



Executing on Sample to
Insight portfolio opportunities

Investor presentation
Q1 2020

Disclaimer

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Regulation G: QIAGEN reports adjusted results, as well as results on a constant exchange rate (CER) basis, and other non-U.S. GAAP figures (generally accepted accounting principles), to provide additional insight on performance. In this presentation, adjusted results include adjusted net sales, adjusted operating expenses, adjusted EBITDA, adjusted diluted EPS and free cash flow. Adjusted results are non-GAAP financial measures QIAGEN believes should be considered in addition to reported results prepared in accordance with GAAP, but should not be considered as a substitute. QIAGEN believes certain items should be excluded from adjusted results when they are outside of its ongoing core operations, vary significantly from period to period, or affect the comparability of results with its competitors and its own prior periods. Please see the Appendix provided in this presentation "Reconciliation of Non-GAAP to GAAP Measures" for reconciliations of historical non-GAAP measures to comparable GAAP measures and the definitions of terms used in the presentation. QIAGEN does not reconcile forward-looking non-GAAP financial measures to the corresponding GAAP measures due to the high variability and difficulty in making accurate forecasts and projections that are impacted by future decisions and actions. Accordingly, reconciliations of these forward-looking non-GAAP financial measures to the corresponding GAAP measures are not available without unreasonable effort. However, the actual amounts of these excluded items will have a significant impact on QIAGEN's GAAP results.

Agenda

A. Overview

B. Life Sciences

C. Molecular Diagnostics

D. QIAGEN Digital Insights

E. Key Growth Drivers and Core Franchises

F. Team and Organization

G. Financials – Q4 2019 and 2020 outlook

Looking ahead to 2020: Delivering growth with focus on value creation



- > Supporting customers across the continuum of Life Sciences to Molecular Diagnostics
- > Executing on growth opportunities in a large and attractive molecular testing market
- > Dynamic and innovative technologies reinforcing QIAGEN's strong brand leadership
- > Focusing on value creation and financial discipline

Hannah Wardill, University Medical Center Groningen, Netherlands

Leveraging portfolios across the Life Sciences and Molecular Diagnostics



	Academia	Pharma	Applied Testing	Molecular Diagnostics
	Scientific breakthroughs	Better and safer drugs	Secure and protect	Better healthcare
QIAGEN addressable market (2019)	~\$3 billion	~\$1 billion	~\$0.5 billion	~\$6 billion
Annual market growth	~3% overall >5% clinical research	~1-2% basic research ~10% clinical research	~8-12%	~6-8%



Dynamic and innovative portfolio to unlock valuable molecular insights

Sample Technologies



- Sample collection and stabilization
- DNA/RNA/protein purification kits

Assay Technologies



- PCR and NGS kits containing reagents and consumables

Sample to Insight solutions

Automation systems



- Sample preparation
- PCR and NGS
- Quality control

Bioinformatics



- QCI Analyze
- QCI Interpret
- CLC Genomics Workbench



Academia

How can we achieve scientific breakthroughs even faster?



Pharma

How can we develop better and safer drugs?



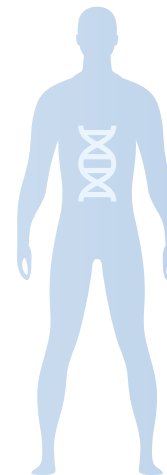
Applied Testing

How can we improve public safety?



Molecular Diagnostics

How can we further improve outcomes for patients?



QIAGEN is found in essentially every laboratory worldwide

From young scientists to Nobel laureates

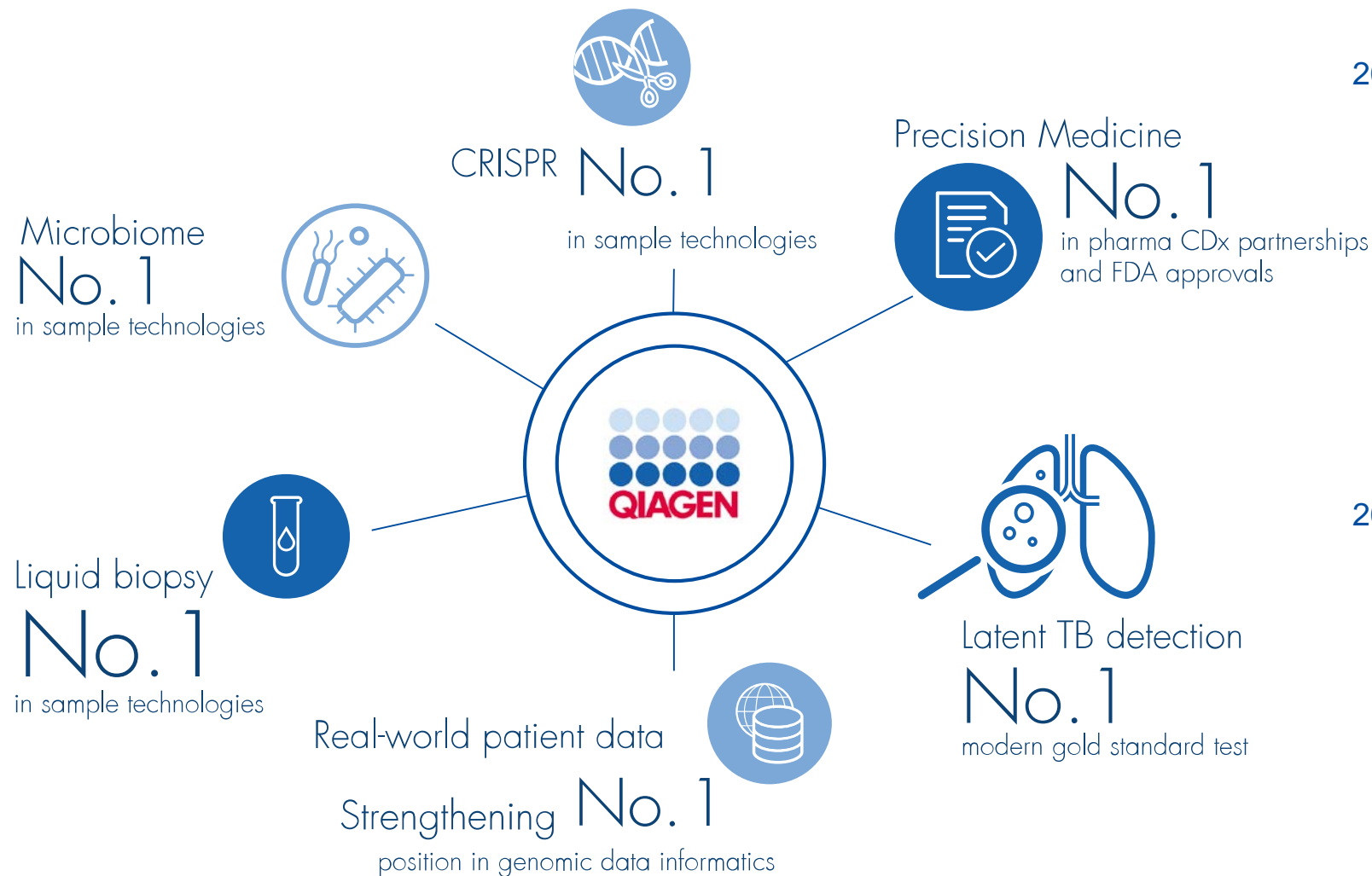


Selected Nobel prize winners

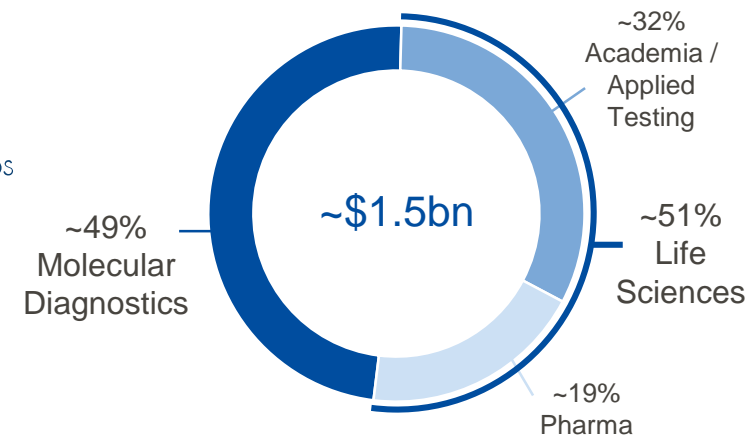


- 2018 – James Allison and Tasuku Honjo:
Discovery of cancer therapy by negative inhibition of immune regulation
- 2015 – Tomas Lindahl:
Mechanistic studies of DNA repair
- 2012 – Shinya Yamanaka:
Discovery that mature cells can be reprogrammed to become pluripotent
- 2011 – Jules Hoffman:
Discoveries on activation of innate immunity
- 2006 – Craig Mello and Andrew Fire:
Discovery of RNA interference gene silencing by double-stranded RNA
- 1994 – Christiane Nusslein-Volhard:
Discoveries concerning the genetic control of early embryonic development

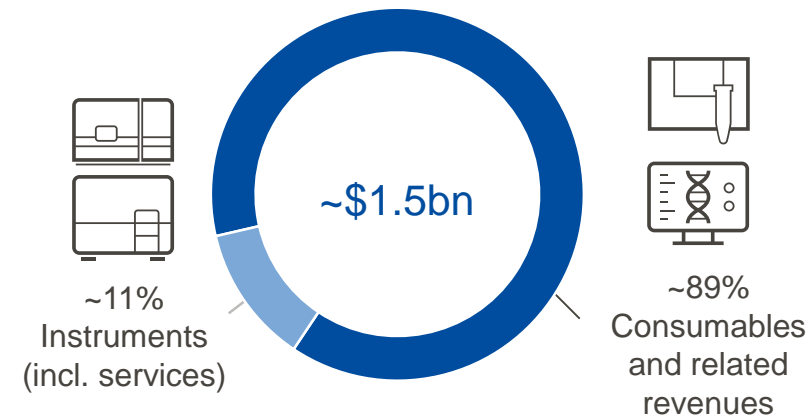
Strong leadership positions create opportunities in scientific and clinical applications



