QIAGEN N.V.

Sustainability Statement 2025

Strategy, Business Model and Value Chain

Our business

QIAGEN provides sample and assay technologies that enable customers to extract, detect and interpret molecular information from biological samples. From decoding DNA to accelerating life-saving breakthroughs, our vision is simple: to make improvements in life possible. We create value by offering integrated workflows that combine consumables with instruments, automation and bioinformatics. This approach allows customers to standardize research and molecular testing and generate actionable insights across applications faster, better and more efficiently.

Our strategy is anchored by a commitment to deliver solid profitable growth by focusing our resources on a group of pillars that represented $1.5 billion in sales, approximately 72% of sales, in 2025 and that are expected to reach combined annual sales of approximately $2 billion by 2028. We are aligning our investments within these pillars to maximize sales in proven high-growth markets.

The pillars involve three product groups where QIAGEN is developing leadership positions: the digital PCR (Polymerase Chain Reaction) platform QIAcuity, the clinical PCR syndromic testing solution QIAstat-Dx and the QIAGEN Digital Insights portfolio of bioinformatics solutions for improved analysis and interpretation of complex genomic data. Additionally, two pillars involve product groups where QIAGEN has strong top positions and where we want to consolidate our leadership: Sample technologies that are used to gain access to DNA and RNA from a biological sample and the QuantiFERON technology platform for latent disease detection, best known for its use in detecting latent tuberculosis (TB).

We classify our products into two main categories: consumables and related revenues; and instruments and related services. Global Presence by Product Category and Geographic Market and QIAGEN Product Groups as discussed in the Annual Report provide additional details.

We manufacture our products at facilities in the United States, Europe and China. In China, products are primarily made for the local market. For more information about our manufacturing sites, please refer to the Annual Report Description of Property section.

Our commercial teams are organized into specialized groups across three major regions: Americas; Europe, Middle East and Africa (EMEA); and Asia Pacific and Japan (including China). In certain markets, we also work with third-party distributors to extend our reach. For more information, please refer to the Annual Report Sales and Marketing section. Details about our employees can be found in the Employees section.

QIAGEN operates a centralized distribution network with regional hubs responsible for local logistics.

Building a sustainable business

Our products support scientific progress and healthcare by enabling molecular insights that can contribute to improved decision-making and patient outcomes worldwide. We are committed to sustainable business practices integrating stakeholder perspectives—including those of customers, employees, regulators and public authorities, suppliers and shareholders—into relevant aspects of our operations.

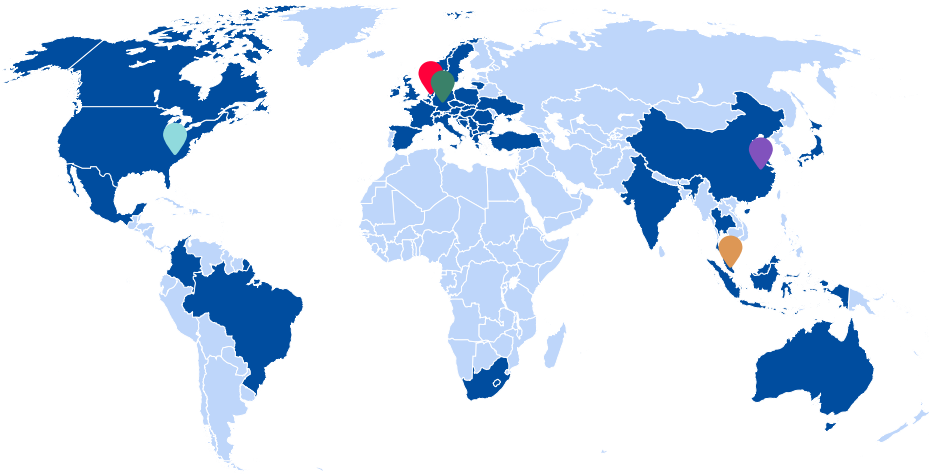
Our sustainability policy outlines key principles and responsibilities for QIAGEN employees regarding environmental, social and governance (ESG) matters, reflecting our commitment to a more sustainable future. Oversight of sustainability is provided by the Supervisory Board, through its Nomination & Governance Committee. The Managing Board is responsible for integrating sustainability into strategy, and works with the Executive Committee on operational execution.

Our targets and actions address priorities such as reducing the use of plastic and advancing environment-friendly product solutions; lowering emissions across our operations and supply chain; and working with suppliers to promote environmental and social responsibility. Through these initiatives, we aim to embed sustainability considerations across our business activities and product life cycle.

Strategy, Business Model and Value Chain

Global presence

Global presence with a focus on the most attractive developed and emerging markets



Our key sites

- **Venlo,** Global HQ
- **Hilden,** EMEA HQ
- **Germantown,** Americas HQ
- **Shanghai,** China HQ
- **Singapore,** Asia HQ

Global presence

Delivering products to
>160 countries

Direct sales in
>40 countries

Value chain

Value is created across QIAGEN's value chain through innovation in sample and assay technologies, high-quality manufacturing and regulatory-compliant supply. As part of its business model, QIAGEN integrates post-market surveillance into the life-cycle management of its products. The ongoing monitoring of product performance supports the early identification of quality-related risks, underpins regulatory compliance across markets, and helps maintain trust in QIAGEN's solutions among customers, patients and end users. These efforts are supported by commercial execution and global distribution capabilities. Our research and development are carried out within manufacturing entities and specialized R&D centers. Manufacturing sites source raw materials and semi-finished products from affiliated entities and independent third parties to support the production of QIAGEN consumables, instruments and related solutions. Sales to end customers are managed through local sales subsidiaries and, in certain markets, third-party distributors. A centralized distribution network connects manufacturing entities with local sales organizations, supported by two global distribution hubs that consolidate demand and optimize supply logistics.

Our products serve more than 500,000 customers across the continuum from Life Sciences (academia, pharmaceutical R&D and applied testing) to molecular diagnostics (clinical healthcare). QIAGEN operates globally, with significant markets in the Americas, Europe, Middle East, Africa (EMEA), Asia Pacific and Japan (including China).

Upstream

Procurement

- Raw materials
- R&D services and in-licensing
- Finished goods
- Logistical and warehousing services
- Semi-finished goods
- IT and other services

Our operations

~5,700 QIAGENers across all EC functions

Manufacturing in EMEA, Americas and APAC regions

Research and Development

Consumables | Instruments | Bioinformatics (digital insights)

Downstream

Sales to >500,000 customers in >160 countries

Sales entities in EMEA, APAC and Americas

- Consumables
- Instrumentation services
- Instruments
- Licensing (e.g., patents)
- Bioinformatics

Material topics

- Climate change
- Resource use and circular economy (e.g. resource inflows)
- Business conduct
- Workers in the value chain

- Climate change
- Resource use and circular economy (e.g., closing the loop, waste management)
- Business conduct
- Consumers and end users
- Own workforce
  - Working conditions
  - Diversity and inclusion
  - Occupational health and safety

- Climate change
- Resource use and circular economy (e.g. products, services, waste)
- Business conduct
- Workers in the value chain
- Consumers and end-users

Strategy, Business Model and Value Chain

Interests and views of our stakeholders

Understanding and addressing the interests and expectations of our stakeholders is essential for our business strategy and long-term value creation. In 2025, we actively engaged with stakeholders through various channels, incorporating their insights into our materiality assessment, business processes and capital allocation dialogue. These engagements supported decisions on product portfolio priorities, operational improvements, transparency in external reporting and the way we communicate our approach to profitable growth, investment discipline and long-term shareholder value creation.

In particular, engagement with shareholders and the financial community provided feedback not only on sustainability performance and governance, but also on strategy execution, capital deployment priorities and the balance between investing for future growth and maintaining financial discipline. This dialogue helps us explain how we allocate resources to strategic growth pillars, innovation, operational capabilities and other value-enhancing initiatives, while maintaining a focus on returns, resilience and transparency. In accordance with the Dutch Corporate Governance Code, our Stakeholder Engagement Policy is available on our website.

Interests and views of our stakeholders

Stakeholders	How we engage	Why we engage	How we respond
Shareholders and the financial community	• Quarterly reports and earnings calls, including strategy and capital allocation updates • Annual report and annual general meeting communications, including long-term value creation priorities • Regular roadshows and investor calls on growth, portfolio priorities and returns • Investor relations website and related shareholder communications • Investor feedback	• Long-term shareholder value creation • Capital deployment to investment priorities with highest returns • Financial resilience • Understanding investor expectations toward sustainability • Business conduct: attracting responsible investors	• Clearer communication on long-term shareholder value creation • Communication and execution of capital allocation priorities, including strategic acquisitions, digital capabilities and growth pillar investments • Communication of shareholder return actions, including the annual cash dividend and synthetic share repurchase programs • Stronger linkage between strategy, resource allocation and profitable growth • Increased transparency on sustainability performance • ESG information embedded in internal and external communications • Expanded CDP environmental reporting
Employees	• Strategic meetings: annual kick-offs and quarterly feedback checks • Reviews: one-on-one sessions and 180° feedback • Engagement: surveys, pulse checks, events and webinars • Trainings: management and regulatory sessions, ESG awareness	• Foster performance culture • Ensure highest health and safety • Equal treatment and opportunities for all • Employee development, training and skills	• Annual employee survey results show QIAGEN as having a high-performance culture • Recognition of QIAGEN as top employer in several regions • Local site action plans to enhance workplace culture • Increased safety awareness • Reduction in unstaffed positions

Strategy, Business Model and Value Chain

Stakeholders	How we engage	Why we engage	How we respond
Customers	• Surveys: customer satisfaction measurement • Digital tools: web chat and 24/7 service portal • Events: conferences, trade fairs, roadshows and infotainment shows; best practice sharing at our facilities • Engagement: bilateral meetings, production tours, training, customer audits • Sustainability: questionnaires and dedicated webpage	• Strong ongoing customer engagement and retention • Ensure timely access to products and services • Support sustainable lab practices and efficient waste management	• Incorporation of customer requirements into product and service offering • Expansion of product portfolio with increasing focus on sustainable products and plastics reduction • Service improvements, e.g., web chat functionalities and Net Promoter Score (NPS) above internal benchmarks • Lab waste treatment pilot
Suppliers	• Workshops on target costing design • Risk assessment, strategic reviews, supplier days • Best practice workshops, bilateral engagement, joint initiatives, webinars with employees	• Supply chain security and risk reduction • Business conduct: responsible sourcing standards • Sustainability commitments	• Cost stability in challenging macroeconomic environment • Mapped strategic supplier base to reduce supply risk and assess sustainability factors • Pilot projects on low-carbon solutions
General society and local communities	• Collaboration with public health laboratories, research and academic institutions around the world	• Access to products and services: enhancement of access to healthcare	• Laboratory infrastructure and capacity building to support pandemic preparedness • Response initiatives, local surveillance • Development of new tools for pathogen detection
Banks and financial institutions	• Mandatory reporting and information (e.g., annual report, non-financial reporting) • Bilateral meetings	• Efficient financing costs • Improvements in ESG ratings	• Reduced financing costs for debt offerings • Favorable ESG performance-linked loan conditions

Sustainability Statement

This Sustainability Statement has been extracted from the 2025 IFRS Annual Report. The Sustainability Statement was subject to limited assurance by EY Accountants B.V. as included on page 372 of the 2025 IFRS Annual Report which is available on our website.

General Information

Sustainability and business strategy

Since 2017, we have steadily strengthened the integration of sustainability across our value chain, aligning our long-term vision with responsible growth and sustainable value creation. This focus reflects our commitment to operating with integrity, supporting our people and communities and reducing our environmental footprint while delivering solutions that advance science and improve health outcomes. In 2025, we continued to embed sustainability into strategy, governance and day-to-day decision-making, reinforcing continuous improvement and accountability across the organization. In this context, sustainability-related elements of QIAGEN's strategy include the management of environmental impacts across operations and the value chain, the development of lower-impact product and packaging solutions, and the integration of workforce- and governance-related considerations into relevant business processes. QIAGEN's significant products and services (such as our growth pillars), and our principal markets and customer groups, are relevant to these sustainability-related goals, particularly in relation to product life-cycle impacts, resource use, emissions, value chain responsibility and responsible business practices. Key challenges include reducing emissions and plastics use across a global footprint, advancing lower-impact solutions while maintaining quality and regulatory requirements, and supporting sustainability-related improvements in the value chain. These matters are addressed through ongoing measures and projects intended to support continuous improvement in sustainability performance.

Basis for preparation

This sustainability statement has been prepared in accordance with the EU Corporate Sustainability Reporting Directive (CSRD); Article 29(a) of Directive 2013/34/EU; the European Sustainability Reporting Standards (ESRS); and Article 8 of Regulation (EU) 2020/852 (EU Taxonomy Regulation). It covers the year ended December 31, 2025, and is presented on a consolidated basis using the same reporting scope as the financial statements, excluding Parse Biosciences, Inc. which we acquired in December 2025. Our reporting policies have been applied consistently across the reporting year and comparative periods.

Where relevant, this Sustainability Statement includes information disclosed to meet requirements under other applicable legislation and regulatory frameworks, including but not limited to the German Supply Chain Due Diligence Act (LkSG), the UK Modern Slavery Act, the Dutch Gender Diversity Bill, EU Pay Transparency requirements and U.S. conflict minerals disclosure obligations, in addition to the disclosures required under the ESRS

As of January 1, 2024, CSRD reporting went into effect in the EU. As of the publication date of this annual report, some EU countries, such as the Netherlands, where QIAGEN is incorporated, have not yet implemented the directive into national law.

The ESRS allow for an exemption from disclosing impending developments or ongoing negotiations. However, we did not utilize this exemption.

Time horizons in this statement are aligned with our financial statements:

- Short-term: One year (aligned with the financial reporting period)
- Medium-term: Up to five years after the short-term period
- Long-term: More than five years

In line with the GHG Protocol and Science Based Targets initiative (SBTi) requirements, QIAGEN assesses whether structural changes—such as business combinations, acquisitions or divestments—require a recalculation of base year emissions to ensure comparability over time and consistency with the current organizational boundary. During the reporting period, no material structural changes occurred that would have required a recalculation of the base year. QIAGEN will recalculate base year emissions in the event of future structural changes, in accordance with applicable GHG Protocol and SBTi guidance.

Incorporation by reference

Certain disclosures are incorporated by reference from other sections of this Annual Report, with clear indications of the precise content as noted in the ESRS cross-reference table at the end of the sustainability statement.

General Information

Use of phase-in and transitional provisions

In accordance with ESRS 1 (Appendix C), we have applied the transitional provisions during the reporting year, as data and processes for certain disclosures are still being developed. QIAGEN has elected to apply the Delegated Regulation (EU) 2025/4812 extending ESRS phase-in provisions for wave 1 undertaking that was adopted by the European Commission. All applicable phase-in options and transitional provisions have been utilized in this statement, with the exception of the following:

- ESRS S1-14, §88d: Number of cases of recordable work-related ill health of employees
- ESRS S1-14, §88e: Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health related to employees

The application of transitional measures affects the completeness and comparability of the disclosures for the reporting period. We continue to build the necessary data collection processes and internal controls to meet full ESRS requirements once the transitional period ends. Please refer to the Sustainability Statement Annex for more a complete listing of our phase-ins.

Sources of estimation and outcome uncertainty

The preparation of this sustainability statement required the use of judgments, estimates and assumptions that affect reported amounts. These estimates are based on experience and reasonable factors under current circumstances. We review and update these assumptions as needed. Throughout this report we round all figures to the nearest percentage, as such some results may not add up precisely to the totals. Where primary data from the upstream or downstream value chain is not fully available, estimates are based on indirect sources, including spend-based approaches, sector-average emission factors, recognized industry databases, sector guidance (e.g. for employee commuting), and other appropriate proxies. As a result, the accuracy of these metrics is lower than for metrics based on primary data and subject to higher uncertainty. To improve accuracy over time, QIAGEN is enhancing data availability and quality by expanding supplier engagement, increasing the use of primary and mass-based data (notably for Scope 3 emissions), and refining methodologies in line with recognized standards and internal process improvements. In the reporting year, these methodological refinements did not lead to material changes in reported emissions; therefore, comparative figures were not restated and comparability remains unaffected. The use of indirect sources and proxies applies in particular to the following metrics, as defined in in our data collection procedures.

The following metrics are more complex and require a higher degree of judgment partly because of limited available data. Any changes in assumptions or estimates could lead to different results. These include:

- **Indirect greenhouse gas (GHG) emissions — Scope 3**
  - Upstream value chain activities – category 1 (Purchased Goods and Services): Calculated using spend-based data and assigned emissions factors reflecting sector-average data where supplier-specific information is not available
  - Upstream value chain activities — category 4 (Transportation and Distribution): Partially based on supplier-specific data; where unavailable, emissions are estimated using spend-based or extrapolated activity data
  - Upstream value chain activities — category 6 (Business Travel): Primarily based on supplier data; where unavailable, emissions are estimated using standardized emission factors
  - Upstream value chain activities — category 7 (Employee Commuting): Estimated using sector guidance and standardized assumptions where primary employee-level data is not fully available
  - Downstream value chain activities — category 11 (Use of Sold Products): Estimated using product-specific assumptions combined with average emission factors
  - Downstream value chain activities — category 12 (End-of-Life Treatment of Sold Products): Estimates based on assumptions about waste treatment types

General Information

- **Inflow of resources**
  - Estimations on the total weight of products and materials
  - Estimations on the share of renewable material weight to total material weight
  - Estimations on the share of reused or recycled material weight to total material weight
- **Outflow of resources**
  - Durability of products
  - Repairability of products
- **Waste data**
  - The total weight, including technical and biological materials, is based on actual weights from major manufacturing sites, with an extrapolation for secondary sites (see section Resource outflows: Waste management).

Further details are disclosed in the respective chapters alongside the topical disclosures.

Value chain

This statement covers our upstream and downstream value chains, and evaluates the related impacts, risks and opportunities as identified in the Double Materiality Assessment (DMA).

Omission of information

As per the guidance provided in ESRS 1, we have not exercised the option to omit information related to intellectual property, know-how or innovation results.

External assurance

EY Accountants B.V., serving as our independent auditors, performed a limited assurance engagement on this Sustainability Statement. Further information can be found in the Limited Assurance Report provided by the independent auditor. Apart from EY, no external organizations have reviewed or validated any of the disclosures presented in this report.

Statement on due diligence

The following table provides an overview of QIAGEN's due diligence processes related to sustainability matters. It captures key elements, including the integration of due diligence into strategy and business models, engagement with affected stakeholders, identification and assessment of sustainability impacts and key actions in this area, including the tracking of initiative effectiveness.

General Information

Core elements of due diligence	Reference Sustainability Statement	Pages
Embedding due diligence in governance, strategy and business model	GOV-1 GOV-2 SBM-1 SBM-3	85, 89 125 Incorporated by Reference[1] 25, 42, 54, 66, 72, 77, 86
Engaging with affected stakeholders in all key steps of due diligence	GOV-2 SBM-2 IRO-1 S1-2 S2-2 S4-2	125 27 13 57 75 78
Identifying and assessing adverse impacts	IRO-1 SBM-3	13 25, 42, 54, 66, 72, 77, 86
Taking actions to address identified adverse impacts	E1-1 E1-3 E5-2 S1-4 S2-4 S4-4 G1-3	26 28 46 57, 63, 67 73 80 89
Tracking the effectiveness of these efforts and communications	E1-4 E1-5 E1-6 E5-3 E5-4 E5-5 S1-5 S1-6 S1-9 S1-14 S1-17 S2-5 S4-5	26 34 35 43 48 49 55, 62, 66 59 65 68 59 75 78

Please refer to our IFRS Annual Report for more details on this section.

Risk management and internal controls over sustainability reporting

Risk management

The following climate-change risks were considered during the assessment of the impacts, risks and opportunities (IRO).

- Transitioning to a 1.5°C economy: increased costs due to regulatory requirements, rising operating expenses and revenue declines due to insufficient investment in sustainable products and services.
- Physical climate risk: for example, site damage and closure because of climate-related natural disasters, extreme weather events and/or hazards that can limit production.

These risks have been incorporated into the risk management system.

The resilience of QIAGEN's strategy and business model in relation to all material sustainability-related impacts, risks and opportunities identified across the topical ESRS chapters has been assessed through qualitative and, where applicable, quantitative analyses, including scenario-based assessments, conducted across short-, medium- and long-term time horizons, as described below.

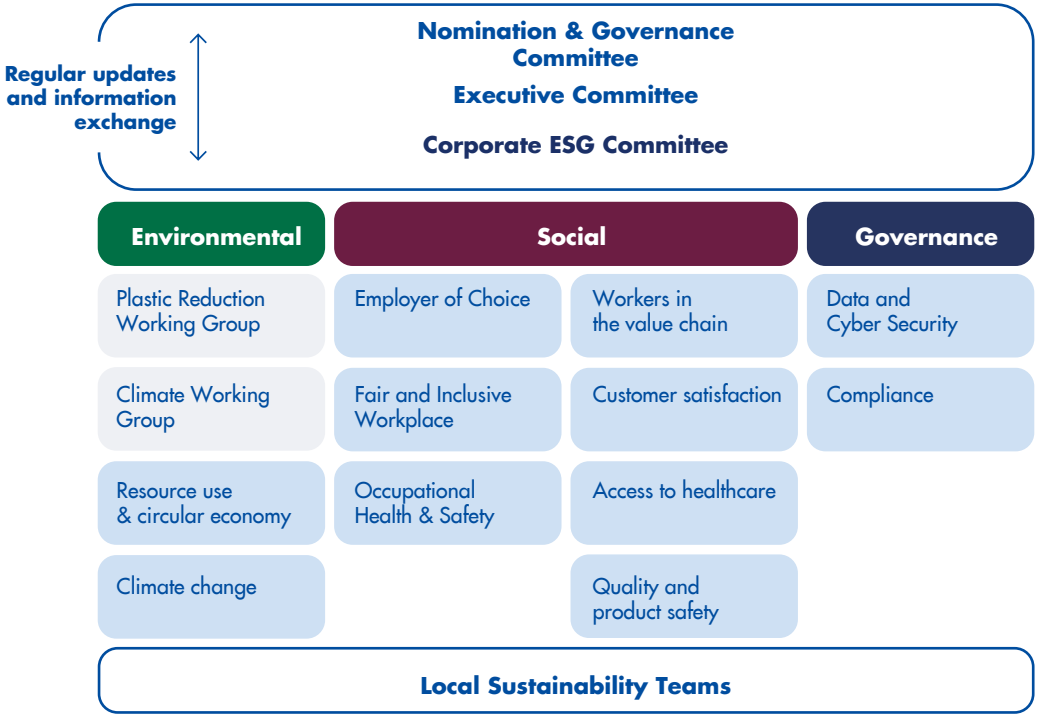
While we have not yet performed a single, consolidated resilience analysis of our business strategy and model, we have conducted resilience-relevant assessments across key risk areas. These include climate-related physical and transition risk scenario analyses embedded in our enterprise risk management framework, the integration of identified risks into mid- and long-term planning, and the implementation of mitigation and adaptation measures to support business continuity. The results of these assessments indicate that, under the applied 1.5°C-aligned transition scenario, QIAGEN's business model and strategy are resilient, as identified transition risks are primarily associated with manageable cost, technology and market adjustments and were not assessed as materially impairing our ability to operate or deliver our strategic objectives.

General Information

Internal controls

Controls and procedures for managing IROs are integrated into QIAGEN's internal control framework and into relevant internal functions, including Finance, Legal, Operations and Human Resources. Internal controls over sustainability reporting are tested to support effective monitoring and risk mitigation. As part of our Double Materiality Assessment, we have implemented process controls to ensure the identification, documentation and evaluation of material IROs.

Operational ESG Responsibility



The Senior Vice President, Head of Global Operations, is responsible for sustainability matters within the Executive Committee and is accountable to the Nomination & Governance Committee of the Supervisory Board, through which the Supervisory Board oversees sustainability matters. The Head of ESG Strategy and Impacts Programs leads the operational ESG function and reports to the Senior Vice President, Head of Global Operations. The operational ESG function formulates proposals for the Managing Board and Supervisory Board and supports implementation through the Corporate ESG Committee (CEC), a cross-functional working group with representatives from Finance, Legal, Operations, Human Resources, Corporate Communications and Investor Relations. The Supervisory Board, Managing Board and Executive Committee receive regular updates on the progress of our sustainability strategy. In this way, our management and supervisory bodies are supported by internal sustainability expertise and by cross-functional input relevant to the oversight of sustainability matters.

Additionally, the Head of ESG Strategy and Impacts Programs supports training and discussion on sustainability matters, including climate change, supply chain due diligence and regulatory compliance. We also maintain governance support for compliance-related matters through the Compliance Program and Compliance Committee, which is led by the Head of Global Legal Affairs and Compliance and includes representatives from Legal, Internal Audit, Human Resources, SEC Reporting, Clinical and Medical Affairs, and Trade Compliance. This supports the governing bodies' access to expertise relevant to sustainability-related regulatory and business conduct matters.

The sustainability-related skills and expertise available to QIAGEN's management and supervisory bodies are aligned with the sustainability matters identified as material through the Double Materiality Assessment and with the related impacts, risks and opportunities addressed through governance, strategy and risk management. These material matters include climate change, resource use and circular economy, business conduct, workers in the value chain, consumers and end users, and selected own-workforce matters. Given QIAGEN's business model, global operating footprint, regulated manufacturing

General Information

environment and broad customer base, oversight of these matters requires expertise and cross-functional input.

During the reporting period, the management and supervisory bodies, addressed the following material sustainability-related impacts, risks and opportunities: climate change mitigation and transition risks, including greenhouse gas emissions; supply chain due diligence and human rights-related risks; regulatory and compliance risks related to CSRD and other sustainability regulations; resource efficiency and waste reduction, including plastics; and opportunities related to operational efficiency, innovation and resilient growth. The expertise and support structures described above are intended to enable these bodies to oversee the sustainability matters that are most relevant to our value chain, strategic priorities and stakeholder expectations.

Where applicable, trade-offs were considered relating to sustainability impacts, financial performance, operational feasibility and long-term value creation, including trade-offs between short-term costs and long-term risk mitigation, investment priorities and the pace of implementation of sustainability-related initiatives. QIAGEN supports the continued development of sustainability-related expertise through regular reporting, governance discussions and training. The Head of ESG Strategy and Impacts Programs supports training and discussion on sustainability matters, including climate change, supply chain due diligence and regulatory compliance. In addition, the Supervisory Board is trained in and updated on compliance matters and new legal requirements. Through these processes, we seek to ensure that its management and supervisory bodies collectively maintain access to the knowledge and capabilities needed to oversee the material sustainability-related impacts, risks and opportunities.

QIAGEN's management and supervisory bodies consider identified impacts, risks and opportunities in strategic oversight, major transaction decisions and risk management through board-level monitoring. Management supports the development of sustainability-related targets linked to QIAGEN's material impacts, risks and opportunities, taking into account the Double Materiality Assessment, risk management processes and strategic priorities. Progress toward these targets is tracked through regular reporting on relevant metrics and implementation status and reviewed by the Executive Committee, Managing Board and Supervisory Board, as applicable.

Double Materiality Assessment (DMA)

Process Description

In 2024, QIAGEN conducted a DMA in compliance with the requirements of the ESRS under the CSRD.

This assessment evaluated sustainability topics from two angles:

- Impact perspective: Assesses actual and potential positive and negative impacts of QIAGEN's operations
- Financial perspective: Assesses risks and opportunities that sustainability topics present to the business.

In 2025, we reviewed our 2024 Double Materiality Assessment, due to the involvement of new stakeholders who played an important role in the risk evaluation process. For example, the appointment of a Head of Global EHS in the Environmental area contributed new insights and perspectives. This review confirmed that the main ESRS topics remained relevant and validated the alignment of sub-topics for the current year. During this review, selected sub-topics and sub-sub-topics—primarily within Environmental (E), Own Workforce (S1) and Business Conduct (G1)—were consolidated or removed where overlaps or reduced relevance were identified, resulting in a slight reduction in the overall number of sub-topics. Compared to the prior reporting period, the underlying DMA methodology and governance remained unchanged; the 2025 update represented a targeted validation and refinement rather than a redesign of the process. The DMA methodology was last comprehensively updated in the 2024/2025 reporting cycle. Going forward, QIAGEN plans to review and update the Double Materiality Assessment every second year, unless material changes in facts or circumstances trigger an earlier reassessment. Following this review and as part of the approval of the Double Materiality Assessment (DMA) for 2025, the head of ESG Strategy and Impact Programs in collaboration with the Vice President of Enterprise and Cyber Risk Management, the Vice President for SEC Reporting and the

General Information

responsible functions for the material topics as well as the Executive Committee approved the identified material impacts, risks and opportunities.

Stakeholder engagement

The 2025 DMA was built on the assessment from 2024 and was led by a core team that included the Head of Environmental, Social and Governance (ESG) Strategy and Impacts Programs, as well as representatives from Cyber Risk Management and Corporate Accounting.

As was done in 2024, the full DMA is conducted biennially or in response to a triggering event to broaden our data and understanding of specific IRO. The process begins by identifying QIAGEN's external and internal stakeholders based on their relevance to the company's strategy, business model and value chain and was overseen by the Corporate ESG Committee (CEC). See section Interests and views of our stakeholders.

Internal stakeholders with expert knowledge of individual stakeholder groups are consulted to represent the perspectives of external stakeholders on various sustainability matters. For example, customer needs are considered through internal stakeholders such as Sales Managers and the requirements addressed to our Tender Teams. The Tender Teams enhance sales efforts by crafting detailed proposals tailored to customer needs, offering technical expertise and addressing queries during interactions.

Additionally, customer perspectives are directly gathered through panel discussions, events and customer surveys, while insights from investors are obtained through selected calls. Employee perspectives are derived from employee surveys and feedback received by Human Resources (HR), key functions and managers through various interactions, including bilateral communication, development meetings, town halls and management meetings.

At the reporting date, QIAGEN had not identified material amendments to its strategy or business model as a result of this engagement. Stakeholder views identified through stakeholder engagement and the Double Materiality Assessment are reported to the Executive Committee, Managing Board and Supervisory Board and discussed at management and board level. QIAGEN expects to continue its regular stakeholder engagement and reporting activities in the ordinary course of business. These activities are not expected to materially modify the nature of QIAGEN's relationship with key stakeholders.

Topics covered in the current DMA included emission reduction measures, waste management and workforce diversity and were considered in evaluating potential and actual material IRO.

Double Materiality Assessment results

The materiality assessment results were consolidated according to ESRS topic, with the following topics identified as QIAGEN's key sustainability priorities:

- E1: Climate Change
- E5: Resource Use and Circular Economy
- S1: Own Workforce
- S2: Workers in the Value Chain
- S4: Consumers and End-Users
- G1: Business Conduct

These material impacts, risks and opportunities are assessed in relation to QIAGEN's strategy and business model and inform strategic priorities, decision-making and risk management. In accordance with ESRS 2 §49, further details on the interaction between these impacts, risks and opportunities and QIAGEN's strategy and business model are provided within the respective topical ESRS sections.

For the year ended December 31, 2025, no material risks or opportunities were identified that materially affect our financial position, financial performance or cash flows.

General Information

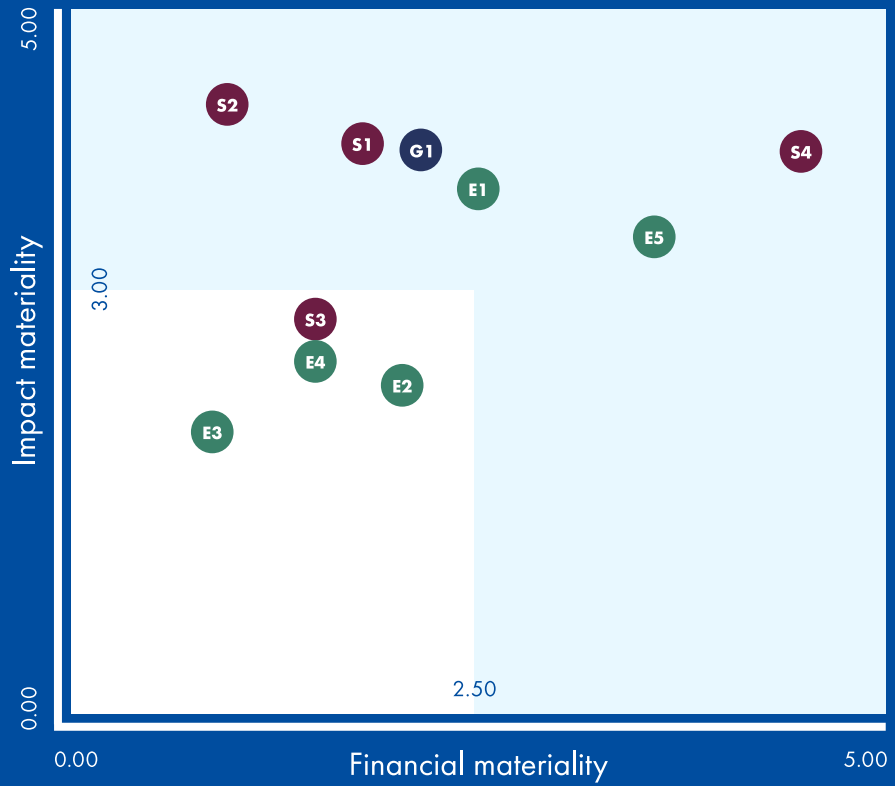
In terms of climate change (E1), the environmental risks faced by QIAGEN originate from and are directly linked to our strategic efforts to meet our greenhouse gas (GHG) reduction goals, approved under the Science Based Target initiative (SBTi). These risks and related opportunities inform strategic decisions, including the transition to renewable energy, the introduction of energy efficiencies and the embedding of circular economy principles throughout our value chain (E5).

