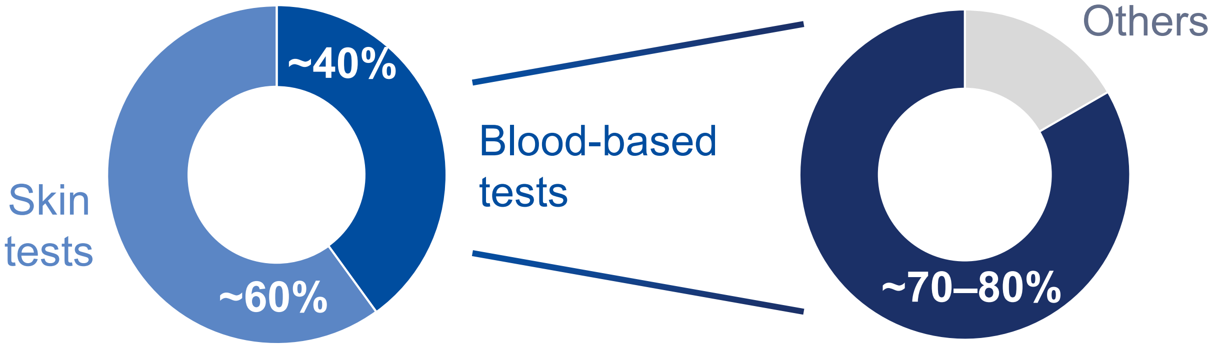
Automated liquid handling — TECAN, HAMILTON

Automated assay and result — Diasorin

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

Drive TB market conversion

Large potential in skin test conversion



~$1.6 bn market size[1]

QuantiFERON

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

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

Initiatives to fuel growth investments and achieve ≥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

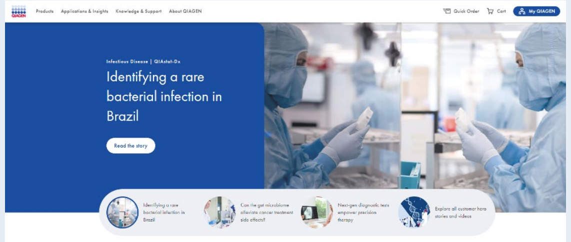
Digitization
Accelerating growth and efficiency across QIAGEN

>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

~50%
new top leaders since 2020

~15%
with QIAGEN for >15 years

Expand our **culture of empowerment**

Foster **accountability** and **decentralized decision-making**

Embracing ESG for all stakeholders

QIAGEN

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

Corporate ESG Performance
Prime
RATED BY ISS ESG

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

MSCI ESG RATINGS
AAA
CCC | B | BB | BBB | A | AA | AAA

COMMITTED ecovadis Sustainability Rating

SUSTAINALYTICS
ESG Risk Rating
13.0 Low Risk
Negligible 0-10 | Low 10-20 | Medium 20-30 | High 30-40 | Severe 40+

Climate CDP 2025 A-
Water CDP 2025 B-

QIAGEN

Q1 2026 results

Committed to solid profitable growth

May 6, 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.