2019 sales by customer class

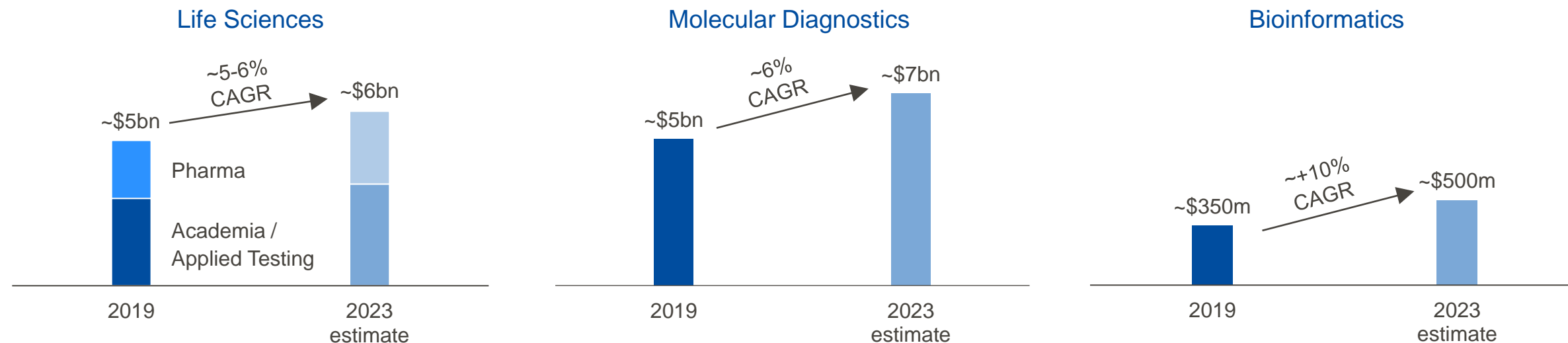


2019 sales by product portfolio



Large and attractive markets with growth opportunities

Total addressable market for QIAGEN

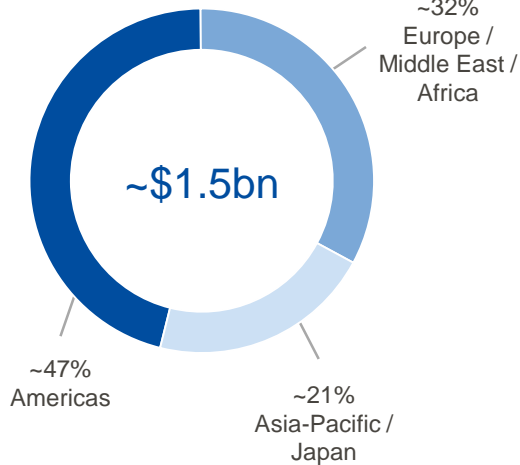


Key trends

- Technology advances fueling greater knowledge about genomics
- Expanding applications in basic research, translational medicine and cancer research
- Explosion of data and dramatic pace of scientific and computational breakthroughs
- MDx customer consolidation and decentralization trends
- Emerging markets shifting rapidly to MDx
- Reimbursement challenges and opportunities for increase of MDx utility
- Growing need to process rapidly increasing amounts of genomic data into clinically relevant solutions
- Integration of data from analysis to interpretation
- Market moving quickly towards real-world evidence

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

2019 sales by geography



Direct sales
 Sales and marketing offices



Germantown
Maryland
Americas

Venlo
Netherlands
Global HQ

Hilden
Germany
EMEA

Shanghai
China
Asia-Pacific

Distribution partners in over 60 countries

35 subsidiaries in over 25 countries

Agenda

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C. Molecular Diagnostics

D. Bioinformatics

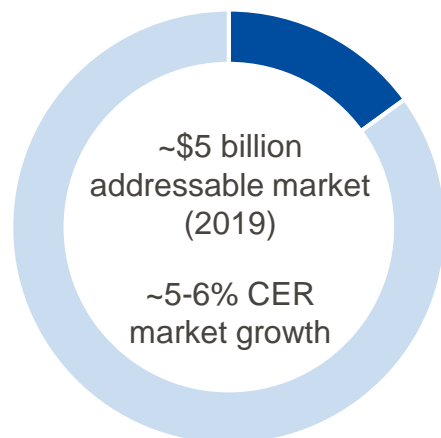
E. Key Growth Drivers and Core Franchises

F. Team and Organization

G. Financials – Q4 2019 and 2020 outlook

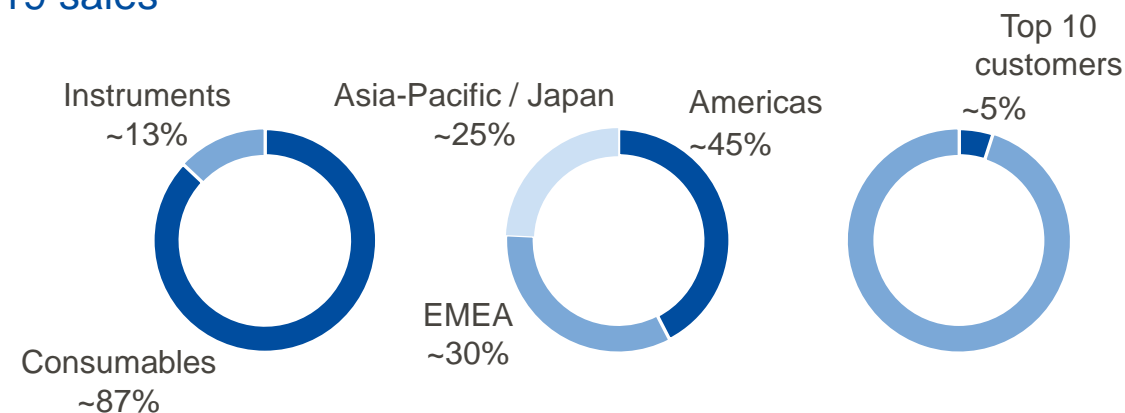
Life Sciences: Providing differentiated technologies to enable scientific advancements

Market



- QIAGEN segment share: ~15%
- QIAGEN 2019 sales: \$789 million
- Unique sample prep technologies
- Constantly innovating PCR / UNGS chemistry portfolio

2019 sales



Key products

Sample Technologies

#1

Most comprehensive portfolio of products for DNA / RNA collection, purification, stabilization and storage

PCR Assay Technologies

Top 3

Extensive enzyme portfolio and GeneGlobe portal for gene design and analysis, 2020 launch of complete dPCR portfolio

NGS Assay Technologies

Top 3

Best-in-class library prep technology integrated with NGS panel technology and bioinformatics for customer-specific solutions

Human Identification Testing

Top 2

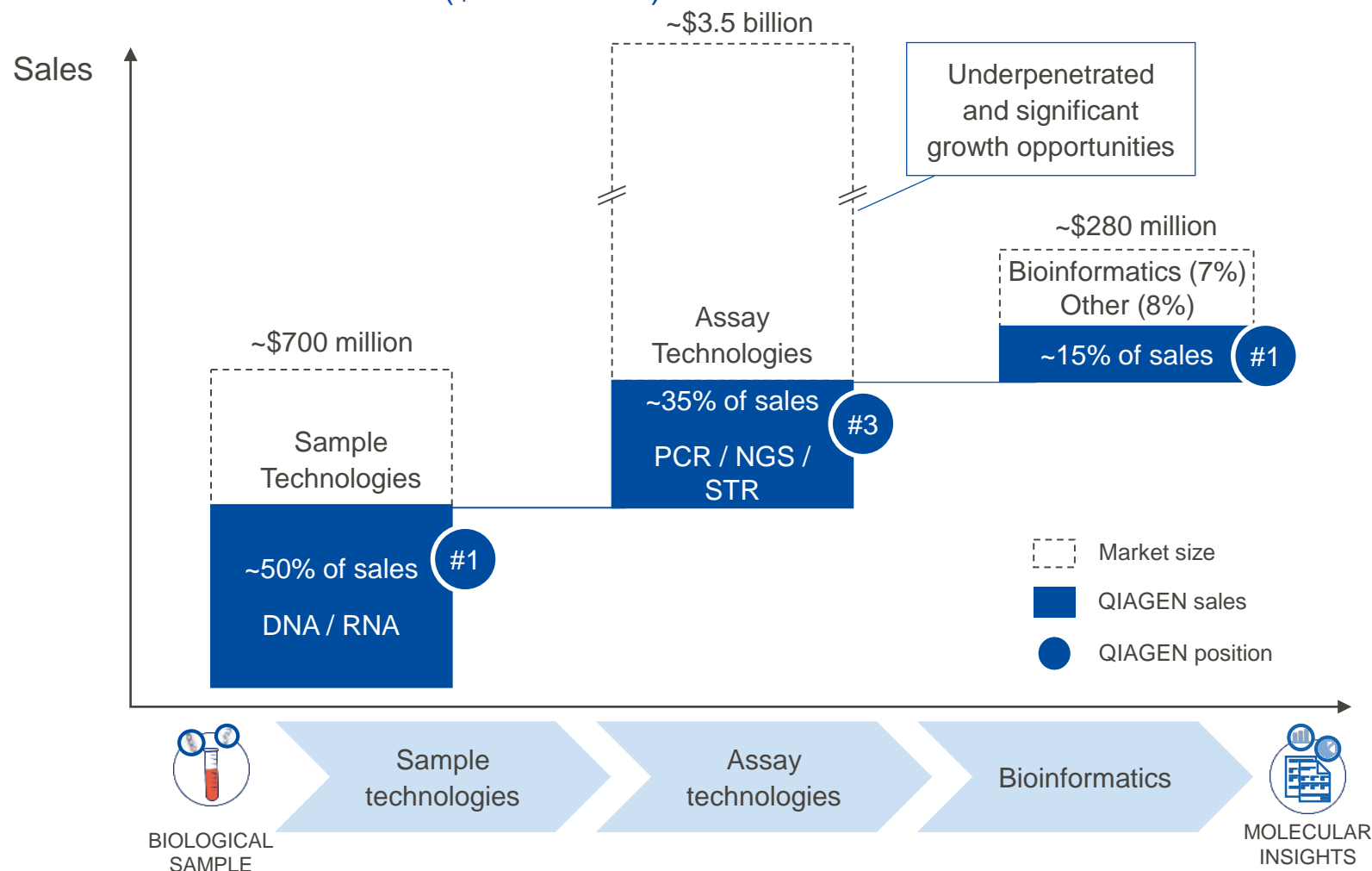
Leading sample collection (FTA paper) and sample isolation products, complete workflows for all types of human identification and forensics