Further, we recognize that our business and products have an impact on a wide range of stakeholders, especially our employees and the people within our value chain. We identified our Own Workforce (S1) and Workers in the Value Chain (S2) as material topics. These impacts and risks are connected to QIAGEN's operating model and value chain structure and inform organizational and process-related strategic decisions, including the establishment of the Diversity and Inclusion Council, our Human Rights Committee and various due diligence processes and training.

For Consumers and End-Users (S4), we have applied feedback from our customers and have been working to improve customer service, including response times. Within Business Conduct (G1), a key focus has been on updating compliance-related policies.

Most of our material topics are supported by specific targets to mitigate risks, leverage opportunities and drive long-term value creation. Further details on how these material impacts, risks and opportunities interact with QIAGEN's strategy and business model, and how they are managed, are disclosed in the corresponding Environment, Social, and Governance sections.

Double materiality matrix



Material

- E1 Climate change
- E5 Resource use and circular economy
- S1 Own workforce
- S2 Workers in the value chain
- S4 Consumer and end-users
- G1 Business conduct

Non-Material

- E2 Pollution
- E3 Water and marine resources
- E4 Biodiversity and ecosystems
- S3 Workers in the value chain

General Information

Methodology

The DMA for 2024 was based on the methodology outlined in ESRS 1, which provided a general framework for sustainability reporting, without requiring specific disclosures. Based on that materiality assessment, we re-evaluated all material ESRS topics, subtopics and sub-subtopics in the 2025 reporting year. The re-evaluation resulted in no changes to the ESRS main topic levels, but a streamlined subtopic structure.

The assessment process began with the identification of potentially relevant sustainability matters drawing insights from stakeholder engagement and past QIAGEN reporting. The list was aligned at the ESRS topic level and underwent further scrutiny at the ESRS sub- and sub-subtopic levels.

The IRO specific to QIAGEN were then determined. A distinction was made between potential and actual positive and negative impacts, as well as risks and opportunities arising from dependencies on natural, human and social resources. Opportunities identified through the DMA were assessed using the same ESRS-aligned methodology and governance as impacts and risks. Where opportunities were assessed as material, they were documented within the IRO framework, assigned to responsible functions, and considered in relevant management processes, including strategy development, enterprise risk management and sustainability program planning. This approach is intended to support the consistent identification, assessment and consideration of sustainability-related opportunities within QIAGEN's overall management processes.

The process was conducted with guidance from external consultants and involved discussions and workshops with internal stakeholders from the Corporate ESG Committee as well as specific experts across QIAGEN. Content owners were consulted to represent external stakeholder perspectives, leveraging their expertise on specific stakeholder groups. The assessment covered QIAGEN's entire value chain without excluding any business activities, business relationships or geographic regions.

After identifying material impacts, risks and opportunities, QIAGEN assessed which information is relevant to disclose. This assessment was carried out at the level of individual disclosure requirements and data points. Information was included where it is needed to understand QIAGEN's material sustainability impacts, risks and opportunities, while information assessed as not material was not disclosed, in line with ESRS requirements.

The materiality assessment process considers impacts arising from QIAGEN's own operations as well as impacts linked to its business relationships across the value chain. Both potential and actual impacts on people and the environment are identified and assessed, informed by QIAGEN's due diligence processes.

Identified impacts are prioritized based on their severity and likelihood and are monitored through established governance and management processes, including regular reviews and integration into relevant policies, actions and training programs.

QIAGEN also assesses how these impacts and related dependencies are connected to risks and opportunities. Where impacts or dependencies may give rise to risks or opportunities with potential financial effects, these are evaluated using aligned criteria and are considered within enterprise risk management and strategic decision-making processes. Risks and opportunities are prioritized and monitored based on their potential effect on QIAGEN's financial position, performance or cash flows.

Evaluation, thresholds and approval

The DMA was performed according to the framework set out in ESRS 1, evaluating each sustainability matter from both an impact and financial materiality perspective.

Within the assessment of the impact materiality, potential and actual negative and positive impacts have been assessed.

A five-point scale was applied for all characteristics of the assessment. The scale ranged from one (minimal) to five (absolute) for the level of impact, from one (limited) to five (absolute/global) for the scope and from one (relatively easy to remedy) to five (non-remediable/irreversible) for the ability to remedy. The scale for likelihood was based on the enterprise risk management (ERM) thresholds and was expressed as percentages, ranging from 20% (rare) to

General Information

80-99% (almost certain). An actual impact receives the value of 100%. The threshold for defining the materiality of an impact was agreed upon jointly with ERM. It was determined that an impact would be considered material if it scored a minimum of 3 out of 5. In cases where impacts did not meet the threshold but were deemed severe, a separate severity assessment was conducted. Additionally, a human rights assessment identified one materially negative impact.

For financial materiality, the assessment examined whether a sustainability matter could trigger, or could reasonably be expected to trigger, material financial effects on QIAGEN´s profitability in the short, medium or long term, measured in Earnings Before Tax (EBT). Dependencies on resources and their availability within the supply and value chains were analyzed to identify sustainability-related risks. Using the same five-point scale that was applied for the impact materiality, the magnitude of financial impacts was multiplied by the likelihood of occurrence to establish a threshold of 2.5, in line with QIAGEN's enterprise risk management system. Where possible, the assessment relied on quantitative data, such as greenhouse gas emissions, to ensure objectivity as discussed under Climate Change. Additional contextual information was gathered through desktop research. Identified sustainability risks were not prioritized.

Each IRO was reviewed by the core team and discussed with internal QIAGEN experts. The Head of the ESG team shared the findings and the implications for sustainability reporting with the Workers' Council at the Hilden site in Germany, and then with the Managing Board, the Executive Committee and the Supervisory Board's Nomination & Governance Committee. Following these meetings, the final results were formally approved by the Nomination & Governance Committee.

Climate change IRO considerations

Climate-related risks and opportunities are integrated into QIAGEN's strategy and business model through the enterprise risk management framework. Managing climate impact requires compliance with relevant legislation and the implementation of additional policies, actions and targets within the corporate strategy.

To further align with regulatory requirements, in particular our IRO for climate change (E1), QIAGEN conducted a comprehensive climate risk assessment in accordance with the EU Taxonomy. To identify our impact on the climate, we actively monitor our greenhouse gas emissions by tracking direct emissions and energy consumption across our sites, as well as upstream emissions in our supply chain through supplier data, activity data and financial records. We screen our activities to assess actual and potential climate impacts in line with our corporate strategy and decarbonization roadmap. Additionally, we have incorporated climate change risks into our existing enterprise risk management structure, engaging with internal key stakeholders throughout QIAGEN.

In the second half of 2024, QIAGEN conducted a climate risk assessment within its operations and value chain. This assessment, informed by scenario analysis, focused on both physical and transition risks, ensuring alignment with global best practices and our sustainability commitments. The analysis assessed the resilience of our business model to climate change, incorporating physical risks, such as extreme weather events and temperature shifts, as well as transition risks, including regulatory changes and shifts in market demand.

The methodology was embedded into our ERM framework, and the results were integrated into mid- and long-term business planning. The climate scenarios applied are compatible with the critical climate-related assumptions used in QIAGEN's financial statements, as they are aligned with the same underlying assumptions on regulatory developments, energy price trends, technology pathways and investment horizons used in financial planning and impairment assessments. This shall ensure consistency between climate-related scenario analysis, the transition plan and financial reporting assumptions.

The climate risk analysis showed that QIAGEN is exposed to climate hazards and to transition events. However, financial risks in both cases were assessed as not being material. Taking into account existing mitigation measures, QIAGEN demonstrates a high level of resilience, with no significant climate-related risks.

According to our internal standards, the climate risk assessment will be updated every two years, or in case of major triggering events (e.g. relevant

General Information

acquisitions, market changes). Since no triggering events occurred in 2025, the next review will take place in 2026

Physical risks

The risk assessment found that our operations could be affected by 28 climate-related hazards, such as high temperatures, droughts, water shortages, heavy rainfall and rising sea levels. To evaluate these risks, we used the most up-to-date climate models from the Intergovernmental Panel on Climate Change (IPCC). These models provide more accurate and detailed projections than previous versions, thanks to better scientific methods and higher-resolution data.

We conducted a location-based risk assessment (using geospatial coordinates) through a platform provided by a multinational reinsurance company. Using a well-established risk management tool and the latest IPCC AR6 climate data, we assessed our exposure to hazards (likelihood, magnitude and duration) under a high-emission scenario [Shared Socioeconomic Pathway 5 / Representative Concentration Pathway 8.5 – SSP5/RCP8.5], which projects a global temperature increase of about 4.4°C by 2100. This scenario is critical for testing resilience because it assumes very high greenhouse gas concentrations, requiring us to plan for severe climate impacts.

By embedding this scenario into our strategic framework, we seek to ensure its robustness against extreme future conditions while supporting compliance with international climate agreements. The assessment covered short-term (current), midterm (2030) and long-term (2050) timeframes, providing a comprehensive assessment of climate-related physical risks. Our long-term planning of 2050 additionally covered the expected life-time of the assets.

The assessment focused on key sites critical to our operations, including company-owned and leased facilities, warehouses and selected supplier locations, prioritizing those with moderate to critical revenue significance in line with our ERM scale. Sites with moderate, major or critical revenue significance were prioritized to ensure business continuity. A total of seven QIAGEN sites, 13 supplier sites and two warehouses were identified as critical sites. The downstream value chain was excluded because products are sold at the point of shipment or delivery to intermediaries, meaning QIAGEN does not own, operate, or maintain assets at customer sites. We assessed the site-specific exposure to the 28 climate variables including likelihood, magnitude and duration as they have been defined by the EU Taxonomy (Commission Delegated Regulation (EU) 2021/2139) and the CSRD. For sites with high and very high hazard exposure, we assessed sensitivity by evaluating potential impacts such as business interruption, property damage and additional costs. To refine the assessment and understand residual risks, we incorporated existing adaptation measures, including cooling systems, flood protections and business continuity plans.

Similarly, for supplier sites and warehouses, risks were evaluated for their potential to disrupt supply chains, incorporating measures like inventory buffers to mitigate impacts. The focus was on climate variables that could cause disruptions of the supply chain. Climate variables that are not likely to result in an interruption to the supply chain were excluded from the assessment.

Our climate assessments employed rigorous scenario methodologies to test the resilience of our business. The SSP5-/RCP8.5 scenario of high emissions was used to stress-test potential physical risks.

QIAGEN considers the scenario applied to be appropriate to capture its plausible climate-related physical risks and uncertainties. The SSP5/RCP8.5 scenario represents a severe but scientifically recognized pathway and is therefore suitable to stress-test the resilience of QIAGEN's operations and value chain under extreme conditions. By assessing impacts across short-, mid- and long-term time horizons and across all relevant climate-related hazards, QIAGEN aims to ensure that the range of scenarios considered sufficiently covers plausible future developments and related uncertainties.

Transition risks and opportunities

Transition risks were evaluated as part of the shift to a low-carbon economy. When assessing transition risks and opportunities, we assumed a shift toward a low carbon scenario. Therefore, we used a 1.5°C aligned bespoke climate-transition scenario. The 1.5°C scenario supports our SBTi commitment and facilitates alignment with critical financial assumptions in our transition plan. This included policy changes (carbon pricing, energy, efficiency and

General Information

sustainable packaging regulations), market dynamics (demand for sustainable products, increased raw material costs), technological advancements and reputational considerations (transition events), reflecting strengthened climate policies, increased ESG investments and higher adoption of renewables.

QIAGEN's assets and operations may face transition risks such as higher compliance and operating costs (e.g., carbon pricing, energy and packaging regulations), increased capital needs for low-carbon technologies, changes in customer demand for sustainable products, supply chain cost increases, and reputational impacts. These factors may present risks or opportunities before mitigation measures are implemented.

No QIAGEN assets or business activities were identified as being incompatible with, or requiring significant efforts to become compatible with, a transition to a climate-neutral economy, as the identified transition risks relate primarily to cost, technology and market adjustments that can be addressed through planned mitigation measures within the existing business model.

We identified and assessed potential risks and opportunities across short-, medium- and long-term horizons. Each was scored for likelihood of exposure to transition events and financial impact (sensitivity) including magnitude and duration of these events, focusing on compliance costs, technology investments, market shifts and reputational outcomes. Risks that are unlikely to occur or have a minor financial impact were not prioritized to concentrate on significant events. This targeted approach allows us to prioritize actions that support resilience and capitalize on emerging opportunities.

Resource use and circular economy

In our double materiality assessment, we examined QIAGEN's business activities in connection with the topic resource use and circular economy taking into consideration QIAGEN's own operations and its upstream and downstream value chain. QIAGEN's assets were not reviewed as part of the process.

In relation to resource use and circular economy, including resource inflows, resource outflows and waste, QIAGEN did not conduct consultations with affected communities as part of the identification of material IROs. This is because the assessment did not identify actual or potential material impacts on local communities, and QIAGEN's activities related to resource use and waste are predominantly conducted within controlled operational environments, subject to regulatory requirements and internal management processes.

Water and marine resources

As part of the 2024 materiality assessment, we analyzed IROs related to water and marine resources; however, none were assessed as material. To gain a deeper understanding of potential risks, we conducted a location-based risk assessment using geospatial coordinates and the WWF Water Risk Filter, an online tool for evaluating site-specific water-related risks. We focused on nine production units, warehouses and service offices that are significant due to their revenue contribution.

Physical water-related risk indicators with high scores of 3.4 to 4.2 or very high scores of 4.2 to 5.0 were compared with existing indicators from the climate risk assessment. Most relevant WWF Water Risk Filter indicators—such as droughts or floods—are already covered by the climate risk assessment (see chapter Climate Change IROs). Therefore, only risks not covered by the climate assessment or aggregated risk categories were further considered. The only remaining risk, water quality, was assessed using QIAGEN's global enterprise risk management thresholds.

For sites with high and very high exposure to water-quality-related hazards, we assessed sensitivity together with site managers by evaluating potential impacts such as business interruption, property damage and additional costs. Although these risks exist, they do not have a relevant impact on our business activities.

The water stress indicator, a part of the climate risk assessment and the WWF Water Risk Filter assessment, flagged four relevant sites. Two sites were high-risk locations (Manila, Philippines, and Barcelona, Spain), and two were in very high-risk areas (Frederick, Maryland,USA, and Roermond, the Netherlands). These sites rely minimally on public water supplies, and with water management measures in place, the potential financial impact of water stress is low.

General Information

Pollution and biodiversity

As part of our double materiality assessment and based on its methodology, we screened our sites and business activities to examine whether actual or potential IROs exist regarding pollution. The assessment covered QIAGEN's own operations and our upstream and downstream value chain.

The pollution screening was conducted as part of the double materiality assessment using a qualitative, ERM-aligned screening approach. It considered the nature of activities at each site, applicable regulatory requirements, existing operational controls and historical compliance. Location-based tools, in particular the WWF Risk Filter (e.g. for air quality), were applied where relevant and assessed alongside climate-related physical risk indicators to avoid duplication. Conservative assumptions were used, focusing on gross risk and potential material financial or operational impacts. We did not identify material IROs. The topic of biodiversity was also not identified as material in the double materiality assessment. To gain an understanding of potential biodiversity risks equivalent to water, we applied the WWF Biodiversity Risk Filter, a tool for assessing biodiversity-related risks at specific locations. The scope, considered locations and methodology were identical to the assessment for water and marine resources.

In addition to site-specific indicators, the assessment considered systemic biodiversity risks, such as regional habitat decline, cumulative environmental pressures and broader ecosystem degradation, as reflected in regional datasets of the WWF Biodiversity Risk Filter. These risks were incorporated through location-based risk scores capturing cumulative pressures rather than individual impact pathways. Here, too, physical risk indicators from the WWF Biodiversity Risk Filter were compared with indicators from the climate risk assessment.

During the reporting period, QIAGEN has not yet systematically identified biodiversity-related transition risks. Transition-related risks and opportunities were considered at a high level, including potential regulatory developments, evolving supplier standards and increasing stakeholder expectations, and were assessed qualitatively based on a review of regulatory frameworks, supplier management practices and existing internal controls. No material biodiversity-related transition risks or opportunities were identified in the reporting period.

We will advance our assessment of biodiversity-related transition risks by applying existing frameworks and datasets to conduct a systematic, staged screening and prioritization process. While biodiversity-related methodologies are not yet as standardized or monetarily comparable as climate-related approaches, this process is supported by documented assumptions and data sources and is intended to inform future quantitative assessments and management actions

Comparable indicators appearing in both analyses—such as landslides, tropical cyclones or extreme heat—are already covered by the climate risk assessment (see Climate change IRO considerations). Indicators not yet covered include nature conservation reserve and local air quality.

The nature conservation reserve indicator only affects the Hilden site in Germany, as various protected areas have been established in its immediate vicinity. Because we were aware of this risk prior to the assessment and because compliance with nature conservation regulations is ensured through internal processes, this risk represents only a low financial threat overall.

The indicator for local air quality reached high-risk scores at two office sites: Wroclaw, Poland, and Manila, Philippines. With air filtration systems already installed, the potential financial impact is considered low.

In terms of pollution, water and marine resources and biodiversity, we did not engage in consultations with affected communities when assessing IROs, as the screening did not identify material actual or potential impacts on local communities. QIAGEN's activities at the relevant sites are predominantly office-, laboratory- or light-manufacturing-based, are subject to regulatory permitting and internal control processes, and do not involve activities that would reasonably be expected to cause significant community-level impacts.

Overall, our key locations demonstrate resilience to biodiversity- and water-related risks. We will conduct these analyses on a biennial basis, or more frequently if a triggering event requires it.

General Information

Business conduct

In relation to business conduct matters, as part of the Double Materiality Assessment (DMA), QIAGEN identified and assessed actual and potential impacts, risks and opportunities (IROs) in line with ESRS requirements. The assessment focused on QIAGEN's own operations and its upstream and downstream value chain and considered relevant activities, geographic locations, sector exposure and typical transaction structures, including procurement, sales, distribution and third-party engagements. These factors were assessed using QIAGEN's established IRO methodology, taking into account impact severity, likelihood and potential financial effects, and were reviewed with relevant internal experts and governance bodies. Sectors outside QIAGEN's business model were not considered, as they are neither part of QIAGEN's operations nor its value chain and therefore do not give rise to attributable business conduct-related IROs under the ESRS framework.

Integration of sustainability-related performance metrics

Sustainability-related performance metrics are embedded in QIAGEN's objectives and incentive design. Variable compensation includes a Short-Term Incentive (STI) paid in cash and based on performance against annual Corporate Financial Goals and Team Goals. Corporate Financial Goals which include sales, operational profitability and cash flow targets, represent 67% of the total STI potential, and annual Team Goals that support execution of QIAGEN's strategy focused on innovation and sustainable value creation represent 33% of the total STI potential. Of the Team Goals, 20% incorporate ESG targets. Overall, sustainability related targets represents approximately 6.6% of total potential variable compensation and apply to virtually all QIAGEN employees outside of sales roles. In 2025, these ESG-linked Team Goals included a climate-related objective to reduce annual plastics use, supporting QIAGEN's greenhouse gas mitigation activities which accounted for 1.7% of the total, alongside metrics related to fair pay practices, turnover, safety and training. The 2025 ESG-linked goal achievement was 6.25% against the 6.6% target.

General Information

At a glance: Our targets and achievements

2025 Goal (short-term)	2025 Achievement	Outlook (mid- to long-term)	Chapter
Environment			
SBTi target across all scopes		Net-zero by 2050	Climate change
SBTi target Scope 1 and 2: 4.2% emission reduction (2020 baseline year)	4% emission reduction over 2024	42% emission reduction in Scope 1 and 2 GHG emissions by 2030	Climate change (Management of Scope 1 and 2 emissions)
Scope 3: > 25t plastic reduction	35t reduction	25% emission reduction scope 3.6, 3.11, 3.12 by 2030	Resource use and circular economy
60% of suppliers by emission with sustainable engagement goals	62%	67% of suppliers by emission with sustainable engagement goals 2027	Climate change (Partnering with our suppliers)
Social			
Employer of Choice: Minimum 1 Employer of Choice award per region – (Asia, Europe, Americas)	Two in EMEA, Three in Americas, Five in APAC	Be the industry employer of choice by attracting, developing and retaining diverse top talent	Employer of Choice
Ensure appropriate overall voluntary turnover rate at < 10%	6.7%	Maintaining an overall voluntary turnover rate below 10% is expected to support organizational stability and sustainable growth.	
Review and standardize global pay practices	Six locations representing a total of 65% of workforce, certified for Fair pay in 2025	Enhance transparency and fairness in compensation practices across the organization	
<0.45 DART (per 100 employees) Reduced number of Incidents that result in Days Away, Restricted and Transferred work	0.61	Working toward ISO certification at key manufacturing sites to progressively elevate our safety culture and performance	Occupational Health and Safety
100% coverage of certified manufacturing sites	100%	Continuous monitoring and improvement of our processes to ensure effectiveness and efficiency of our Quality Management System (QMS)	Consumers and end-users (Product quality)
<0.5 external audit non-conformance rate	< 0.2		
≥64.5 NPS-T Service score	76	Exceeding the expectations of our customers in continually assessing their satisfaction with the help of the Net Promoter Score (NPS) methodology	Consumers and end-users (Customer satisfaction)
≥60 NPS-T Customer care score	70		
Governance			
>85% cyber security awareness training	90%	Increase QIAGEN's cyber resilience. Certify QIAGEN's main production location under ISO 27001	Business conduct (Data and Cyber Security)

Environment

As an international corporation in Life Sciences and molecular diagnostics, QIAGEN knows that a clean environment is vital to better and healthier living. That's why QIAGEN is proactively planning and implementing measures to manage and reduce the associated risks from greenhouse gases that come from its activities – research and development, manufacturing and transportation.

Our actions reinforce our commitment to sustainability and long-term resilience.

39%
of all energy sources renewable

35 tons
plastic saved, exceeding our target of 25 tons

4%
reduction in Scope 1 & 2 emissions compared to 2024

Environment

Climate Change

Our approach

QIAGEN's long-term climate ambition is defined by its validated SBTi net-zero target, which serves as the overarching reference point for our climate-related actions and governance. We recognize the need to decrease the negative climate-related impact of our global business. Our operations – including research and development, manufacturing and transportation across the value chain – contribute to greenhouse gas emissions. By implementing proactive adaptation measures and strategic planning, we aim to mitigate the associated risks presented by climate change, reinforcing our commitment to sustainability and to maintaining long-term resilience.

The material climate-related impact and risks arise from QIAGEN's own activities, including research and development, manufacturing and global logistics of life-science and diagnostic products, as well as from business relationships in its upstream and downstream value chain, affecting the environment and potentially people through greenhouse gas emissions and climate-related effects. In our Double Materiality Assessment, we have identified the following material impact and risks.

	Description	Allocation in the value chain[1]	Time horizon	Topic Sub-topic Sub-sub-topic	Policies
Actual negative impact	QIAGEN's operations and business activities contribute to greenhouse gas emissions	Along the whole value chain	Short-term	E1 Climate change; Climate change mitigation; Energy	Climate policy, corporate energy policy
Risk	Physical climate risk: Impact on business operations due to extreme weather events and hazards can limit production capacities and capabilities	Along the value chain	Medium-term	E1 Climate change; Climate change adaptation	Climate policy, corporate energy policy
Risk	Risk of transitioning to a 1.5° C economy: Increased costs due to regulatory requirements and rising operating expenses and revenue declines due to insufficient investment in sustainable products and services	Along the whole value chain	Long-term	E1 Climate change; Climate change mitigation	Climate policy, corporate energy policy

[1] "Along the whole value chain" refers to the entire business cycle, from purchasing raw materials and semi-finished products (upstream) through the manufacturing process (own operations) to the distribution of finished products and services (downstream).

Environment

The material climate-related impacts and risks influence QIAGEN's strategy, value chain and decision-making and are addressed through the mitigation and adaptation actions described in this chapter.

To align our climate efforts with the goals of the Paris Agreement (2015), which aim to limit global warming to 1.5°C, we have implemented structured measures to manage and reduce these impacts. The QIAGEN Climate Working Group, a dedicated project team within our Corporate ESG Committee, is responsible for developing and implementing our climate strategy based on the set Science-Based Targets initiative (SBTi). This strategy is supported by a comprehensive climate scenario assessment, ensuring a science-based approach to emissions reduction.

In 2021, we aligned our mid- and long-term carbon reduction targets with the SBTi and committed to reducing our carbon footprint. Building on this commitment, we initiated the development of a transition plan in accordance with the requirements set out in the ESRS. This plan focuses on climate change mitigation and aligning our operations with the global goal of limiting warming to 1.5°C. The first steps included improving relevant data, developing indicator proposals, and conducting project ideation workshops, which will feed into the development of the transition plan. The transition plan will be published in 2027.

Our EU taxonomy disclosures in accordance with Article 8 of Regulation (EU) 2020/852, including the related KPIs, are provided in the annex to this Sustainability Statement.

Science-based target initiative (SBTi) validation

As part of our commitment to minimize the climate-related impacts of our business, we have set emission-reduction targets, which have been validated by the SBTi. SBTi assures they meet the criteria to reduce GHG emissions in line with a 1.5°C trajectory. The emissions reports are based on the Greenhouse Gas (GHG) Protocol and include carbon dioxide (CO_2), methane (CH_4) and nitrous oxide (N_2O) in the calculation. Our climate ambitions and goals have been reviewed and approved by our Managing Board and by our Supervisory Board (Nomination & Governance Committee). The targets have not been updated since approval.

We engaged various stakeholders, including climate specialists and finance leadership, through interviews and meetings in setting SBTi targets. The proposed targets were reviewed and approved by senior committees in 2021. They are based on the SBTi cross-sector pathway, follow an absolute contraction approach, and have been assessed to ensure alignment with the Paris Agreement goals. The targets assume moderate growth, stable demand, supportive regulation and continued availability of low-carbon technologies; significant deviations may affect the emissions trajectory.

Our established targets are based on a 2020 baseline year, which reflects our standard business operations, even though we faced the challenges of the COVID-19 pandemic. The targets are defined as follows:

Overall net-zero target: We have committed to reaching net-zero GHG across the value chain by 2050 from 2020 as the base year (2020: Scope 1: 10,202 t CO_2e, market-based Scope 2: 10,416 t CO_2e, Scope 3: 405,569 t CO_2e).

- Near-term targets: We have committed to reducing absolute emissions we produce directly (Scope 1) and those from the energy we buy and use (Scope 2, market-based) 42% by 2030 from a 2020 base year. We also commit to reducing all other indirect emissions across our value chain (Scope 3) from business travel, use of sold products, and end-of-life treatment of sold products by 25% within the same timeframe. We further commit that 67% of our suppliers by emissions covering purchased goods and services, capital goods and upstream transportation and distribution will have science-based targets by 2027 (base year 2020: 13%).
- Long-term targets: We have committed to reducing absolute Scope 1, 2 and 3 greenhouse gas emissions 90% by 2050 from 2020, the base year.

The targets are aligned with the SBTi 1.5°C pathway covering Scopes 1–3 with ≥90% absolute reductions by 2050. The final 10% of emissions will be addressed through carbon removal and neutralization measures.

Environment

Progress toward our net-zero goal is targeted and tracked using a market-based approach. Location-based Scope 2 emissions are not used for target setting or performance tracking. Targets are defined using the same boundaries, scopes, gases and base year as the GHG inventory.

For the long-term target, Scope 1, Scope 2, and Scope 3 account for approximately 2.5%, 2.5%, and 95% of total emissions, respectively. For the Scope 1 and 2 near-term target, Scopes 1 and 2 represent approximately 49% and 51% of combined emissions.

For Scope 1 and Scope 2, the boundaries of the GHG emission reduction targets fully align with the boundaries of the GHG inventory, and the targets cover 100% of emissions. For Scope 3, this also applies to the long-term target. The Scope 3 near-term target focuses on selected categories (3.6, 3.11, and 3.12), representing 15% of Scope 3 emissions in the base year.

After analyzing greenhouse gas output from key assets and products (locked-in GHG emissions), we found that the disposal of our products at their end-of-life contributes minimally to Scope 3 totals, while product use represents an insignificant amount of the total emissions.

This assessment is based on a life-cycle assessment of sample products representing QIAGEN's best-selling consumables product. With potential natural gas consumption reduction through heat pumps and green electricity use, we determined that locked-in GHG emissions are not significant, and therefore, they will not pose any hindrance to our carbon roadmap or SBTi target achievement. QIAGEN has not implemented an internal carbon-pricing system, and we have not purchased carbon credits to finance GHG removals or mitigation projects.

For 2025, we defined the following key targets:

- Scope 1 and 2: further reduce current year emissions by 4.2% of the 2020 emissions as base year. In 2025, we achieved a 4% reduction in GHG emissions compared to 2024. On a cumulative basis compared against the 2020 base year, we achieved a reduction of 31% or 6,364 tCO_2e through 2025.
- Supplier engagement goal: Suppliers by spend further developed toward achieving the SBTi target by the end of 2027. (For details, refer to Partnering with our suppliers)

We conducted internal reviews and monitor and report on our progress toward these targets. This includes regular updates to the Board.

In our current reporting period, we have not yet established separate targets for Scope 1 and 2 individually, nor for all individual Scope 3 sub-categories. We first defined key indicators in 2025, and they will enable us to set related targets by 2026. These targets will continue to evolve in alignment with our transition plan development.

Examples of defined Scope 3 indicators include:

- Percentage of sustainable aviation fuel (SAF) insetting in logistics (i.e., flight emissions reduced through carbon credits received for financing the use of SAF, Scope 3.4)
- Amount of renewable material use (e.g., bio-based polypropylene, Scope 3.1)
- Material reduction initiatives (e.g., blister removal, Scope 3.1)
- Percentage of waste directed to recycling (Scope 3.5)

Several of these indicators contribute to both emission reduction and resource efficiency, supporting circularity goals (see chapter Resource use and circular economy).

GHG emissions reduction targets for 2030	
Percentage of Scope 1 greenhouse gas emissions reduction (from emissions of base year)	42 %
Percentage of market-based Scope 2 greenhouse gas emissions reduction (from emissions of base year)	42 %

Policies

Our climate policy applies to all employees, especially those in the Climate Working Group and those across the whole value chain, from raw materials

Environment

sourcing, to developing, producing, packaging and distributing products, to ensure that the impacts and risks are managed effectively. This global policy also applies to all QIAGEN sites and personnel involved in upstream and downstream activities, excluding direct application to customers and suppliers. QIAGEN employees and internal stakeholders can internally access the policy through our document control system. Affected stakeholders would receive information through our Sustainability Statement, our webpage, and social media channels. In setting our Climate Policy, we considered the interests of key stakeholders, including those of employees, customers, suppliers and external climate experts and organizations. Our climate policy outlines our committed targets, as well as how climate-related targets, physical and transition risks, are identified and managed. It is aligned with internationally recognized frameworks, including the GHG Protocol, the Science Based Targets initiative (SBTi), and the objectives of the Paris Agreement. Further, it describes how the Climate Working Group is integrated within the organization to address climate change mitigation and adaptation measures. The climate policy was updated in 2025 to reflect the expanded Scope 3 program structure. The Head of ESG Strategy and Impact Programs is accountable for this policy and reports to the Senior Vice President Head of Global Operations. Chaired by the Head of ESG Strategy and Impact Programs, the Climate Working Group reports its progress quarterly to the Executive Committee and semi-annually to the Nomination & Governance Committee of the Supervisory Board.