Q1 2026: Overview

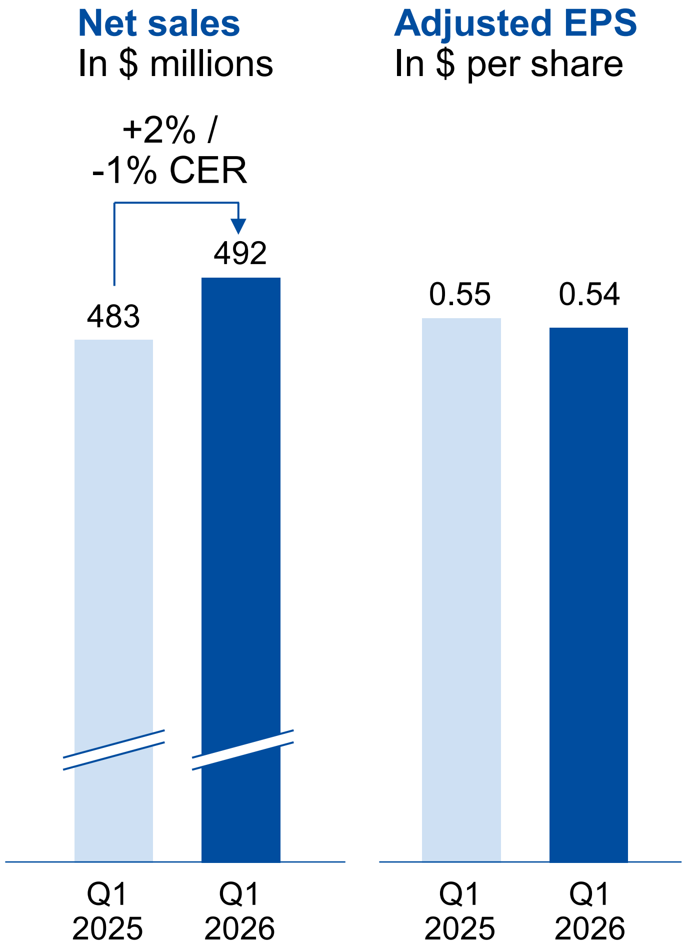
1. **Preliminary Q1 2026: Mixed net sales trends, adj. EPS achieving outlook**
   - $492 mn net sales (+2% actual, -1% CER vs. ≥1% CER outlook)
   - $0.54 CER adjusted diluted EPS in line with outlook

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

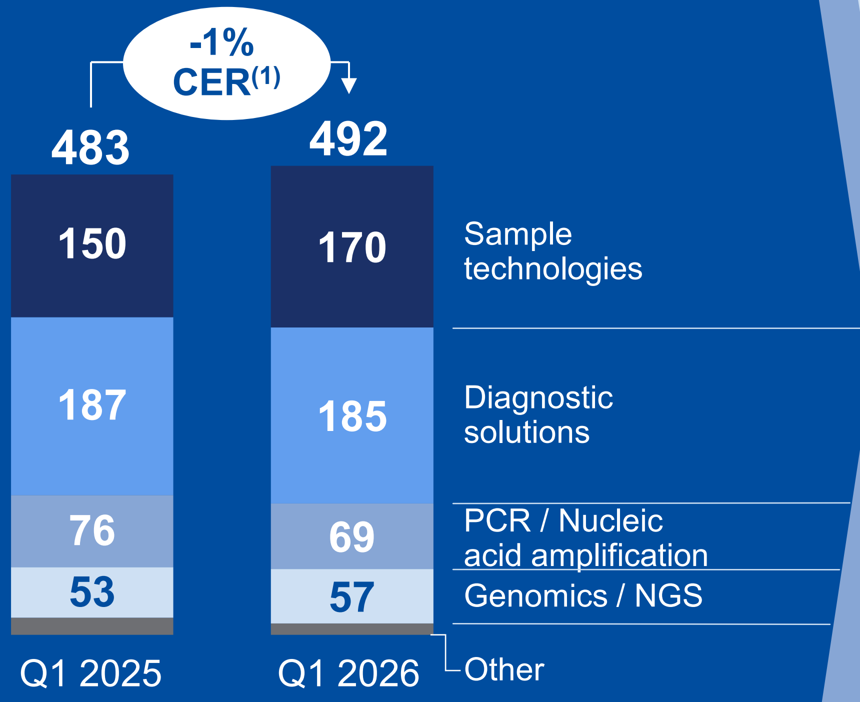
5. **Updated FY 2026 outlook**
   - ~+1-2% CER net sales growth, led by ~+4% CER growth in H2 2026
   - ≥$2.43 CER adjusted diluted EPS



CER – Constant exchange rates

Q1 2026: Sales performance and key developments

Sales by product group
(In $ millions at actual rates)



Key developments

Sample technologies
- +9% CER growth, +3% CER growth excl. Parse
- Parse integration progressing well, on track to exceed ~$40 mn FY 2026 sales target