Innovation and customer access through Sample Technologies fuel new product growth across portfolio into MDx

Life Sciences: Building on the strength of our leading positions



2019 Life Sciences sales (\$789 million)



Strategy: Strong foundation in Sample Technologies supports growth of new products

Exciting
portfolio of
novel solutions
for Life Science
research



Sample Technologies: Continue with Segment leadership

Strengthening portfolio with investments in high growth areas such as microbiome and liquid biopsy



PCR Assay Technologies: Transform portfolio with digital PCR

Entering market with 2020 launch of digital PCR platforms and unlimited range of assays



NGS Assay Technologies: Support growth with customer-specific solutions

Integrating best-in-class NGS panels and assays with best-in-class bioinformatics



Human Identification / Forensics: Expand product portfolio

Leveraging the leading position in Sample collection and isolation with a comprehensive workflow

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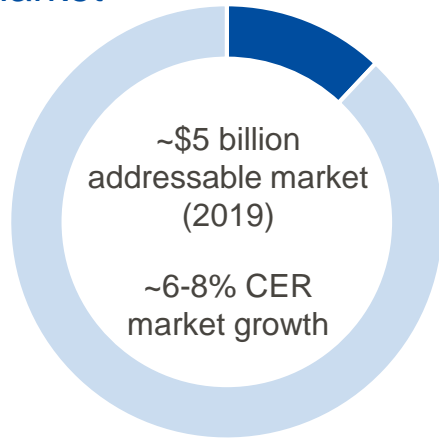
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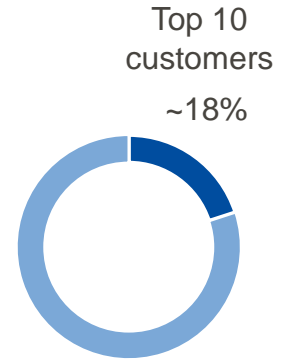
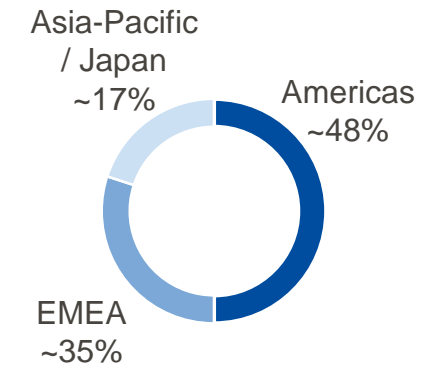
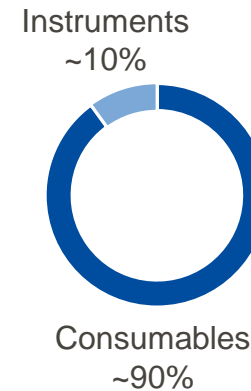
Molecular Diagnostics: Full range of automation solutions from IVD to LDT and CDx

Market



- QIAGEN segment share: ~15%
- QIAGEN 2019 sales: \$737 million
- Focus on high-growth, high-demand opportunities
- Complete range of solutions from PCR to NGS, LDT to IVD, multiplex to syndromic, and low to high throughput
- Full suite of automation from PCR to NGS

2019 sales



Key products

Immune Response

#1

QuantiFERON technology: Expanding latent TB testing, CMV, Monitor for transplant, and new Lyme disease test in development

Infectious Diseases

Top 3

New entrant in syndromic testing (QIAstat-Dx) and integrated PCR testing (NeuMoDx), building on QIASymphony success

Oncology and Precision Medicine

#1

Trusted partner with >25 pharma co-development partnerships, top supplier of FDA-approved molecular CDx kits

LDT Workflow Solutions

Leading provider of full range of LDT assay components, in particular for use on modular QIASymphony processing system

Top 3

CMV = Cytomegalovirus

Strategy: Deliver above-market growth with disruptive portfolio, agility and partnerships

Focus on high-growth opportunities to develop sustainable leadership positions



Immune Response: Develop QuantiFERON (QFT) franchise and automated platforms

2023 target: >\$400 million of QFT-TB sales, deliver QFT-Access and QFT-Lyme



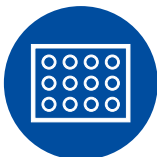
Infectious Diseases (QIAstat-Dx and NeuMoDx): Execute on launch opportunities

2023 target: >\$150 million of combined sales



Oncology and Precision Medicine: Maximize leadership, build up new areas

2023 target: Launch at least 8 new CDx tests from portfolio of >25 pharma partnerships



LDT Workflow Solutions: Addressing demands for high-quality assay components

2023 target: Place over 800 new QIA Symphony systems from 2020-2023

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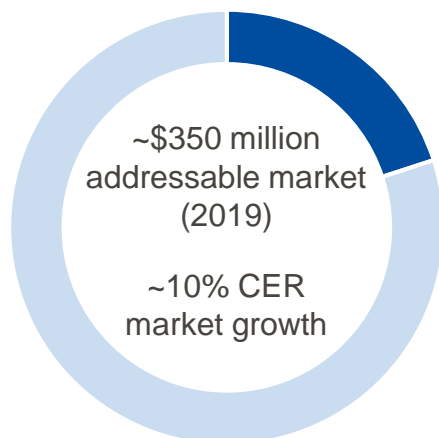
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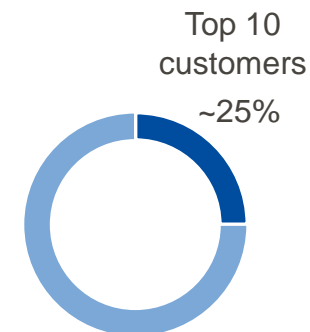
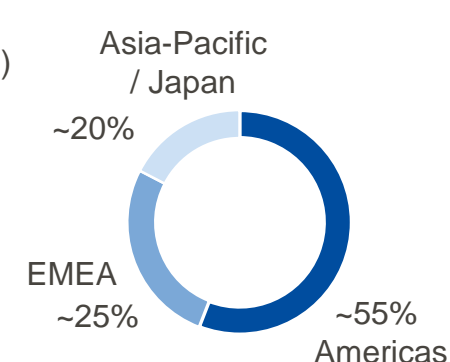
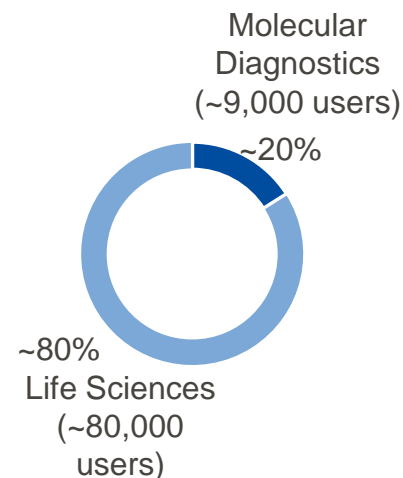
Bioinformatics: Offering unique genomic data analysis and interpretation capabilities

Market



- QIAGEN segment share: ~20%
- 2019 sales: ~\$83 million
- Industry leader in commercial bioinformatics solutions
- Offering solutions in combination with the QIAGEN “wet lab” products or as stand-alone solutions

2019 sales



Key products

Discovery informatics

Curated research findings and largest collection of integrated scientific and clinical databases and interpretation solutions

#1

Clinical testing informatics

Knowledge bases of clinically relevant variants for hereditary and somatic assays with QCI (QIAGEN Clinical Insight) reporting

#1

Genomic-based content

Unique digital assets compiled over 20 years, including >1,000,000 patient tests analysed with QIAGEN cloud-based clinical solutions to date

#1

QIAGEN Digital Insights – Introducing new portfolios from Discovery to Clinical Insights

Discover new connections in data to support better outcomes

- >1 million patients analyzed to date with QIAGEN Clinical Insight
- >20 million curated findings covering scientific knowledge
- >40 integrated scientific and clinical databases
- >35,000 publications citations
- >90,000 product users

QIAGEN Digital Insights

QIAGEN Discovery Insights

Alignment to
reference
genome

Pathway
and network
diagrams

QIAGEN Real-World Insights

Disease
and biological
models

Manually
curated
scientific
knowledge

QIAGEN Clinical Insights

Analysis and
visualization

Clinical
trials, drugs,
guidelines

Double-digit CER
sales growth
in bioinformatics
three years
running

NGS workflow

NGS run

DNA /
RNA
sequence
data

Assembly
and
alignment

Variant
calling

Interpretation

Final report

Laboratory Information Management System (LIMS)

INGENUITY
SYSTEMS



BIOBASE
BIOLOGICAL DATABASES



Strategy: Expand leadership in data analysis, interpretation and content

The partner of choice to get actionable insights from complex molecular and real-world data



Build on genomics leadership

Help customers rapidly transform complex genomic data into actionable insights



Expand our datasets

Combine our curated and public data with secure access to patient datasets



Enhance data mining

Discover new connections in data to help support better patient outcomes



Develop customer base

Build on our current strengths to increase QIAGEN's overall value contribution

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QIAGEN is ready for a sustained growth and value creation cycle