Our corporate energy policy likewise applies to all employees, especially Senior Managers and Site Managers responsible for energy aspects in their areas of control, as well as Line Managers responsible for the implementation of energy-related measures. It reflects our commitment to reducing energy consumption, improving energy efficiency, and transitioning to renewable energy across our operations by integrating energy principles into business decisions, processes and products. The objective of the policy is to promote continual improvement, ensure compliance with applicable regulations, and support active engagement with employees, partners, and stakeholders to advance sustainable energy management, with the interests of these stakeholders considered in the policy's development. QIAGEN employees and internal stakeholders can internally access the policy via our document control system. External stakeholders would receive information through our Sustainability Statement, our webpage, and social media channels. By setting the guiding principles and requirements for responsible energy use, the corporate energy policy aims to reduce greenhouse gas emissions and help mitigate climate change. The Executive Committee is overall accountable for the Energy Policy and monitors execution and progress. Our Global Head of EHS reports its progress to the Vice President Global Quality Assurance & EHS, who reports to the Executive Committee.

Actions

Our actions to reduce greenhouse gas emissions are designed and implemented as cross-cutting measures that collectively contribute to the achievement of our climate-related targets. They are summarized in our Carbon reduction roadmap.

Environment

QIAGEN Carbon reduction roadmap

2020 **Base year**	2025 **Achievements**	2026 **2026-2030: Goals/Outlook**	2027	2030
Start fleet transition to **electric cars** U.S./Europe	Ongoing fleet transition	Ongoing fleet transitions in Europe and US	**Alternative Fuels** (such as SAF or SMF) for Shipments Optimizing **cold chain** logistics	Ongoing fleet transitions in U.S./Europe
Switch to **green electricity** at key sites	Start to move to **renewable heating** in Hilden, Germany	Investment in **electrification of heating** and improved **energy efficiency**	Further investment in the **electrification of heating** and improved **energy efficiency**	Use of **renewable energy** for all sites in scope Hilden site to be at **net-zero** for Scope 1 & 2
Launch first eco-friendlier product line **QIAwave**	Develop **circular and sustainable design guidelines** Cooperate with customers to identify **recycling options**	Bio-based initiative or promotion of **Go Greener program**	**Resource Efficiency** – Circularity Projects (e.g. Re-grind) Promotion of **recycled content** and **circular products**	Launch **sustainable design based products**

Summary of activities working toward our SBTi target achievement, using 2020 as the baseline year.
Years reflect the implementation or the planned implementation of the actions.

SAF, e-cars

Green electricity

Circularity, sustainable materials.

Environment

We developed our first draft of the decarbonization roadmap in 2024 by engaging a diverse group of stakeholders, including climate specialists, internal teams and finance leaders. Among others, these stakeholders included experts in energy management, circular economy, supplier and industry partners. We considered a 1.5 °C-aligned transition scenario, consistent with our SBTi commitment, and conducted assessments of our current emissions. Insights from these analysis informed the identification and prioritization of key decarbonization levers by highlighting areas with the highest emissions reduction potential and feasibility.

Our decarbonization roadmap is built on two main levers: (i) decarbonization of our own operations (Scopes 1 and 2) and (ii) decarbonization of our value chain (Scope 3).

	GHG Emissions in base year (2020)	Achieved GHG emission reduction until 2025, compared to base year		Expected GHG emission reduction until 2030, compared to base year[1][2]		Expected GHG emission reduction until 2050, compared to base year[3]	
		t CO2e	%	t CO2e	%	t CO2e	%
Scope 1	10,202	(520)	(5)%	2,760	27 %	9,774	96 %
Scope 2 (market-based)	10,416	6,884	66 %	7,927	76 %	9,927	95 %
Scope 3	405,569	127,633	31 %	101,392	25 %	365,012	90 %
Total	**426,187**	**133,997**		**112,079**		**384,713**	

(1) The expected emission reduction for combined Scope 1 and 2 emissions (approximately 52%) is aligned with our target to reduce combined Scope 1 and 2 emissions by 42% by 2030.

(2) The expected emission reduction for Scope 3 is aligned with our target to reduce emissions from categories 3.6, 3.11, and 3.12 by 25% by 2030.

(3) The expected total emission reduction is aligned with our target to reduce combined Scope 1, 2, and 3 emissions by 90% by 2050.

Details of our decarbonization roadmap are disclosed in the following chapters. The implementation of our climate change mitigation actions is dependent on the availability and allocation of financial, human and technical resources. Execution is overseen through internal governance and prioritization processes.In 2025, the Scope 3 program was expanded to cover all areas, and responsibilities across the extended team were strategically assigned with clearly defined roles.

Environment

Decarbonization of our own operations

Management of Scope 1 and 2 emissions
To achieve our SBTi target of a 42% cut in Scope 1 and 2 greenhouse gas emissions by 2030, the key measures are in place and include transitioning from gas to renewable electricity and acquiring Energy Attributed Certificates (EAC).

The Carbon Road Map (CRM) prioritizes our major manufacturing sites in Germany and the U.S. After investing in renewable energy-based technologies for heating in both locations in 2023 and 2024, the focus in 2025 shifted to further evaluating potential projects to achieve the 2030 decarbonization target. In parallel, we have started the implementation of a large heat-recovery heat pump (HRHP) at our Hilden site in Germany. This HRHP was installed at the end of 2025 and will contribute to CO_2 reduction in 2026.

At the Germantown, Maryland, site in the U.S., we implemented a metering concept and a sitewide energy model in 2025 to validate potential CO_2 reduction measures from previous energy audits. The expected outcome will be used to refine the CRM and to schedule the relevant activities until 2030 and beyond.

ISO certifications play an important role in advancing our climate strategy. The Germantown, Maryland, site is on track to achieve ISO 14001 Environment Management Systems certification in 2026. Our U.K. site in Manchester, England, is also preparing for ISO 14001 certification in 2026, while the German site in Hilden successfully attained ISO 50001 Energy Management Systems certification in April 2025.

In addition, some buildings that are owned or leased by QIAGEN have been certified as "green" at several locations in the last years: Hilden and Stockach in Germany; Manchester in England; and Frederick and Germantown, Maryland, in the U.S. In 2024, QIAGEN signed a new lease for a certified green building in Barcelona, Spain, that is expected to be fully operational in 2026.

Key climate change mitigation actions

Scope 1 & 2

- Transition from gas to **renewable electricity**
- Acquiring **Energy Attributed Certificates**
- **Fleet transition** in EU and US
- Installation of **wood pellet burner** and **heat pump**
- Sustainability performance **certifications for buildings**
- **ISO 14001** and **ISO 50001** certifications

Scope 3

- **Sustainable design concepts** for product development
- **Reduction** of **plastics** in products and packaging
- Bio-based plastic pilot project
- **Supplier engagement** to meet **environmental targets**
- **Maturity model** to track supplier **sustainability**
- **Targets** for supplier **SBTi coverage**

Environment

Use of renewable energy

As part of our decarbonization strategy, in 2025, we purchased energy attribute certificates (EACs) for Hilden, Germany, as well as for all facilities in the United States and China, which are sourced from unspecified renewable electricity. Our sites in Sweden and in the Netherlands source their EACs from hydroelectric and wind turbines. We are planning to transition other locations to renewable energy sources in accordance with our CRM in the coming years.

Decarbonization of our value chain

Management of Scope 3 emissions

Defining and implementing our Scope 3 decarbonization program presents several challenges. For instance, strict regulatory requirements and quality standards must be carefully considered during product development and manufacturing.

To manage this, the Associate Director for Climate and Circularity reports directly to the Head of ESG Strategy and Impact Programs. The Plastic Reduction Working Group together with teams from for example Global Supply Chain , Research and Development, and Procurement, support the development of the Scope 3 decarbonization plan.

The objective for the reporting year was to advance sustainability across our operations through targeted initiatives. Key efforts included:

- the development of a sustainability criteria matrix intended to support product development and project ideation by enabling informed decisions on material selection. This matrix will help teams evaluate the CO_2 impact of various materials, including renewable, recycled and those requiring fewer resources, in comparison to traditional fossil-based materials.
- creating templates for calculating the product carbon footprint of our instruments and consumables
- the development of a step-by-step approach to transition to supplier-specific, mass-based data,
- reducing plastic in products and packaging

Our GHG data analysis revealed that plastics are the primary material-based GHG driver, making this a critical focus area.

In 2025, we further developed our Scope 3 emissions data model with mass and volume data for key products. This improvement enabled more detailed analysis, allowing us to identify effective decarbonization measures such as adopting bio-based plastics and reducing material use through blister removal. As these improvements represent refinements to the existing Scope 3 calculation models rather than a structural methodological change, they did not alter the underlying calculation logic, and year-on-year changes reflect business activity, volume and assumption updates (as reflected in the Corporate Carbon Footprint below). Both initiatives are expected to deliver measurable reductions in emissions and resource consumption. Additional examples of circularity-focused projects can be found in the Circularity chapter. Building on these insights, we plan to initiate pilot projects in 2026 to further advance our decarbonization strategy.

Partnering with our suppliers

Collaborating with suppliers is crucial in meeting our greenhouse gas reduction targets. We hold our suppliers to environmental standards that align with our sustainability objectives. Through targeted collaborations, we engage in joint projects, events, and training. Strengthening these partnerships remains a core focus of our approach. Furthermore our commitment toward sustainability and expectations for our suppliers are also reflected in our updated Supplier Code of Conduct, which places greater emphasis on sustainability, circularity and environmental stewardship.

In 2025, we deepened engagement with selected suppliers to develop a joint strategy for achieving our climate commitments. This engagement activity involved detailed discussions with key partners on their planned and conducted environmental or climate-related activities, and a continued focus on SBTi progress of our top 300 suppliers that compose >90% of QIAGEN's scope 3 emissions.

Sustainability measures were built into the 2025 KPIs of each procurement category, with the objective of supporting our SBTi supplier engagement target.

Environment

In the reporting year we continued the maturity mapping of our suppliers toward achieving this engagement target and categorized them in the following maturity levels:

Level 0: No information available

Level 1: 1 Environmental and 1 Social target

Level 2: Scope 1 and 2 calculated

Level 3: Scope 3 calculated

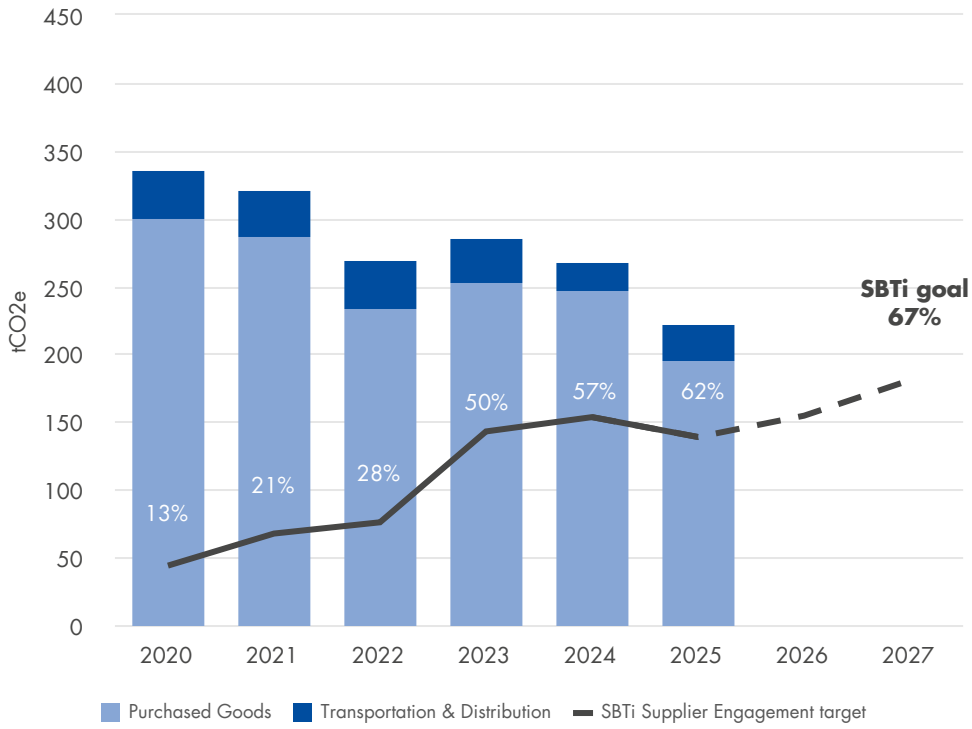
Level 4: Setting a science-based target in the next 3 years

Level 5: Having a short-term science-based target in line with SBTi

Level 6: Having a net-zero target in line with SBTi

Suppliers with a maturity level between 4 – 6 fall under the SBTi Supplier Engagement Target. In 2025, suppliers accounting for 62% of emissions reached level 4 – 6, which means that additional suppliers corresponding to 5% of emissions, 67% in sum, must be included in our ongoing efforts to further develop and enable them to set their own science-based GHG emissions reduction targets by end of 2027.

QIAGEN SBTi supplier engagement based on emissions (Level 4 – 6)



*QIAGEN's SBTi supplier engagement, based on emissions results, are unassured in 2021, 2022 and 2023

In 2025, we conducted individual ESG workshops with identified key partners. In 2026, we plan to further engage with defined suppliers to ensure achievement of our SBTi target by the end of 2027.

Environment

Methodologies and definitions

- The Supplier Engagement Target measures the total emission's percentage of suppliers who have set a science-based climate target (SBT). The Supplier Engagement Target focuses on suppliers from the emission categories – Purchased Goods and Services (Scope 3.1) and Upstream Transportation and Distribution (Scope 3.4). The goal of the engagement target is to ensure that by end of 2027, 67% of QIAGEN's suppliers, measured by their emissions share, have set science-based targets.
- Each year, we review the climate target programs of selected suppliers to assess their maturity and categorize them into different climate readiness levels.

Energy efficiency

Energy consumption and mix	2025 (MWh)	2024 (MWh)
Energy consumption from non-renewable sources		
(1) Fuel consumption from coal and coal products	–	–
(2) Fuel consumption from crude oil and petroleum products	14,231	15,496
(3) Fuel consumption from natural gas	34,845	34,313
(4) Fuel consumption from other fossil sources	–	–
(5) Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	8,564	8,594
(6) Total fossil energy consumption (MWh) (calculated as the sum of lines 1 to 5)	57,639	58,403
Share of fossil sources in total energy consumption (%)	60.9 %	59.6 %
(7) Consumption from nuclear sources (MWh)	321	375
Share of consumption from nuclear sources in total energy consumption (%)	0.3 %	0.4 %
Energy consumption from renewable sources		
(8) Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) (MWh)	2,705	2,390
(9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	33,959	36,764
(10) The consumption of self-generated non-fuel renewable energy (MWh)	–	–
(11) Total renewable energy consumption (MWh) (calculated as the sum of lines 8 to 10)	36,664	39,154
Share of renewable sources in total energy consumption (%)	38.7 %	40.0 %
Total energy consumption (MWh) (calculated as the sum of lines 6, 7 and 11)	**94,624**	**97,932**

Environment

Energy intensity from activities in high climate impact sectors[1]	2025	2024
Total energy consumption from activities in high climate impact sectors (MWh)	94,624	97,932
Net sales from activities in high climate impact sectors ($ millions)[2]	2,090	1,978
Energy intensity (MWh/$ millions)	45	50

(1 Our business sector is part of the industrial manufacturing sector. All of QIAGEN's energy consumption is considered as related to high climate impact sectors.

(2) Net sales as shown in Consolidated Income Statement

Methodologies and definitions

Scope and consolidation: Energy consumption data is collected per site per energy type through a central reporting tool. All data was converted centrally into MWh.

Methodological limitations: Energy indicators rely partly on estimates and assumptions where primary energy data is not available. Further, structural changes, acquisitions, or divestments, as well as changes in data availability or measurement approaches, may limit the direct comparability of energy performance over time.

Total energy consumption: Total energy consumption is the sum of fossil energy consumption, nuclear energy consumption and renewable energy consumption.

Fossil energy consumption: Fossil energy consumption encompasses all fossil-based energy consumption that is consumed/combusted at QIAGEN-controlled sites. Fossil energy consumption at QIAGEN includes the fuel consumption from crude oil and petroleum products: heating oil, diesel, and gasoline. Fuel consumption from natural gas: natural gas, propane.

Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources: district steam, electricity.

Renewable energy consumption: Renewable energy consumption encompasses all renewable energy consumption, including renewable electricity from green tariffs, wood waste and biodiesel.

Fuel consumption from renewable sources including biomass: wood waste, biodiesel.

Fuel consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources: Renewable electricity sourced from third parties.

Nuclear energy consumption: Nuclear energy consumption encompasses the average share of nuclear sources in country-specific electricity mixes, applied to the non-renewable portion of the electricity mix. The calculation is based on estimates, using data from the scientific online publication "Our World in Data."

Minimize carbon footprint

In 2025, our Scope 1 and 2 market-based emissions decreased by 4% or 585 tCO_2e compared to 2024, as a result of various activities such as the decommissioning of a combined heat and power plant (CHP) and the extended use of the new wood pellets boiler in Hilden; the replacement of fossil energy using equipment and adjustments to set points in the building management system (BMS) at the Germantown, Maryland, site.

In 2025, our total Scope 3 emissions decreased by approximately 13% (41,560 t CO_2e) compared to the year-ago period.

The overall reduction in 2025 was mainly driven by a decrease in Scope 3.1 Purchased Goods and Services, caused by the application of a new DBEIS spend-based version which strongly affected the emission factors we apply, as well as a reduction in Euro spend and exchange rate effects. Scope 3.4

Environment

Transportation and Distribution also declined, due to a reduction in both transport-related spend and volume.

In contrast, Scope 3.3 Fuel- and Energy-Related Activities increased due to changes in emission factors, particularly for green electricity. Scope 3.6 Business Travel showed a notable increase, primarily driven by a higher number of business flights, especially within Europe. Scope 3.7 Employee Commuting also increased compared to the previous year, reflecting the application of new commuting assumptions for Asia, including updated modal split data and distances.

An increase was recorded in Scope 3.11 Use of Sold Products, driven by an increase in instrument sales and revised assumptions regarding average lifetime. Scope 3.12 End-of-Life of Sold Products remained broadly stable. Scope 3.5 Waste Generated in Operations increased compared to the previous year, mainly due to a comparable rise in waste quantities.

Finally, Scope 3.15 Investments decreased in 2025, reflecting a reduction in revenues associated with investments.

Environment

Corporate Carbon Footprint

GHG emissions (tCO2e)	Retrospective				Milestones and target years[4]	
	Baseline (2020)	Comparative (2024)	2025	% Change 2025/2024	2030	2050
Scope 1 GHG Emissions						
Gross Scope 1 GHG emissions	10,202	11,378	10,722	(6) %	n/a	n/a
Scope 2 GHG Emissions						
Gross location-based Scope 2 GHG emissions	19,239	14,718	13,215	(10) %	n/a	n/a
Gross market-based Scope 2 GHG emissions	10,416	3,461	3,532	2 %	n/a	n/a
Scope 1 and 2 GHG emissions (market-based)	**20,618**	**14,839**	**14,254**	**(4)%**	**11,958**	**2,062**
Significant scope 3 GHG emissions						
Percentage of primary data in Scope 3 (%) [3]		5%	12 %	140 %		
1 Purchased goods and services [1]	293,619	247,399	196,323	(21) %	n/a	n/a
3 Fuel and energy-related activities	3,007	5,504	6,530	19 %	n/a	n/a
4 Upstream transportation and distribution [1] [2]	36,633	21,640	26,498	22 %	n/a	n/a
5 Waste generated in operations [2]	3,628	2,470	1,511	(39) %	n/a	n/a
6 Business traveling	7,900	11,363	14,288	26 %	5,925	n/a
7 Employee commuting	6,613	8,536	9,430	10 %	n/a	n/a
11 Use of sold products	1,534	881	1,375	56 %	1,151	n/a
12 End-of-life treatment of sold products	52,635	20,407	20,699	1 %	39,476	n/a
15 Investments	—	1,371	1,357	(1) %	n/a	n/a
Total Gross indirect (Scope 3) GHG emissions (tCO2e) [5]	**405,569**	**319,571**	**278,011**	**(13)%**	**46,552**	**40,557**
Total GHG emissions [5]	**426,187**	**334,410**	**292,265**	**(13)%**	**58,510**	**42,619**
Total GHG emissions (location-based) (tCO_2e)	**435,010**	**345,667**	**301,948**	**(13)%**		
Total GHG emissions (market-based) (tCO_2e)	**426,187**	**334,410**	**292,265**	**(13)%**		

(1) We are committed that 67% of our suppliers by emissions covering scope 3.1. purchased goods and services and scope 3.4 upstream transportation and distribution, will have science-based targets by 2027 (supplier engagement goal).
(2) In Scopes 3.4 and 3.5 a methodological update was applied to improve the reported data. In Scope 3.4, we use primary data provided by our logistics suppliers, and two of our main suppliers updated their emissions calculation methodologies in 2025. In Scope 3.5, we improved our estimation methodology for the underlying waste activity data. Due to the methodological updates, the 2025 results are not directly comparable with 2024. For comparability purposes, 2024 figures were recalculated using the revised methodology, resulting in 28,572 t CO_2e for Scope 3.4 and 1,414 t CO_2e for Scope 3.5.
(3) The increase mainly reflects the inclusion of Scope 3.6, for which primary data coverage was calculated for the first time. For comparability purposes, the primary data share, including Scope 3.6, was recalculated for 2024, resulting in a primary data share of 9%.
(4) We disclose our targets in line with our SBTi commitments: By 2030, we have committed to reducing our Scope 1 and Scope 2 GHG emissions by 42%, and our Scope 3 GHG emissions by 25% for selected categories (3.6, 3.11, 3.12). By 2050, we have committed to achieving a 90% reduction of Scope 1, 2, and 3 GHG emissions.
(5) This figures for 2030 does not cover all relevant Scope 3 categories and is therefore not comparable with other years.

Environment

Methodology

Overall, we apply the Corporate Accounting and Reporting Standards as outlined in the Greenhouse Gas Protocol (GHG Protocol) for the GHG emissions reporting. Further, we consider the same companies in the GHG accounting as in the financial reporting. Hence, the consolidated GHG emissions include all emissions from subsidiaries where QIAGEN has financial control. Please refer to section General information, Sources of estimation and outcome uncertainty.

Scope 1 covers direct GHG emissions from the combustion of fossil fuels on the QIAGEN premises and by company vehicles. There are no Scope 1 GHG emissions from regulated emission trading schemes.

Scope 2 covers indirect GHG emissions originating from the external generation of electricity for our operational and business activities. They are reported using both a location-based and market-based approach. The market based calculation method for Scope 2 emissions reflects emissions calculated with the energy source mix used by each of our sites and is our first priority. When no site-specific emission factor is available in the market-based calculations, the residual mix is applied. The location-based method reflects the average emissions intensity of grids on which energy consumption occurs and is disclosed in all cases, irrespective of the availability of market-based data.

Scope 3 covers upstream and downstream emissions that occur along our value chain. The sub-categories are reported separately in the table Corporate Carbon Footprint (CCF) by Emissions Category shown above. We initially assessed the material Scope 3 categories in 2018, and with continued monitoring, we will conduct a re-assessment only in case of a triggering event because our overall business model has not changed.

In 2025, we again considered these categories relevant to our operations: Scopes 3.1. (purchased goods and services), 3.3. (energy-related activities), 3.4. (upstream and downstream transportation and distribution), 3.5. (waste in operations), 3.6. (business travel), 3.7. (employee commuting), 3.11. (use phase of sold products), 3.12. (end-of-life treatment of sold products) and 3.15. (investments). The remaining Scope 3 categories are not relevant for QIAGEN as they are either not applicable to the business model or assessed as immaterial due to their negligible impact on total Scope 3 emissions.

Scope 3.1 was calculated using a spend-based approach, applying DESNZ 2022 spend-based emission factors (inflation- and currency-adjusted to 2025) to supplier spend mapped to SAP categories. The supplier spend data is partly influenced by the recalculation of spend into the reporting currency. Secondary data was used, and an average emission factor was applied for companies with a purchase volume of below 50k.

Scope 3.3 was calculated using an activity-based approach based on energy consumption data, applying DBEIS/IEA emission factors. The calculation relies on secondary data.

Scope 3.4 was calculated using a hybrid approach, prioritizing supplier-specific primary data from logistics providers. Where unavailable, emissions are estimated using secondary spend-based data and average emission intensities.

Environment

Scope 3.5 was calculated using a mass-based approach, applying waste quantities by treatment type to Ecoinvent v3.12 (IPCC 2021) emission factors. Secondary data and estimates are used; transport emissions are excluded in line with GHG Protocol guidance.

Scope 3.6 was calculated primarily using supplier-specific primary data from travel providers. Where unavailable or unreliable, DESNZ well-to-wheel emission factors are applied using activity- or spend-based methods.

Scope 3.7 was calculated using a mass-based model, applying regional assumptions and DESNZ well-to-wheel emission factors. The calculation relies exclusively on secondary data.

Scope 3.11was calculated using an mass-based approach, based on sales volumes, product energy consumption assumptions and an average seven-year lifetime, applying Ecoinvent electricity emission factors. Secondary data only is used.

Scope 3.12 was calculated using a mass-based approach, applying product weights to Ecoinvent v3.12 waste treatment emission factors reflecting typical disposal routes. The calculation relies on secondary data.

Scope 3.15 was calculated applying EXIOBASE emission factors via Climatiq to investment values. Secondary data is used due to limited availability of investee-specific data.

Biogenic CO_2 Emissions (t CO_2e)[1]	2025	2024[2]
Gross Scope 1 biogenic GHG emissions	974	—
Gross Scope 2 biogenic GHG emissions	—	—

(1) We do not report Scope 3 biogenic emissions, as the majority of Scope 3 emissions arise from category 3.1 and are calculated using spend-based DBEIS emission factors, which do not allow for a further breakdown into biogenic CO_2 emissions.

(2) In 2024, these values were not collected.

Environment

In 2023, we launched a digital tool for facilities to collect and report environmental data more transparently and accurately. By 2025, it evolved into an integrated platform with real-time data validation and streamlined consolidation. Environmental indicators, along with ratios to consolidated net sales per the Consolidated Income Statements, for both short- and long-term performance monitoring, are shown in the table below.

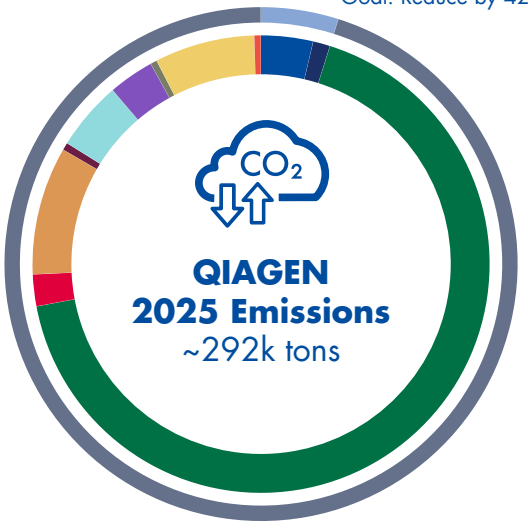
GHG intensity (market-based) per net sales	2025	2024	%
Total GHG emissions (market-based) (tCO_2e)	292,265	334,410	(13)%
Total net sales in $ millions	2,090	1,978	6 %
Total GHG emissions intensity (tCO2e/$ million)	140	169	(17)%

GHG intensity (location-based) per net sales	2025	2024	%
Total GHG emissions (location-based) (tCO_2e)	301,948	345,667	(13)%
Total net sales in $ millions	2,090	1,978	6 %
Total GHG emissions intensity (tCO2e/$ million)	144	175	(17)%

In 2025, both market-based and location-based GHG intensity per net sales decreased by 17%. We use the GHG intensity ratio, which looks at the amount of total GHG emissions including Scope 1 and 2 market-based emissions and all Scope 3 categories emissions in relation to our total net sales (net sales value was retrieved to calculate the GHG emission intensity).

Our corporate carbon footprint

Scope 1+2 emissions
Goal: Reduce by 42% by 2030



Scope 3 emissions
Goal: Reduce by 25% by 2030
Supplier engagement goal by 2027

Scope 1+2 emissions

- **11k** 1 Company vehicles; combustion of fossil fuels
- **4k** 2 Purchased electricity, heat, or steam

Scope 3 emissions

- **196k** 3.1 Purchased goods and services
- **7k** 3.3 Fuel and energy-related activities
- **26k** 3.4 Upstream transportation and distribution
- **2k** 3.5 Waste generated in operations
- **14k** 3.6 Business traveling
- **9k** 3.7 Employee commuting
- **1k** 3.11 Use of sold products
- **21k** 3.12 End-of-life treatment of sold products
- **1k** 3.15 Investments

Environment

Resource use and circular economy

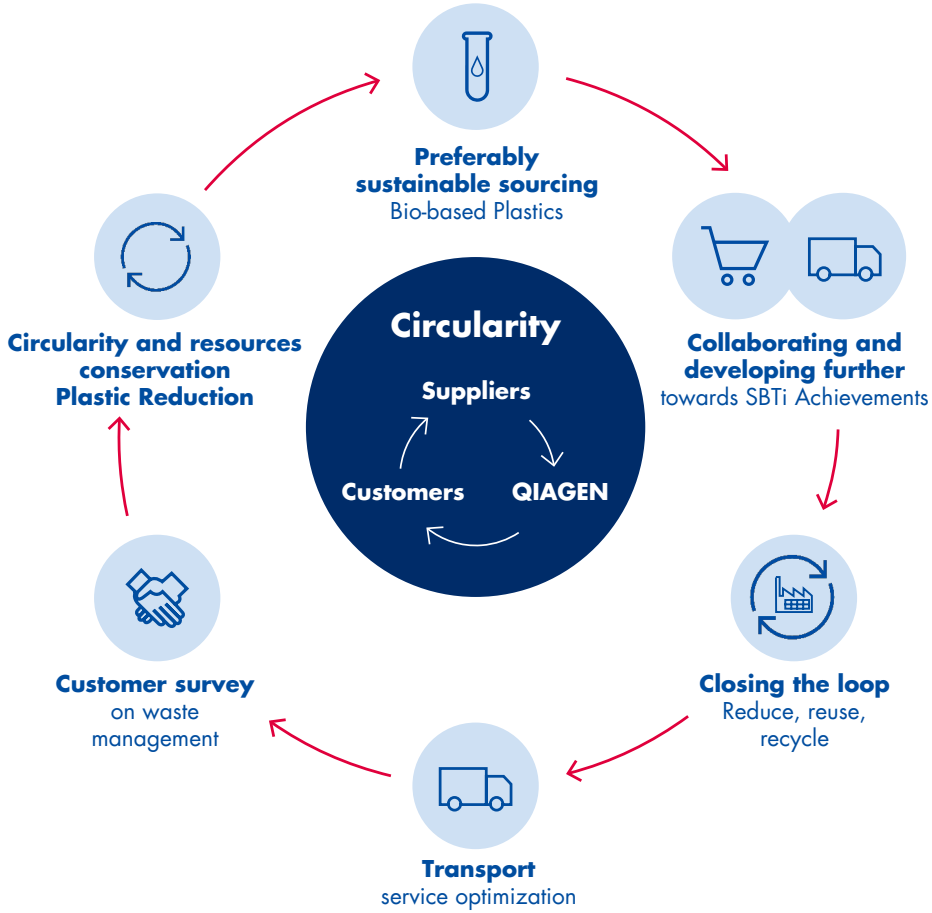
Our approach

By thoughtfully reassessing the resources we use and the impacts generated by our products and services, we aim to promote circularity and resource efficiency. Additionally, we strive to stimulate the development of more eco-friendly products with a reduced negative impact on the environment, such as those made from recycled and recyclable materials. Because plastic is our main raw material, it plays a significant role in our resource efficiency and circularity measures. The responsibility for implementing actions toward circularity lies within several areas, including procurement, logistics, production, research and development, service and sales. Integration of circularity and resource efficiency within our daily production and product development processes aims to contribute to our climate change mitigation and emission reduction efforts. The Associate Director for Climate and Circularity led the introduction of the new Scope 3 Program in 2025, as described in the chapter Management of Scope 3 Emissions. The Scope 3 Program is closely linked with our circularity strategy, particularly through sub-categories such as Scope 3.1, Scope 3.11, and Scope 3.12. Within these categories, we explicitly integrate circularity considerations as we define actions for resource efficiency, product life cycle management, and end-of-life recovery. Further, as described in chapter Decarbonization of our value chain, circularity is part of the sustainability criteria matrix, supporting a standardized reflection of theses criteria in our product development processes.