QuantiFERON
- -5% CER decline amid sharp drop in immigration testing
- Strong uptake of new high-throughput Diasorin chemistry

QIAstat-Dx
- -1% CER decline as expected vs. strong Q1 2025
- Consumables led by double-digit GI and Meningitis panel growth

QIAcuity
- Double-digit CER growth led by consumables and instruments
- Continued adoption supported by all regions

QDI
- Solid single-digit CER growth driven by clinical double-digit growth
- Advancing portfolio with AI-enhanced products

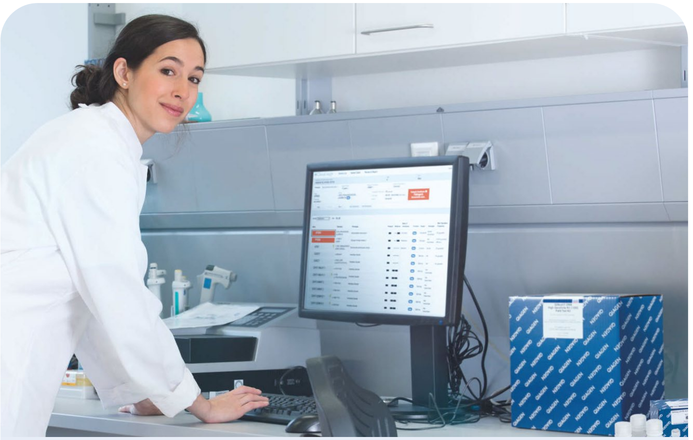
(1) Q1: Net sales $477 million CER (-1% at constant exchange rates, +2% at actual rates)
CER – Constant exchange rates

Q1 2026: Portfolio developments

Sample technologies – Parse:
Advancing scalable single-cell sequencing

Launch of Evercode® Whole Transcriptome chemistry

- Enables scalability of up to 5 million cells with improved sensitivity and cell recovery
- Simplified, automation-ready workflow with lower sequencing costs



Oncology portfolio:
Addressing key oncology research needs

Expansion of genomic profiling solutions in oncology

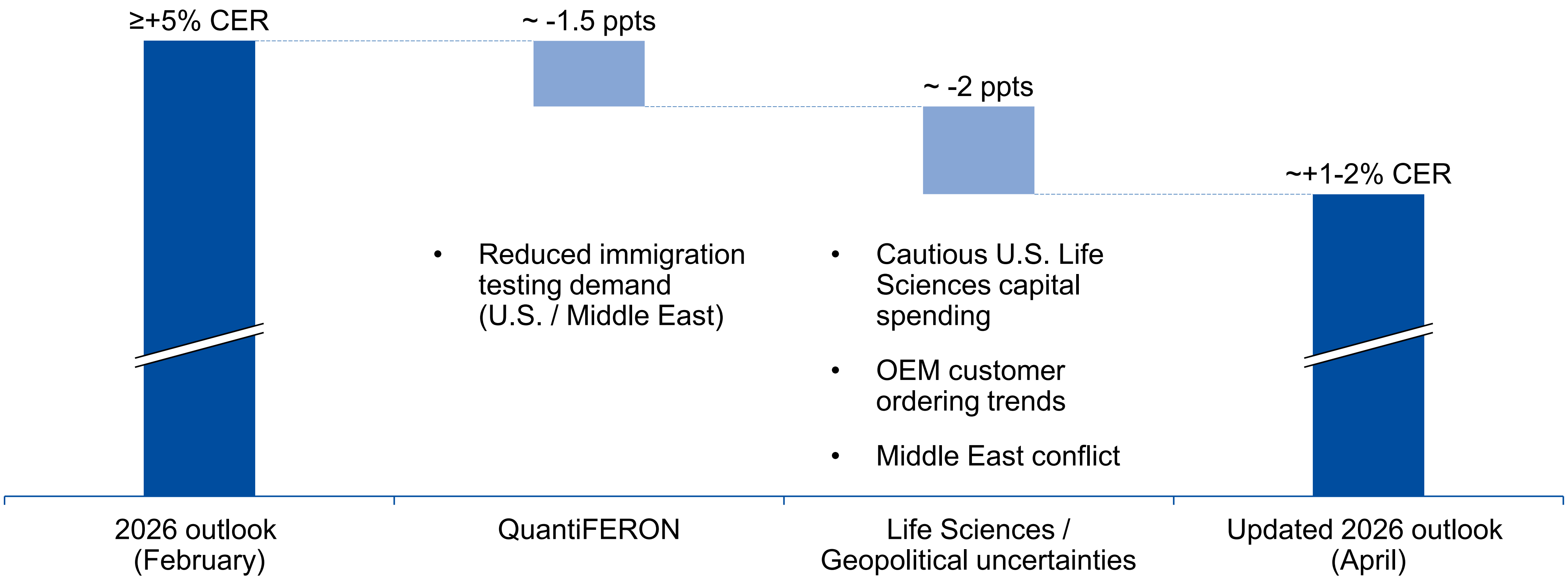
- **Genomics/NGS**: New QIAseq panels enabling broad genomic profiling
- **QDI**: Introduction of AI-grounding solution for unified drug discovery support in research

