



Left: Illumina CEO Jacob Thaysen. Below: Some of the employees who helped create the MiSeq i100 Series celebrate its launch. Photos by Illumina

Illumina's strategy in action

Our progress in 2024 and path forward with our customers in 2025
From Jacob Thaysen, PhD, chief executive officer

AS WE ENTER A NEW calendar year, I've been reflecting on 2024 and all that we've accomplished as a global team at Illumina during my first full year as CEO. Discoveries are made and care is transformed when visionary people around the world have the full power of omic information at their fingertips, and we are relentless in our effort to unlock that power. The progress of the past year reinforces this focus, as we deepened our customer centricity, deployed powerful new technology, and organized our teams around a central purpose: meeting the needs of our customers.

In short, our strategy is working—and researchers and clinicians are feeling its impact.

Continuous, customer-centric innovation

In 2024, we delivered crucial innovations to enable greater access and accelerate scientific breakthroughs. We announced the integration of XLEAP-SBS chemistry into our NextSeq 1000 System and NextSeq 2000 System, and we launched DRAGEN version 4.3. We expanded our oncology menu for NovaSeq X Series customers, offering a high-throughput version of TruSight Oncology 500 (HT) and the latest version of TruSight

Oncology 500 ctDNA (v2). In the United States, we hit a major milestone in August with FDA approval of our *in vitro* diagnostic TruSight Oncology Comprehensive test, which includes two companion diagnostic indications.

The launch of the MiSeq i100 Series in October was a major highlight of the year. Our newest benchtop sequencer is easy to use, fast, and incredibly powerful. We continue to hear how excited customers are to add it to their labs, and I am looking forward to seeing all they're able to accomplish with it.



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Our customer-centered innovation pipeline is rapidly progressing, and it was great to be at the American Society of Human Genetics Annual Meeting in November alongside thousands of industry leaders to share a bit more about what's coming next from Illumina. Together with some customers who are testing and shaping our next innovations, we shared our groundbreaking constellation mapped read technology, which will deliver Illumina's most comprehensive whole genome yet while streamlining the workflow and eliminating traditional library prep. We also discussed the latest updates to Illumina Protein Prep, and data on our single-cell solutions, in collaboration with our industry partners.

Our culture of innovation is driven by our unparalleled Illumina team and fueled by a relentless focus on empowering the researchers and clinicians we serve. I'd like to thank our customers who trust us as their partner for breakthrough innovation. In particular, I'd like to give special thanks to the customers who partner with us on early access projects, helping to refine, shape, and test our technologies as we bring them to life.

Partnerships advancing genomic discovery

We play a central role in our industry, but to truly advance our mission of unlocking the power of the genome, we must forge partnerships across omics to advance the science and make sequencing more powerful, more accessible, and more useful for all.

Aligned to this, early in 2024 we announced the expansion of the Alliance for Genomic Discovery (AGD)—an effort we cofounded with NashBio to drive diversity in genomic data. With the addition of Bristol Myers Squibb, GSK, and Novo Nordisk, AGD now includes eight pharma members cofunding whole-genome sequencing (WGS) of 250,000 DNA samples, providing data for use in drug discovery and therapeutic development. Throughout the year we also expanded our partnership with Janssen to advance molecular residual disease cancer testing, presented research done with Labcorp and the Sarah Cannon Research Institute, and shared recent findings from studies done around the benefits of WGS in newborns and cancer patients.

Key partnerships gained momentum globally, too, including our collaboration with KDNA and Macrogen in Korea; the Model Project in Germany; and Our Future Health in the United Kingdom, where we hit 1 million samples this year. At the China International Import Expo in early November, Jenny Zheng and her team formalized

15 collaborative projects between Illumina China and top research, clinical, and industry partners in the region.

I'd like to thank our many partners who continue to accelerate progress to advance genomic research, precision medicine access, and health care equity.

Empowering teams to make a difference

Who we are at Illumina goes far beyond the technology we create. It's also the impact we deliver. Last year, we helped more than 1300 organizations globally through employee giving and volunteerism. This included our DNA Day and The Future Is Bright STEM programs, the American Cancer Society's Steps Against Cancer campaign, employee resource group initiatives, Giving TWOSday employee donations, and more. As a mission-driven company, our organization is filled with passionate professionals who care deeply about our impact to improve human health.

Empowering our teams is also about streamlining the way we operate, bringing us back to our core identity in genomics. We navigated and successfully completed the divestiture of GRAIL. We acquired and integrated Fluent BioSciences. Throughout the year, we welcomed six new members to our executive leadership team, and those leaders have since begun formulating their own teams and strategic priorities. We also grew our global capabilities through expansion in India and Singapore.

These significant changes required a high degree of operational discipline to ensure smooth transitions and sustainable operating models. The work behind the scenes to successfully manage our company transformation has been exceptional.

Forward together. Progress for all.

I'm incredibly proud of the progress we achieved last year—all of which positions us for future success.

The people behind the progress, however, are what I'm most proud of and grateful for this year. At Illumina, I've seen leaders step up in new and inspiring ways. I've watched teams band together to hit deadlines and deliver on aggressive goals in service to our customers. Most of all, I've had the privilege of talking with customers, partners, and patients who are benefiting from the work we do every day. Those conversations drive our ambitions as we look to the future.

As 2025 gets underway, I'm excited about the work we're pursuing to further advance our mission, strategy, and vision for the future of genomics. From the most

advanced and intuitive sequencers to powerful data and AI capabilities, we're committed to delivering the highest insights to our customers at the lowest end-to-end cost. We're grateful for the opportunity to partner with a vibrant ecosystem to move omics forward together and deliver progress for all.

Thanks for joining us on this journey. ►