Technical, regulatory, safety and hygiene standards necessitate the use of plastics in the production of many of our products, as well as for transport and packaging. We are actively working to reduce plastics without compromising product quality. To mitigate the adverse environmental impacts caused by plastic in transport, packaging and products, we adopted a "replace – reduce – reuse – recycle – recover" approach.

The material impacts, risks and opportunities related to resource use and circular economy arise from QIAGEN's product-based business model and inform strategic priorities in product design, material selection and value-chain optimization. These impacts occur across QIAGEN's own operations and its upstream and downstream value chain, including sourcing, manufacturing, packaging, distribution and end-of-life treatment of products, primarily affecting the environment, while no material direct impacts on people have been identified in relation to resource use and circular economy. In our Double Materiality Assessment, we identified negative impacts, risks and opportunities related to circular economy as shown in the table below:

Introduction of circularity throughout the value chain



Environment

	Description	Allocation in the value chain	Time horizon	Topic Sub-topic Sub-sub-topic	Policies
Actual negative impact	Depletion of resources (use of virgin raw material; not enabling alternative secondary raw materials) and cause of pollution due to use of fossil based materials or non-renewable resources (especially oil, gas), which leads to emissions and pollution in nature (destruction of biodiversity, land-use, increase in emissions (CC) etc.)	Upstream	Short-term	E5 Resource use and circular economy - Resource inflows, including resource use	Corporate environment health and safety policy, Plastic policy
Risk	Higher costs could occur as many recycled /secondary alternatives are currently only available at a premium and are more expensive	Upstream	Short-term	E5 Resource use and circular economy Entity specific Sustainable Procurement	Corporate environment health and safety policy, Plastic policy
Opportunity	Lower sourcing, reduced logistic, and operational costs due to optimized usage of materials through, e.g., less weight (thinner materials), deploying the Recycle, Reuse, reduce (3R) . principles and closing material loops.	Along the whole value chain	Medium-term	E5 Resource use and circular economy - Resources inflows, including resource use; Resource outflows related to products and services	Corporate environment health and safety policy, Plastic policy
Opportunity	Increased product demand as products with a lower carbon footprint and circularity features are more geared toward the expectations of our customers	Downstream	Medium-term	E5 Resource use and circular economy - Resources inflows, including resource use; Resource outflows related to products and services	Corporate environment health and safety policy, Plastic policy
Actual negative impact	Environmental burdens, via spreading into soil and aqueous environment in solid or leachate form, can occur through improper waste handling and disposal in landfills or by incineration	Own operations and downstream	Short-term	E5 Resource use and circular economy - Waste	Corporate environment health and safety policy, Plastic policy
Risk	Increasingly stringent environmental regulations in Europe and the United States may require stricter controls on emissions, waste disposal, and resource use. Non-compliance could result in fines and operational disruptions	Along the whole value chain	Medium-term	E5 Resource use and circular economy - Resource outflows related to products and services; Waste	Corporate environment health and safety policy

Environment

While reduced logistics costs and increased product demand were identified, we do not expect them to significantly impact QIAGEN's financial position. Investment costs, slow customer adoption and implementation challenges may delay savings, while external economic conditions, such as high energy prices, could further obscure the opportunities which we identified during the double materiality assessment.

The material impacts related to resource use and circularity influence QIAGEN's value chain and operational decision-making and are addressed through the actions described in this chapter.

Targets

Plastic

Because plastics are QIAGEN's main material-based emission source, we have expanded the scope of our targeted plastic savings to include transport packaging, primary product packaging and operational plastic waste.

Material impacts related to plastics arise from the use of fossil-based, non-renewable resources. We set and surpassed our corporate project-related target to reduce plastics by more than 25 tons in 2025, with an absolute reduction of 35 tons achieved. We continued and expanded actions disclosed in prior periods in 2025, with progress reflected in the plastic target achievement. Especially, we achieved this target by expanding our actions beyond our QIAwave product line to other products.

The 2025 plastic target is measured on an absolute basis, by aggregating the savings of all ongoing plastic reduction projects connected to product, operational and transportation plastic. The plastic KPI is calculated on the basis that baseline designs would remain unchanged, compared to a scenario without the implemented reduction measured, and that only directly attributable and quantifiable plastic savings are included. A baseline of 1 January 2025 with a baseline value of 0 tons has been defined for this target, as it is set as an absolute target with progress tracked on an absolute basis. There were no changes to the target, metric, methodologies or underlying assumptions during the reporting period. We set this target voluntarily; it is not required by legislation.

With our corporate target, we focus on reducing primary plastic materials such as styrofoam, cling wrap, and plastic trays, and replacing them with renewable materials or eliminating them with innovative approaches. The target supports the sustainable use of resources by prioritizing plastic avoidance, material reduction and substitution, thereby reducing the demand for virgin fossil-based plastics in line with the cascading principle. While these innovative approaches take the interests of customers directed toward more eco-friendly products into consideration, we did not involve external stakeholders in the target-setting process. The plastic reduction target is not based on a quantified science-based threshold, but is an internally defined operational target. The Plastic Reduction Working Group monitors the progress, with regular reporting and accountability measures in place.

For our projects in 2025, we had set a target to achieve an absolute plastic savings of more than 25 tons. To work toward this goal, our plastic reduction working group regularly collected and evaluated project ideas. These projects aimed to reduce plastic usage in various areas, including transportation packaging, product plastic components and operational processes. One specific initiative involved using thinner, pre-stretched plastic foil for wrapping pallets. These targets align with identified material sustainability impacts, risks and opportunities related to resource use. For example using less material and products with a lower plastic footprint positively contributes to the identified opportunities of lower logistics costs and an increasing demand for products with a lower emission footprint. Currently, there is no financial effect as we have not yet considered how these opportunities and risks are accounted for.

For the optimized use of other materials, we are nevertheless working on incorporating more recycled materials in our product portfolio, also with regard to packaging (read more in the section Portfolio and product development below).

In 2025, we defined a long list of additional indicators, as described in chapter Climate Change, including the SAF deployment and the amount of renewable material used. In 2026, we plan to shortlist a set of indicators that will help to monitor the emission reductions and the circularity contributions of our actions, and to define the emission-reduction targets in 2027.

Environment

Waste management

In 2024, we collected data on waste disposal methods to identify targets to reduce the amount of waste going to landfills and incineration by 2030. Although we do not have official waste-reduction targets in place yet, they were defined in 2024 and detailed in 2025. These targets are undergoing the approval process and are expected to be fully adopted in early 2026. Waste targets will be used to steer improvements such as recycling, recovery and reuse at our operational sites.

Policies

Corporate Environment, Health and Safety (EHS) Policy

QIAGEN's Corporate Environment, Health and Safety (EHS) Policy provides the overarching framework for managing environmental impacts related to resource use, waste generation and pollution across own operations. The policy applies globally to all QIAGEN sites and employees and establishes binding requirements for compliant handling, storage, treatment and disposal of materials and waste.

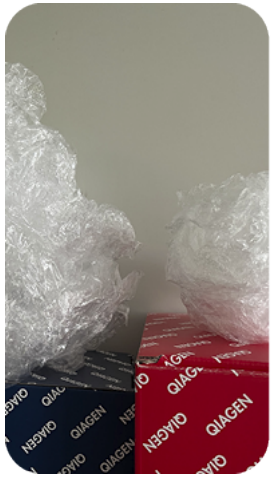
Result of expanded plastic reduction in 2025

Plastic footprint reduction

- Reduce
- Replace
- Recycle

35 tons of plastic reduction,

exceeding the target of 25 tons in 2025



Environment

Waste management practices described in this chapter are derived from and governed by the Corporate EHS Policy and are not a standalone policy. In line with the waste-hierarchy principle, the policy requires sites to prioritize waste prevention, reuse, recycling and recovery, and to ensure compliant disposal where avoidance is not possible.

The EHS Policy is informed by internationally recognized standards and regulatory frameworks, including ISO 14001 Environmental Management Systems and applicable waste and chemicals legislation. The policy is available to employees via QIAGEN's document control system and intranet; relevant information is communicated externally through the Sustainability Statement and QIAGEN's website.

Monitoring and oversight are ensured through site-level controls, internal audits and regular EHS reporting to central functions and management. Responsibilities for implementation rest with site leadership, with escalation mechanisms in place to address non-compliance or significant deviations.

Plastic policy

In support of our reduction efforts, we adopted a plastic policy in 2024, pointing out circularity aspects by referring to the principles of replace, reduce, reuse, recycle and recover, considering the waste hierarchy. The plastic policy addresses QIAGEN's material impacts related to resource depletion, fossil-based plastics and plastic waste across the value chain. The policy outlines how QIAGEN can reduce its resource depletion by implementing alternative materials and feedstocks or replacing single-use plastics with reusable, durable, repairable items for the opportunity of optimized usage of materials. It contributes to UN Sustainable Development Goal 12 (Responsible Consumption and Production), and supports sustainable sourcing through the investigation of alternative materials, recycled and recovered content, and design-for-recycling requirements.

The Plastic Policy is informed by internationally recognized principles and standards, including the waste-hierarchy reflected in EU waste legislation and ISO 14001 Environmental Management Systems.

The policy is available to our employees through our document control system and our intranet. Affected stakeholders would receive information through our Sustainability Statement, our webpage, and social media channels. In setting our Plastic Policy, we considered the interests of these key stakeholders.

The plastic policy establishes our actions - primarily in QIAGEN's own operations - to reduce the plastic footprint caused by QIAGEN's products and business activities, thereby reducing the use of environmentally harmful substances and non-renewable resources:

- investigating and implementing alternative materials,
- labeling our products accordingly and providing recycling instructions,
- integrating the design-for-recycling requirements into the product development process,
- replacing single-use plastics with reusable, durable, repairable items,
- amending product development standard operational procedures (SOPs)

The actions outlined in the plastic policy, and described in more detail in the next chapter, are ongoing and implemented continuously. They are intended to be completed or further developed on a rolling basis in the short- to medium-term.

The policy is applied across the organization, and the Plastic Reduction Working Group, a sub group within the Climate Working Group, is accountable for its monitoring and implementation. This includes monitoring the impacts of projects connected to the use of plastic, tracking progress against plastic reduction KPIs, and reporting at group level. The policy addresses actions that occur in the upstream (e.g., sourcing alternative materials) and downstream value chain (e.g., recycling instructions for end-users).

Waste management practices

The waste-management practices described below are derived from and governed by QIAGEN's Corporate Environment, Health and Safety (EHS) Policy.

Environment

Our operational waste is generated primarily from production, research and development activities conducted at our sites. Our waste is classified into two main waste streams: non-hazardous and hazardous. Hazardous waste consists of electronic, electrical, chemical and biological waste and non-hazardous consists of paper, cardboard, plastic, glass and compostable waste.

To prevent the negative impact of improper waste handling and disposal into landfills, we have internal controls at our sites designed to ensure compliant storage, removal and disposal at end of life.

We have global procedures for the management of waste, which instruct our sites to apply the theory of waste hierarchy to minimize waste and implement waste management practices at their site. The waste hierarchy comprises the prevention of waste, the reuse of materials, the recycling of materials, the recovery and disposal of waste.

The local sites apply these procedures with documented internal controls which are specific to the waste streams produced at their site. The site leadership are responsible for implementation aiming at reducing the risk of non-compliance with increasingly stringent regulations and to avoid fines or operational disruptions.

Actions and resources related to resource use and circular economy actions

Plastic

Feedback from events, surveys and investor calls indicates that our customers expect QIAGEN to invest in alternative materials and in environmentally conscious solutions, all while remaining cost-sensitive and competitive. Our decision to minimize the use of plastic, therefore, aims to reduce the risk that our customers will seek out other suppliers who can provide more environmentally friendly products. If our products feature a lower carbon footprint and circularity, then we create an opportunity for increased demand because the products meet customers' expectations. Our global cross-functional Plastic Working Group is working on identifying the opportunities to reduce plastic use and is exploring alternative materials that are among other things resource efficient, recyclable and/or renewable and cost-effective.

In order to identify the biggest leverage, we conducted an initial assessment in 2019, a life cycle assessment (LCA) in 2021 of the QIAamp DNA Mini Kit, one of our bestselling products. The detailed report on the LCA can be found on our website under Sustainability. Based on the results, we received confirmation that the plastic within our kits is the main contributor to our Corporate Carbon Footprint (CCF). That is why we have focused our strategy and business model on plastics.

Portfolio and product development

Our plastics target focuses on minimizing primary raw materials, but we also consider circular economy aspects in the design and development of our products by incorporating recycled materials into our products and dematerializing plastics in products and packaging. Optimized use of materials can also be achieved through closing material loops, including materials used and alternative logistic options.

For example, our QIAwave products require less material than standard kits. In addition, the collection tubes in the QIAwave kits are made from 100% recycled material. The QIAwave kits are packaged in FSC-certified cardboard boxes and polyethylene and low-density polyethylene plastic bags. The blister packs have been removed from the packaging as part of QIAGEN's dematerialization efforts in the upstream value chain. The FSC-certified boxes are considered as a reliable chain of custody certification. This enables approximately 76% recycled content in the entire packaging system.

Processes and indicators for circular design are considered in the sustainability matrix as described in chapter Decarbonization of our value chain, focusing on secondary and alternative raw materials. The sustainability criteria matrix is planned to be introduced to further support our product development teams in making informed decisions during the product development processes. A project team has been established to ensure a harmonized approach.

In 2025, we optimized the plastic consumable concept for a new, high-throughput sample preparation platform, the QIAsprint Connect, launched in February 2026. The new innovative plastic concept reduces plastic use up to

Environment

50% and packaging volume by up to 40%, lowering waste and optimizing transport and storage of the plastic consumables.

Go Greener program

QIAGEN's Go Greener program launched in 2025, is an initiative designed to enable customers to make more sustainable choices in the laboratory. Through this program, QIAGEN highlights products designed to be less hazardous, generate less waste, for shipping with reduced environmental impact and enhanced stability. The products included in the program can be easily identified by the green leaf symbol when browsing QIAGEN's website.

As we are committed to optimizing our products for their sustainability and to ensuring that all eco-friendlier claims are documented transparently, each of our environmentally friendlier products has a fact sheet that clearly outlines the associated sustainability claims.

Circularity and life-cycle analytics

Several studies and LCAs were commissioned in the last years to better understand GHG emissions and circular economy related aspects of our business and optimize our products.

The increased understanding of data due to the studies enabled us to run scenario analyses, with which we can measure the impact of actions taken and prioritize activities with the greatest optimization potential in the coming years.

The estimated rate of recyclable content in our products and their packaging (recyclability) is 76% (2024: 70%). This estimation was specifically focused on one of our best-selling products, the QIAamp DNA Mini Kit, which represents the consumables category. The analysis considered the main materials used in the kit: plastics and paper, which together account for more than 80% of the kit's weight. The scope of this assessment is limited to consumables and does not include laboratory instruments. For more details, please refer to the Life Cycle Assessment (LCA) of the QIAamp DNA Mini Kit available on our website at www.qiagen.com/sustainability.

In principle, all QIAGEN products and packaging can be recycled at the component level. However, local waste recycling requirements must be considered, especially if components become contaminated during use. In the next step, we will conduct a more detailed analysis of the recyclability of our top-selling products and their packaging in the mid-term.

For one of our instruments, QIAstat-Dx, an LCA was performed in 2024 by an accredited scientific partner. After completion the LCA of QIAstat-Dx, the focus in 2025 shifted to evaluating product carbon footprints. Templates were created to support the preliminary assessment of environmental impacts resulting from various material selections or design choices. This enables a tradeoff for alternative materials at the early stages of design.

Biobased pilot project

We launched a bio-based polypropylene (PP) pilot project. This decision followed the validation of its carbon footprint by Fraunhofer ICT by means of a LCA. The project focuses on sourcing sustainable materials within the upstream value chain and applies to our global operations. In 2025, we completed a pilot project to convert our QIAcube Rotor Adapter to bio-based PP. This will be licensed to the International Sustainability & Carbon Certification (ISCC) Plus program and will be launched in 2026. The findings from this pilot project provide a framework to support further decision-making around the use of bio-based plastic resin in other suitable products, and offer a promising solution for QIAGEN's and its customers' decarbonization program.

Best practice mapping for sustainability initiatives

In 2025, a "Best Practice Mapping" approach was applied to identify projects with measurable sustainability impact—such as reducing packaging material or optimizing material usage—that had been successfully launched in one region. These projects were analyzed for potential implementation in other regions. This approach has a specific focus on transportation and distribution activities. It was launched to evaluate opportunities for scaling positive impacts from regional to global level. A set of feasibility projects are being documented to support circularity and sustainability objectives.

The initiatives aim to reuse materials and reduce resource consumption, e.g., by shifting to paper-based options and replacing Styrofoam and plastic

Environment

components. All initiatives are currently recorded and assessed by local teams for feasibility and scalability.

Development of emission calculation methodology

In 2025, we initiated a phased transition from a spend-based to a mass-based approach for calculating Scope 3.1 emissions. Pilot projects were launched for chemicals, bio-reagents, and plastics to improve data accuracy and transparency. Mass data for chemicals and bio-reagents was collected and combined with emission factors mainly from Eco Invent 3.11 and for certain chemicals, supplier-specific emission factors are applied to calculate emissions.

Initial results showed that the mass-based method provides significantly lower and more accurate emissions compared to the spend-based calculations. Additional pilots are planned to expand data coverage and support full transition in line with GHG Protocol requirements.

Waste management actions

In 2025, we completed a successful pilot at our Hilden, Germany, site, demonstrating the potential of pyrolysis—a chemical recycling process—to convert plastic laboratory waste into high-quality oil for reuse in chemical feedstock. Although a full transition from incineration to vendor-managed pyrolysis by 2025 was not feasible due to supplier and technology readiness, this initiative marks an important step toward circular solutions. We remain committed to advancing this approach as technology evolves in the future.

Metrics

Materials used (resource inflows)

Please refer to the definitions and methodology below. The extrapolated total weight of technical and biological materials used for manufacturing products, including product packaging, and providing services in 2025 was 10,126.8 tons (2024: 8,867 tons).

The total amount of biological material is 927.7 tons. The share of biological materials is 9.2%. QIAGEN did not disclose these figures in 2024.

For packaging, we used 920.3 tons of cardboard (2024: 902 tons). Furthermore, we used 5.4 tons of enzymes for our products (2024: 0.3 tons).

The weight of the reused or recycled secondary materials used for product manufacture incl. packaging and services was 798.4 tons (2024: 334 tons), accounting for 7.9% of the total materials (2024: 3.8%).

Environment

Resource inflows: Methodologies and definitions

- The weight of products and materials used was determined using raw material data from Hilden, Germantown, Shenzen and Frederik as recorded in SAP. This data was then extrapolated based on revenue data ratio from all QIAGEN sites.
- The weight of renewable input materials sourced from regenerative origins was calculated for cardboards, enzymes and other biological materials (e.g. DNA fragments and antibodies). Other biological materials were considered for the first time, as this data had not been available in previous reporting periods. Cardboard consumption data was reported for all QIAGEN sites. For enzymes and other biological materials, actual data from Hilden, Germantown, and Frederick was used.
- The weight of reused or recycled (non-virgin) products and materials mentioned above was calculated with actual data on plastic consumption and cardboard use; data on the share of recycled content in cardboard was available only for Hilden. This share has been applied to all cardboard used in QIAGEN.
- The total share of biological material was calculated by dividing total weight of cardboard, enzymes and other biological materials by the total weight of all products and materials. The data source and extrapolation is the same as stated above.
- The share of recyclable materials in products is determined based on a life-cycle assessment (LCA) conducted for the QIAamp DNA Mini Kit. Laboratory instruments are excluded from the calculation, as their contribution to the recyclable material share of sold products is currently not assessed due to limited availability of reliable recycling data and their comparatively low relevance in terms of mass.

Resource outflows: Waste management

Waste production by type (In tons)	2025 Total	2025 Percentage	2024 Total	2024 Percentage
Non-hazardous waste	1,138	70 %	1,054	70 %
Hazardous waste	478	30 %	444	30 %
Radioactive waste	–	– %	–	– %
Total waste	**1,616**	**100 %**	**1,498**	**100 %**
Recycled:				
Non-hazardous waste recycled	808	71 %	767	73 %
Hazardous waste recycled	54	11 %	23	5 %
Total recycled waste	**861**	**53 %**	**790**	**53 %**

Environment

Waste production by type (in tons)	2025 Total	2025 Percentage	2024 Total	2024 Percentage
Non-hazardous waste:				
Non-recycled waste:				
Anaerobic digestion	27	2 %	24	2 %
Composting	–	– %	9	1 %
Incineration (mass burn)	57	5 %	71	7 %
Landfill	246	22 %	183	17 %
Total non-recycled waste	331	29 %	287	27 %
Recycled waste:				
Recovery, including energy recovery	436	38 %	448	43 %
Recycling	371	33 %	319	30 %
Preparation for reuse	–	– %	–	– %
Total recycled waste	808	71 %	767	73 %
Total non-hazardous waste	**1,138**	**100 %**	**1,054**	**100 %**
Hazardous waste:				
Non-recycled waste:				
Incineration (mass burn)	393	82 %	398	90 %
Landfill	4	1 %	3	1 %
Medical waste incinerated	28	6 %	20	4 %
Total non-recycled waste	424	89 %	421	95 %
Recycled waste:				
Recovery, including energy recovery	36	8 %	7	1 %
Recycling	17	4 %	16	4 %
Preparation for reuse	–	– %	–	– %
Total recycled waste	54	11 %	23	5 %
Total hazardous waste	**478**	**100 %**	**444**	**100 %**

Resource outflows: Methodologies and definitions

- Based on actual data for the main manufacturing sites, we have analyzed hazardous and non-hazardous waste data. We then extrapolated this data to all other manufacturing sites.
- Subsequently, we incorporated data for all of our largest principal supply chain entities. We do not anticipate material impacts from sales entities, as they do not hold significant stock in their warehouses; all deliveries are shipped directly from the principal supplying hub to the customer. To account conservatively for residual waste quantities from smaller entities not included in the primary data set, a flat uplist of 5% was applied.

Resource outflows: End-of life treatment of sold products

End-of-life treatment of sold products includes all products sold to the market, including packaging. Our main products are consumable products (sample and assay kits for Life Sciences and diagnostics), instruments and automation systems.

Our assays typically consist of plastic tubes containing reagents and buffers. Plastic components are one key material and are generally disposed of after use due to contamination with samples considering local regulations. It is assumed that non contaminated plastic components and packaging are discarded in the markets where they are sold and that the end-of-life treatment follows the general procedures of the household and regulated waste for each market.

With the One-Time Services for instruments, QIAGEN offers a range of flexible solutions for laboratories. The QIAGEN service team works closely with clients to ensure instruments run smoothly during the product life-time. The average life-time for instruments is 5 – 10 years. QIAGEN offers following services to extend the life-time of instruments:

Environment

- Preventive Maintenance and Inspection Services to maintain the reliability and full functionality of instruments
- Original manufacturer's parts to ensure quality replacements
- Instrument repairs to ensure proper functioning and maintain uninterrupted laboratory operations.

To measure the repairability of our Instruments, QIAGEN tracks "Mean Time Between Repair (MTBR)." This data is collected for each instrument group and enables us to monitor our repairability actions.

As a supplier, manufacturer and distributor of medical equipment (instruments) which is classified as Electrical and Electronic Equipment (EEE) and Battery Containing Devices (BCD), we recognize our Extended Producer Responsibility (EPR) responsibilities based on worldwide regulations. We endeavor to ensure that our branded electrical and electronic products are managed responsibly at the end of life by collaborating with the Reverse Logistics Group Recycling Network Europe (RLG RENE GmbH) organization. Our collaboration with RENE RLG for the collection of EEE ensures that these items are treated according to the principles of environmental protection, which include recycling within the country of collection. In accordance with country-specific requirements, QIAGEN subsidiaries are registered with the respective authority or take-back program. Details can be consulted on our website.

Social

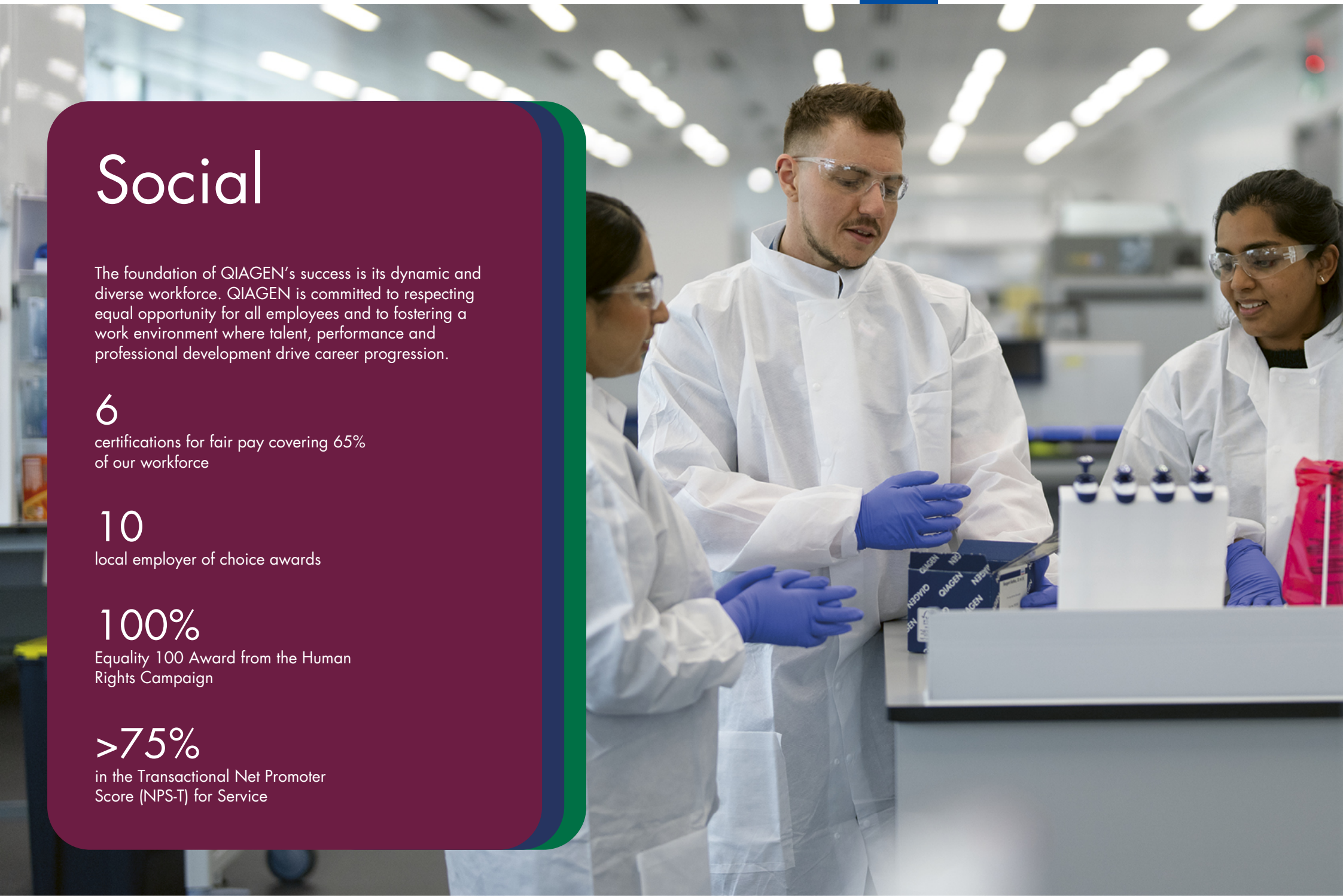
The foundation of QIAGEN's success is its dynamic and diverse workforce. QIAGEN is committed to respecting equal opportunity for all employees and to fostering a work environment where talent, performance and professional development drive career progression.

6
certifications for fair pay covering 65% of our workforce

10
local employer of choice awards

100%
Equality 100 Award from the Human Rights Campaign

>75%
in the Transactional Net Promoter Score (NPS-T) for Service



Social

Own workforce

QIAGEN as an employer of choice

QIAGEN has approximately 5,700 employees representing 75 nationalities across 35 sites in more than 25 countries. Our workforce comprises sales representatives, employees in research and development, in administrative services as well as employees working at our production sites.

QIAGEN has developed an understanding of how certain groups within its workforce may be at greater risk of negative impacts based on the nature of their roles, working conditions, or specific activities performed. This is informed through the Double Materiality Assessment, enterprise risk-management processes, occupational health and safety risk assessments, workforce data analysis, and employee engagement mechanisms. Particular consideration is given to employees working in operational, laboratory, or production environments, shift-based roles, and other contexts with elevated health, safety, or workload risks. The outcomes inform preventive and mitigating measures and are integrated into workforce-related policies, controls, and management practices to prevent or mitigate negative impacts.

Additionally, QIAGEN engages external personnel in specialized fields such as production, logistics, software engineering, IT and communications.

Our approach

At QIAGEN, we recognize that our employees are the foundation of our success. Our long-term growth and achievements rely on the expertise, dedication and contributions of our workforce. Our approach prioritizes attracting, developing and retaining high-performing employees based on their skills, experience and merit. We are committed to respecting equal opportunity for all individuals, fostering a work environment where talent, performance and professional development drive career progression.

QIAGEN aims to be successful in talent attraction and is continuously looking to hire qualified and motivated candidates with excellent skills, experience and potential.

QIAGEN is also dedicated to developing a global highly skilled workforce that can drive long-term business success. We believe that employee growth is achieved through hands-on experience, structured learning and collaborative knowledge-sharing.

Progress towards the objectives of QIAGEN's workforce development approach is broadly in line with initial planning. Over time, the focus has remained consistent, with incremental enhancements reflecting evolving business needs, technological developments and workforce expectations. Ongoing monitoring through performance and development reviews supports adjustment where needed.

As we adapt to technological advancements and evolving market demands, we emphasize continuous learning, leadership development and workplace innovation. This transformation requires both individual and collective adaptability in making sure that all employees—regardless of background—have the tools and resources necessary to advance their careers.

The actual and potential impacts on QIAGEN's own workforce identified through the IRO-1 and Double Materiality Assessment are considered in the development, implementation and, where relevant, adaption of QIAGEN's strategy and business model, including our growth priorities, global operations, evolving capability needs and ongoing technological change. In particular, impacts related to skills development, employee engagement, fair working conditions and occupational health and safety are considered when shaping priorities for workforce planning, capability building and long-term value creation. At the reporting date, QIAGEN had not identified material changes to its overall strategy or business model as a result of the actual and potential impacts on its own workforce.

QIAGEN seeks to ensure that its own practices do not cause or contribute to material negative impacts on its workforce through the application of global policies, governance structures, and internal control processes covering human rights, fair employment practices, occupational health and safety, data protection, and ethical conduct.

Social

Workforce-related risks are identified and managed through the Double Materiality Assessment, enterprise risk-management processes, and regular HR and compliance reviews, including consideration of practices related to procurement, sales, and data use where relevant. Where potential tensions arise between preventing or mitigating workforce impacts and other business pressures, decisions are guided by applicable laws, internal policies, and QIAGEN's Code of Conduct and Ethics, with the objective of prioritizing the protection of employees.

Employees can raise concerns through established channels, including line management, Human Resources and the QIAintegrity Line. Reported issues are assessed and addressed through defined investigation and remediation processes, with insights used to strengthen controls and prevent recurrence.

Our workforce-related impact:

The material workforce-related impacts influence QIAGEN's organizational decision-making and are addressed through the policies and actions described in this chapter. They arise from our own activities as an employer, including working conditions, skills development and occupational health and safety across its global research, manufacturing and commercial operations.

Training and skills development

In our 2025 materiality assessment, we identified one material impact related to training and skills development: Contribution to employee satisfaction and motivation through diverse employee development actions and engagement tools.

QIAGEN continues to enhance its global recruiting processes to remain agile and competitive in a rapidly evolving landscape. In addition, our ongoing investment in employee development programs and engagement initiatives reflects our commitment to fostering greater satisfaction and motivation among our workforce.