QIAstat-Dx:
Advancing syndromic testing solutions

Launch of new QIAstat-Dx panels and QIAstat-Dx Rise menu expansion

- Blood culture panel: Entry into bloodstream infection testing (Europe)
- GI panels: Menu expansion on QIAstat-Dx Rise (U.S.)

FY 2026 sales outlook: Updated perspectives



Updated FY 2026 sales outlook: ~+1-2% CER growth

CER – Constant exchange rates | ppts – Percentage points

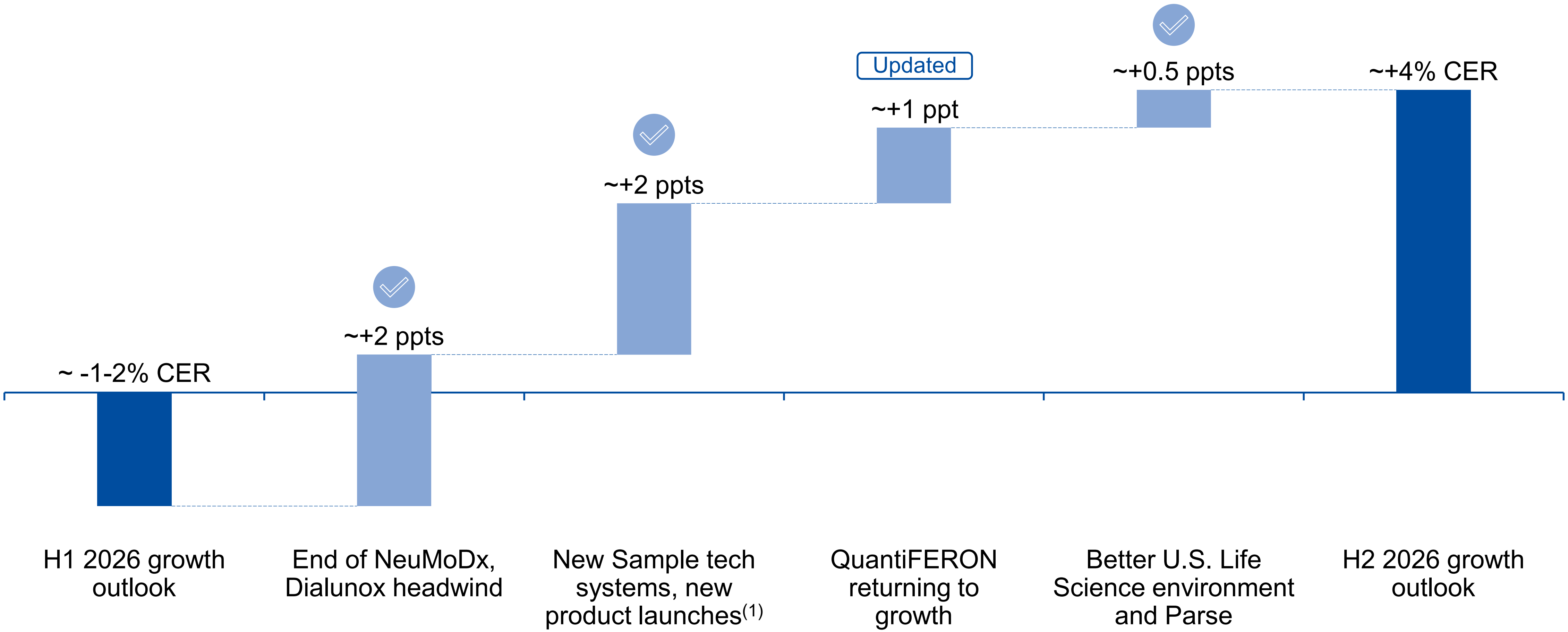
FY 2026: Leveraging a solid portfolio to drive growth