Recent developments



Highly competitive portfolio

Added exciting organic and strategic growth opportunities

Material investments poised to accelerate growth

Strengthened portfolio mix

Significantly improved capabilities

QIAGEN Business Services (QBS) centers providing 24/7 business support

Alignment of commercial teams into Business Areas

Heavily digitized across QIAGEN

2020-2023 strategic targets

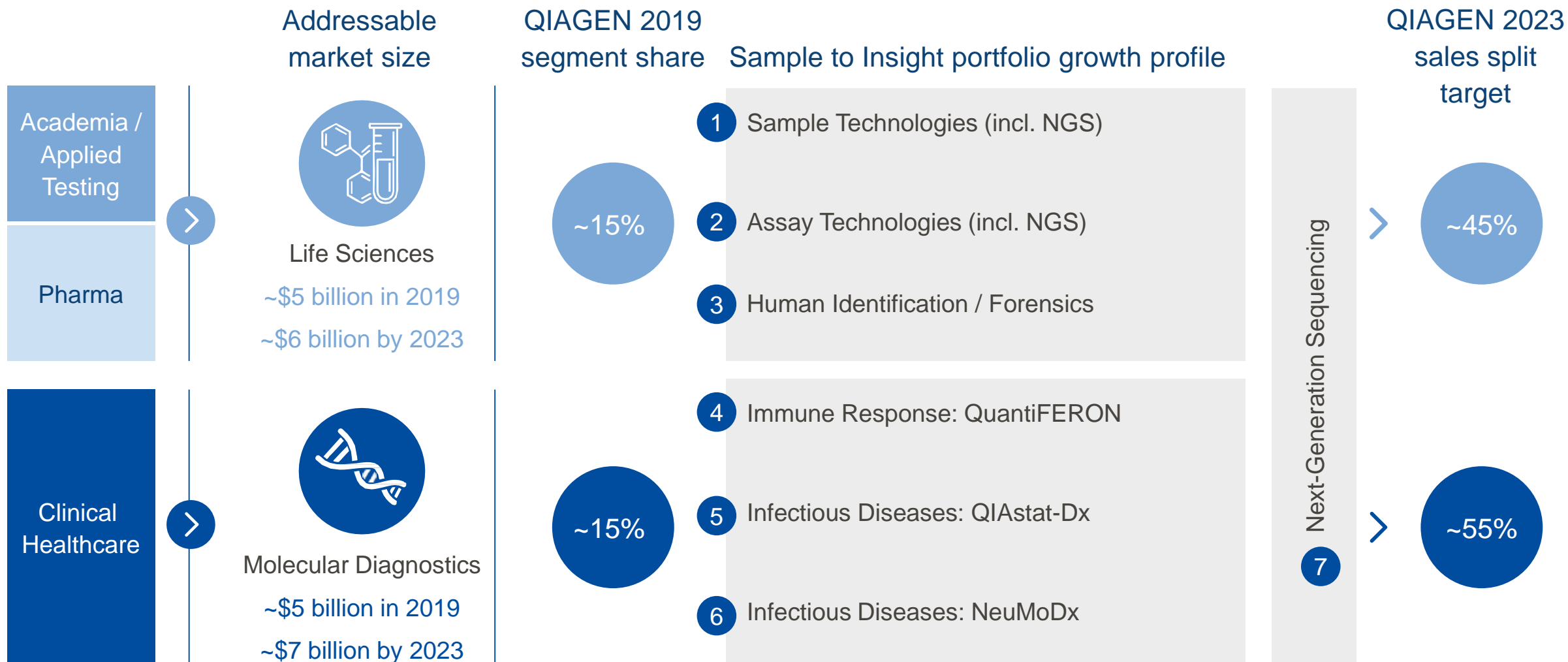
Maintaining growth and value creation

Multiple launches of disruptive new platforms for both Life Sciences and Molecular Diagnostics

> Expansion of total addressable market to ~\$14 billion with sharp focus on molecular testing

Strong foundation and core capabilities to ensure execution on strategic plan

2023 targets: Strengthen leadership in exciting areas of growing molecular testing market



Growth Driver - Sample Technologies (incl. NGS)



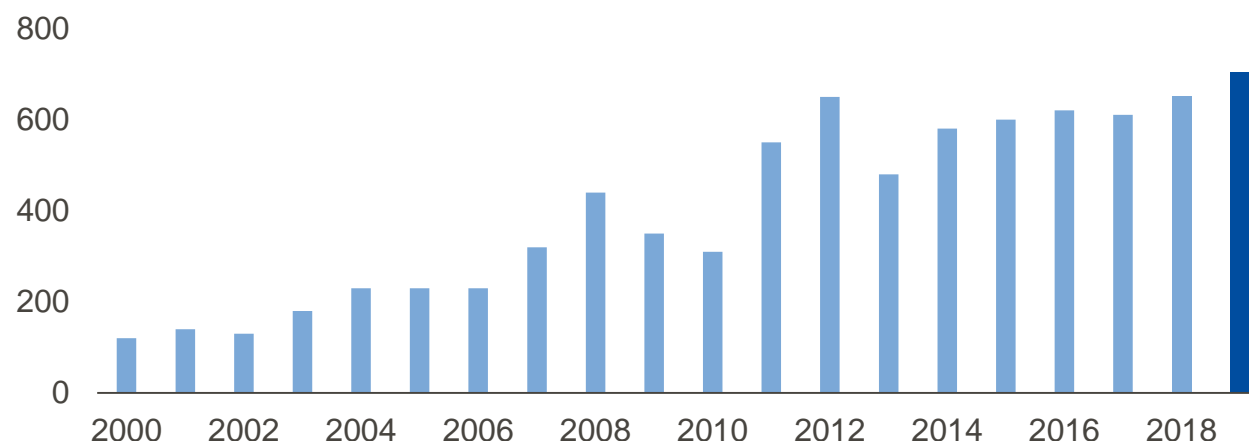
Recent developments

- Strengthening position as the first step in virtually any biology lab process
- >500 sample technology kits now available
 - Best-in-class in liquid biopsy and microbiomes
- Expanded instrument portfolio
 - Low throughput: QIAcube Connect
 - Mid- to high-throughput: QIASymphony

2020-2023 targets

- Extend market and technology leadership with innovations in high-demand application areas
 - Examples: Liquid biopsy and microbiome
 - Drive instrument placements and enhancements
 - Instrument extension plans: QIAcube Connect, QIASymphony

Annual QIAGEN DNA / RNA product citations



Pubmed.gov – publications citing QIAGEN, combined for DNA / RNA / isolation / extraction

QIAGEN endorsed in
>200,000
publications to date

Sample Technologies: Comprehensive portfolio to process essentially any biological sample

Attractive end markets

- >1 million samples processed daily
- >\$700 million market size with 2-3% CER annual growth

Strategic focus

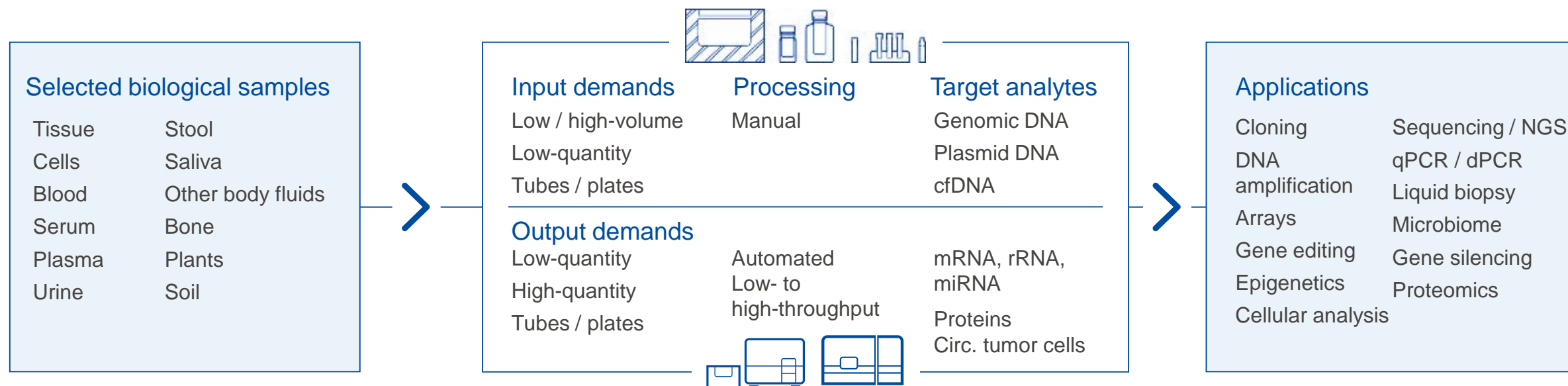
- Extend leadership with innovations in new application areas
- Drive instrument placements and automation

Where we play

- >500 different consumables kits
- Full portfolio for sample collection, stabilization and purification

Value proposition

- >8,600 QIAcube / QIAcube Connect cumulative placements in 2019
- Extensive scientific endorsement: >200,000 citations to-date





Growth Driver -
Assay
Technologies
(incl. NGS)

Recent developments

- Adapting vast quantitative PCR assay portfolio for use with digital PCR
- Current QIAGEN segment position:
 - #2 in pre-designed assays
 - #3 overall
- Development of new GeneGlobe portal
 - Unlimited range of gene analysis and gene panel design capabilities

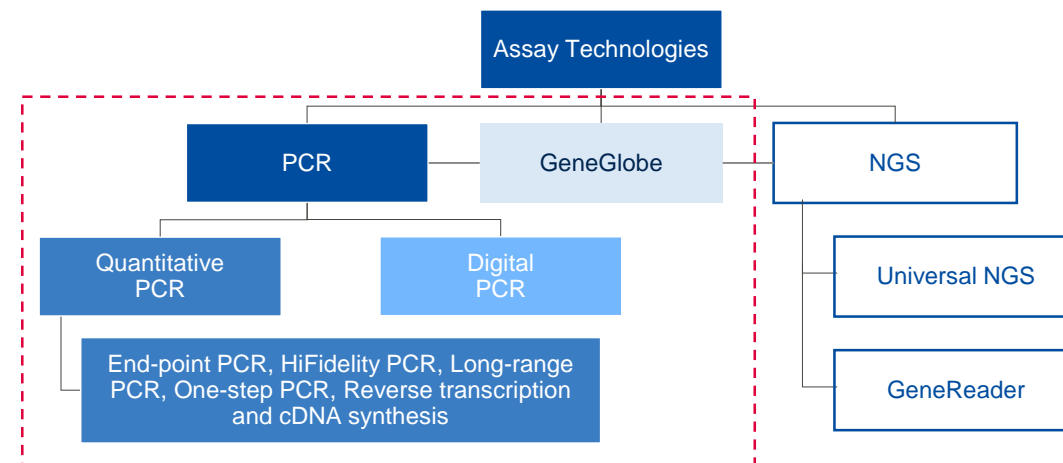
2020-2023 targets

- Planning 2020 launch of new QIAcuity digital PCR platforms into research market
 - Future expansion into MDx applications
- Drive conversion of ~\$4.7 billion PCR market to digital PCR as new standard