	Description	Allocation in the value chain	Time horizon	Topic Sub-topic Sub-sub-topic	Policies
Potential positive impact	Contribution to employee satisfaction and motivation through diverse employee development actions and engagement tools	Own operations	Short-term	S1 Own workforce Equal treatment and opportunities for all, Training and skills development	Global HR learning and development policy

Social

Targets

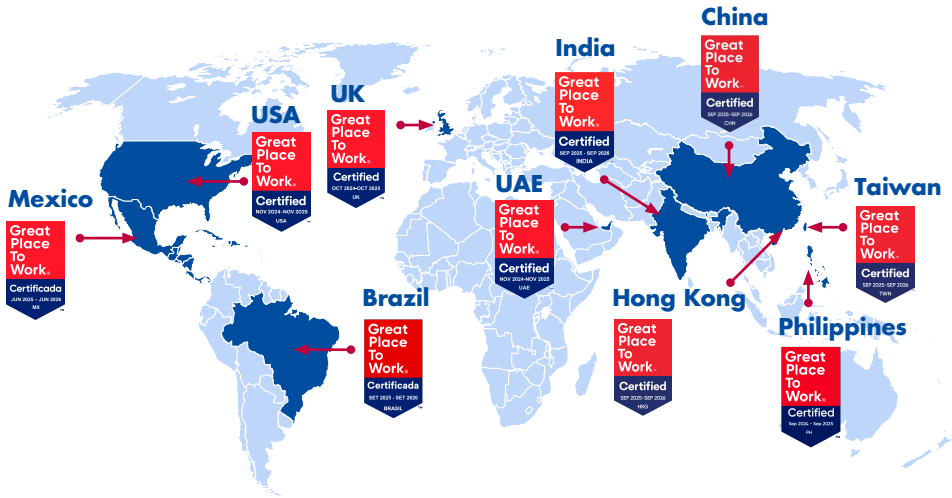
The targets described under "QIAGEN as an employer of choice" are measured using internally defined workforce and role data, supplemented by externally validated benchmarks where applicable. For these targets, 2025 represents the base year following the centralization of governance and formalization of measurement approaches. Baseline values are therefore established for 2025. No changes to targets, underlying metrics, methodologies or significant assumptions occurred in 2025; limitations primarily relate to the scope and methodology of external benchmarks and internally available data. In addition to the Employer-of-Choice recognition objective, QIAGEN has defined quantitative own-workforce targets to ensure an appropriate overall voluntary turnover rate below 10% and to review and standardize global pay practices. Progress against the turnover target is monitored using internal HR data. In 2025, performance remained broadly in line with initial planning, with year-on-year changes reflecting normal workforce dynamics rather than structural shifts. Progress on global pay practices is assessed based on the coverage of locations reviewed and certified for fair pay. In 2025, progress remained in line with initial planning, supported by an increasing number of reviewed and certified locations and no significant

QIAGEN — Great Place To Work

Our commitment to excellence also extends to our QIAGENers

10

Great Place to Work Awards



Social

adverse trends identified. No changes to these targets or their measurement approaches occurred in the reporting period.

We conduct an annual global employee survey, Pulse Check, to track employee engagement trends and inform people initiatives. The 2025 Pulse Check showed positive development across all survey questions and an increased participation rate. In addition, QIAGEN monitors turnover rates as a separate indicator of the effectiveness of its programs in supporting the continuous development of employees.

In 2025, we met our global target to be externally recognized for our efforts and be designated as an "employer of choice" with at least one award or certification per region. Great Place to Work has certified 10 (2024: 9)of our subsidiaries as a Great Place to Work: Brazil, Mexico, U.S., U.K., UAE, India, Philippines, China, Hong Kong and Taiwan.Great Place to Work is an independent, external assessment based on a standardized methodology and measured through a confidential employee survey covering credibility, respect, fairness, pride and camaraderie. Certification outcomes are determined solely on employee survey results and, where applicable, may be complemented by a qualitative review of organizational practices. Together, these elements provide externally benchmarked insights that support QIAGEN's disclosures on workforce engagement processes and the effectiveness of related actions in line with ESRS S1 requirements. This target was monitored by the Executive Committee throughout the year and can be reviewed anytime by management on internal dashboards.

QIAGEN's social targets are defined for material workforce-related sustainability matters identified through the Double Materiality Assessment and are approved through established governance processes involving senior management and relevant functional owners. Target setting is informed by internal consultations with Human Resources, Compliance and subject-matter experts, and by engagement with employees and employee representatives where applicable (including surveys, management dialogue and works councils). Progress is monitored through defined indicators and regular management reviews, with performance assessed against initial plans and trends reviewed to identify significant changes or areas requiring corrective action.

Policies

The Global HR Learning and Development Policy is overseen by the Senior Director, Head of Learning and Development, who reports to the Senior Vice President, Head of Human Resources. The policy is developed by the Head of HR Learning and Development and reviewed by the Head of HR and the Head of Compliance to ensure alignment with organizational and HR strategy, as well as compliance requirements.

The policy addresses material impacts, risks and opportunities related to employee skills, leadership competencies and career development, and is monitored through tracking goal completion, development actions and leadership assessments.

The Global Learning and Development Policy was developed based on common industry standards and benchmarks and is designed to align with QIAGEN's business model, organizational structure and workforce. The policy is not externally certified.

The policy applies to QIAGEN employees globally and governs aspects of employee training and professional development, including:

- Learning Programs, which provide employees with structured training modules, workshops and online courses to enhance technical and leadership skills.
- Coaching and Mentoring, which offer mentorship programs to support career growth and leadership development.
- Performance Feedback Tools, which equip employees with assessment resources to track their professional progress and career potential. All employees participate in regular performance and career-development reviews.

The Global HR Learning and Development Policy is made available to managers through QIAGEN's document management system. Managers are

Social

responsible for implementing the policy within their teams and for supporting employees in accessing relevant training, development opportunities and performance feedback tools. The Human Resources function provides guidance and support to managers to ensure consistent application of the policy across the organization.

General processes for workforce engagement and remediation

To encourage transparency, accountability and workforce engagement, the following channels are established for all employees to provide feedback and report concerns:

- Direct Reporting to HR and Management
  - Employees can raise concerns directly with HR representatives, line managers, or works councils. The Senior Vice President Head of Human Resources is accountable for oversight.
- QIAintegrity Line
  - Our confidential and anonymous reporting platform is available publicly online. The Vice President, Head of Legal Affairs and Compliance is accountable for this reporting channel, and around 10 Compliance team members support related duties. Reports are investigated, monitored and documented. QIAGEN employees are made aware of the QIAintegrity Line through QIAverse (internal SharePoint) and our webpage. More information, including remediation, is provided under Business Conduct.

QIAGEN commits to respecting internationally recognized third-party standards through the implementation of its workforce-related policies, including the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. Alignment with these standards is embedded in policy design, implementation, and monitoring across QIAGEN's global operations.

Actions

Annual Pulse Checks

QIAGEN conducts an annual global employee survey ("Pulse Check") to gather workforce feedback on workplace conditions, sustainability and leadership effectiveness. The survey is administered via an independent platform and is accessible anonymously to all employees. Overall accountability rests with the Senior Director, Head of Global Employee Engagement, reporting to the Senior Vice President, Head of Human Resources. Survey results are communicated through global and local town halls and translated into action plans to inform QIAGEN's employee engagement priorities. In 2025, scores improved across all 12 survey questions and participation increased to 78%, up from 72% in 2024. Workforce perspectives are further integrated through ongoing dialogue between employees, line management and Human Resources, and engagement with works councils or employee representatives where applicable. Insights from these mechanisms inform management decisions, policy adjustments and actions to address actual and potential workforce-related impacts and to support continuous improvement.

Recruitment

Enhancing global recruiting strategies has also been a focus in 2025. Particularly, QIAGEN engaged in these key activities:

- Hiring Manager Interview Training – In 2025, we launched specialized interview training globally for hiring managers. This training helps improve hiring decisions, run structured interviews and apply interview techniques, ensuring a bias-free and legally compliant process.
- Objective Hiring Assessments – We have further used psychometric assessments for upper management positions to improve decision-making and unbiased hiring. These assessments evaluate candidates' professional competencies, workplace behavior and leadership potential, enabling that selections are based on qualifications and cultural fit rather than subjective criteria.

Social

- In 2025, we launched a new global Applicant Tracking System (ATS) as part of our global HRIS initiative to unify and optimize recruitment workflows across all regions. This implementation ensures a consistent, compliant and candidate-centric hiring experience while reducing administrative complexity. This transformation positions us to scale efficiently, maintain regulatory compliance and deliver a positive hiring experience worldwide.

Employee development

We base our employee development approach on the 70–20–10 model, which emphasizes learning through on-the-job experience (70%), collaboration and mentoring (20%) and formal training (10%). This framework ensures continuous, practical and relevant development that creates lasting value for both employees and the organization.

In 2025, we advanced our global development agenda by rolling out our Leadership Program for different management levels and launching our 7th highly successful global Mindr mentoring program, enabling employees to benefit from cross-functional guidance and long-term career support. As part of our annual Performance and Development cycle, we also introduced Development Information Days/Weeks at major sites to showcase our development tools and foster open dialogue. These initiatives reinforce our belief that every employee is the owner of their own development.

Employee benefits and Social protections

QIAGEN is committed to supporting employee well-being through social protections and benefits, to promote fair working conditions and support work-life balance. Globally we have a minimum primary-care parental leave and family-related support that is provided to all employees regardless of gender or marital status.

We provide:

- Wages and working hours compliance
- Social Protections – Covering sickness, employment injury and retirement
- Family-Related Leave Options – Including maternity/paternity leave, marriage leave, compassionate leave and childcare leave
- Global Employee Assistance Program (EAP) – Free, confidential service for mental health, family care, legal and financial support
- Special leave for volunteering

The actions described above are ongoing and are not linked to a defined completion date; they are reviewed and adapted through QIAGEN's regular people management and governance processes. Progress is monitored through a combination of quantitative indicators (e.g., participation rates, survey results, system roll-outs) and qualitative assessments (e.g., expansion of programs and tools), with year-on-year improvements disclosed where applicable.

Commitment to human and labor rights

As a European Union-based company with international operations, we recognize international and local labor laws and employee rights regulations. QIAGEN upholds human rights and labor protections as fundamental principles that safeguard individual dignity, freedom and fairness in our operations, business partnerships and communities.

Our human rights policy and Code of Conduct and Ethics outline our ethical and legal commitments with the objective that all employees and business partners operate in alignment with global human rights standards. The policies refer to the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the OECD Guidelines for Multinational Enterprises. They explicitly address trafficking in human beings, forced labor or compulsory labor and child labor. The Nomination & Governance Committee is accountable for these policies.

In 2025, QIAGEN found no incidents of forced labor, child labor or human trafficking within its direct operations. Furthermore, no sites were identified based on their location and operation as being under significant risk for child labor, forced labor or compulsory labor. As no incidents were noted in 2025 QIAGEN did not pay any fines.

Social

Incidents, complaints and severe human rights impacts	2025	2024
Total number of reported incidents of discrimination, including harassment	7	8
Number of complaints filed through channels for own workers to raise concerns	24	8
Number of complaints (where applicable) filed to the National Contact Points for OECD Multinational Enterprises	–	–
Amount of material fines, penalties and compensation for damages as a result of discrimination, including harassment	–	–
Number of severe human rights incidents	–	–
Number of severe human rights incidents, of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises	–	–
Number of fines, penalties and compensation for damages because of violations regarding social and human rights factors	–	–

Basis of preparation

Incidents, complaints and allegations of severe human rights impacts are measured based on cases recorded through QIAGEN's QIAintegrity Line and substantiated information received through other formal communication channels (e.g., employee or stakeholder e-mails). The metric assumes that all substantiated cases are captured through these channels; reported cases are subject to internal assessment and classification in accordance with defined investigation procedures.

Workforce composition and data

As of December 31, 2025, QIAGEN's workforce comprised 5,573 (2024: 5,765) employees. QIAGEN operates globally, with most employees based in countries, especially in Europe, Central Asia, and North America. We follow labor regulations relevant to our global operations while providing flexible work arrangements to accommodate operational needs. Employment types globally include permanent, temporary, full-time and part-time contracts.

Methodologies and definitions and significant assumptions

- Workforce metrics, including headcount, attrition and turnover, are compiled on a consolidated basis for QIAGEN and its fully consolidated subsidiaries, consistent with the scope of the financial statements excluding Parse Biosciences, Inc..
- The own-workforce composition metrics (including employees by gender, age group and top management level) are compiled on a consolidated basis using data from QIAGEN's central HR information systems at year-end. Employees are classified based on contractual and organizational status as of the reporting date. Age groups are determined using date of birth recorded in the HR systems, and top management is defined in accordance with QIAGEN's global role and job-grading framework. Data reflects employees with an active employment contract at year-end; timing differences or local classification practices may affect comparability across entities.
- Data are sourced from QIAGEN's central HR information systems (SAP HCM) and local payroll records, aggregated centrally via SAP Business Warehouse.
- Headcount (HC) represents the number of employees with a direct contractual relationship with QIAGEN as of the reporting date (December 31). It includes full-time, part-time and temporary employees and excludes contractors, agency workers and other non-employees.

Social

- Attrition refers to voluntary workforce reductions initiated by employees (e.g. resignations or retirements). Turnover represents the rate at which employees leave the organization and are replaced by new hires, capturing workforce inflow and outflow dynamics.
- Both metrics are calculated as:
  - Number of leavers during the period ÷ average headcount,
  - where average headcount equals (headcount at beginning of period + headcount at end of period) ÷ 2.
- Key assumptions include the classification of employment status and contract type based on information available in HR systems at year-end and the normalization of country-specific contract categories using QIAGEN's global HR definitions. Where minor timing differences occur in local HR reporting, local records are used to validate central data.
- Methodological limitations may arise from variations in local HR processes, timing of data updates and differences in employment classifications under local labor laws. Workforce data exclude non-contracted workers, and comparability with prior periods may be affected by organizational changes or ongoing improvements in data harmonization as part of QIAGEN's CSRD/ESRS implementation.

Our workforce data tables provide a comprehensive breakdown of employee distribution by region, contract type, role level and representation status.

Employees by contract, broken down by gender	2025	2024
Number of permanent employees		
Female	2,665	2,655
Male	2,587	2,779
Other	–	–
Not reported	–	–
Number of temporary employees		
Female	183	273
Male	138	58
Other	–	–
Not reported	–	–
Number of non guaranteed hours employees		
Female	–	–
Male	–	–
Other	–	–
Not reported	–	–
Total employees	**5,573**	**5,765**

Social

Employees by contract broken down by region	2025 Americas	Europe, Middle East and Africa	Asia Pacific, Japan and Rest of World	Total employees	2024 Americas	Europe, Middle East and Africa	Asia Pacific, Japan and Rest of World	Total employees
Permanent employees	1,129	3,206	917	5,252	1,244	3,030	1,160	5,434
Temporary employees	—	112	209	321	8	322	1	331
Non-guaranteed hours employees	—	—	—	—	—	—	—	—
Total	**1,129**	**3,318**	**1,126**	**5,573**	**1,252**	**3,352**	**1,161**	**5,765**

Turnover	2025	2024
Total number of employees who have left the undertaking during the reporting period	804	770
Rate of employee turnover	14.2 %	13.1 %

Employees by country	2025	2024
Germany	1,378	1,417
United States	985	1,116
Poland	674	666
Others[1]	2,536	2,566
Total employees	**5,573**	**5,765**

[1] All entities with employment of less than 10% of total number of employees are reported as others.

Please refer to Note 1 of the financial statements, where we disclosed the approximate number of full-time employees

Contextual information on workforce data

Year-on-year changes in workforce metrics reflect normal attrition, localized hiring and routine organizational adjustments. No significant workforce fluctuations or structural changes occurred during the reporting period, and workforce composition remained broadly stable.

Fair and inclusive workplace

Our approach

We are committed to employment practices that are guided by fairness, transparency and compliance with equal opportunity principles. These are aligned with both European and U.S. regulatory frameworks to promote workplace integrity.

Our commitment to equal opportunity and merit-based advancement means that every individual has the opportunity to succeed based on their skills, experience, and contributions. We employ based on role requirements and in keeping with local laws. We select people for roles considering their job-related qualifications, skills and experience.

We recognize that diverse perspectives, measured through many dimensions, enhance innovation and drive our business forward. We strive to ensure that all employees are valued, respected and empowered to contribute their talents within a work environment free from discrimination.

QIAGEN upholds a strict commitment to equal opportunity, prohibiting discrimination based on any characteristic protected by law, including but not limited to race and ethnic origin, skin color, gender, sexual orientation, gender identity, disability, age, religion, political opinion, national origin, or social

Social

origin, military/veteran status, medical condition, physical and mental disability.

Our 2025 materiality assessment identified one material impact related to fair and inclusive workforce: QIAGEN provides equal opportunities for all employees, promoting an inclusive workplace where all employees and other workers feel valued and respected.

	Description	Allocation in the value chain	Time horizon	Topic Sub-topic Sub-sub-topic	Policies
Actual positive impact	QIAGEN provides equal opportunities for all employees, promoting an inclusive workplace where all employees and other workers feel valued and respected	Own operations	Short-term	S1 Own workforce Equal treatment and opportunities, Diversity	Corporate Code of Conduct and Ethics, Harassment and bullying policy, human rights policy, talent acquisition policy

Targets

The targets described under "Fair and inclusive workplace" are measured using externally validated benchmarks (where applicable) and internally defined workforce and role data. For all targets, 2025 serves as the base year following the centralization of governance and the formalization of measurement approaches. Baseline values are therefore established for 2025; standalone disclosure of baseline figures is limited where targets rely on qualitative assessments or external certification and benchmarking outcomes rather than fixed quantitative thresholds.

Targets are defined based on internally identified priority areas for a fair and inclusive workplace and, where appropriate, the use of recognized external frameworks and certifications as outcome-based reference points. Key assumptions include that such qualitative and externally validated outcomes provide a reliable proxy for workforce experience and the effectiveness of related actions, in cases where fixed quantitative thresholds are not applied.

No changes were made in 2025 to the targets, underlying metrics, methodologies or significant assumptions. Reported limitations primarily relate to the scope of legal entities covered by external benchmarks and the use of self-reported data inputs.

In 2025, as part of our Team Goal "Continued development of an inclusive workforce that reflects our global customer base," we achieved a 100% score on the Equality 100 Award from the Human Rights Campaign for LGBTQ+, as registered under QIAGEN LLC. This accomplishment is monitored annually through an annual external submission as well as internal oversight by the Diversity and Inclusion Council. The team goal was approved by the Executive Committee, and it can be reviewed anytime by management functions through internal dashboards.

Additionally, in keeping with our commitment to fostering a fair and inclusive workplace and in compliance with the Dutch Gender Diversity Bill, the proportion of women in leadership roles has increased steadily since 2017, with approximately 37% women in leadership at the end of 2025. Leadership roles are defined according to QIAGEN's role profiles, encompassing both QIAGEN management and the Global Leadership Team.

Social

Policies

The policies described below address the material positive impact identified for QIAGEN's own workforce, namely promoting an inclusive workplace where employees and other workers feel valued and respected. They are designed to prevent discrimination, harassment and unethical conduct, and to promote equal opportunities and fair and inclusive workplace practices.

Adherence to these policies is monitored through established compliance and human resources processes, including mandatory training, internal reporting and investigation mechanisms, and disciplinary procedures where non-compliance is identified. Oversight is provided by the responsible management functions for each policy.

In setting and updating these policies, QIAGEN considers the interests of key stakeholders, in particular its employees and other workers, by aiming to promote equal opportunities, fair treatment, ethical conduct and a safe and respectful working environment. The policies are designed to address risks and impacts relevant to QIAGEN's own workforce and workplace-related interactions with external parties, and are reviewed periodically to ensure continued alignment with legal requirements, ethical standards and workforce expectations.

Our harassment and bullying policy outlines our commitment to fairness, legal compliance and ethical business practices. The core of the policy was reaffirmed in the 2025 update. It applies to all QIAGEN employees globally and external parties in the workplace, including contractors, consultants, vendors and customers. It covers behavior both on company premises and at off-site events or places of business. The objective is to provide a work environment free from harassment and bullying, ensuring all employees understand what constitutes such behavior and know the steps to take if confronted with it. The policy is available to all QIAGEN employees via the Company's internal intranet.

The Corporate Code of Conduct and Ethics aims to ensure ethical business conduct by handling conflicts of interest ethically, providing for accurate and timely disclosure in reports filed with the Securities and Exchange Commission and other public communications, and complying with applicable laws, rules and regulations. The Corporate Code of Conduct and Ethics applies to all employees of the company, including full-time and part-time employees, senior management and board members. It also extends to companies, organizations, and individuals with whom the Company does business, such as contract partners, distributors, and consultants. The policy is also available to all QIAGEN employees via the Company's internal intranet and published on the Company's website.

The Vice President, Head of Global Legal Affairs and Compliance, oversees the compliance program, which encompasses the policies mentioned. The Compliance and Legal Team is responsible for ensuring adherence to these policies, with non-compliance resulting in appropriate disciplinary actions, which could involve investigations, verbal or written warnings or dismissal.

Our talent acquisition policy applies to QIAGEN employees globally and governs all aspects of recruitment, targeting fair hiring processes, regulatory compliance and workforce planning. It aims to ensure that all applicants regardless of background are treated equally, with dignity and respect. During the 2025 review of the policy, the core of the policy was reaffirmed. The Director Head of Talent Attraction and Acquisition is accountable and oversees its implementation, reporting to the Senior Vice President Head of Human Resources. This policy is available to all of our employees via the Quality Document Management System.

Actions

Equal opportunity

We are committed to providing all employees globally, irrespective of their background, with equal access to the necessary tools and resources to achieve success, in accordance with our performance management opportunity principles. QIAGEN supports professional growth and career advancement through mentorship, leadership training, including key elements of diversity and inclusion, and talent development initiatives, all led by the Global Learning and Development function.

Social

Progress in 2025 is reflected qualitatively through the continued implementation of these programs across the organization and their integration into standard people-development processes. Oversight by the Diversity and Inclusion Council supports ongoing monitoring and alignment with fair and objective hiring, promotion and leadership development principles.

To reinforce this commitment, our Diversity and Inclusion Council collaborates with the company's leadership to uphold fair and objective hiring, promotion and leadership development policies. The council is composed of employees across organizational levels and functions, working to maintain a workplace culture that prioritizes respect, opportunity and performance-based advancement.

Workplace accessibility

QIAGEN is committed to fostering a work environment that is accessible to all employees, including those with disabilities. At eight key locations, Reasonable Adjustment frameworks are in place, with the objective to facilitate that all employees can perform their roles effectively. Quantitative progress in 2025 is evidenced by external recognition outcomes: in 2025, QIAGEN LLC was recognized as a Best Place to Work for Disability Inclusion by the Disability Equality Index as it was in 2024 and QIAGEN GmbH achieved this recognition for the first time, together representing 42% of the workforce in the reporting year.

The Disability Equality Index (DEI) is a benchmarking tool developed by Disability:IN that assesses companies' policies and practices related to disability inclusion and workplace accessibility, including areas such as culture and leadership, access to employment, community engagement, and supplier diversity. Recognition under the DEI is based on an independent, third-party assessment conducted by Disability:IN using a standardized methodology; QIAGEN does not influence the scoring or validation process. Qualitative progress is reflected in the continued application and expansion of workplace accessibility practices at participating entities; results are dependent on the scope of entities included in the DEI assessment, which constitutes a methodological limitation.

Equal pay

QIAGEN globally supports equal pay for equal work and is committed to competitive, fair compensation structures that recognize employees based on experience, skills, and performance. Quantitative progress in 2025 is demonstrated by the expansion of pay-equity certifications to additional countries, with certifications achieved in Poland, Spain and Sweden, building on prior certifications in Germany, the U.S. and the U.K.. Demonstrating our commitment to fair and transparent compensation, we aim to expand these practices across our countries of operation over time.

The EU Pay Transparency Directive, effective from June 2026, mandates that companies operating within the European Union disclose detailed pay metrics, including gender pay gaps. Qualitative progress is reflected in the completion of preparatory analyses and the ongoing review of global pay practices to support compliance and transparency. This initiative aims to enhance transparency and promote wage equality across industries. In preparation for compliance with this directive, QIAGEN has conducted an in-depth pay gap analysis utilizing external software designed to help companies assess pay structures in the context of local compensation frameworks and workforce composition. This software employs a multiple regression analysis methodology, evaluating independent variables such as job level, grade, function, and country to calculate both the unadjusted pay gap and the adjusted pay gap, quantifying the impact of these factors.

The actions described under Equal Opportunity, Workplace Accessibility and Equal Pay are primarily ongoing. Progress is assessed using a combination of qualitative program implementation reviews and quantitative indicators such as external certification outcomes, workforce coverage and country participation. There is no predefined end date, as these actions form part of QIAGEN's continuous workforce, inclusion and compensation management practices.

Metrics

In 2025, QIAGEN's adjusted gender pay gap was < 1% (2024: 3.6%), indicating that female employees and male employees in comparable roles earned similar compensation levels. Notably, this result is below the 5% threshold outlined in the EU Pay Transparency Directive, indicating equitable

Social

pay for similar work at QIAGEN. The adjusted gender pay gap is calculated using a multiple-regression analysis that controls for objectively justifiable factors.

The adjusted pay gap accounts for key factors influencing compensation, with the three primary drivers of the unadjusted pay gap being:

- Country of employment
- Job grade
- Functional job role differences

QIAGEN's unadjusted gender pay gap in 2025 was 20.9% (2024: 23.5%). This figure reflects the broader impact of global workforce distribution, job categories and salary structures rather than unequal pay for equal work. The unadjusted gender pay gap represents the difference in the gross hourly pay level paid to men and women expressed as a percentage of the mean hourly pay paid to men. The figure is calculated considering all QIAGEN employees and includes fixed salary and contractual bonus and sales incentive. The calculation is based on available payroll and HR master data and excludes certain variable or non-contractual compensation elements. As some compensation elements are not included, there is some degree of uncertainty in the calculation of this figure. We performed a sensitivity analysis to verify that there is no material impact.

A portion of QIAGEN's workforce (~33%) is based in lower-cost employment regions, including Wroclaw, Poland; Manila, Philippines; China; India; and Brazil, where salary levels are substantially lower than in Western Europe and North America due to regional labor market conditions. This geographic pay variance is a key driver of the unadjusted pay gap.

The 20.9% unadjusted gender pay gap is explained by the following factors:

- 9.9% – Geographic differences (country where employees are based)
- 6.6% – Job level differences
- 1.1% – Job grade variations
- 3.2% – Functional job role differences

By subtracting the effects of these factors from the unadjusted pay gap, a difference of < 1% remains.

While QIAGEN's adjusted gender pay gap analysis confirms that the pay gap is driven by objective, explainable factors, the company remains committed to equal opportunity, fair pay and merit-based advancement. Our goal is to ensure that all employees have the opportunity to succeed based on their skills, experience, and contributions and receive equal pay for equal work.

We will continue to monitor, assess, and refine our compensation structures to uphold fair and equitable pay practices, aligning with global industry standards and regulatory expectations.

Employees by gender	2025	2024
Female	2,848	2,928
Male	2,725	2,837
Other	–	–
Not reported	–	–
Total employees	**5,573**	**5,765**

	2025		2024 (unaudited)	
Distribution at Top Management by gender[1]	Total	Percentage	Total	Percentage
Female	247	37 %	258	38 %
Male	423	63 %	423	62 %
Other	–	– %	–	– %
Not reported	–	– %	–	– %
Total	**670**	**100 %**	**681**	**100 %**

[1] Top Management refers to job grades 8–12 out of 13.

Social

Distribution of employees by age group	2025	2024
Under 30 years old	552	644
30 to 50 years old	3,861	3,948
Over 50 years old	1,160	1,173
Total employees	**5,573**	**5,765**

Annual total remuneration ratio

The total remuneration ratio for 2025 is1:139 (2024: 1:120). This ratio is determined by dividing the annual remuneration of the highest-paid employee, the Chief Executive Officer, by the median annual remuneration (excluding the highest-paid employee) for the period. The median pay is determined based on fixed salary and contractual bonus or sales incentive. The methodology assumes that these remuneration components appropriately represent typical employee compensation for comparison purposes. For comparison purposes, the annual remuneration of the median employee includes all employee benefits. There is some uncertainty in the calculation. We performed a sensitivity analysis to verify that there is no material impact.

This metric differs from the pay ratio disclosed in our remuneration report, which has been prepared in accordance with the Dutch Corporate Governance Code as it concerns the ratio between the total annual remuneration of the Chief Executive Officer and the average annual remuneration of the employee.

Occupational health and safety

Our approach

Safe workplaces and healthy employees are a priority at QIAGEN. We recognize that the nature of our activities can result in work-related injuries and ill health, which may lead to lost workdays. All employees are covered by our health and safety management system. The Global Environment, Health and Safety (EHS) team oversees the establishment of EHS policies and global standard operating procedures, while local EHS teams implement and monitor these at site level, supporting a culture of safety.

In 2025, our primary health and safety hazards were associated with the handling of hazardous substances, working with vehicles and operating complex technology and machinery. Consequently, a material negative impact identified in our materiality assessment pertains to workplace accidents that result in injury or illness.

	Description	Allocation in the value chain	Time horizon	Topic Sub-topic Sub-sub-topic	Policies
Actual negative impact	Accidents in the workplace that lead to injury or illness resulting in extra work to cover for employees absenteeism because of injury and ill health	Own operations	Short-term	S1 Own workforce Working conditions Health and safety	Corporate environment health and safety policy

Targets

We use U.S.-based Occupational Safety and Health Administration (OSHA) criteria to categorize safety incidents, supporting consistent reporting across our global facilities and enabling benchmarking with other international companies.

Targets are set and refined based on input from local EHS teams and workforce participation channels (e.g., safety committees and concerns raised via managers or our EHS reporting system), incident learnings and—where applicable—consultation with workers' representatives.

Social

Our DART target is set by the Global EHS team in collaboration with the Global Operational Leadership Team and approved by the Executive Committee as part of annual Team Goals. Targets are based on internal performance baselines for the defined site scope and reflect relevant international management-system practices (e.g., ISO 45001 where implemented) and local legal requirements for incident reporting and investigations; incident and hours-worked data is collected through local reporting processes and consolidated for the defined scope.

In 2025, targets, metrics and methodology remained unchanged and year-on-year results are comparable.

In 2025, our target for Days Away Restricted and Transferred (DART) was 0.45 per 100 workers, and our actual DART was 0.61 per 100 workers; progress is measured against a 2023 baseline (base year 2023: 0.43 per 100 workers) and is monitored and reviewed monthly by global and local EHS and operations leadership.

Policies

QIAGEN's global corporate environment health and safety policy sets out our commitment to provide a safe and healthy working environment for employees and contractors and addresses the material negative impact identified in our materiality assessment related to workplace accidents and work-related injury or ill health, as well as related risks and opportunities including legal compliance and the continuity of safe and efficient operations.

The policy is informed by incident learnings and workforce input and, where applicable, consultation with workers' representatives, and it is supported by standard operating procedures to identify and mitigate hazards (e.g., risk assessments, safety walks and safety training). The policy and related procedures are made available through internal channels (including QIAGEN's SharePoint/document repositories) and communicated via onboarding and role-based EHS training for employees, managers and other roles involved in implementation; contractors are informed through site induction and contractor onboarding processes as applicable.

Performance is monitored through QIAGEN's EHS reporting system, with regular review by local EHS and operations leadership, monthly reporting and monthly reviews of safety indicators, and Executive Committee oversight through annual Team Goals.

These measures are applied to prevent occurrence of safety accidents especially those that result in lost workdays. The aim is to reduce the negative impact this has on our workforce, which may arise due to high absenteeism. Labor utilization is managed locally, with each site responsible for allocating resources, adjusting workloads, and implementing measures to address staffing challenges as needed.

Our corporate environment health and safety policy is endorsed by the Executive Committee, which is also accountable for providing the resources required to enable its implementation.

Our Occupational Health and Safety Management Systems in Shenzhen, China; Milan, Italy; and Hilden, Germany, have again been certified to ISO 45001 in 2025, representing the fourth time we have achieved this certification. In 2025, our Germantown, Maryland site – the second largest site in our global operations – completed internal audits to prepare for certification, positioning us to achieve this milestone in early 2026.

Actions

All employees globally are required to report safety incidents in the EHS reporting system (ongoing; no defined end date). Global standard operating procedures provide instructions on how to access the application (available via QIAGEN's SharePoint site) and report incidents, and employees receive training on the EHS reporting system as part of onboarding. Reported incidents are documented and investigated by local EHS representatives in line with local legal requirements and QIAGEN standard operating procedures, with progress of OHS actions tracked and reviewed through monthly safety reviews.

Safety indicators for our operational manufacturing sites are monitored and reported monthly to the Senior Vice President of Global Operations and shared monthly with site management and Global EHS (ongoing; no defined end date). Manufacturing sites are requested to implement ongoing initiatives to

Social

improve safety and awareness; in 2025, sites increased efforts to improve reporting of near misses and safety observations. Safety Day is conducted annually; in 2025, the Safety Day at our largest manufacturing site in Hilden, Germany, was tailored to address the nature of recorded work-related injuries.

In 2025, QIAGEN manufacturing sites increased their efforts and conducted actions to improve the reporting of near misses and safety observations to raise awareness of safety. These initiatives are reviewed and updated on an ongoing basis and include ergonomic trainings, emergency incident training, tailored training during onboarding or on the job, and safety communications (e.g., facility screens and posters). Progress is tracked through our EHS reporting system.