	Sample tech	QuantiFERON	QIAcuity	QIAstat-Dx	QDI	Growth pillars total sales (CER)
						
2026 CER targets (February 2026)	~$720 mn	~$535 mn	~$100 mn	~$160 mn	~$125 mn	**~$1.64 bn**
Updated 2026 CER targets (April 2026)	~$720 mn	Updated ~$500 mn	~$100 mn	~$160 mn	~$125 mn	**~$1.61 bn** ~7% CER growth

Q1 2026: 4 out of 5 pillars delivered or exceeded expectations

CER – Constant exchange rates

2026 sales outlook: H1 vs. H2 updated perspectives



Multiple levers to improve sales trends in H2 2026

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

Q2 and FY 2026: Updated outlook and assumptions

(As of April 27, 2026)	Q2 2026 outlook	FY 2026 outlook
Net sales	**~ -2% CER**	**~+1-2% CER**
Anticipated currency impact[1]	Positive impact of ~+1 ppt	Positive impact of ~+1 ppt
Adjusted diluted EPS[2]	**≥$0.60 CER**	**≥$2.43 CER**
Anticipated currency impact[1]	Neutral	Neutral
Adjustments to operating income (In $ millions):		
Business integration and acquisition-related items	~$8 mn	~$25 mn
Restructuring-related items	~$7 mn	~$45 mn
Amortization of acquired intellectual property	~$15 mn	~$62 mn
Adjusted tax rate (%)	**~17-18%**	**~17-18%**
Weighted average number of diluted shares outstanding (Based on $40.00 share price)	**~208 million**	**~209 million**

(1) Based on exchange rates as of April 27, 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.