PCR differentiation:

- Unique hot-start mechanism with unmatched specificity
- Integrated with leading Sample technology kits
- Unparalleled portal for gene analysis and custom panel design

Life Sciences PCR and NGS products



Digital PCR: Preparing launch of fully integrated nanoplate-based platform series

Differentiated new solutions for digital PCR

- Scalable instrument formats: 1-, 4- and 8-plate capabilities
- Quicker time to result and lower cost
- Greater multiplexing capability
- Fully integrated, microplate-based
- Significant throughput flexibility

QIAGEN digital PCR technology addressing >\$4.5 billion market

On track for mid-2020 launch



Specification	QIAcuity dPCR Instruments	Supplier B current system	Supplier B new system
Sample throughput:	Low-, Mid- and Hi-throughput	Mid-throughput	High-throughput
Time per run	<2 hours	5 hours	5 hours
Samples per 8-hour shift	120-1,344	96-198	480
Multiplexing capability	2- or 5-plex	2-plex	4-plex
Walk-away workflow	Yes	No	Yes
Fully integrated instrument	Yes	No	Yes



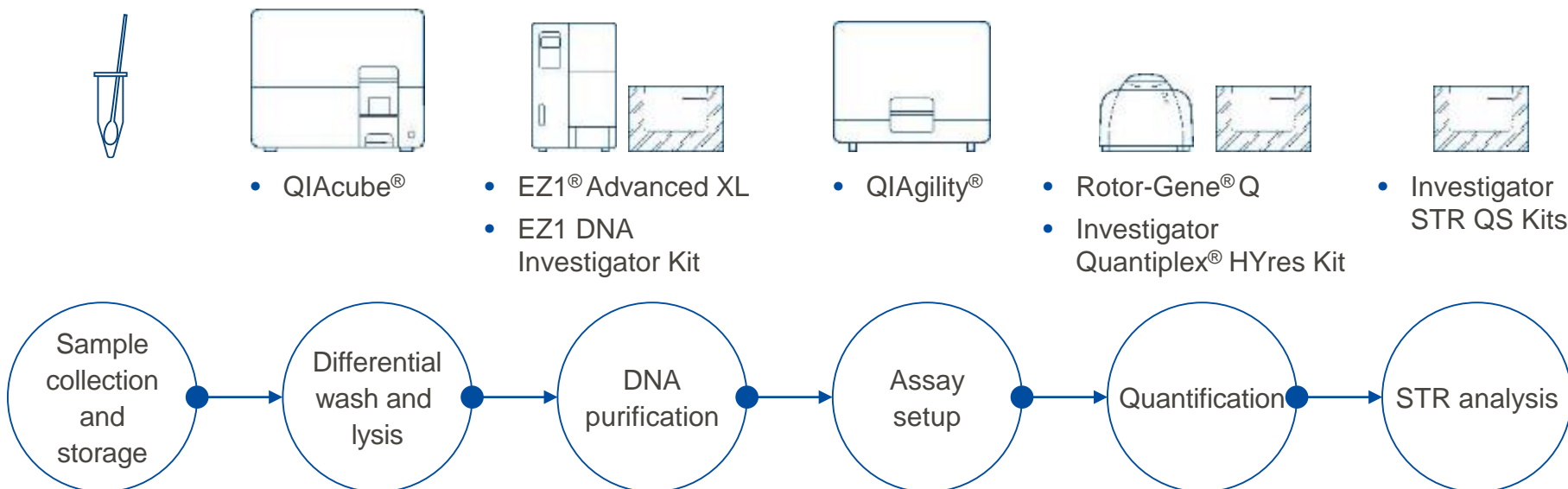
Growth Driver - Human Identification / Forensics

Recent developments

- Strengthened sample technologies portfolio
 - Includes collection, stabilization, isolation, purification and storage of DNA/RNA samples
- U.S. launch of novel forensic assays (STR)
- ISO 18385 Forensic Grade certified products for human DNA quantification, STR technology, NGS

2020-2023 targets

- Strengthen sample collection and processing as well as data analysis portfolio capabilities
 - Expand position in sample collection
 - Gain share in STR assays
 - Expand use of NGS and other technologies



Growth Driver - Immune Response: QuantiFERON

Recent developments

- Modern standard for latent TB IGRA testing
- Significantly strengthened best-in-class position
 - Excellent assay: QuantiFERON TB Gold Plus
 - Excellent automation: DiaSorin, Hamilton, Tecan
 - Excellent menu: TB, CMV and Monitor⁽¹⁾

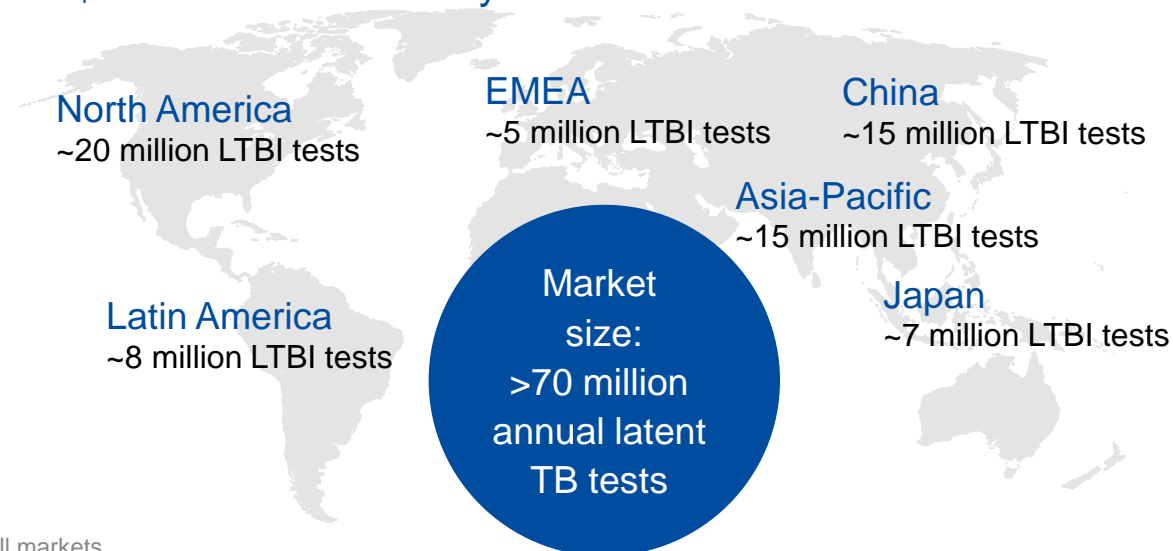
2020-2023 targets

- Expand DiaSorin QFT-TB partnership in U.S. and China
- Launch QFT-TB Access in 2020, gain access to high-burden, low-resource countries
- Embed new QFT tests in DiaSorin menu
 - Develop Lyme test (\$400-600 million market)

QuantiFERON differentiation:

- > Full automation capability
- > Highly specific
- > No inter-reader variability
- > Electronic results
- > Quality-assured laboratory test⁽²⁾

>\$1 billion market - only 22% volume converted from skin test



(1) Test for general immune system status. (2) Not available in all markets.

QuantiFERON: Broaden test menu and create new tests with partners

Drive QFT-TB market conversion



Leverage best-in-class test with automation partners to drive market conversion of ~70 million annual latent TB tests per year

Goal: Achieve >\$400 million of sales in 2023 for total QuantiFERON portfolio

Launch QFT-Access in mid-2020



Advance TB control in high-burden, low-resource countries – particularly in Asia, Africa and Latin America

Goal: Launch in 2020

Expand DiaSorin menu: QFT-Lyme



Launch ultra-sensitive Lyme disease test with DiaSorin – up to 20 million tests per year in U.S. and Europe

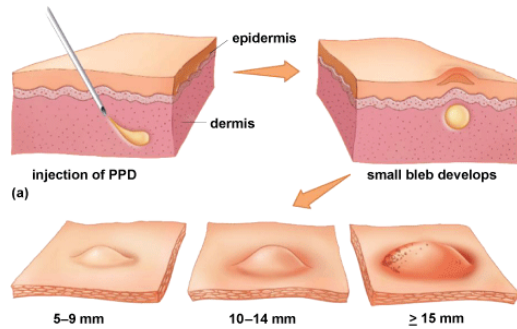
Goal: Launch in 2021 and enter \$400-600 million annual market

QuantiFERON: Best-in-class blood-based test for latent tuberculosis detection

QuantiFERON vs. 120-year-old tuberculin skin test (TST)

Various risk groups requiring TB testing

Tuberculin skin test (TST)