All employees are encouraged to raise safety concerns through various channels, including their managers, local EHS representatives, and our EHS reporting system, which is overseen by Global EHS.

All employees who work in production areas in our manufacturing facilities are able to raise safety concerns during daily team meetings. In each area, there is a board displaying a Safety Cross. Employees are required to record any safety incidents on the Safety Cross, specifying the type of incident that occurred. Safety concerns are also discussed during regular safety walks and during safety committee meetings conducted by local EHS representatives. The local EHS representatives track and monitor the effectiveness of these channels.

Financial and personnel resources to manage health and safety are addressed at an individual site level.

As the 2025 DART result exceeded the target, QIAGEN has defined corrective and preventive actions for 2026. These include a safety-culture assessment, strengthened leadership-led safety communication and inspections, improved near-miss and safety-observation reporting through an updated EHS reporting system, enhanced global transparency via standardized accident reporting, and a review of personal protective equipment (PPE) assessments at site level. These actions are intended to strengthen preventive controls and reinforce a proactive safety culture.

Metrics

The DART KPI covered 14 sites, selected based on manufacturing status and/or number of employees, and represented 0.65 of all QIAGEN employees in 2025 (average headcount), which is consistent with our 2024 coverage. DART cases are captured and investigated in QIAGEN's EHS reporting system and classified using OSHA recordkeeping criteria; hours worked for the defined scope are compiled through local reporting processes and aggregated for KPI calculation. DART is calculated as (DART cases ÷ hours worked) × 200,000 for this scope; results depend on consistent classification and complete, timely reporting and may not be representative of all locations.

Methodologies and significant assumptions

Health and safety metrics are compiled for QIAGEN's own employees based on internally reported incident and hours-worked data, collected at site level and consolidated centrally through QIAGEN's EHS reporting system. Incident classification follows U.S. Occupational Safety and Health Administration (OSHA) recordkeeping criteria to ensure consistent application across sites. DART is calculated as the number of Days Away, Restricted or Transferred (DART) cases divided by hours worked, multiplied by 200,000. The scope covers manufacturing sites selected based on manufacturing status and workforce size and does not represent all QIAGEN locations. Key assumptions relate to consistent incident classification and timely reporting; results may be affected by under-reporting or local data availability constraints.

In 2025, we recorded no work related fatalities among our employees including other workers working on QIAGEN sites.

We recorded one case of work-related ill health that was confirmed by a health care professional. For our employees in Germany, Austria and Switzerland, data on work-related occupational diseases and ill health could not be calculated due to legal restrictions on data collection.

A total of 238 lost workdays were recorded in 2025 because of work-related injuries and ill health. This was measured by counting the number of days lost from the first full day to last day of absence.

Social

Health and Safety Indicators	2025	2024
Percentage of employees covered by the undertaking's health and safety management system	100 %	99.98 %
Percentage of non-employees covered by the undertaking's health and safety management system	100 %	—
Number of employee fatalities as a result of work-related injuries and work-related ill health	—	—
Number of non-employee fatalities because of work-related injuries and work-related ill health	—	—
Number of recordable employee work-related accidents	34	25
Number of recordable non-employee work-related accidents	3	—
Rate of recordable employee work-related accidents	0.93	2
Rate of recordable non-employee work-related accidents	0.08	—
Number of cases of recordable work-related ill health of employees	1	1
Number of days lost of on-site workers	238	542

Social

Workers in the value chain

Our approach

QIAGEN´s activities throughout the upstream and downstream value chain involve individuals who are employed by third parties and not included in the scope of its own workforce.

The upstream and downstream value chain in which QIAGEN operates encompasses the activities, resources, and relationships QIAGEN uses and relies on to create its products and services, and the external environment, in which QIAGEN operates.

Globally, QIAGEN N.V., is the holding company for more than 60 consolidated subsidiaries, many of which have the primary function of distributing QIAGEN products and services on a regional basis. QIAGEN's main operational headquarters are located in Germany and in the U.S..

In general, along the value chain QIAGEN develops, manufactures and distributes its products. Workers in the value chain may be involved in the extraction of raw materials, in research and development activities, in manufacturing, and in the distribution of QIAGEN products (please refer to section Value Chain under General Information) .

As for the extraction of raw materials, QIAGEN determines the presence of conflict minerals in its products and the source of those conflict minerals, such as gold, which is used in certain product components. While QIAGEN does not directly purchase conflict minerals from smelters or refineries, it relies on the specifications and declarations provided by its suppliers. Read more in the section Conflict Minerals.

Research and development activities are performed by specialized research and development centers or manufacturing entities. In certain cases, QIAGEN contracts with external service providers for Research and Development auxiliary activities.

Manufacturing entities source raw materials and semi-finished products from related manufacturing sites as well as from independent third parties (our suppliers) and are responsible for the manufacturing of QIAGEN products. The supply of raw materials in general refers to chemicals, biologics, plastics and electronics. Other raw materials are produced based on QIAGEN specifications. The main QIAGEN production sites are located in the three regions EMEA, APAC and Americas. QIAGEN rarely engages in manufacturing activities, when it does it is done on a contractual basis with third parties.

QIAGEN products are distributed via QIAGEN´s global distribution network, which consists of local sales subsidiaries but also involves third party distributors in all major markets. QIAGEN has set up a centralized distribution system with regional hubs which are responsible for the coordination of distribution and logistics functions across local markets. For EMEA and the APAC region, QIAGEN Distribution B.V. acts as a Master Distributor. For North America, QIAGEN Sciences, LLC acts as the distribution hub.

Strategy, business model and human rights considerations

Because QIAGEN's business model and strategy rely on reliable sourcing, manufacturing and distribution across its global value chain, the interests, rights and human rights of value chain workers are relevant to long-term value creation and business continuity. Potential adverse impacts on value chain workers could disrupt supply chains, affect product availability or create operational, legal or reputational risks. These considerations therefore inform QIAGEN's strategy, sourcing approach and risk management activities.

Understanding of higher-risk groups of value chain workers

The scope of QIAGEN's disclosures on workers in the value chain includes all value chain workers who are likely to be materially impacted by QIAGEN's activities. This includes impacts connected with QIAGEN's own operations and its upstream and downstream value chain, including through its products and services, as well as through its business relationships with suppliers, service providers and distributors.

QIAGEN has developed an understanding of how certain value chain workers may be at greater risk of harm by mapping its value chain and identifying activities, regions and contexts with higher inherent human-rights-related risks. This includes workers involved in raw-material sourcing, manufacturing, logistics and distribution, as well as workers operating in regions or sectors

Social

where elevated risks may exist due to local conditions or the nature of the activities performed.

Based on this assessment, QIAGEN understands that potential material negative impacts on value chain workers are primarily linked to specific activities or business relationships rather than being widespread or systemic across its entire value chain. Such impacts may arise in connection with individual suppliers, locations or incidents, depending on the nature of the activity and the local context.

These insights are integrated into supplier requirements, due diligence processes and ongoing monitoring activities, supporting responsible sourcing, resilient supply chains and the sustainable execution of QIAGEN's business model and strategy.

Managing our Impact

The material impacts relating to workers in the value chain influence QIAGEN's supply-chain decision-making and are addressed through the due-diligence and engagement measures described in this chapter. These activities may give rise to actual or potential negative impacts on people working in QIAGEN's value chain, in particular in relation to labor and human-rights-related risks connected to third-party business relationships.

As a global company we acknowledge that a potential negative impact can occur in our value chain. We identified one potential negative impact related to potential human right violations in the supply chain, as described in the chapter General Information, Double materiality assessment.

This potential negative impact originates from and is connected to QIAGEN's strategy and business model, which rely on global sourcing, manufacturing and distribution through third-party suppliers and other business relationships. As part of this operating model, QIAGEN may be exposed to human-rights-related risks in its value chain depending on the nature of the activity and local context. This potential impact is therefore considered in QIAGEN's strategy, business model, and related risk management and due diligence processes. QIAGEN's policies explicitly prohibit compulsory and forced labor in its value chain, including child labor and any form of forced or trafficked labor, as set out in the Human Rights Policy and operationalized through the Supplier Code of Conduct, which all suppliers must contractually commit to respect.

Where relevant, the identification of such impacts informs and contributes to the ongoing adaptation of QIAGEN's strategy and business model, including adjustments to sourcing approaches, supplier requirements and due diligence measures to strengthen responsible business practices and supply-chain resilience.

QIAGEN has not identified specific geographical regions or commodities with a significant risk of child labor, or of forced or compulsory labor, among workers in its value chain, based on the outcomes of its double materiality assessment and due diligence processes. QIAGEN has also not identified a specific group of value chain workers that is particularly vulnerable to negative impacts. Material impacts arise through business relationships, in particular with suppliers, logistics partners, contract service providers and distributors involved in the sourcing, manufacturing and distribution of its products.They originate from QIAGEN's strategy and business model, which depend on global sourcing, manufacturing and distribution through third-party suppliers and other business relationships.

Social

	Description	Allocation in the value chain	Time horizon	Topic Sub-topic Sub-sub-topic	Policies
Potential negative impact	Potential violations of human rights (e.g., child labor and forced labor) of workers who are employed by QIAGEN's suppliers or business partners for logistics	Upstream and downstream	Short-term	S2 Workers in the value chain – Other work-related rights	Corporate Code of Conduct and Ethics, Human Rights Policy, Supplier Code of Conduct

Position on human rights and related policies

Respect for human rights is an essential component of promoting sustainability in our global business. As a publicly listed company with international operations, we regard ourselves as a responsible corporate citizen in all the countries and regions where we do business. This role includes rights and obligations governed by international and national law, with human rights as one of the foundational elements.

We acknowledge and endorse the UN Universal Declaration of Human Rights, the European Convention on Human Rights, the business-related Organization for Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, the ILO Declaration on Fundamental Principles and Rights at Work, and the UN Guiding Principles on Business and Human Rights and its application in National Actions Plans of our relevant jurisdictions. Our subsidiaries in the U.K. follow the U.K. Modern Slavery Act.

Globally, we follow a three-pronged approach to exercise human rights due diligence and protect the workforce but also work on QIAGEN´s impact throughout the entire value chain. Our approach can be broken down to global policies, comprehensive internal management structures and an accessible, confidential and trusted whistleblower hotline. The principles for adherence to human rights (including trafficking of human beings) are defined in our Corporate Code of Conduct and Ethics and in the human rights policy referred to below and discussed further under Business Conduct.

These policies relate to the material impacts identified in our double materiality assessment concerning potential and actual negative impacts on own workers and value chain workers, in particular with regard to forced labor, child labor, human trafficking, discrimination, harassment, and the violation of fundamental labor and human rights standards.

Regular mandatory training sessions are conducted to reinforce these principles across all locations. To maintain compliance with QIAGEN policies, including fair labor practices, the prevention of child labor, and harassment, a formal HR structure with designated HR representatives has been established across all sites. Our reporting channel, the QIAintegrity Line discussed further under Business Conduct, is open to all employees and third parties for reporting potential human rights violations. All reported matters are followed up thoroughly.

As expressed in our human rights policy, QIAGEN considers respect for human rights as a fundamental value and has designed the policy to provide guidance on QIAGEN's relationships with own employees, customers and suppliers. In setting and updating the Human Rights Policy, QIAGEN considered the interests of key stakeholders, including employees, workers in the value chain and suppliers, informed by regulatory requirements and aligned with its approach to compliance-related policies. QIAGEN follows a zero tolerance-approach regarding child labor or any form of forced labor and requires its suppliers to respect human rights and to comply with applicable laws and international standards.

The respect for human rights referring to laws and international standards to prevent violations of human rights is furthermore addressed in the global Supplier Code of Conduct. It includes numerous behavioral obligations and is meant to safeguard the fundamental human rights of our suppliers' employees. Committing to the QIAGEN Supplier Code of Conduct and its principles is a

Social

requirement for suppliers entering a contractual relationship with QIAGEN. While QIAGEN in general is strongly interested in long-term relationships with its suppliers, it will not knowingly do or continue doing business with suppliers who violate these expectations.

The human rights policy Statement explains how QIAGEN ensures respect for human rights and environmental standards in its supply chain. This process is based on an annual risk analysis, which follows the guidelines of the German Supply Chain Due Diligence Act (for more information, please see the details below). The human rights policy Statement aligns with the German Corporate Due Diligence Act (LkSG) and is complemented by our Rules of Procedure, which are published on our webpage under "Compliance."

To monitor the implementation of these policies we refer to audit outcomes and conduct strategy reviews throughout the year. We hold annual strategy meetings with our top 30 suppliers (based on our spend) to gain further insights. The Human Rights Committee – comprised of the Vice President Procurement, the Head of ESG Strategy and Impacts Programs, and the Head of Global Legal Affairs and Compliance – is responsible for ensuring the implementation of the policies as well as human rights due diligence measures, which are addressed in more detail below. All policies are annually reviewed and available on our website.

For 2025, no cases of non-respect of the UN Guiding Principles on Business and Human Rights, ILO Declaration on Fundamental Principles and Rights at Work or OECD Guidelines for Multinational Enterprises that involve value chain workers in our upstream or downstream value chain have been reported (2024: no cases).

Through the implementation of its Human Rights Policy, Corporate Code of Conduct and Supplier Code of Conduct, QIAGEN operationalizes its commitment to internationally recognized third-party standards and initiatives, including the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises.

Due diligence in the supply chain

Identification of human rights issues: risk analysis

The global supplier network includes over 5,500 suppliers in more than 60 countries. Out of 5,500 suppliers in total, QIAGEN has 350 core suppliers. QIAGEN's top 10 suppliers are based in the U.S., the Netherlands, Germany, Switzerland, Austria, Malaysia and India.

Our review of compliance matters with respect to potential human rights violations applies a risk-based approach taking into account that our global business activities are classified as either administrative, research and development, manufacturing or sales activities. None of these activities, including at our manufacturing sites, allow for practices that violate human rights principles.

For our risk analysis and when working with suppliers, we apply a multi-stage selection process to minimize compliance risks in our supply chain. Suppliers are subject to a risk analysis covering environmental and social criteria based on their geographic location.

Effective risk management enables us to perform an assessment of human rights and environmental risks in our operating business with greater comprehension and prioritization.

For the reporting year 2025, this included annual risk assessment of existing suppliers and risk assessment of new suppliers during their onboarding process. In the 2025 analyses, no risks were identified, and the outcomes of the 2025 risk assessment were communicated to the Executive Committee. These activities represent a continuation of due diligence measures applied in prior reporting periods. Compared to previous years, the scope and consistency of supplier risk assessments were maintained across the supplier base, with systematic reassessments of existing suppliers and integration of human rights and environmental criteria into onboarding-related risk analyses.

Ensuring diligence

In the highly regulated Med Tech Industry, QIAGEN has not adopted specific targets for value chain workers, as potential negative impacts are addressed through legally mandated, risk-based due diligence processes under applicable

Social

regulations, including the LkSG, which focus on prevention, monitoring and remediation rather than target-based performance management. Accordingly, QIAGEN consistently applies and maintains its due diligence procedures during the reporting period.

Tracking effectiveness

QIAGEN tracks the effectiveness of its policies and actions related to material impacts, risks and opportunities concerning value chain workers through its due diligence processes, including supplier risk assessments, audits, monitoring of reported concerns and follow-up on corrective actions. Effectiveness is evaluated on a qualitative basis, focusing on whether identified risks are prevented, mitigated or remedied. Given the risk-based and regulatory nature of the approach, QIAGEN has not defined quantitative targets or indicators, and progress is assessed on an ongoing basis without a fixed base period.

2025 supplier assessments and audits

Comprehensive supplier assessments are part of our supplier selection process. All direct strategic suppliers with a critical impact on the value of our supply undergo the assessment, which is based on but not limited to the following criteria: quality management, violations of human rights and environmental laws, future supply strategies, financial stability, embargoes, and risks of natural disaster. We collect the relevant data for the assessment via a submitted questionnaire or when assessing the suppliers directly on site during a visit. If suppliers fail to fulfill all criteria, we reserve the right to refrain from future cooperation.

For all direct suppliers that we define as critical, quality audits are conducted on site at least every three years on a case-by-case basis. We document all audit findings and share the results with the audited suppliers. In case of nonconformity with quality processes, we deliver corrective actions to the supplier and continually follow-up until effective implementation adheres to expected quality standards. Since 2024, human rights and environmental topics have been incorporated into procedures evaluating quality processes.

Actions, time horizons and outcomes

Based on the risk analysis and supplier assessments described above, QIAGEN has implemented the following actions to address actual or potential negative impacts on value chain workers include risk-based supplier assessments, supplier audits, corrective action plans and, where necessary, termination of business relationships in accordance with the LkSG and the Supplier Code of Conduct. These actions are ongoing in nature and embedded in QIAGEN's due diligence processes; therefore, no fixed time horizons are defined, except where corrective action plans include a case-specific implementation schedule.

The expected outcomes of these actions are the prevention, cessation or minimization of human rights-related violations, the effective remediation of identified non-compliances, and the sustained improvement of supplier practices.

The need for and appropriateness of actions are determined based on supplier risk analyses, audit findings, reported concerns and substantiated knowledge of actual or imminent violations. The severity, immediacy and level of influence of the impact guide the selection of measures.

Processes to provide or enable remedy are operationalized through documented corrective action plans, defined responsibilities, monitoring of implementation and escalation to the Compliance function. Their effectiveness is ensured through follow-up reviews and tracking until closure, complemented by access to the QIAintegrity Line for confidential reporting.

Resources allocated

The management of material impacts related to value chain workers is supported by established resources within QIAGEN's Procurement, Quality, Compliance and Legal functions. These resources include responsible personnel, defined governance structures and supporting systems for supplier risk assessment, audits, corrective action management, monitoring and escalation, enabling the effective management and oversight of identified impacts.

Social

Processes for engagement

We engage with supplier representatives in our supplier audits and annual supplier meetings, and we also consider the perspective of workers in the value chain in our Supplier Code of Conduct, which addresses internationally recognized labor rights. QIAGEN has not entered into Global Framework Agreements or similar agreements with global union federations related to value chain workers. Instead, worker perspectives are considered through supplier engagement, audit interactions and established grievance mechanisms. QIAGEN does not permit any form of retaliation against individuals who report concerns or act as whistleblowers. We actively promote the reporting of any issues or suspicions, anonymously if preferred, by employees and members of the supply chain through our QIAintegrity Line, which is discussed further under Business Conduct.

Operational responsibility for engagement with value chain workers lies with the Procurement, Quality and Compliance functions, with overall oversight by the senior management responsible for Compliance. Engagement outcomes and findings are reviewed within these functions and inform QIAGEN's due diligence approach, including follow-up actions where relevant.

The effectiveness of engagement with value chain workers is assessed through the outcomes of supplier audits, follow-up on reported concerns, implementation of corrective actions and feedback obtained via established reporting channels, including the QIAintegrity Line. Where relevant, engagement outcomes are reflected in agreed corrective action plans, enhanced supplier requirements or other follow-up measures.

Remedies

In 2025, no violations of incidents involving workers in the value chain in our upstream value chain were reported (2024: no violations). If we become aware of potential or actual violations of the prohibitions of the LkSG or our Supplier Code of Conduct, we will take immediate corrective action to prevent, end or minimize such violations. We will ensure that any information we receive or become aware of regarding possible violations of the provisions of the LkSG by QIAGEN or its suppliers is immediately forwarded to the Compliance team. In the case of (imminent) violations in the business area of direct suppliers, we will develop a corrective action plan and an associated schedule with the goals of ending the violation together with the affected suppliers and monitoring its sustainable implementation, provided that the business relationship is to be continued. In the case of indirect suppliers, in the event of substantiated knowledge of a (imminent) violation, we will develop a concept for the prevention or termination and ensure its implementation.

We reserve the right to terminate the business relationship and apply the requirements of the LkSG, at least in exceptional cases, including:

- Serious violations of the law
- Failure to remedy the violations through implemented measures after the specified time has expired
- No further reasonable measures are available, and our ability to influence the outcome is limited

Conflict minerals

U.S. legislation has been enacted to improve transparency and accountability concerning the sourcing of conflict minerals from mines located in the conflict zones of the Democratic Republic of Congo (DRC) and its adjoining countries. Conflict minerals comprise tantalum, tin, tungsten (or their ores) and gold. Certain instrumentation product components that we purchase from third-party suppliers contain gold. This U.S. legislation requires manufacturers, such as QIAGEN, to investigate the supply chain and disclose any use of conflict minerals originating in the DRC or adjoining countries. We conduct due diligence measures annually to determine the presence and source of conflict minerals in our products. Because we do not purchase conflict minerals directly from smelters or refineries, we rely on our suppliers to specify to us their conflict minerals sources and declare their conflict minerals status. We disclosed our most recent conflict minerals findings to the U.S. Securities and Exchange Commission for the calendar year ended December 31, 2024, on Form SD on May 30, 2025, and will provide updated disclosure to the U.S. Securities and Exchange Commission as required.

Social

Consumers and end-users

Our approach

At the heart of our operations lies a steadfast commitment to our customers. Their satisfaction is not just a priority but the cornerstone of everything we do. We understand that delivering high-quality products is integral to ensuring a positive customer experience. This commitment extends to our approach to healthcare access.

In 2025, QIAGEN shipped products to more than 160 countries and served more than 500,000 customers worldwide. As a B2B company, our products are used by professionals in scientific and diagnostic labs (e.g., private or governmental), or in hospitals and medical practices. The laboratories are our customers and the end users of our product. They produce scientific data, diagnostic or forensic results that have a potential impact on scientific research, patient diagnosis or outcome of a forensic investigation. There is no specific or direct involvement of vulnerable groups such as children or people with disabilities.

Based on the ESRS 2 IRO-1 materiality assessment, QIAGEN has not identified material risks or opportunities that are specific to particular groups of consumers or end-users (e.g. by age or other characteristics); identified impacts are relevant to professional users of QIAGEN products generally.

QIAGEN's understanding of potential consumer and end-user impacts is informed by product-specific risk assessments, quality management processes and customer feedback mechanisms, which consider how improper product performance could affect diagnostic, research or forensic outcomes. These actual and potential impacts, as well as the associated risk and opportunity, affect people using QIAGEN's diagnostic and life-science products and may influence health, safety, scientific outcomes and customer relationships.

QIAGEN monitors the performance and safety of its products throughout their life-cycle through established post-market surveillance processes. These activities include the systematic evaluation of customer feedback and complaints, trend analyses, and ongoing market monitoring. Insights generated through post-market surveillance are used to identify potential risks, support corrective and preventive actions where necessary, and ensure the continued safety, quality and reliability of products for patients and end users.

Quality, Ingenuity and Accessibility is what we stand for – in short QIA. This reflects our commitment to quality in our daily efforts towards achieving our vision to make improvements in life possible. Reliable, safe and effective products are essential to enable our customers to gain valuable insights from molecular research to clinical healthcare. Ensuring unrestricted reliability of our products is a top priority, as any defects could lead to inaccurate medical diagnoses or erroneous scientific results; such impacts would be systemic and linked to the specific product, rather than to individual consumer groups.

High-quality products and customer satisfaction are an integral part of the QIAGEN vision to make improvements in life possible. To support this vision, our approach to healthcare access aims to provide individuals who may benefit from a QIAGEN testing solution with access to our solutions, regardless of where they live or their economic status or background.

The material impacts, risks and opportunities related to consumers and end-users are directly linked to QIAGEN's business model as a provider of diagnostic and life-science solutions and inform strategic priorities in product quality, customer support and access to healthcare. The material actual and potential impacts on consumers and end-users, as identified through QIAGEN's Double Materiality Assessment (see chapter General Information), arise primarily from QIAGEN's own activities, including product development and quality management, and are influenced by downstream business relationships related to product distribution and use across the value chain. These impacts and risks influence product-related decision-making and are addressed through the quality, customer support and access-to-healthcare measures described in this chapter.

Social

	Description	Allocation in the value chain	Time horizon	Topic Sub-topic Sub-sub-topic	Policies
Potential negative impact	Any defects in the QIAGEN products can lead to inaccurate diagnosis or erroneous scientific results and lead to customer dissatisfaction	Downstream	Short-term	S4 Consumers and end-users Entity specific information Product quality	Quality policy
Actual positive impact	QIAGEN provides physical products, comprehensive services, and up-to-date product information to enhance customer experience and expedite the generation of reliable scientific insights through high-quality technical support	Downstream	Short-term	S4 Consumers and end-users Entity specific information Product quality	Quality policy
Actual positive impact	Improved accessibility and availability of healthcare services for underserved populations. This could lead to better healthcare, a reduction in disease burdens, and an overall improvement in public health in these regions	Downstream	Short-term	S4 Consumers and end-users Entity specific information Access to healthcare	Access to healthcare policy
Risk	Customer dissatisfaction leads to increased time investment in handling unsatisfied customers, resulting in higher support costs for QIAGEN	Along the whole value chain	Medium-term	S4 Consumers and end-users Entity specific information Customer satisfaction	Quality policy
Opportunity	Demonstrated reliability and high customer satisfaction can open doors to additional and new business, new geographic or sector markets	Own operations	Short-term	S4 Consumers and end-users Entity specific information Customer satisfaction	Quality policy

Social

Targets

What we strive to achieve: continuous improvement

Product quality
A high-quality product goes hand in hand with a positive customer experience. QIAGEN's ambition is to continuously increase product quality across its products and processes, supported by a global quality management system and internationally recognized quality standards. Product quality is managed through a combination of qualitative and quantitative performance elements, including minimizing recalls and customer complaints, maintaining a high level of certified manufacturing sites (ISO 9001 and/or ISO 13485), and monitoring external audit outcomes. These elements are overseen through established quality governance, audits and corrective and preventive action (CAPA) processes and are embedded in QIAGEN's continuous improvement approach to ensure the ongoing safety, reliability and performance of its products. Progress against the product-quality targets is monitored through the Global Quality Management System using the certification status of manufacturing sites and results from external regulatory and third-party audits. In this context, external stakeholders such as certifying bodies and regulatory authorities are indirectly involved through ISO certifications and audits, the outcomes of which inform the review and prioritization of product-quality targets. In 2025, coverage of certified manufacturing sites remained at 100%, and the external audit non-conformance rate remained below 0.5. Performance was in line with internal quality objectives, with no significant adverse trends or deviations identified during the reporting period. Findings from external audits, including identified non-conformities, are assessed within QIAGEN's quality governance and taken into account when refining quality priorities and related targets.

Customer satisfaction
In 2025, QIAGEN set a minimum target score of 64.5 for the customer-service metric Service-NPS-T. But in 2025, we surpassed the target and achieved a score of 75.7 compared to our 2024 score of 70. For 2026, the target Services NPS-T is set at 66. The global target for the metric is to be approved by the Head of Global Service Solutions Management and was defined for the first time for 2023 after base lining historical survey data dating back to 2019 when QIAGEN has a score of 60.8. The target is revisited and redefined annually taking external benchmarks into consideration. Targets are defined based on historical performance data, standardized NPS survey methodologies and internal benchmarking. No specific policy scenarios are applied, and targets are not directly aligned to national, EU or international policy goals.

Our Customer Care NPS-T (CC-NPS-T) attained a score of 70.3 compared to our 2024 score of 60, base lined in 2022 at 57.9. For 2025 the target for Customer Care score has been set at 60. We actively address customer feedback as it is received, and the CC-NPS-T target is revisited and redefined annually. We set the 2026 target at 65.

Customer feedback informs operational improvements but is not used as a direct input to target-setting assumptions. For example, QIAGEN responded to customer feedback in connection with waste management. Although we have already been working on our waste management over the past years, we received concerns from customers particularly in the EU, regarding our use and quantity of plastic transportation packaging. We have integrated customer feedback and, since 2020, we have defined a yearly corporate goal to reduce the use of plastic by eliminating it or replacing it with alternative packaging (see also chapter Resource Use and Circular Economy).

Access to healthcare
In 2024, QIAGEN reported qualitative examples of initiatives that expanded access to diagnostics in low- and middle-income countries (LMICs) and high-burden settings, laying the groundwork for a more structured approach to Access to Healthcare.

In 2025, QIAGEN developed a quantitative framework and baseline indicators across three pillars — Accessibility, Affordability and Collaboration — with a focus on vulnerable populations and infectious diseases such as tuberculosis. No quantitative targets were defined in 2025. The framework is intended to support the future definition of measurable objectives and consistent year-over-year monitoring, taking into account international public health priorities and local healthcare system conditions in LMICs. By 2026, QIAGEN

Social

aims to expand the availability of its diagnostic solutions in LMICs, enhance affordability through appropriate pricing mechanism, strengthen partnerships that support local evaluation and training. The 2025 baseline will enable consistent year-over-year monitoring of progress and impact.

Progress assessment
As no quantitative targets were defined for the reporting period, progress against targets and trend analyses are not applicable. Where targets exist, progress is assessed annually against the defined baseline and planned trajectory, and no significant deviations from initial planning were identified during the reporting period.

Policies

By offering high-quality products and services and using customer satisfaction tools, QIAGEN strives to meet the needs of end-users and customers.

QIAGEN respects human rights as a fundamental value in its relations to customers and has aligned its human rights policy (discussed further under Workers in the Value Chain) and its Corporate Code of Conduct and Ethics (discussed further under Business Conduct) with internationally recognized principles and frameworks, such as the UN Guiding Principles on Business and Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. We do not tolerate the misuse of QIAGEN products, and we will block customers from further sales if we become aware of their involvement in practices such as mass screening or the surveillance of ethnic minorities. The QIAintegrity Line, our publicly accessible reporting channel, allows for remedial actions in case of violations. In 2025, no violations of incidents involving customers in our downstream value chain were reported (2024: no violations).

Our Global Quality Manual, in conjunction with the quality policy and global Process Documents, lays the foundation for the QIAGEN Quality Management under the responsibility of our Executive Committee. The manual sets out and defines the processes around product quality referring to the corporate mission and strategy, upon which the corporate and quality goals are based. The regularly updated manual is not publicly accessible but is made available upon request to hundreds of customers each year. The Executive Committee is the most senior level accountable for the implementation of the Quality Policy. Operational responsibility is exercised through the Global Quality Management System, overseen by Global Quality Assurance, which ensures implementation, monitoring and continuous improvement across QIAGEN. In setting the Quality Policy, QIAGEN considered the interests of key stakeholders, including customers, end-users, patients and regulatory authorities, informed by regulatory requirements, customer feedback mechanisms, quality risk assessments and post-market surveillance insights.

The Quality Policy applies globally to QIAGEN's own operations and downstream value-chain activities related to the development, manufacturing, distribution and post-market monitoring of diagnostic and life-science products. It covers all geographies in which QIAGEN operates and focuses on customers, end-users and patients, while addressing regulatory expectations of authorities and notified bodies. The policy does not extend to independent customer use beyond product instructions and regulatory-approved applications. The Quality Policy is made available to employees and other internal stakeholders involved in its implementation through QIAGEN's controlled document management system, while relevant external stakeholders, including customers and authorities, are informed through contractual documentation, audits and, where appropriate, upon request.

QIAGEN has not adopted a standalone customer satisfaction policy. Customer satisfaction is managed through operational procedures embedded in the Quality Management System and governed by defined standard operating procedures. Customer satisfaction processes are designed with consideration of customer and end-user interests, informed by structured customer feedback, complaint management, Net Promoter Score surveys and post-market surveillance activities. Customer satisfaction procedures apply globally to QIAGEN's downstream activities related to customer interactions, including ordering support, technical service, complaint handling and post-market monitoring, and cover all geographies in which QIAGEN operates.

Improving access to diagnostics remains a significant global healthcare challenge, particularly in LMICs and other high-burden settings. QIAGEN's access to healthcare policy guides our global strategy through three pillars —

Social

Accessibility, Affordability, and Collaboration — with the goal of ensuring that people who can benefit from our diagnostic solutions are able to access them, regardless of geography or economic status. In setting the Access to Healthcare Policy, QIAGEN considered the interests of key stakeholders, including patients, healthcare providers, public health authorities, NGOs, and academic institutions, informed by ongoing engagement, public-health partnerships, and insights from Medical Affairs and global health initiatives. The Access to Healthcare Policy has a global scope and applies to QIAGEN activities that enable equitable access to diagnostic solutions across the pillars of Accessibility, Affordability and Collaboration. It primarily addresses downstream value-chain activities, including product availability and distribution, pricing and affordability mechanisms, and partnerships with healthcare systems, with a focus on patients, healthcare providers, public health authorities, NGOs and academic institutions. The policy applies globally, with particular emphasis on low- and middle-income countries and high-burden settings, and indirectly informs upstream priorities such as R&D alignment with global health needs. Following the completion of our Global Public Health Task Force's mandate in 2024, its responsibilities were integrated into the Medical Affairs department to strengthen strategic alignment and oversight. Medical Affairs now governs the Access to Healthcare strategy, sets objectives, monitors progress through KPIs, and coordinates efforts across business and regional teams to expand diagnostic access and improve affordability.