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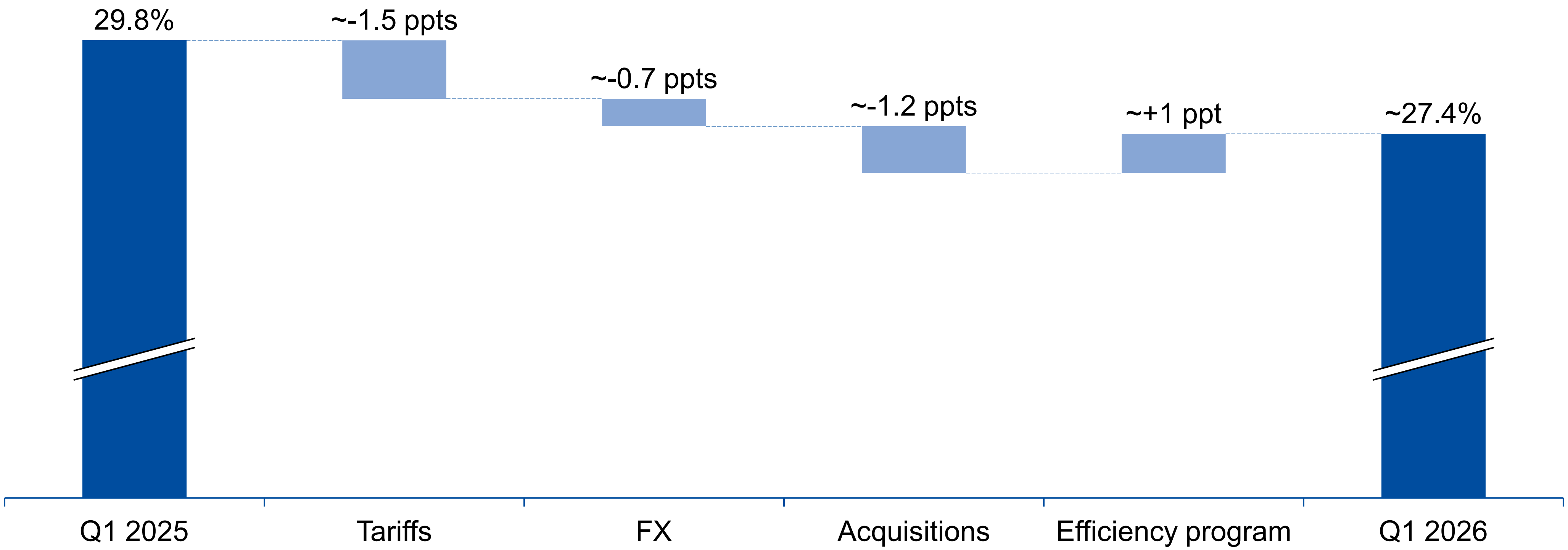
Appendix

Q1 2026: Maintaining solid profitability while investing in future growth

Adjusted operating income margin



ppts – Percentage points

Q1 2026: Consolidated Statements of Income (unaudited)

(In $ thousands, except share data)	Three months ended March 31, 2026	Three months ended March 31, 2025
Net sales	**492,320**	**483,456**
Cost of sales:		
Cost of sales	169,459	161,294
Acquisition-related intangible amortization	13,258	13,481
Total cost of sales	**182,717**	**174,775**
Gross profit	**309,603**	**308,681**
Operating expenses:		
Sales and marketing	114,606	106,334
Research and development	48,261	43,783
General and administrative	27,782	31,608
Acquisition-related intangible amortization	2,328	1,793
Restructuring, acquisition, integration and other, net	32,201	9,816
Total operating expenses	**225,178**	**193,334**
Income from operations	**84,425**	**115,347**
Adjusted income from operations	*134,734*	*144,197*
Other income (expense):		
Interest income	10,562	15,390
Interest expense	(11,051)	(7,294)
Other income (expense), net	1,893	(3,894)
Total other income, net	**1,404**	**4,202**
Income before income tax expense	**85,829**	**119,549**
Adjusted income before income tax expense	*136,501*	*150,883*
Income tax expense	**17,786**	**28,791**
Adjusted income tax expense	*23,911*	*29,860*
Net income	**68,043**	**90,758**
Adjusted net income	*112,590*	*121,023*
Diluted earnings per share	**$0.33**	**$0.41**
Adjusted diluted earnings per share	*$0.54*	*$0.55*
Shares used in computing diluted earnings per share (in thousands)	**208,939**	**220,189**

2026: Quarterly sales by product group

(In $ millions at actual rates / change in actual, CER rates)	Q1 2026			Q2 2026			Q3 2026			Q4 2026			FY 2026		
	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER
Sample technologies	170	13%	9%												
Diagnostic solutions(1)	185	-1%	-4%												
Of which QuantiFERON	*113*	*-3%*	*-5%*												
Of which QIAstat-Dx	*36*	*4%*	*-1%*												
Of which NeuMoDx	—	*-100%*	*-100%*												
Of which Other	*36*	*19%*	*15%*												
PCR/Nucleic acid amplification	69	-9%	-13%												
Genomics/NGS	57	6%	4%												
Other	12	-31%	-31%												
Total	**492**	**2%**	**-1%**												

(1) Includes QIAcuity digital PCR Dx revenues in 2026 (Q1: $4 million). QIAcuity is split between Diagnostic solutions and PCR / Nucleic acid amplification.
Tables may contain rounding differences. | Percentage changes are to prior-year periods.