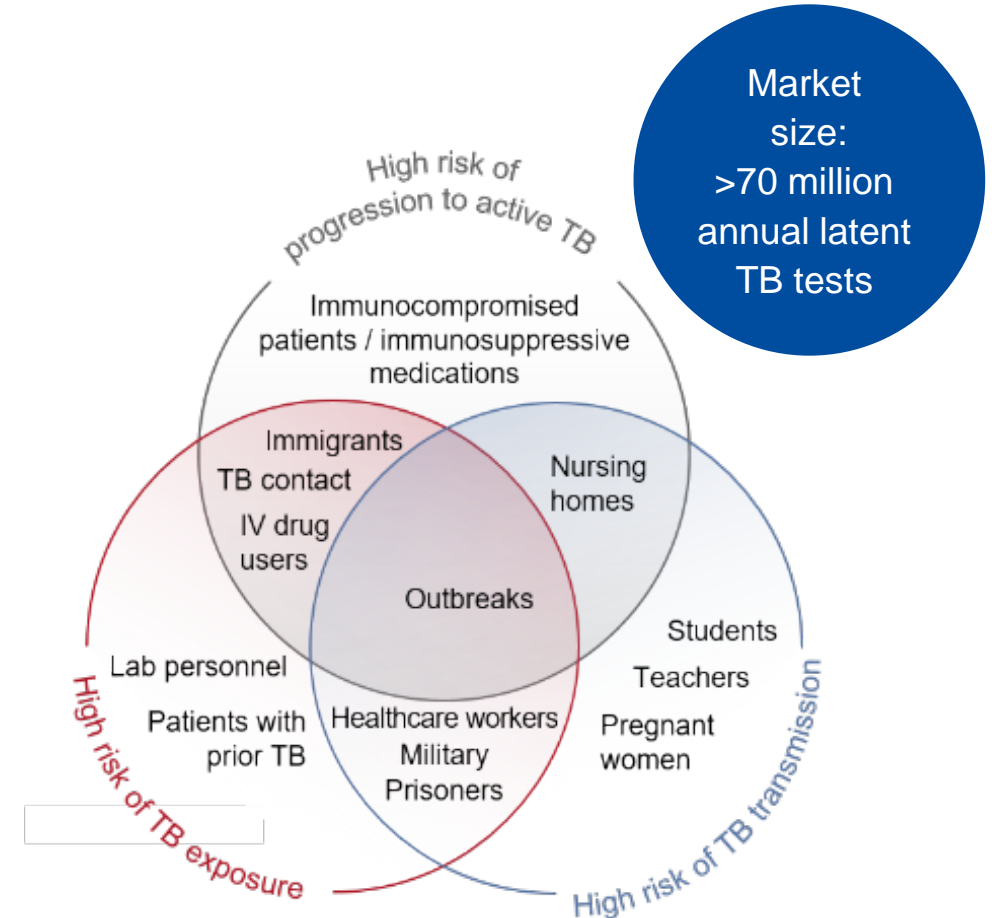
- Manual placement, reading, data entry
- Affected by BCG vaccine and NTM
- Two patient visits required
- Significant inter-reader variability
- Poor surveillance tool
- Often no quality control after training

QuantiFERON-TB (QFT)



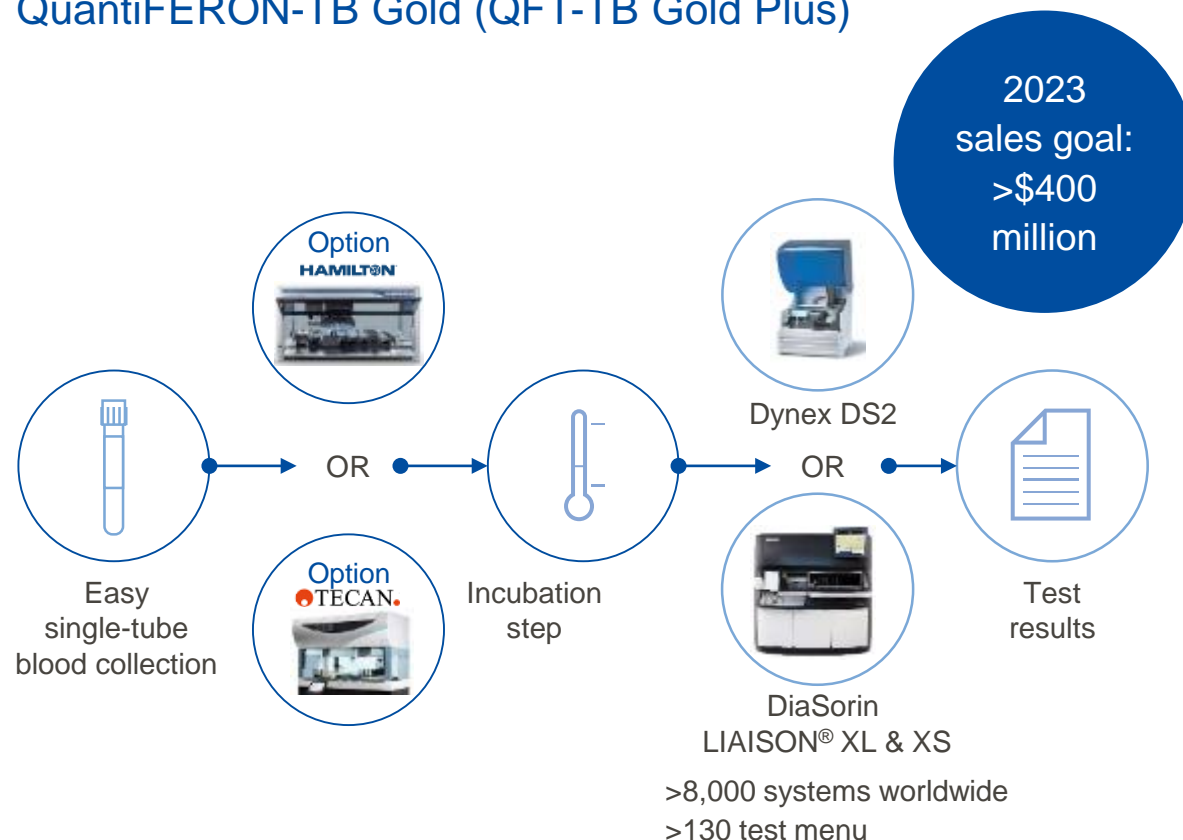
- Can be fully automated
- Highly specific
- Results with one patient visit
- No inter-reader variability
- Electronic results
- Quality-assured laboratory test⁽¹⁾

Other competing tests:
Oxford Immunotec (marketed)
bioMérieux (in development)



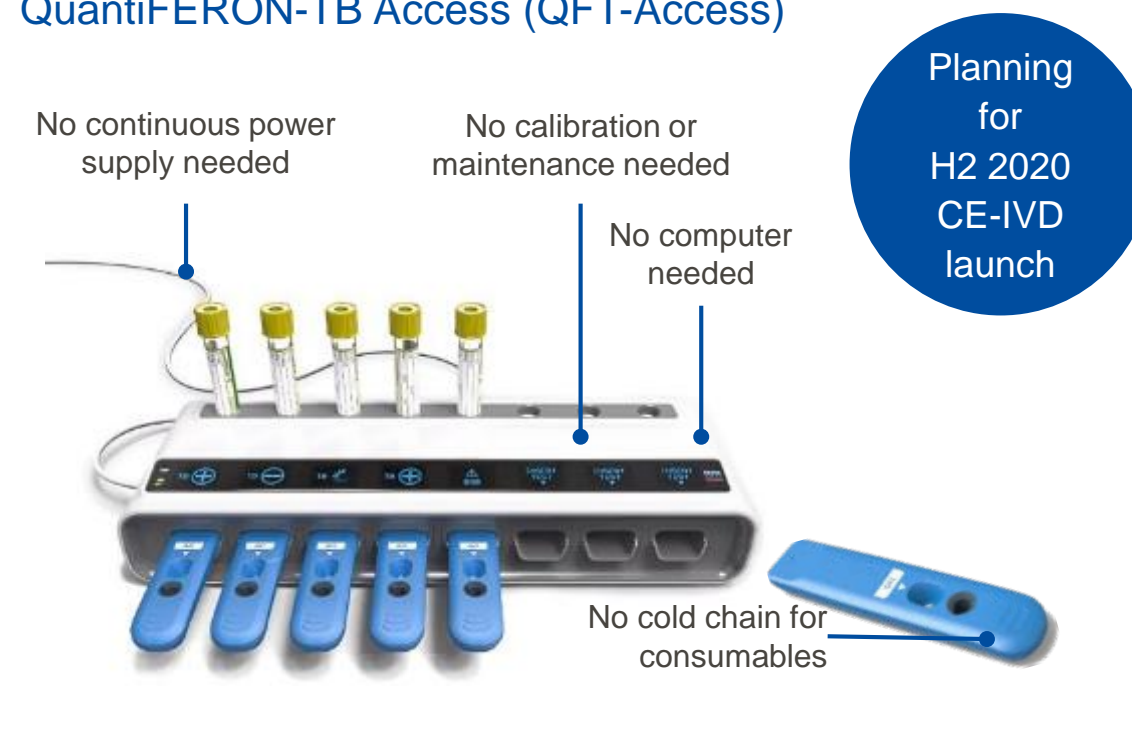
QuantiFERON: Complementary solutions to address global latent TB test demands

QuantiFERON-TB Gold (QFT-TB Gold Plus)



Expand modern TB testing in industrialized countries and large-scale testing needs

QuantiFERON-TB Access (QFT-Access)



Expand modern TB testing access to new markets in high disease burden, low-resource countries

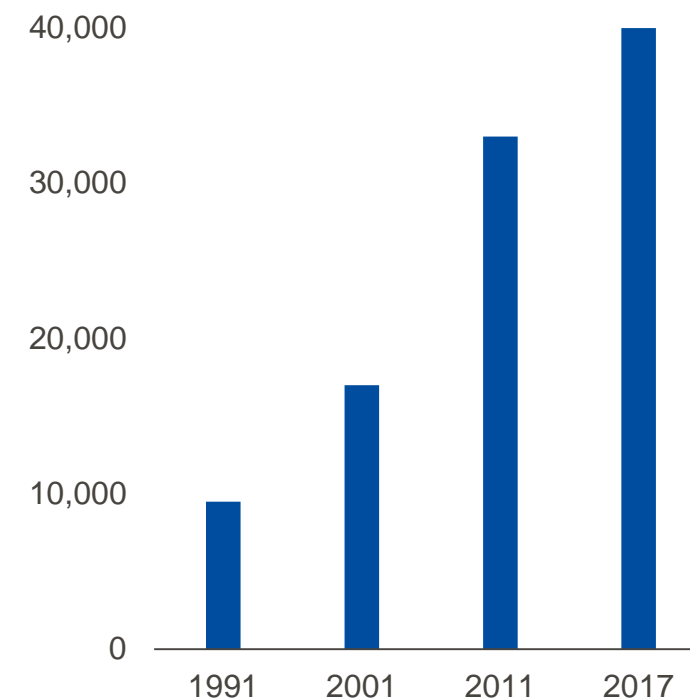
QuantiFERON: QFT-Lyme in development to address unmet needs

Targeting \$400-600 million market

	Confirmed cases	Potential testing market
Europe	~35,000 per year	~15 million tests per year
U.S.	~30,000 per year	~5 million tests per year