The updated framework brings together strategic actions across QIAGEN to increase product availability, apply equitable pricing approaches, and build partnerships with public-health institutions, NGOs, and academic organizations. We expect measurable growth across the three pillar KPIs in the coming years, reflecting our continued commitment to improving access to high-quality diagnostics in resource-constrained settings. The Chief Medical Officer is the most senior level accountable for the implementation of the Access to Healthcare Policy, with oversight by the Corporate ESG Committee and, where required, the Executive Committee. Medical Affairs acts as the global policy owner and leads strategy, implementation, and KPI monitoring, supported by Global Sales Operations for execution and reporting.

The Access to Healthcare Policy is made available to relevant internal stakeholders via QIAGEN's internal governance systems.

Actions and metrics

QIAGEN manages product quality, customer satisfaction and access-to-healthcare actions through its Global Quality Management System and defined operational procedures, which are applied consistently across the organization and monitored on an ongoing basis.

Progress on actions disclosed in prior periods is tracked through established qualitative and quantitative indicators, including audit outcomes, complaint trends, service-related Net Promoter Scores, certification status of manufacturing sites and access-to-healthcare KPIs. In 2025, these indicators showed stable or improved performance compared to prior periods, with no material deviations identified that required corrective escalation beyond existing quality and governance processes.

Key quality- and customer-related actions are continuous and embedded in QIAGEN's core operations. As such, they do not have fixed end dates but are implemented on an ongoing basis, with effectiveness reviewed regularly through audits, management reviews, KPI monitoring and post-market surveillance, the outcomes of which are used to assess whether actions are achieving their intended effect and to inform adjustments where needed. Where actions relate to specific initiatives or improvements, timelines are defined and tracked internally within the relevant operational or quality processes.

QIAGEN ensures that processes to provide or enable remedy in the event of material negative impacts on consumers and end-users are available and effective through established complaint management, corrective and preventive action (CAPA) procedures, post-market surveillance and the QIAintegrity Line. These mechanisms allow concerns to be raised, investigated and remediated in a structured manner, with outcomes monitored through defined quality governance and escalation processes.

QIAGEN assesses whether consumers and end-users are aware of and trust these processes through multiple channels, including customer feedback, complaint follow-up, Net Promoter Score surveys and engagement through

Social

service and technical support interactions. Insights from these channels are reviewed to evaluate the accessibility and perceived effectiveness of the mechanisms and to inform continuous improvement.

Product quality-related metrics are derived from QIAGEN's Quality Management System and are based on standardized methodologies, including audit results, complaint and non-conformance tracking, recall data and certification status. These metrics rely on internal quality data collected across sites and processes and are subject to regular review and validation. Methodological limitations may arise from differences in product applications, regulatory environments and reporting cycles; however, the use of harmonized procedures and defined data controls ensures consistency and comparability over time.

Recalls

Due to our stringent quality management, recalls rarely occur. In the reporting year 2025, 2 recalls (U.S./EU FSCA) and no FDA Class I recalls were registered. In the event of a recall, all of our sites are subject to global procedures to avoid the further use of the affected product. We ensure full traceability of each product to the final customer and can, therefore, notify customers directly in the event of a recall.

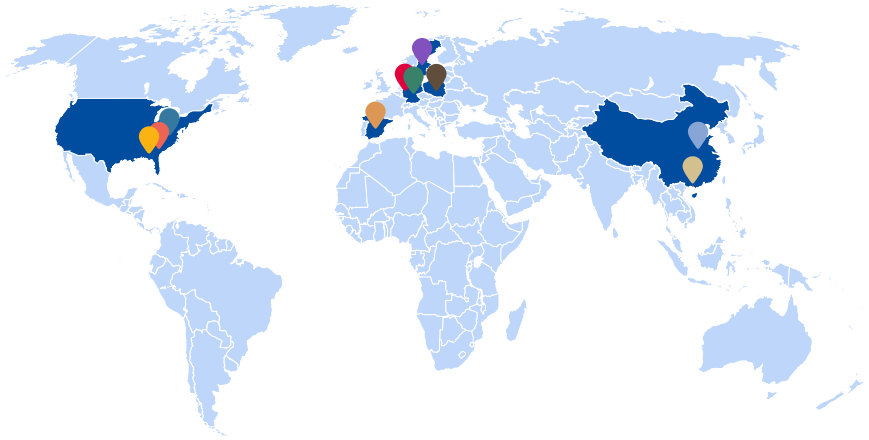
Global certifications at manufacturing sites

Our approach to quality

100%

Of manufacturing facilities are certified to ISO 9001 and/or ISO 13485 quality system standards*

*excluding Parse, acquired in December 2025



ISO 9001 and/or ISO 13485 Certified manufacturing sites

- **Hilden,** Germany
- **Stockach,** Germany
- **Barcelona,** Spain
- **Vasteras,** Sweden
- **Germantown,** USA
- **Beverly,** USA
- **Frederick,** USA
- **Shenzhen,** China
- **Beijing,** China
- **Gdansk,** Poland

Social

Required actions for recalls depend on the individual case. Actions can range from providing additional information to physically recalling a product. We have defined processes, responsibilities and improvement programs as required by regulating authorities to avoid the recurrence of recalls.

QMS Certification	2025	2024
Percent of certified manufacturing sites	100 %	100 %

Audits and inspection	2025	2024
Number of FDA warning letters	–	–

Recalls	2025	2024
Number of U.S. Class 2 / EU FSCA recalls	2	6
Number of FDA Class 1 recalls	–	–

Complaint management

Regarding our processes for engaging with customers, for the most part, complaints in 2025 centered around product performance. Typically, complaints are very specific to the customer's application. Consequently, QIAGEN's actions focused on identifying the root cause and avoid reoccurrence by effective corrective and preventive actions.

QIAGEN has established a global process to manage customer feedback. The central entry gate for technical customer interaction is our Tech-Service. Each support ticket can be escalated to a complaint case if the product's performance could be impacted. Each complaint is investigated, and appropriate corrections and corrective and preventive actions (CAPAs) are implemented. The overall complaint numbers are trended and evaluated.

The complaint management process is part of QIAGEN's global CAPA process landscape that also includes risk management, CAPA investigations, handling of non-conforming products, and management of deviations. All are fed into a structured process to identify potential root causes and establish effective corrections and CAPAs. This process is part of QIAGEN's global QMS and is overseen by the Global Quality Assurance team. Relevant employees at QIAGEN are trained in the CAPA process, as with all other processes

Available channels for customers to reach out to QIAGEN are channels like the QIAintegrity Line (discussed further under Business Conduct) or Tech-Service. Customers may also get in contact via social media, telephone and e-mail.

Improving customer satisfaction

QIAGEN not only provides physical products but also comprehensive services and up-to-date product information to support customers in solving their scientific questions. This enhances the customer experience and, through high-quality technical support, accelerates the generation of valuable and trustworthy insights that customers are seeking. Meeting or exceeding service expectations builds trust, strengthens our reputation as a reliable partner, unlocks new business opportunities, and facilitates expansion into new regions and market sectors. By prioritizing customer needs and experiences, we build lasting relationships that benefit both our customers and our company while also streamlining interactions and reducing support efforts.

Service at QIAGEN is organized in regional operational teams supporting the customer remotely or onsite and a global team working on strategy, processes, and tools. Customer experience assessment and improvement actions are implemented through the collaboration of those regional and global service functions to continuously drive customer centricity. Additionally, customers can use various channels to submit their feedback and help us improve customer experience. In 2025, we launched additional self-service options, like product availability checker, ordering status tracker, etc. Furthermore, additional web-based tools are being planned for 2026 and beyond to give customers further self-service options.

Customer engagement with consumers and end-users at QIAGEN takes place across several functions. Within the scope of this section, structured customer engagement and feedback management are operationally anchored in the Service and Customer Care organization, in close coordination with Quality Management. The senior leadership overseeing these functions is responsible for ensuring that customer engagement takes place and that insights from

Social

service interactions, complaints, post-market surveillance and surveys are reviewed and used to inform continuous improvements to customer experience, service delivery and product quality.

To address our customers' expectations in the best possible way, we emphasize trainings for our sales force, with the goal of enhancing our abilities to understand customer demands and to educate them about our solutions. Through our internal learning platform QIAlearn, we offer e-learning and instructor-led training to our sales professionals on various topics ranging from basic knowledge to detailed product offerings.

Offerings to meet customer needs

We are committed to enhancing our customers' experiences by monitoring system functionality and analyzing survey feedback. This helps us adapt to their evolving needs. Our products span various market segments, leading to both common and market-specific expectations. Customers expect reliability, safety, and environmentally friendly manufacturing. Our products are used in controlled environments, often involving hazardous liquids or complex machinery with electrical components. To ensure they function with high precision and to prevent misuse, we provide training on product usage. Customers are guided with accurate and accessible product- or service-related information, such as detailed product manuals, handbooks, and data safety sheets, to ensure proper handling and avoid potential hazards. Improved access to comprehensive product information and up-to-date research offers valuable guidance and strengthens our relationships with customers. Engaging with them through regular updates further deepens these relationships and can increase customer loyalty. In case our products do not meet the customers' needs, our Cancellation and Returns practices ensure flexibility and support for customers managing their orders, allowing standard orders to be canceled if not yet shipped and providing prompt replacements for non-conforming products under warranty.

Measuring customer satisfaction with the Net Promoter Score

QIAGEN strives to create trust and demonstrate reliability, recognizing the risks related to customer dissatisfaction. Customer dissatisfaction leads to increased time investment in handling the situations, resulting in higher support costs for QIAGEN. Additionally, dissatisfied customers are less likely to accept price increases due to a perceived mismatch in value for money. This might lead to a decline in repeat purchases, compounded by the fact that acquiring new customers is more time-consuming and costly compared to retaining existing ones.

To continually assess the satisfaction of our customers, we employ the Net Promoter Score (NPS) methodology – a systematic global approach to measure customer experience, analyze feedback, resolve identified individual situations of dissatisfaction, and derive corrective actions to improve customer experience in the future where necessary. The NPS is a market research metric that measures customer satisfaction by asking customers to rate the likelihood that they would recommend a company or a specific product to a colleague. Respective NPS values can range from -100, indicating all customers were detractors and dissatisfied, to +100, indicating all customers were promoters and satisfied.

In 2025, we continued with our approach of the transactional Net Promoter Score (NPS-T) for customer care (ordering support) and for tech service (technical product requests) which we introduced firstly in 2023. Both are run independently, yet results are analyzed in a combined way to comprehensively assess customer satisfaction. Upon the completion of an interaction with a customer, we sent out requests to the respective NPS-T survey via email and solicited customer feedback on their experience. All collected customer feedback was directly accessible by local country managers. They analyzed the collected responses and followed up with customers who indicated they were not fully satisfied with the resolution of their requests. Based on the feedback we received, in the future, we will offer enhanced customer service features. As a consequence of the feedback received, we for instance established a specific priority routing for incoming requests of a specific customer group in North America leading to initial response times of less than two hours for those customers.

Social

Access to healthcare

QIAGEN advances access to tuberculosis diagnostics by ensuring that QuantiFERON-TB Gold Plus (QFT-Plus) and the QIAseq xHYB Mycobacterium tuberculosis Panel are available, affordable, and suitable for programmatic use in low- and middle-income countries (LMICs). We support the expansion of these technologies by contributing to the global TB dialogue—including participation in the 39th Stop TB Partnership Board Meeting in the Philippines and membership in the Stop TB Partnership Private Sector Constituency—and through ongoing engagement with the WHO Global TB Program on the pathway toward prequalification. In parallel, we continue to develop diagnostic solutions designed to overcome geographic and infrastructure barriers.

In 2025, we established the baseline for our accessibility KPI, reflecting the volume of QFT-Plus supplied to LMICs. In the coming years, we will work toward this volume to increase as we continue to advance access to TB diagnostics in resource-constrained settings.

Affordability is enabled through public-health pricing mechanisms that support access for low- and middle-income countries. QIAGEN offers a concessional price for QuantiFERON-TB Gold Plus through the Global Drug Facility and, where appropriate, directly to public health programs, enabling ministries of health and public institutions to procure TB diagnostics at levels consistent with national resource constraints. We also invest in cost-effectiveness and health-economic analyses to support evidence-based decision-making. Recent work includes studies in Malaysia (diabetes), Costa Rica and Thailand (people living with HIV), and Indonesia (household contacts), generating context-specific evidence that informs the optimal use of TB infection testing. This approach ensures that affordability is understood not only in terms of the test price, but also in terms of a health system's ability to deliver diagnostics sustainably and at scale. In 2025, we established the formal baseline for our affordability KPI, reflecting access through public-health pricing. In the coming years, this KPI may gradually improve, as public-health pricing mechanisms continue to facilitate access in resource-constrained settings.

Collaboration is strengthened through evaluation support of LMIC laboratories and institutions, helping build familiarity with QFT-plus technology and local implementation experience. We also support locally led research in LMICs through Investigator Initiated Studies (IIS), helping generate evidence in resource-constrained settings. In 2025, we established the baseline year for our collaboration KPI, reflecting the level of evaluation and training materials provided to LMIC institutions. In the coming years, we aim to increase this level, as we continue to strengthen collaborative initiatives that advance the use of TB diagnostics in resource-constrained settings.

Governance

The highest standard of integrity is fundamental to QIAGEN's success. Rigorous compliance programs, cyber security measures and strategic collaborations reinforce our ethical business conduct and contribute to our effective risk management and our long-term operational resilience.

90%
completion of cyber security awareness training

QIAintegrity line
for reporting concerns

Governance

Business conduct

Our approach

QIAGEN's sustained success depends on unwavering integrity, which is maintained by fostering compliance and cultivating trust among stakeholders. Our commitment to ethical business conduct is reflected in compliance programs, cyber security measures and strategic industry collaborations, all of which support risk mitigation and operational resilience.

The material impacts related to business conduct arise from QIAGEN's own governance, compliance and risk-management activities, as well as from business relationships with suppliers, customers, distributors and other third parties across its global value chain. In our materiality assessment, we evaluated the following material impacts:

	Description	Allocation in the value chain	Time horizon	Topic Sub-topic Sub-sub-topic	Policies
Actual positive impact	High awareness of integrity through compliance can lead to stable relationships with employees and suppliers and can increase their sense of security and trust	Along the whole value chain	Medium-term	G1 Business Conduct - Corruption and bribery	Corporate Code of Conduct and Ethics, global legal framework for sales and marketing activities, global anti-corruption policy, whistleblower policy, cyber security policy
Actual negative impact	Misbehavior can have negative consequences for those affected if it goes unnoticed -> leading to loss of trust or stigmatization	Along the whole value chain	Short-term	G1 Business Conduct - Protection of whistleblowers	Corporate Code of Conduct and Ethics, global legal framework for sales and marketing activities, global anti-corruption policy, whistleblower policy, cyber security policy
Potential negative impact	We handle data from our suppliers, customers and business partners who could be exposed to negative consequences of sensitive data leakage	Along the whole value chain	Short-term	G1 Business Conduct Entity specific information Data & Cyber Security	Corporate Code of Conduct and Ethics, cyber security policy

The material business-conduct-related impacts can have negative consequences for people, including employees and business partners, for example by undermining trust or the protection of those affected. They influence governance-level decision-making and are addressed through the compliance measures described in this chapter. These impacts, risks and opportunities are directly linked to QIAGEN's business model as a globally regulated life sciences and diagnostics company and inform strategic priorities related to compliant market access, trusted stakeholder relationships and the long-term resilience of our operating model.

Policies

Our compliance-related policies outline the standards we uphold in our business activities and our expectations for both internal and external stakeholders. These policies reflect our commitment to integrity. Our compliance policies are developed by the designated policy owners, who are the managers responsible for the relevant topics. These policies undergo a thorough review and approval

Governance

process by both the Compliance Committee and the Executive Committee. Annually, the policy owners reassess and update the policies as necessary. Any modifications are subsequently reviewed and approved by the Compliance Committee and the Executive Committee to maintain alignment with our corporate governance standards and sustainability objectives. In setting and updating its compliance-related policies, QIAGEN considers the interests of key stakeholders, including employees, business partners, customers, shareholders and public authorities, informed by regulatory requirements, risk assessments, internal controls, and feedback received through compliance processes and stakeholder interactions.

The Corporate Code of Conduct and Ethics is designed to empower our employees with a clear understanding of the principles of business conduct and ethics that we uphold. This policy is likely to have a positive impact employees by increasing their awareness of integrity and enhancing their sense of security and trust. It applies to all employees of QIAGEN and its subsidiaries, all members of QIAGEN´s senior management and every member of the Managing Board and the Supervisory Board. QIAGEN commits to integrity and transparency concerning comprehensive disclosure to shareholders and authorities, fair dealing with stakeholders, leading ethical relations to public institutions, being compliant with laws, rules and regulations and taking responsibility toward society and environment.

Furthermore, QIAGEN is committed to advancing the industry responsibly and is a member of several industry trade associations, such as AdvaMed (U.S.) and MedTech (Europe), which ensures that collaborations between AdvaMed and MedTech companies and healthcare professionals adhere to high ethical standards. We also collaborate with global health policy institutions such as the World Health Organization and regional consortia, such as the African Society for Laboratory Medicine, to improve affordable access to testing solutions for neglected diseases in low-resource settings. Besides our engagement in industry associations, we are not active in any direct lobbying activities. Moreover, we do not make or receive any payments to or from political parties or political action committees. Such actions have been prohibited without exception by our Code of Conduct.

As a publicly traded company with global operations, we are governed by regulations across multiple jurisdictions. Ethical conduct and compliance with laws and regulations therefore are fundamental assets for our business integrity and our reputation.

Oversight and accountability play a central role in QIAGEN's compliance framework. The Compliance Program and the implementation of related policies is overseen by the Senior Global Compliance Manager and is supported by the Compliance Committee under the leadership of the Head of Global Legal Affairs and Compliance. This position reports directly to the Audit Committee of the Supervisory Board. The Compliance Committee consists of managers from Legal, Internal Audit, Human Resources, SEC Reporting, Clinical and Medical Affairs, and Trade Compliance.

The Supervisory Board consists of senior leaders, who are trained in and updated on compliance matters and new legal requirements. More information on the Supervisory Board and the Management Board are provided in the Corporate Governance Report of our Annual report.

Our Compliance Program includes a comprehensive set of policies designed to ensure adherence to legal and ethical standards. These policies cover areas, such as conflicts of interest, insider trading, anti-corruption, revenue recognition, confidentiality, and social media policy. Particularly, policies regarding interactions with healthcare professionals are created based on the the AdvaMed Code of Ethics. The Advanced Medical Technology Association (AdvaMed) is a global trade association of companies that develop, produce, manufacture, and market medical technologies. The policies are described in more detail in our global legal framework for sales and marketing activities policy, which includes guidelines on various marketing activities such as samples, gifts, etc. All compliance policies are available to QIAGEN employees via the intranet. Each policy includes contact information and the invitation to comment or to ask questions. Violation of these policies may result in a disciplinary response, up to and including termination of any employment or other relationship with the company, and possibly other legal action.

Governance

Prevention of corruption and bribery

We pay special attention to anti-corruption laws in our related compliance policies. As a U.S. listed company with global operations, QIAGEN is subject to anti-corruption laws worldwide, such as the Foreign Corrupt Practices Act (FCPA) and the U.K. Bribery Act 2010 (UKBA). Our global anti-corruption policy supports our commitment to aiming to abide by the anti-corruption laws of the countries in which we operate. As part of the policy QIAGEN expects all employees, directors, officers, and business partners to refrain from engaging in any form of bribery and corruption.

The policy strictly prohibits offering, giving, or accepting payments, gifts, or anything of value to influence business decisions, including dealings with government officials and private entities. Limited exceptions, such as non-cash gifts and business hospitality, are permitted but must comply with internal policies and approval procedures. The global anti-corruption policy is based on the United Nations Convention against Corruption (UNCAC).

Whistleblower policy

The Whistleblower Policy defines the competencies and procedures for submitting, receiving, handling, and retaining whistleblowing reports at QIAGEN. To encourage people to report misbehavior in order to prevent negative impacts and consequences for those affected, it also outlines the protection measures in place to ensure the effectiveness of the whistleblowing system. Applicable to all reasonable suspicions of actual or potential misconduct or risks, the policy covers reports related to any area of QIAGEN's business or operations, including those concerning direct or indirect suppliers. Reporting Persons may include current or former employees of QIAGEN, as well as any other individuals who submit a report in accordance with this policy. The administration of the policy falls under the responsibility of the Head of Global Legal Affairs and Compliance.

Robust cyber security governance

Data and cyber security are critical priorities for QIAGEN due to the sensitive nature of the data the company handles, including proprietary scientific information, customer and partner data. As a global provider of Sample to Insight solutions, QIAGEN has a responsibility to protect this data from cyber threats that could result in financial loss, reputational damage, regulatory repercussions, harm to data subjects and loss of customer trust. Our operations involve handling data from suppliers, customers, and business partners, who may be adversely affected by any unauthorized disclosure of sensitive information. Our cyber security policy is made available to these stakeholders . Additionally, further details pertaining to our cyber security measures and protocols are provided within the framework of established contracts with our stakeholders, as necessary. Through the implementation of appropriate cyber security policies, monitoring, risk assessments and cooperation, QIAGEN aims to protect its intellectual property, ensure compliance with data protection and cyber security regulations, maintain the integrity and privacy of sensitive information, and reinforce the company's commitment to secure, reliable, and trustworthy operations. Our suppliers, customers, and business partners can access our cyber security policies and measures for data protection matters.

With our cyber security policy and Cyber Security Handbook, we have supporting privacy and cyber security policies and guidelines in place, which are reviewed and approved as part of our Cyber Security Council and Compliance Committee procedures. The Cyber Security Council is sponsored by the Head of Cyber Security (CISO) who will act as the Chair for the Council. The cyber security policy and Cyber Security Handbook apply to all employees and are available on our intranet. Employees are required to acknowledge their understanding of the policies; otherwise, the training will not be marked as complete. With these procedures defined in the policy, QIAGEN promotes secure handling of sensitive data of suppliers, customers and business partners which would be negatively impacted in case of data leakage.

Our cyber security policy defines and references the information security requirements and controls within QIAGEN that all stakeholders must adhere to when planning, implementing or operating information processing, storage or transmission to comply with the cyber security program of QIAGEN. It describes the approach and associated controls of information security for information-based systems and services in accordance with the company's business needs and legal obligations.

Governance

The policy documents the organization's cyber security objectives as agreed by the Cyber Security Council to address the specific needs and requirements of QIAGEN. Failure to comply with this policy could result in a legal or contractual violation with significant financial or reputational risks to QIAGEN.

To simplify and streamline the implementation of the objectives derived from the cyber security policy, we have created our Cyber Security Handbook for Employees, which focuses on the day-to-day use by all employees for secure and compliant use of standard applications, information handling and communications. The handbook provides information on secure passwords, restrictions on the use of information, services and devices provided by QIAGEN, the use of mobile computing, communication and internet access, cyber incident reporting, and other security considerations such as access to work areas. Failure to comply with any provision of or referenced in the handbook may result in disciplinary action, up to and including termination of employment for employees or termination of contractual relationships for third parties, contractors or consultants.

Our cyber security efforts are based on the ISO 27001:2022 standard and incorporate the Information Security Forum "Standard of Good Practice for Information Security." Global cyber security and privacy requirements are actively monitored for and discussed as part of our Cyber Security Council as well as during Data Protection Committee meetings, both held multiple times a year.

Actions

Compliance program

Our Compliance Program incorporates several key initiatives to ensure effective implementation and adherence. These actions include training initiatives designed to educate employees on compliance requirements and ethical conduct. We monitor compliance risks through regular assessments and audits to identify and mitigate potential issues proactively. Additionally, our program includes thorough compliance investigations to address any reported or suspected violations. More detailed descriptions of these actions can be found further below.

Progress on the actions disclosed in prior periods is monitored through documented training completion records, compliance risk assessments, audits, investigations and incident reporting. The key actions described above are ongoing and embedded in QIAGEN's compliance framework. As such, they do not have fixed completion dates but are implemented continuously, with regular review through training cycles, risk assessments, audits, investigations and monitoring activities. In 2025, these actions continued to be implemented as planned, with no substantiated cases of corruption or bribery identified and no material deficiencies detected that required escalation beyond established compliance processes(2024: no substantial cases). As no cases were noted in 2025 QIAGEN did not pay any fines.

Protection of whistleblowers: QIAGEN integrity line

A functioning whistleblower system offers potential whistleblowers the opportunity to report misconduct and thus make a difference. The QIAintegrity Line is an independent, impartial and confidential system put into place for the reporting of severe misconduct within our company and/or in our supply chain. Our hotline for the good faith reporting of violations of the law or our compliance policies are based on the applicable German Whistleblower Act (Hinweisgeberschutzgesetz), the U.S. Sarbanes–Oxley Act, and the listing standards of the NYSE.

We follow strict non-retaliation practices. Upon receipt of a report, we diligently investigate the alleged misconduct and protect the anonymity of the complainant to ensure protection from retaliation as well as to secure the employment status of the complainant. We also offer a direct email and telephone hotline for employees to communicate questions or make suggestions for our Compliance Program. The protection from retaliation does not apply to persons who report false information in bad faith. QIAGEN reserves the right to hold such persons liable for any damage resulting from such false reporting. Our whistleblower policy allows compliance- or audit-related complaints to be collected from outside the organization and not limited to only reports by employees.

The QIAintegrity Line is available for third parties including value chain workers. We assess whether value chain workers are aware of and trust the

Governance

QIAintegrity Line through qualitative review of channel usage, case handling and outcomes, including reports submitted by third parties, with insights informing ongoing improvements to the process. Issues raised through the channel are logged, tracked and monitored through defined case-management and investigation processes, with responsibilities assigned to Compliance and Internal Audit. The effectiveness of the channel is reviewed qualitatively based on its use, timely handling and follow-up of reports, and insights from case outcomes, which inform ongoing improvements to the whistleblowing process.

Details about the QIAintegrity hotline are outlined on the compliance intranet pages and included in our whistle blower and the Code of Conduct. QIAGEN employees are informed about reporting channels during their onboarding process and through the Code of Conduct training.

If potential or actual violations are reported through the QIAintegrity Line, we will take immediate action upon receipt of a report. The responsibility for receiving and handling reports lies with the Head of Global Legal Affairs and Compliance, the Senior Global Compliance Manager, and the Head of Internal Audit, who qualify for this task due to their position, education and expertise. Reported potential or actual violations and breaches will be forwarded to the Audit Committee of the Supervisory Board. This escalation forms part of QIAGEN's established process to report material compliance-related outcomes to administrative, management and supervisory bodies through senior management and the Audit Committee.

Investigation processes

Violation of anti-corruption laws such as the FCPA can have significant consequences for QIAGEN and its employees who may be fined and imprisoned because of criminal prosecution. Our global anti-corruption policy gives us guidance to understand the requirements, risks and pitfalls of anti-corruption laws to avoid any conflicts. Our anti-corruption policies can be found on our Compliance webpage under Investor Relations.

The Legal and Compliance Department closely monitors the evolution of the law to adapt our policies and training courses. No incidents of corruption and bribery were detected internally or reported to us during 2025 (2024: No incidents).

Any suspected or reported corruption allegations will be investigated by the Head of Global Legal Affairs and Compliance and to the extent they are accounting relevant, in cooperation with the Head of Internal Audit. The investigation process is outlined as follows: Follow up can comprise any action taken to assess the accuracy of the allegations made in the report and, where relevant, to address the breach or risk reported, including, without limitation, through actions such an inquiry, an investigation, a prosecution, an action for recovery of funds, a referral of the Reporting Person and/or the matter to another competent internal person (e.g., manager or Executive Committee member) or function (e.g., Human Resources, Cyber Security, Internal Audit, Data Protection, Audit Committee of the Supervisory Board) or public authority, or the closure of the procedure.

Follow up will be guided by the principle of proportionality. Each case will be examined individually to determine which consequences are suitable, necessary and appropriate.

At the same time, the rights of the persons being subject of the report and the other persons mentioned in the report will be respected, based on the principle that no individual should be considered guilty without adequate proof.

The risk assessments are applied to the entire group. Beyond the risk management and due diligence processes described above, QIAGEN has not established separate or additional procedures specific to this requirement, and no distinct plans to adopt such procedures are currently in place. When evaluating the individual jurisdictions across each subsidiary, we generally observe a higher corruption risk in developing countries as per the Transparency International Corruption Perceptions Index. However, we have not identified any significant risks related to corruption in any of our operations.

Compliance training courses 2025

Our employees' awareness of compliance is shaped by regular in-person, web-based or virtual training courses held by in-house legal, compliance and regulatory experts. For example we offer online courses to instruct and verify

Governance

knowledge of policies for anti-trust, bribery and corruption, conflicts of interest, data protection, gifts and entertainment, harassment, insider trading, reporting. Online training is provided to all employees in nine languages and supported by multiple communication resources. Additional mandatory courses, including courses related to risks linked with job function, are customized to the specific area of responsibility. For example, anti-bribery is addressed at a high level in the Code of Conduct training, which is mandatory for all new employees. However, for certain higher-risk roles, such as sales, finance and procurement, these employees are required to complete advanced training upon joining QIAGEN and annually thereafter. The basic training courses are followed by regular refresher courses, with reassessment varying in frequency from annually up to every three years, depending on the course. The members of the Executive Committee and the Supervisory Board are regularly updated on matters of anti-corruption and anti-bribery but are not requested to complete the standard e-learning courses.

Regarding the prevention of corruption and bribery, in 2025 QIAGEN offered various training courses for its functions at risk which is defined "as organizational functions whose roles and activities present an elevated compliance risk due to their involvement in financial decision-making, commercial transactions, supplier interactions, or revenue-generating activities. These functions include Finance, Procurement, and Sales. In 2025 over 96% of individuals in roles defined as functions at risk completed these trainings. This is an increase from our 2024 percentage of 1.9%, which is due to trainings being assigned to only new-hires in 2024. Training coverage is calculated based on completion records documented in QIAlearn, QIAGEN's internal learning management system. The metric assumes that training completion recorded in QIAlearn reflects participation in the relevant training courses during the reporting period. Limitations include reliance on accurate system entries and the fact that completion data does not measure knowledge retention or training effectiveness beyond participation.

Risk management and due diligence

Our third-party due diligence program follows a risk-based approach that categorizes third-party intermediaries, such as distributors and agents based on the applicable Transparency International Corruption Perceptions Index. Before any QIAGEN company enters into a contract or business relationship with any agent, reseller, distributor, consultant, or other representative, QIAGEN requires that due diligence be conducted, and proper authorization be obtained prior to commencing the relationship with the representative.

Our Third-Party due diligence program entails the following elements:

(1) pre-screening, anti-corruption questionnaire and certification for new distributors, resellers and agents;

(2) annual risk assessment of selected third parties based on a calculated risk score, which factors in location of business and Corruption Perceptions Index;

(3) training for third-party distributors;

(4) contractual obligation to comply with applicable laws (including anti-corruption laws) and QIAGEN´s Code of Conduct and anti-corruption policy, as well as compliance certification; and

(5) due diligence in the form of annual background checks of a random selection of third parties, and ongoing monitoring.

QIAGEN engages third-party resources to investigate and conduct due diligence (background checks) on a select sample of High Risk Distributors on an annual basis. We further exercise a due diligence program on distributors and agents with the support of external providers annually. This due diligence program includes the contractual obligation by all third party intermediaries to observe the related QIAGEN policies, trainings and background checks which will be applied with a risk-based approach.

Increasing awareness for cyber security among employees

In addition to managing external risks through due diligence processes, we prioritize the protection of its digital infrastructure and have built a culture of cyber security awareness. We have implemented a annual, mandatory cyber security awareness training program for all employees, the completion status of which we monitor monthly. This program includes educational material on key cyber threats relevant to our operations, ensuring that employees are aware of

Governance

potential risks and their role in mitigating them. Our online awareness training aims to enable all employees to understand key security principles, relevant regulations, and their role in protecting sensitive information. By educating employees about data security, privacy requirements, cyber threats, and secure data handling practices, e-learning directly supports compliance with regulatory standards and internal protection protocols. This knowledge reinforces a culture of responsibility and vigilance in data protection across the organization which can potentially reduce the likelihood of security breaches. In 2025, 90% of our global employees successfully completed the training (2024: 90%). Training completion is measured based on documented completion records in QIAlearn, QIAGEN's internal learning management system. The methodology assumes that successful completion, including the mandatory knowledge check, reflects employee participation in the cyber security awareness training. The metric is based on documented training completion records in QIAGEN's internal learning management system and includes a mandatory knowledge check as part of the training. The methodology assumes that successful completion, including the knowledge check, reflects employee participation and understanding. Limitations remain, as the metric does not measure long-term knowledge retention or behavioral change.