2026: Quarterly sales by product type and region

(In $ millions at actual rates / change in actual, CER rates)	Q1 2026			Q2 2026			Q3 2026			Q4 2026			FY 2026		
	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER	Sales	Act.	CER
Product type															
Consumables and related revenues	445	2%	-1%												
Instruments	48	-2%	-6%												
Geographic region[1]															
Americas	249	-2%	-2%												
Europe / Middle East / Africa	173	8%	0%												
Asia-Pacific / Japan	70	2%	0%												
Total	**492**	**2%**	**-1%**												

(1) Rest of World contributed less than 1% of net sales in Q1 2026. | Tables may contain rounding differences.

Q1 2026: 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*
First quarter 2026								
Reported results	492.3	309.6	84.4	85.8	(17.8)	21 %	68.0	0.33
Adjustments								
Business integration, acquisition and restructuring related items (a)		2.5	34.7	34.7	(9.9)		24.8	0.12
Purchased intangibles amortization (b)		13.3	15.6	15.6	(3.9)		11.7	0.06
Non-cash other income, net				0.4	(0.1)		0.3	0.00
Certain income tax items (c)					7.7		7.7	0.04
Total adjustments		15.8	50.3	50.7	(6.1)		44.6	0.21
Adjusted results	**492.3**	**325.4**	**134.7**	**136.5**	**(23.9)**	**18 %**	**112.6**	**0.54**

Please see footnotes for these tables on the following page.

* Weighted number of diluted shares (Q1 2026: 208.9 million)

Q1 2026: Footnotes for reconciliation to adjusted results (unaudited)

a. Includes costs incurred in connection with streamlining operations and improving overall efficiency as well as costs related to various contemplated and completed acquisition projects including subsequent integration activities at GNX Data Systems, Ltd. (Genoox) and Parse Biosciences (Parse).

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

c. 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.

2026: Quarterly income statement summary

(In $ millions, unless indicated) (Diluted EPS in $ per share)	Q1 2026	Q2 2026	Q3 2026	Q4 2026	FY 2026
Net sales	492.3				
Net sales (CER)	476.7				
Gross profit	309.6				
Gross profit margin	*62.9%*				
Adjusted gross profit	325.4				
Adjusted gross profit margin	*66.1%*				
Operating income	84.4				
Operating margin	*17.1%*				
Adjusted operating income	134.7				
Adjusted operating margin	*27.4%*				
Tax rate	21%				
Adjusted tax rate	18%				
Net income	68.0				
Adjusted net income	112.6				
Diluted EPS	0.33				
Adjusted diluted EPS (CER) ($ per share)	0.54 (0.54)				
Diluted shares outstanding for EPS calculation	208.9				

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

Consolidated Balance Sheets

(In $ thousands, except par value)	March 31, 2026	December 31, 2025
Assets	(unaudited)	
Cash and cash equivalents	646,289	839,005
Short-term investments	—	259,913
Accounts receivable, net	396,616	402,608
Inventories, net	309,606	301,888
Prepaid expenses and other current assets	187,743	191,659
Total current assets	**1,540,254**	**1,995,073**
Property, plant and equipment, net	914,789	923,948
Goodwill	2,695,980	2,700,658
Intangible assets, net	367,491	386,431
Other long-term assets	263,551	275,122
Total long-term assets	**4,241,811**	**4,286,159**
Total assets	**5,782,065**	**6,281,232**

(In $ thousands, except par value)	March 31, 2026	December 31, 2025
Liabilities and equity	(unaudited)	
Accrued and other current liabilities	400,812	439,481
Accounts payable	78,298	72,656
Total current liabilities	**479,110**	**512,137**
Long-term debt	1,646,557	1,654,428
Other long-term liabilities	324,692	336,513
Total long-term liabilities	**1,971,249**	**1,990,941**
Common shares, EUR 0.01 par value: Authorized – 410,000 shares Issued – 206,801 shares (2026) and 217,685 shares (2025)	2,404	2,529
Additional paid-in capital	949,272	1,436,360
Retained earnings	2,802,017	2,748,390
Accumulated other comprehensive loss	(396,835)	(377,309)
Less treasury shares at cost – 551 shares (2026) and 764 shares (2025)	(25,152)	(31,816)
Total equity	**3,331,706**	**3,778,154**
Total liabilities and equity	**5,782,065**	**6,281,232**