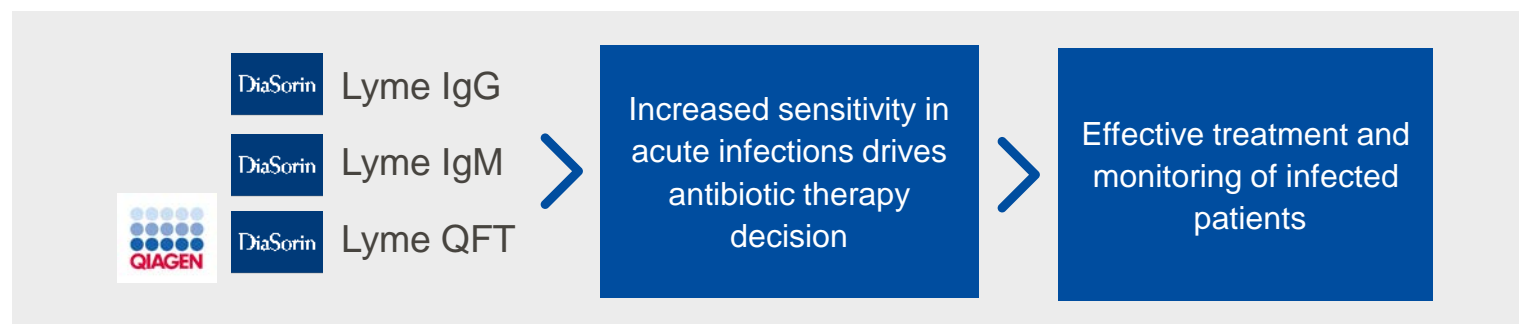
Planned
CE-IVD
launch in
2021

Rising US occurrence of Lyme disease



Source: <https://www.cdc.gov/lyme/why-is-cdc-concerned-about-lyme-disease.html>

Combining synergistic QuantiFERON and DiaSorin capabilities



Growth Driver - Infectious Diseases: QIAstat-Dx

Recent developments

- Entered \$800 million market with >20% CER growth
 - Nearing 1,000 placements as at end-2019
- EU launch in late 2018
 - Meningitis panel launch planned for early 2020
- U.S. launch in May 2019 with respiratory panel
 - McKesson partnership for small hospitals/clinics

2020-2023 targets

- Drive global market penetration and share gain
- Aggressive menu expansion
- Expansion into new therapeutic areas (e.g. oncology)

QIAstat-Dx differentiation:

- > No sample preparation required
- > Results in ~1 hour
- > Quantitative results based on real-time PCR
- > Cost-efficient microfluidic cartridges
- > Analyze up to 48 targets simultaneously

Selected menu expansion plans

U.S. assay menu

NEW	Meningitis	
	Gastro	Submitted Q4 2019
	Respiratory	Available

CE-IVD assay menu

Available	Meningitis	Available H1 2020
Submitted	Gastro	Submitted
	Respiratory	Available

QIAstat-Dx: Next generation syndromic testing system entering an \$800m market

Competitive benchmarking



	QIAstat-Dx (4 scalable slots used for comparison)	bioMerieux Biofire FilmArray (1 slot)	bioMerieux Biofire Torch (12 slots)	Genmark ePlex (12 slots)	Luminex Verigene (1 slot)
Throughput (in 8 hours)	28	9	108	60	4
Throughput per slot (in 8 hours)	7	9	9	5	4
Sound emission < 60 dB	Yes	No	No	Yes	Yes
Integrated CPU and Reader	Yes	No	Yes	Yes	No
Hands-on time (in minutes)	< 1	4	4	< 1	10
Reagent preparation required	No	Yes	Yes	No	Yes
Respiratory direct swab (CE-IVD)	Yes	No	No	No	No
Modular assay design (allows flexibility to adjust for reimbursement)	Yes	No	No	No	No
Quantified results	Yes	No	No	No	No
Infectious disease and oncology platform capabilities	Yes	No	No	No	No

Source: QIAGEN estimates based on industry data

Growth Driver - Infectious Diseases: NeuMoDx

Recent developments

- Entered \$2.7 billion market for fully integrated PCR-based platforms
 - Synergy with modular QIASymphony as well as QIAstat-Dx in technology and channel
- 2018: European launch of NeuMoDx 288 and 96
- Aggressively developing test menu, including higher-volume infectious disease assays

2020-2023 targets

- Achieve menu with 10 CE-IVD assays by end-2019
- Right to acquire remaining 80% NeuMoDx stake for \$234 million by latest mid-2020
 - NeuMoDx currently responsible for U.S. and distribution country sales of FDA-cleared NeuMoDx 288 and 96 platforms
 - NeuMoDx / BD patent infringement case

NeuMoDx differentiation:


- Rapid access to results
- Broad menu with true random access
- Walk-away time of up to 8 hours
- On-board storage for up to 30 assays
- Processes commercial tests and LDTs

Selected European test menu expansion plans

EU assay menu	HAI	
	Trich + MG	
	HIV	
	FluA / B-RSV	
	HPV	
	EBV	✓
	GAS	✓
	CMV	✓
	HCV	✓
	HBV	✓
	CT/NG	✓
	GBS	✓
		<div> <div>✓ Available</div> <div>✓ Submitted</div> </div>

NeuMoDx: A disruptive integrated PCR testing platform in a \$2.7 billion market

Competitive benchmarking

			Hologic Panther	Hologic Panther Fusion	Roche Cobas 6800 (+ Omni LDT channel)	Roche Cobas 8800	Danaher Beckman Veris (Discontinued)	Abbott Alinity M
	NeuMoDx 288	NeuMoDx 96						
Sysetm volume in '00,000s cm ³	38	16	18	27	81	120	38	48
On-board analytes	30	20	4	32	12	12	20	20
True random access	Yes	Yes	Only 4 assays	PCR or TMA	Random batch	Random batch	No	Random batch
Random access menu breadth	30	20	4	32	3	3	No	20
Continuous loading of IVD + LDTs	Yes	Yes	No	Yes	No	No	No	No
Time to first result (minutes)	40	40	150-210	150-210	210	210	90	115
On-board sample capacity	288	96	120	120	350	350	48	150
Throughput (in 8 hours)	340	150	275	335	384	960	150	300
LDT capabilities	Yes	Yes	No	Yes (PCR only)	Yes	No	No	No
Reagent reconstitution required	No	No	Yes	Yes	No	No	No	No

Source: QIAGEN estimates based on industry data. Benchmark based on NeuMoDx 288 system.



Growth Driver - Next-Generation Sequencing

Recent developments

- Rapid growth of “Digital NGS” gene panels
 - >100 preconfigured panels available (QIAseq, GeneRead) and unlimited customized panels
 - Example: New QIAseq TMB Panel – full I-O⁽¹⁾ range
- Launched integrated solutions with consumables and bioinformatics for any sequencer
- GeneReader NGS focused on small, targeted gene panels

2020-2023 targets

- Invest in IVD assays (including CDx) for use on Illumina’s clinical sequencers
- Continue to develop and commercialize QIAseq portfolio of universal NGS solutions
- Strengthen bioinformatics offering

QIAGEN solutions for any NGS laboratory



QIAseq and bioinformatics solutions

- Pre-analytical, assays and bioinformatics products for use with any sequencer

Partnership with Illumina

QIAGEN to develop and market IVD kits (including CDx assays) for use on Illumina Dx systems



(1) I-O – immuno-oncology. (2) GeneReader NGS System to be maintained for small, targeted gene panels. NGS instrument development programs discontinued in H2 2019.

Next-generation sequencing: QIAGEN solutions from Sample to Insight

Achieved 2019 goal for ~\$180 million of NGS-related sales; expecting double-digit CER growth in 2020

- Reorientation for NGS growth strategy with Illumina partnership
 - Invest in IVD assays (including companion diagnostics) for use on Illumina's clinical sequencers
 - Continue developing and commercializing QIAseq portfolio of universal NGS solutions
 - Strengthen bioinformatics offering for NGS customers
 - Maintain GeneReader NGS System commercialization and customer support for small, targeted gene panels
 - Discontinue NGS instrument development programs

QIAGEN NGS portfolio components

Universal NGS
(For any sequencing platform)