We also conduct phishing simulations several times a year, which are carried out at least once a month, to give all employees the opportunity to safely interact with current phishing threats as seen from real threat actors. We offer awareness webinars and workshops on important security topics, including emerging phishing trends, as well as role-specific training. In addition, the cyber security team regularly conducts incident response exercises to evaluate the organization's established procedures, including an analysis of each applicable incident response phase.

Effectiveness is tracked through monthly monitoring of mandatory training completion, evaluation of phishing simulation results, and reviews of incident response exercises within established cyber security governance processes.

QIAGEN's ambition is to maintain a high level of employee awareness of cyber security risks across the organization. QIAGEN has set a target to maintain a high level of employee cyber security awareness, measured through mandatory training completion rates, with a threshold of more than 85%. The target is set and reviewed through internal governance, taking into account regulatory requirements and insights from employee participation in mandatory training, phishing simulations and incident-response exercises. Progress against the cyber-security awareness target is monitored through training-completion records in QIAGEN's internal learning system and reviewed as part of established cyber-security governance. In 2025, completion reached 90%, remaining above the defined threshold, with no significant deviations or adverse trends identified Progress is assessed using training completion rates and phishing simulation outcomes, measured annually with 2025 as the base period.

QIAGEN recognizes cyber security as an ongoing and integral activity, with continuous processes in place to identify, assess, and address cyber risks in order to protect our information systems, data, and stakeholder interests.

Cooperation with international organizations

To facilitate information and knowledge exchange, QIAGEN has joined well-known industry and governmental cyber security communities like the Information Security Forum (ISF), Allianz für Cyber-Sicherheit and Health-ISAC. The Cyber Security Team consists of professionals with varying industry experience, education and security expertise. The team maintains a balanced combination of managerial and technical skills to provide comprehensive security capabilities. The cyber security employees are also part of our HR development processes. The staff development is reviewed in line with other standard processes.

We are monitoring our organization's externally exposed assets and services (Attack Surface Monitoring), as well as information exposure (Dark Web Monitoring) to identify blind spots and potential weaknesses. For that, we use professional solutions for monitoring which are managed by the Cyber Security Team. Findings are analyzed and handled as part of our Security Operations work. Our vulnerability management program covers our global networks, digital workplaces and corporate cloud environments. We are working with Council for Registered Ethical Security Testers (CREST) certified partners to conduct regular, at least annual, security assessments of our global

Governance

infrastructure. We further engage with external partners as needed to utilize their expertise for advanced security assessments. Cyber security risks are considered in the context of our Enterprise Risk Management.

Actions disclosed in prior periods continued as planned in 2025 through mandatory training, phishing simulations, and incident response exercises, with no material cyber security incidents reported.

Cyber incident response plan

QIAGEN has a comprehensive Cyber Incident Response Plan as required by law to support management of material cyber security incidents. Skilled cyber security staff execute the plan, which includes regularly exercised response processes for efficient and effective incident management. During the reporting period, QIAGEN did not experience any material cyber security incidents (according to the definition of the U.S. Securities and Exchange Commission).

Sustainability Statement - Annex

ESRS disclosure requirements

The reference table presents the requirements of the ESRS. It indicates where you can find the specific ESRS disclosure requirement, as well as where we have used incorporation by reference. For all disclosure requirements where incorporation by reference are used please refer to the IFRS annual report on our website.

Cross-cutting standards

Disclosure requirement			Section / Report	Page	Additional Information
CSRD Topic	Datapoints	ESRS 2 - General Disclosure			
BP-1		General basis for preparation of the sustainability statement	SUS	8	
BP-2		Disclosures in relation to specific circumstances	SUS	8	
GOV-1	20(a)	The role of the administrative, management and supervisory bodies	MR	62	Incorporation by Reference
GOV-1	20(b)	The role of the administrative, management and supervisory bodies	SUS	12	
GOV-1	20(c)	The role of the administrative, management and supervisory bodies	SUS	12	
GOV-1	21(a)	The role of the administrative, management and supervisory bodies	MR	80	Incorporation by Reference
GOV-1	21(b)	The role of the administrative, management and supervisory bodies	MR	80	Incorporation by Reference
GOV-1	21(c)	The role of the administrative, management and supervisory bodies	MR	66	Incorporation by Reference
GOV-1	21(d)	The role of the administrative, management and supervisory bodies	MR	80	Incorporation by Reference
GOV-1	21(e)	The role of the administrative, management and supervisory bodies	MR	66	Incorporation by Reference
GOV-1	22(a)	The role of the administrative, management and supervisory bodies	SUS	12	
GOV-1	22(b)	The role of the administrative, management and supervisory bodies	SUS	12	
GOV-1	22(c)	The role of the administrative, management and supervisory bodies	SUS	12	
GOV-1	22(d)	The role of the administrative, management and supervisory bodies	SUS	12	
GOV-1	23(a)	The role of the administrative, management and supervisory bodies	SUS	12	
GOV-1	23(b)	The role of the administrative, management and supervisory bodies	SUS	12	
GOV-2		Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	SUS	13	
GOV-3		Integration of sustainability-related performance in incentive schemes	SUS	22	
GOV-4		Statement on sustainability due diligence	SUS	10	
GOV-5		Risk management and internal controls over sustainability reporting	SUS	7	
SBM-1	40(a)-i	Strategy, business model and value chain	MR	7	Incorporation by Reference

Sustainability Statement - Annex

SBM-1	40(a)-ii	Strategy, business model and value chain		7	Incorporation by Reference
SBM-1	40(a)-iii	Strategy, business model and value chain	SUS	59	
SBM-1	40(a)-iv	Strategy, business model and value chain		–	Not applicable
SBM-1	40(b)	Strategy, business model and value chain		–	Not applicable
SBM-1	40(c)	Strategy, business model and value chain		–	Not applicable
SBM-1	40(d)	Strategy, business model and value chain		–	Not applicable
SBM-1	40(e)	Strategy, business model and value chain		8	
SBM-1	40(f)	Strategy, business model and value chain		8	
SBM-1	40(g)	Strategy, business model and value chain		8	
SBM-1	41	Strategy, business model and value chain		–	Not applicable
SBM-1	42(a)	Strategy, business model and value chain	MR	8	Incorporation by Reference
SBM-1	42(b)	Strategy, business model and value chain	MR	8	Incorporation by Reference
SBM-1	42(c)	Strategy, business model and value chain	MR	8	Incorporation by Reference
SBM-2	45(a)	Interests and views of stakeholders	MR	10	Incorporation by Reference
SBM-2	45(b)	Interests and views of stakeholders	MR	10	Incorporation by Reference
SBM-2	45(c)	Interests and views of stakeholders		–	Not applicable
SBM-2	45(d)	Interests and views of stakeholders	SUS	14	
SBM-3		Material impacts, risks and opportunities and their interaction with strategy and business model	SUS	14	
IRO-1		Description of the process to identify and assess material impacts, risks and opportunities	SUS	14	
IRO-2		Disclosure requirements in ESRS covered by the undertaking's Sustainability Statement	SUS	94	

SUS Sustainability Statements
MR Management Report
REM Remuneration Report

Sustainability Statement - Annex

Environmental standards

Disclosure requirement		Section / Report	Page	Additional Information
ESRS E1 - Climate change				
ESRS 2, GOV-3	Integration of sustainability-related performance in incentive schemes	SUS	22	
E1-1	Transition plan for climate change mitigation	SUS	26	
ESRS 2, SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model	SUS	25	
ESRS 2, IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	SUS	18	
E1-2	Policies related to climate change mitigation and adaptation	SUS	27	
E1-3	Actions and resources in relation to climate change policies	SUS	28	
E1-4	Targets related to climate change mitigation and adaptation	SUS	31	
E1-5	Energy consumption and mix	SUS	34	
E1-6	Gross Scopes 1, 2, 3 and total GHG emissions	SUS	37	
E1-7	GHG removals and GHG mitigation projects financed through carbon credits	—	—	Not applicable
E1-8	Internal carbon pricing	—	—	Not applicable
E1-9	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	—	—	Phase-in
E2 - Pollution				
Not material				
E3 – Water and Marine Resources				
Not material				
E4 – Biodiversity and Ecosystems				
Not material				
ESRS E5 - Resource use and circular economy				
ESRS 2, IRO-1	Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	SUS	41	
E5-1	Policies related to resource use and circular economy	SUS	44	

Sustainability Statement - Annex

Environmental standards

Disclosure requirement ESRS E1 - Climate change		Section / Report	Page	Additional Information
E5-2	Actions and resources related to resource use and circular economy	SUS	46	
E5-3	Targets related to resource use and circular economy	SUS	43	
E5-4	Resource inflows	SUS	48	
E5-5	Resource outflows	SUS	49	
E5-6	Anticipated financial effects from material resource use and circular economy-related risks and opportunities			Phase-in

Social standards

Disclosure requirement ESRS S1 - Own workforce		Section / Report	Page	Additional Information
ESRS 2, SBM-2	Interests and views of stakeholders	SUS	53	
ESRS 2, SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model	SUS	53	
S1-1	Policies related to own workforce	SUS	56	
S1-2	Processes for engaging with own workers and workers' representatives about impacts	SUS	53	
S1-3	Processes to remediate negative impacts and channels for own workers to raise concerns	SUS	53	
S1-4	Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	SUS	57	
S1-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	SUS	62	
S1-6	Characteristics of the undertaking's employees	SUS	60	
S1-7	Characteristics of non-employee workers in the undertaking's own workforce	—	—	Phase-in
S1-8	Collective bargaining coverage and social dialogue	—	—	Not material
S1-9	Diversity metrics	SUS	65	
S1-10	Adequate wages			Not material

Sustainability Statement - Annex

Social standards

Disclosure requirement		Section / Report	Page	Additional Information
S1-11	Social protection	—	—	Not material
S1-12	Persons with disabilities	—	—	Not material
S1-13	Training and skills development metrics	—	—	Phase-in
S1-14	Health and safety metrics	SUS	68	
S1-15	Work-life balance metrics	SUS	—	Not applicable
S1-16	Compensation metrics (pay gap and total compensation)	SUS	64	
S1-17	Incidents, complaints and severe human rights impacts	—	—	
ESRS S2 - Workers in the value chain				
ESRS 2, SBM-2	Interests and views of stakeholders	SUS	70	
ESRS 2, SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model	SUS	71	
S2-1	Policies related to value chain workers	SUS	72	
S2-2	Processes for engaging with value chain workers about impacts	SUS	75	
S2-3	Processes to remediate negative impacts and channels for value chain workers to raise concerns	SUS	75	
S2-4	Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	SUS	74	
S2-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	—	—	
ESRS S3 - Affected communities				
Not material				
ESRS S4 - Consumers and end-users				
ESRS 2, SBM-2	Interests and views of stakeholders		76	
ESRS 2, SBM-3	Material impacts, risks and opportunities, and their interaction with strategy and business model		76	
S4-1	Policies related to consumers and/or end-users		79	
S4-2	Processes for engaging with consumers and end-users about impacts		76	

Sustainability Statement - Annex

Social standards

Disclosure requirement		Section / Report	Page	Additional Information
S4-3	Processes to remediate negative impacts and channels for consumers and end-users to raise concerns		82	
S4-4	Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions		80	
S4-5	Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities		78	

Governance standards

Disclosure requirement ESRS G1 - Business conduct		Section / Report	Page	Additional Information
ESRS 2, IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	SUS	86	
G1-1	Business conduct policies and corporate culture	SUS	87	
G1-2	Management of relationships with suppliers	SUS	–	Not material
G1-3	Prevention and detection of corruption and bribery	SUS	91	
G1-4	Incidents of corruption or bribery	–	–	
G1-5	Political influence and lobbying activities	–	–	Not material
G1-6	Payment practices	–	–	Not material

Sustainability Statement - Annex

ESRS 2

Datapoints that derive from other EU legislation

Disclosure requirement	Data point	Name of Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Relevance	Page
ESRS 2 GOV-1	21 (d)	Board's gender diversity	x		x			
ESRS 2 GOV-1	21 (e)	Percentage of board members who are independent			x			
ESRS 2 GOV-4	30	Statement on due diligence	x					
ESRS 2 SBM-1	40 (d) i	Involvement in activities related to fossil fuel activities	x	x	x		Not applicable	
ESRS 2 SBM-1	40 (d) ii	Involvement in activities related to chemical production	x		x		Not applicable	
ESRS 2 SBM-1	40 (d) iii	Involvement in activities related to controversial weapons	x		x		Not applicable	
ESRS 2 SBM-1	40 (d) iv	Involvement in activities related to cultivation and production of tobacco			x		Not applicable	
ESRS E1-1	14	Transition plan to reach climate neutrality by 2050				x		
ESRS E1-1	16 (g)	Undertakings excluded from Paris-aligned Benchmarks		x	x		Not applicable	
ESRS E1-4	34	GHG emission reduction targets	x	x	x			
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	x					
ESRS E1-5	37	Energy consumption and mix	x					
ESRS E1-5	40–43	Energy intensity associated with activities in high climate impact	x					
ESRS E1-6	44	Gross Scope 1, 2, 3 and Total GHG emissions	x	x	x			
ESRS E1-6	53-55	Gross GHG emissions intensity	x	x	x			
ESRS E1-7	56	GHG removals and carbon credits				x	Not applicable	
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			x		Phase-in	
ESRS E1-9	66 (a); 66 (c)	Disaggregation of monetary amounts by acute and chronic physical risk; Location of significant assets at material physical risk		x			Phase-in	
ESRS E1-9	67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes		x			Phase-in	
ESRS E1-9	69	Degree of exposure of the portfolio to climate-related opportunities			x		Phase-in	

Sustainability Statement - Annex

Datapoints that derive from other EU legislation

Disclosure requirement	Data point	Name of Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Relevance	Page
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation emitted to air, water and soil	x				Not material	
ESRS E3-1	9	Water and marine resources	x				Not material	
ESRS E3-1	13	Dedicated policy	x				Not material	
ESRS E3-1	14	Sustainable oceans and seas	x				Not material	
ESRS E3-4	28 (c)	Total water recycled and reused	x				Not material	
ESRS E3-4	29	Total water consumption in m^3 per net revenue on own operations	x				Not material	
ESRS 2- SBM 3 - E4	16 (a) i	—	x				Not material	
ESRS 2- SBM 3 - E4	16 (b)	—	x				Not material	
ESRS 2- SBM 3 - E4	16 (c)	—	x				Not material	
ESRS E4-2	24 (b)	Sustainable land/agriculture practices or policies	x				Not material	
ESRS E4-2	24 (c)	Sustainable oceans/seas practices or policies	x				Not material	
ESRS E4-2	24 (d)	Policies to address deforestation	x				Not material	
ESRS E5-5	37 (d)	Non-recycled waste	x					
ESRS E5-5	39	Hazardous waste and radioactive waste	x					
ESRS 2- SBM3 - S1	14 (f)	Risk of incidents of forced labour	x					
ESRS 2- SBM3 - S1	14 (g)	Risk of incidents of child labour	x					
ESRS S1-1	20	Human rights policy commitments	x					
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			x			
ESRS S1-1	22	Processes and measures for preventing trafficking in human beings	x					
ESRS S1-1	23	Workplace accident prevention policy or management system	x					
ESRS S1-3	32 (c)	Grievance/complaints handling mechanisms	x					
ESRS S1-14	88 (b) and (c)	Number of fatalities and number and rate of work-related accidents	x		x			
ESRS S1-14	88 (e)	Number of days lost to injuries, accidents, fatalities or illness	x					

Sustainability Statement - Annex

Datapoints that derive from other EU legislation

Disclosure requirement	Data point	Name of Data point	SFDR reference	Pillar 3 reference	Benchmark regulation reference	EU Climate Law reference	Relevance	Page
ESRS S1-16	97 (a)	Unadjusted gender pay gap	x		x			
ESRS S1-16	97 (b)	Excessive CEO pay ratio	x					
ESRS S1-17	103 (a)	Incidents of discrimination	x					
ESRS S1-17	104 (a)	Non-respect of UNGPs on Business and Human Rights and OECD	x		x			
ESRS 2- SBM3 - S2	11 (b)	Significant risk of child labour or forced labour in the value chain	x					
ESRS S2-1	17	Human rights policy commitments	x					
ESRS S2-1	18	Policies related to value chain workers	x					
ESRS S2-1	19	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	x		x			
ESRS S2-1	19	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8			x			
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	x					
ESRS S3-1	16	Human rights policy commitments	x				Not material	
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	x		x		Not material	
ESRS S3-4	36	Human rights issues and incidents	x				Not material	
ESRS S4-1	16	Policies related to consumers and end-users	x					
ESRS S4-1	17	Non-respect of UNGPs on Business and Human Rights and OECD	x		x			
ESRS S4-4	35	Human rights issues and incidents	x					
ESRS G1-1	§10 (b)	United Nations Convention against Corruption	x					
ESRS G1-1	§10 (d)	Protection of whistle-blowers	x					
ESRS G1-4	§24 (a)	Fines for violation of anti-corruption and anti-bribery laws	x		x			
ESRS G1-4	§24 (b)	Standards of anti-corruption and anti-bribery	x					

Sustainability Statement - Annex

EU Taxonomy

Under the Green Deal, the European Union is striving for a green transition of its economy. The deal calls for sustainable growth by mitigating climate change, protecting the environment and preserving biodiversity. To help reach its goal of climate neutrality by 2050, the European Union aims to redirect capital flows toward sustainable investments and projects.

The Taxonomy-Regulation is part of the EU Action Plan on Sustainable Finance and contains a classification system for environmentally sustainable business activities. Under the Regulation's disclosure obligations, companies will be required to disclose their share of Taxonomy-eligible and -aligned activities. This will increase transparency and allow investors to make decisions according to sustainability aspects. The reporting is based on the Taxonomy Regulation (EU 2020/852) and the Delegated Acts (including the Omnibus Delegated Act (EU 2023/363).

The EU Taxonomy-Regulation defines six environmental objectives to which the economic activities listed in the Regulation and its delegated acts can contribute:

- climate change mitigation
- climate change adaptation
- sustainable use and protection of water and marine resources
- transition to a circular economy
- pollution prevention and control
- protection and restoration of biodiversity and ecosystems

The EU Taxonomy distinguishes between two levels: Taxonomy-eligibility and Taxonomy-alignment. Beginning in 2023, all six environmental objectives need to be considered. According to Article 8 of the Taxonomy-Regulation, in conjunction with the Delegated Acts for the reporting year 2025, key figures on turnover, operational and capital expenditures are to be reported for Taxonomy-eligible and Taxonomy-aligned economic activities. The tables provided within the Delegated Act on Article 8 are to be used for the presentation of the key figures.

Taxonomy-eligibility and taxonomy-alignment

An economic activity is Taxonomy-eligible if it fulfills the description given in the Delegated Act of the corresponding environmental objective. For Taxonomy-alignment, an economic activity must additionally comply with the technical screening criteria and minimum safeguards.

The technical screening criteria are composed of the substantial contribution criteria and the do no significant harm criteria:

- Substantial Contribution: Companies must meet defined technical requirements, for example regarding the level of CO_2 emissions of an economic activity.
- Do-No-Significant-Harm (DNSH): Companies must ensure that the contribution to one of the six environmental objectives does not do significant harm to the environmental objectives. This must be verified through, for example, a climate risk analysis.

The underlying requirements for Substantial Contribution and DNSH are documented for each individual economic activity in the Delegated Act of the corresponding environmental objective. For the minimal social safeguards, an approach is set at the corporate level for every activity through which the reporting company must prove its compliance with the following frameworks:

- International Bill of Human Rights
- International Labor Organization Declaration on Fundamental Rights and Principles at Work
- UN Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises (OECD MNE Guidelines)

Management assessed the proportionality and feasibility of substantiating EU Taxonomy alignment, taking into account the relative significance of potentially Taxonomy-eligible activities within QIAGEN's business model, the

Sustainability Statement - Annex

decentralized nature of supplier relationships, and the absence of regulatory obligations for vendors to provide EU-Taxonomy-specific information. It was concluded that obtaining sufficiently robust and auditable third-party DNSH evidence would require significant incremental cost and operational effort, while providing limited additional decision-useful information. When activities are reported as Taxonomy-eligible but not aligned, management also considered that the eligibility assessment showed limited relevance for QIAGEN's business model. As a result, data availability constraints prevented completion of a reliable and verifiable TSC assessment for 2025. Accordingly, management determined that asserting EU Taxonomy alignment for 2025 would risk overstating the maturity and evidentiary robustness of the underlying assessment and therefore did not assert EU Taxonomy alignment for the reporting year, a decision driven by proportionality, materiality, and cost-benefit considerations.

Determination of taxonomy-eligible business activities

In an initial screening, we examined our whole portfolio to determine relevant business activities. Our core business is not covered by the Climate Delegated Act on the environmental objectives of Climate Change Mitigation and Adaptation that has been submitted to date. The Environmental Delegated Act was adopted in June 2023 during a comprehensive workshop where the business activities of the four new environmental objectives were assessed. We have identified specified activities related to the transition to circular economy and climate change mitigation which match our business model.

Economic activity	EO* Code	QIAGEN activity	location
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	Renovation of existing buildings and/ or building new ones	CapEx
Installation, maintenance and repair of charging stations for electric vehicles	CCM 7.4	Installation of charging stations	CapEx
Installation, maintenance and repair of devices for measuring, regulation controlling energy performance	CCM 7.5	Installation of energy measurement devices	CapEx
Acquisition and ownership of buildings	CCM 7.7	Leasing of buildings	CapEx
Manufacture of electrical and electronic equipment	CE 1.2	Purchases of new computer equipment	CapEx
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	Leased passenger cars/ own fleet	CapEx
Repair, refurbishment and remanufacturing	CE 5.1	Repair and refurbishment of sold instrumentation equipment	Turnover

*EO stands for Environmental Objective where Climate Change mitigation is CCM and Circular Economy is CE.

All activities which QIAGEN defined as Taxonomy-eligible are allocated to the climate-change mitigation and circular economy objectives.

We use our internal reporting systems to assess defined KPIs and document them under standardized data queries to the extent possible, structuring the format to ensure we are not double-counting our economic activities when calculating turnover, CapEx, and OpEx.

We disclose the three KPIs below in adherence with Annex II of the Disclosure Delegated Act and also address the role of nuclear and gas activities as required under the Complementary Delegated Act of the EU Taxonomy.

Sustainability Statement - Annex

Financial year N	2025				Breakdown by environmental objectives of Taxonomy-aligned activities											
KPI (1)	Total (2)	Proportion of Taxonomy-eligible activities (3)	Taxonomy-aligned activities (4)	Proportion of Taxonomy-aligned activities (5)	Climate change mitigation (6)	Climate change adaptation (7)	Water (8)	Circular economy (9)	Pollution (10)	Biodiversity (11)	Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered non-material (14)	Taxonomy-aligned activities in previous financial year (N-1) (15)	Proportion of Taxonomy-aligned activities in previous financial year (N-1) (16)
Text	USD m	%	USD m	%	%	%	%	%	%	%	%	%	%	Currency	%
Turnover	2,089,999	4.4 %													
CapEx	396,901	9.9 %													
OpEx	21,280	0.0 %													

Disclosure of the financial KPIs

Turnover

To determine the turnover KPI, the Taxonomy-Regulation requires that the net turnover, generated with business activities contributing to the respective environmental objective, is related to the net turnover of the QIAGEN Group as shown in the Consolidated Income Statements and information provided in Note 4 "Revenue" in the IFRS Annual Report. As QIAGEN's material, revenue-generating economic activities are not fully covered by the EU Taxonomy Regulation, the share of Taxonomy-eligible turnover is 4.4%.

With the exception of service activities related to repair, refurbishment and remanufacturing the Taxonomy Regulation and its Delegated Acts do not cover our core business or any other business activity from which QIAGEN generates turnover. We do not disclose turnover from product-as-a-service and other circular use and result-oriented service models as we have no possibility to determine the relevant turnover from our systems.

Turnover as disclosed for EU taxonomy purposes agrees to the amount reported as net sales in the financial reporting (reference is made to the Consolidated Financial Statements of Income, Net Sales).

Sustainability Statement - Annex

QIAGEN reports the following for 2025:

Turnover

Financial year N	2025				Environmental objective of Taxonomy-aligned activities								
Economic Activities (1)	Code (a) (2)	Taxonomy-eligible turnover (Proportion of Taxonomy eligible Turnover) (3)	Taxonomy-aligned turnover (monetary value of Turnover) (4)	Taxonomy-aligned turnover (Proportion of Taxonomy aligned Turnover) (5)	Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)	Category enabling activity (12)	Category transitional activity (13)	Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) turnover, year N-1 (14)
		%	in USD thousands	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
A. TAXONOMY-ELIGIBLE ACTIVITIES													
Repair, refurbishment and remanufacturing	CE 5.1	4.4 %											
Sum of alignment per objective													
Total Turnover		**4.4 %**											

Sustainability Statement - Annex

Capital Expenditures (CapEx)

To determine the Capital Expenditures (CapEx) KPI, the Taxonomy-Regulation requires that the capital expenditures for business activities contributing to the respective environmental objective are being brought into relation to the CapEx for tangible and intangible assets of the QIAGEN Group, including additions from business acquisitions. This considers net additions to property, plant and equipment (see Note 10 to the Consolidated Financial Statements), intangible assets (see other intangible assets, Note 12 to the Consolidated Financial Statements) as well as to right-of-use assets. The Taxonomy-definition of CapEx considers additions in accordance with the following IFRS standards:

- Additions to tangible assets (IAS 16)
- Additions to intangible assets (IAS 38)
- Additions to right of use assets (IFRS 16)
- Additions to real estate which is kept as financial investment (IAS 40)

In this regard, we report purchased CapEx which is classified as “CapEx c)” in the Annex I of the Delegated Act to Article 8.

The total CapEx under the EU taxonomy of $396.9 million is the sum of additions to property, plant & equipment of $89.7 million, additions to intangible assets of $275.4 million and right-of-use assets of $31.8 million and includes the acquisitions of Parse Biosciences Inc. and GNX Data Systems Ltd. (Genoox). These amounts are shown in the Balance Sheet within non-current assets in property, plant and equipment and intangibles assets. Capitalized right of use assets are shown in right-of-use assets within non-current assets (reference is made to Consolidated Financial Statements, Consolidated Balance Sheets).

Sustainability Statement - Annex

CapEx

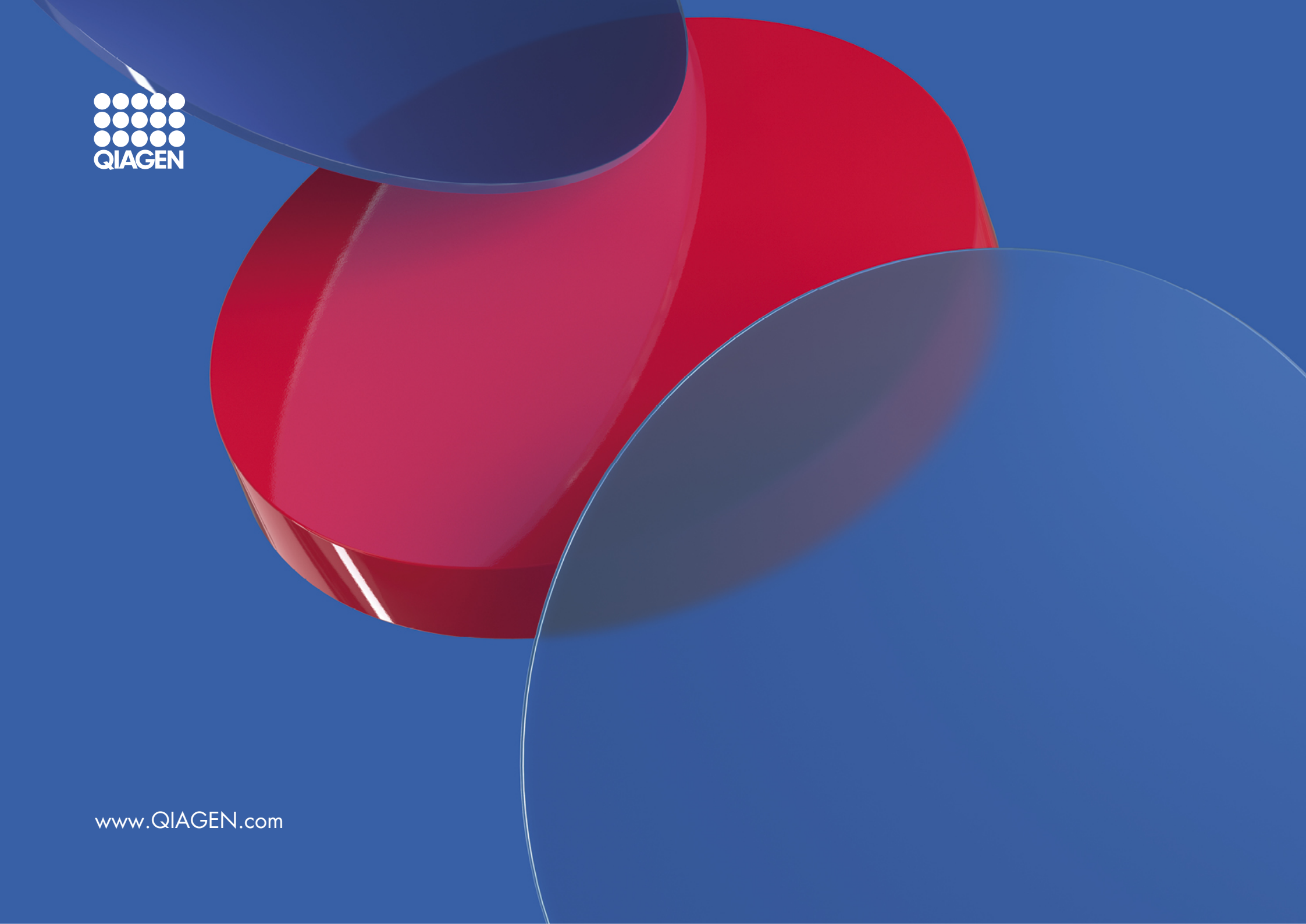
Financial year N	2025				Substantial Contribution Criteria									
Economic activities (1)	Code (a) (2)	Taxonomy-eligible CapEx (Proportion of Taxonomy eligible CapEx) (3)	Taxonomy-aligned CapEx (monetary value of CapEx) (4)	Taxonomy-aligned CapEx (Proportion of Taxonomy aligned CapEx) (5)	Climate Change Mitigation (6)	Climate Change Adaptation (7)	Water (8)	Circular Economy (9)	Pollution (10)	Biodiversity (11)	Enabling activity (12)	Transitional activity (13)	Proportion of Taxonomy-aligned (A.1.) or eligible (A.2.) CapEx, year N-1 (14)
		%	in USD thousands	%	%	%	%	%	%	%	E	T	%
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3 / CCA 7.3	0.2 %											
IMR of charging stations for electric vehicles	CCM 7.4 / CCA 7.4	0.0 %											
IMR of devices for measuring, regulation and controlling energy performance	CCM 7.5 / CCA 7.5	0.0 %											
IMR renewable energy technology	CCM 7.6 / CCA 7.6	0.2 %											
Acquisition and ownership of buildings	CCM 7.7 / CCA7.7	7.2 %											
Manufacture of electrical and electronic equipment	CE 1.2	0.4 %											
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5 / CCA 6.5	1.9 %											
Sum of alignment per objective													
Total Capex		**9.9 %**											

Operational Expenses (OpEx)

The Taxonomy-definition of OpEx differentiates significantly from the common financial definition. It considers non-capitalized expenditures that relate to research and development, building renovation measures, short-term leases, maintenance and repairs, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment by the undertaking or third party to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets.

Sustainability Statement - Annex

In line with the Delegated Act on Article 8 (Section 1.1.3.2) as well as the FAQ document published in December 2022 by the European Commission (Commission Notice 19 December, 2022, question 13), the operating expenditures as defined according to the Taxonomy Regulation are not material for QIAGEN's business model. The total value in the OpEx denominator is 2.8% of total operating costs and is therefore classified as immaterial. The Taxonomy-eligible or Taxonomy-aligned costs for the OpEx numerator can be reported as zero due to the immateriality of the denominator. Thus, QIAGEN's Taxonomy-eligible and Taxonomy-compliant share of operating costs is 0%.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