Balance sheet data and metrics		
Group liquidity(1)	646,289	1,098,918
Net debt(2)	1,000,268	555,510
Leverage ratio(3)	1.3x	0.7x

(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.

Consolidated Statements of Cash Flows (unaudited)

Three months ended (In $ thousands)	March 31, 2026	March 31, 2025
Cash flows from operating activities:		
Net income	68,043	90,758
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation and amortization	51,211	43,908
Non-cash impairments	15,218	2,537
Amortization of debt discount and issuance costs	587	492
Share-based compensation	9,651	12,339
Deferred tax benefit	(3,476)	(542)
Loss on marketable securities	—	968
Other items, net including fair value changes in derivatives	1,532	3,883
Change in operating assets, net	(28,334)	631
Change in operating liabilities, net	(13,803)	(15,234)
Net cash provided by operating activities	**100,629**	**139,740**
Cash flows from investing activities:		
Purchases of property, plant and equipment	(46,883)	(43,902)
Purchases of intangible assets	(1,598)	(362)
Purchases of short-term investments	—	(25,000)
Proceeds from redemptions of short-term investments	259,294	189,679
Cash received for collateral asset	1,040	926
Purchases of investments, net	(379)	(1,260)
Net cash provided by investing activities	**211,474**	**120,081**

Three months ended (In $ thousands)	March 31, 2026	March 31, 2025
Cash flows from financing activities:		
Capital repayment	(496,749)	(280,086)
Tax withholdings related to vesting of stock awards	(7,752)	(4,942)
Cash received (paid) for collateral liability	1,128	(1,480)
Other financing activities	(286)	(196)
Net cash used in financing activities	**(503,659)**	**(286,704)**
Effect of exchange rate changes on cash and cash equivalents	(1,160)	2,084
Net decrease in cash and cash equivalents	**(192,716)**	**(24,799)**
Cash and cash equivalents, beginning of period	839,005	663,555
Cash and cash equivalents, end of period	**646,289**	**638,756**
Reconciliation of Free Cash Flow(1)		
Net cash provided by operating activities	100,629	139,740
Purchases of property, plant and equipment	(46,883)	(43,902)
Free Cash Flow	**53,746**	**95,838**

(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.

Q1 2026: Currency impact

	Net sales (In $ millions / Actual)	Net sales (CER)	Currency exposure (As % of CER sales)	Change (In $ millions)
Q1 2026				
U.S. dollar	273.0	273.1	57%	0.1
Euro	97.1	87.7	18%	-9.4
British pound	18.6	17.2	4%	-1.4
Japanese yen	11.7	12.1	3%	0.4
Other currencies	91.8	86.7	18%	-5.1
Total net sales	**492.3**	**476.7**	100%	**-15.4**

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 March 31, 2026

	Americas	Europe / Middle East / Africa	Asia Pacific / Japan / ROW	Total Q1 2026	Total Q4 2025	Change
Production	291	1,083	139	1,513	1,542	-2%
R&D	165	741	50	956	975	-2%
Sales	559	812	689	2,060	2,119	-3%
Marketing	79	174	67	320	321	0%
Administration	78	447	152	677	697	-3%
Total	**1,172**	**3,257**	**1,097**	**5,526**	**5,654**	-2%

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Calendar

QuantiFERON Spotlight Session	May 7, 2026
Annual General Meeting	June 2026
Q2 2026 results	August 2026

Share information

NYSE:	QGEN
Frankfurt:	QIA
ISIN / CUSIP:	NL0015002SN0 / N72482 156
WKN:	A41HBE

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