



# COMMITTED TO SOLID PROFITABLE GROWTH

June 17, 2024

## OUR 2028 STRATEGY

Sharpen focus on growth pillars to sustain profitable growth

Drive efficiency and digitization to fuel growth investments and profitability

Ensure disciplined capital allocation for growth and shareholder value

Deliver through accountable, empowered and reinvigorated leadership

## 2028 TARGETS

~7%

Net sales CER CAGR (2024-28)

≥31%

Adj. operating income margin CER (2028)

## SHARPEN FOCUS ON GROWTH PILLARS TO SUSTAIN PROFITABLE GROWTH

Product groups	2024-28 net sales CER CAGR	Growth pillars	2024 net sales CER target	2028 net sales CER target
Sample technologies	Low- to mid-single-digit growth	QIAcuity dPCR	>\$90 mn	≥\$250 mn
Diagnostic solutions	High-single-digit growth <sup>(1)</sup>	QIAstat-Dx	>\$100 mn	≥\$200 mn
PCR	Low-teens growth	QIAGEN Digital Insights	>\$110 mn	≥\$200 mn
Genomics / NGS	Low-teens growth	Sample technologies	>\$650 mn	≥\$750 mn
		QuantiFERON	>\$450 mn	≥\$600 mn

## DRIVE EFFICIENCY AND DIGITIZATION

**Operational excellence**  
Positioning QIAGEN for stronger profitable growth

**Digitization**  
Accelerating growth and efficiency across QIAGEN

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

## ENSURE DISCIPLINED CAPITAL ALLOCATION FOR GROWTH AND VALUE

**Organic investments**

**Targeted investments**

into pillars and digitization to fuel profitable business expansion

**Focused M&A**

**Value-creating transactions**

to enhance portfolio and maintain leadership

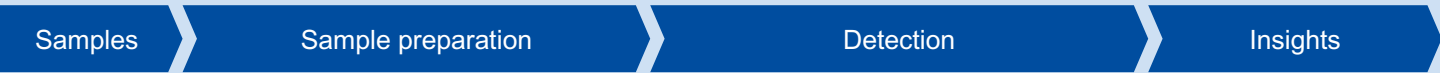
**Shareholder returns**

**At least ~\$1 bn of returns**

to shareholders planned for 2024-28 (absent M&A)



# OUR STRATEGY TO DELIVER ABOVE-MARKET GROWTH



Any biological sample



PCR

Genomics / NGS

Diagnostic solutions



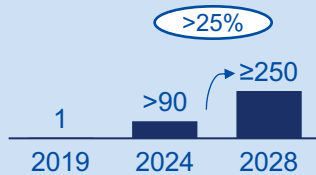
**Accelerate growth**

Net sales CER in \$ mn<sup>1</sup> **CAGR**

Growth focus

Market size 2024

**QIAcuity dPCR**  
Digital PCR for research and clinical



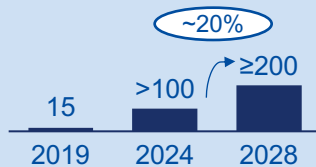
>3x increase in sales specialists to gain share from qPCR / NGS

Add >100 new assays in key applications (cancer research, etc.)

**\$0.5 bn**

>15% market CAGR 2024-28

**QIAstat-Dx**  
Syndromic testing for rapid clinical results



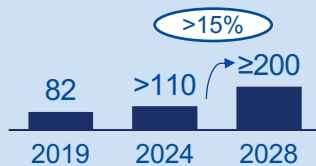
Add new panels in EU (3) and U.S. (7)

Capture market share building on >4,000 cumulative placements

**\$2.0 bn**

~8% market CAGR 2024-28

**QIAGEN Digital Insights**  
Bioinformatics to create genomics data insights



Add new software and build commercial reach

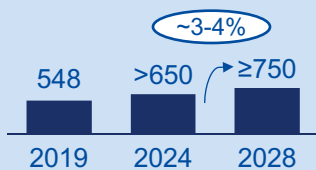
Drive investments in AI / new technologies for >14 new AI features

**\$0.6 bn**

>10% market CAGR 2024-28

**Build on proven leadership**

**Sample technologies**  
DNA / RNA isolation and automation



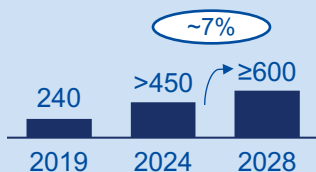
Launch QIASymphony Connect and QIASprint Connect instruments

Accelerate in cutting-edge areas (liquid biopsy, microbiome, etc.)

**\$1.2 bn**

~2-3% market CAGR 2024-28

**QuantiFERON**  
Leading blood-based technology for latent TB



Convert remaining 60% of latent TB market to IGRA testing

Expand global customer base with complete automation advantages

**\$1.5 bn**

~4-5% market CAGR 2024-28

## WHY INVEST IN QIAGEN

Trusted high-quality brand with strong customer networks

Differentiated portfolio in fast-growing market segments

Specialist sales force backed by extensive digital engagement

Targeted investments to enhance and improve portfolio ecosystems