- Preanalytical NGS consumables
- NGS gene panels
- Enzymatics solutions

NGS-related bioinformatics solutions



- CLC Genomics Workbench
- QCI Analyze
- QCI Interpret
 - OmicSoft
 - N-of-One

Illumina collaboration



- IVD assay kits
- NGS-related companion diagnostic partnership revenues

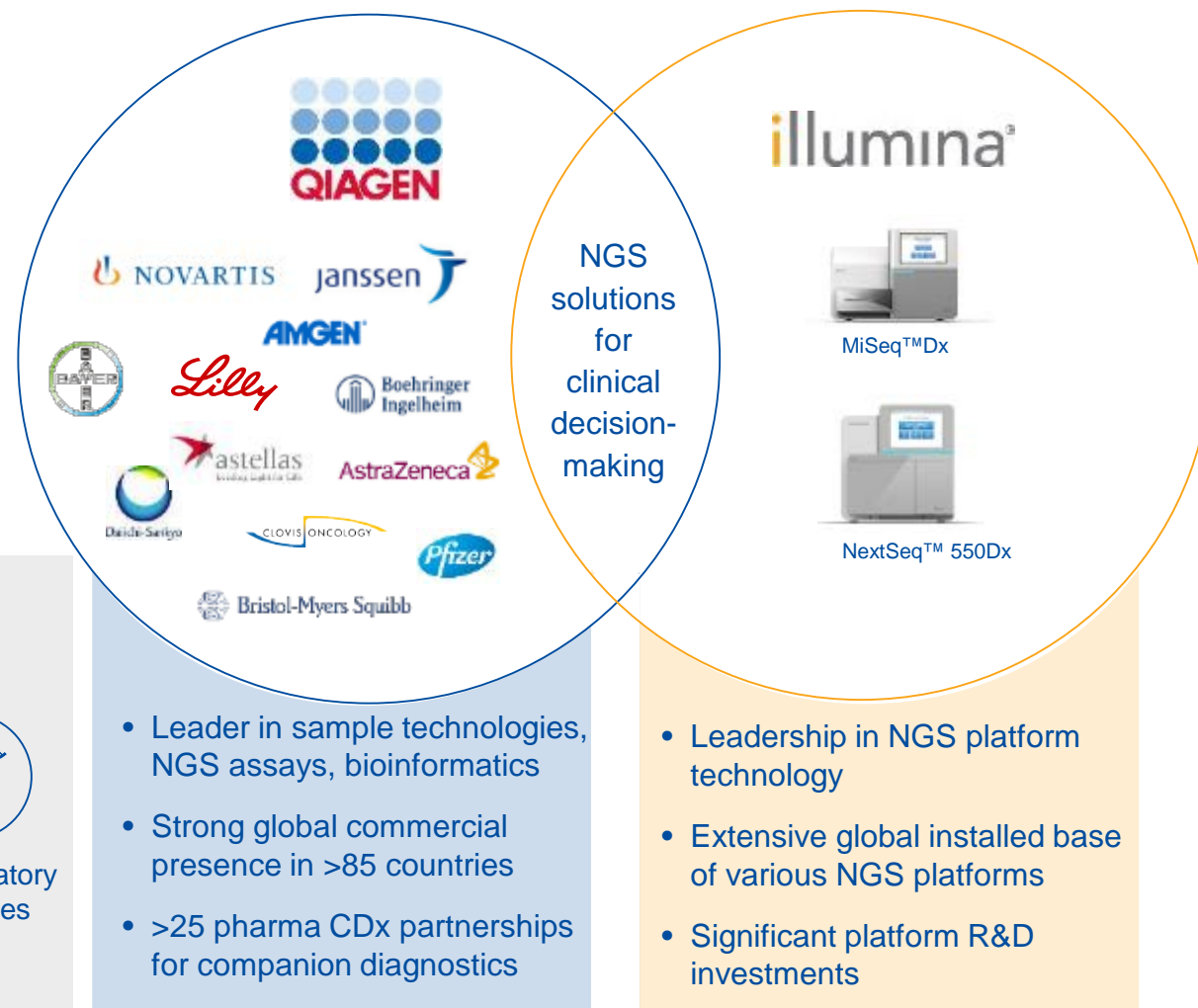
GeneReader NGS System



- Instruments
- Consumables
- Bioinformatics

15-year Illumina partnership to accelerate use of NGS in clinical decision-making

- QIAGEN to develop and market NGS IVD kits (including CDx assays) for use on Illumina systems
 - Integrated with QIAGEN sample technologies, NGS IVD kits and bioinformatics solutions for “Sample to Insight” experience
- Rights for use of Illumina’s current and future clinical sequencers
 - Partners to explore opportunities for Illumina’s TruSight assays
- Illumina to sell sequencers and related sequencing consumables



Initial focus area in Cancer

Future options to expand into other key IVD areas





Core Franchise - Oncology and Precision Medicine

Recent developments

- Strong position in molecular CDx
 - >25 pharma partnerships
 - >50 active development programs
 - 7 FDA approvals and 5 CE-IVD to date
 - Developing NGS-based panels for gene expression profiles (I-O therapies)
- New U.S. Day-One Lab Readiness program
 - Including NeoGenomics and LabCorp

2020-2023 targets

- Maximize differentiation; supplies both NGS and PCR systems
- 2018: ~\$120 million sales
 - Volatile trends in companion diagnostic co-development project revenues
 - Improving CDx and IVD portfolio kit sales

QIAGEN Day-One Lab Readiness program

Further accelerate the access of cancer patients to QIAGEN's companion diagnostic products following regulatory approvals

Allows partners to prepare for newly launched tests



QIAGEN oncology and precision medicine portfolio

Oncology assays

PCR-based kits (both general IVD and CDx kits)

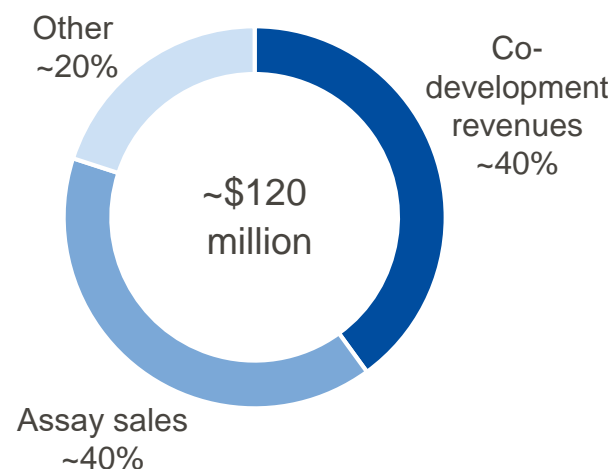


therascreen: Top portfolio of solid tumor companion diagnostics



ipsogen: Full range of assays for clinical diagnosis and monitoring in blood cancer

2019 Oncology and Precision Medicine sales



CDx co-development project revenues

- >25 master collaboration agreements with pharma and biotech companies
- Proven success in delivering CDx to the market with FDA and CE-IVD status
- Generating revenues from clinical development projects
 - PCR programs
 - NGS programs (transitioning to Illumina platforms)

QIAGEN oncology CDx FDA approvals



KRAS
Colorectal

2012



EGFR
Lung

2013



KRAS
Colorectal

2014



EGFR
Lung

2015

2016

2017



EGFR
Lung

2018



PIK3CA
Breast



FGFR
Urothelia

2019

Providing a wide range of oncology assays to qualify patients for targeted therapies

Lung cancer (NSCLC)



EGFR
~\$108m TAM



2013



2015



2018

KRAS G12C
~\$92m TAM



In development

Breast cancer

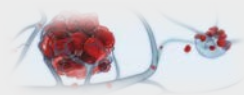


PIK3CA
(Tissue & Plasma)
~\$127m TAM



2019

Colorectal cancer (mCRC)



BRAF
~\$87m TAM



2012

KRAS
~\$95m TAM



2014

Urothelial cancer



FGFR
~\$32m TAM



2019

Ovarian cancer

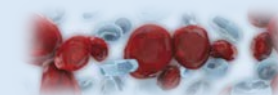


BRCA1/2
~\$9m TAM (CE-IVD)



2017

Blood (Leukemia, CML)



BCR-ABL
~\$13m TAM (CE-IVD)



2012



2002



2007



Bristol-Myers Squibb



2006



2012



Core Franchise
- QIAasymphony

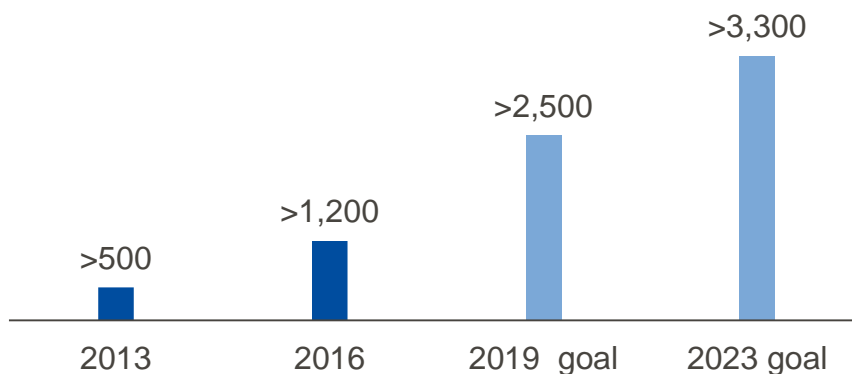
Recent developments

- Achieved >2,500 cumulative placements in 2019
- Successful regionalization strategy
 - US: Focus on sample technologies
 - ROW: Sample technologies and modular IVD
 - 22 CE-IVD and 5 FDA-cleared assays
- New front-end solution for NGS and liquid biopsy

2020-2023 targets

- Goal for >800 new placements from 2020-2023
- Continue regionalization strategy
 - ROW: Sample technologies, less modular IVD
- Continue to grow franchise
 - Adding to >250 automation protocols with new applications
 - Extending platform portfolio and capabilities

QIAasymphony cumulative placements



Liquid biopsy samples being loaded onto QIAasymphony

QIAAsymphony: Gold standard in molecular testing sample and assay processing

Nucleic acid isolation and PCR set-up for an extensive range of applications

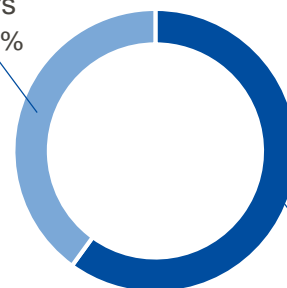
- Innovative, easy-to-use modular system
- Purification of DNA and RNA from a wide range of samples
- Automatic transfer of samples into assay setup
- Continuous sample loading; bar code reading for sample tracking
- Wide customization for laboratory developed tests or custom workflows

QIAAsymphony instrument placements (cumulative to end-2019)



Molecular
Diagnostics
customers

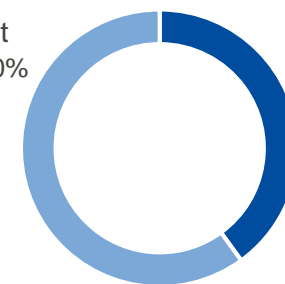
40%



60%
Life Sciences
customers

Capital
equipment
sales

60%



40%
"Reagent Rental"
equipment leases

QIAAsymphony: Hands-free automation for sample preparation and assay set-up

Competitive benchmarking



Selected competitors;
list not exhaustive

		QIAAsymphony	Promega eMAG/easyMAG	Roche MagNA Pure 24
Size	Dimensions (W / H / D), cm	128 / 73 / 103	142 / 181 / 80	94 / 68 / 80
	Weight, kg	173+110 (cabinet)	125	100
Applications & Portfolio	Purification principle	Magnetic bead-based	Magnetic bead-based	Magnetic bead-based
	Number of kits	20	1	1
	Number of IVD kits	7	1	1
	Application breadth	>25	15	15
	Number of samples per run	96	48	24
Processing capabilities	Sample input volume	200 - 2000 µl (4, 6, 10 ml ccfDNA protocols available)	10 - 1000 µl	200 µl to 1ml, 4 ml (ccfNA protocol)
	Elution volume	20 - 500 µl	25 - 200 µl	50 to 200 µl
	Purification process speed	60 - 90 mins/24	60 - 90 mins/48	30-70 min/24
	Run set up / clean up time	5 min / 10 min	5 min / 5 min	5 min / 5 min
	Contamination risk	Sealed cartridges	One sealed strip per sample, in line purification	Liquid reservoir for all samples, tips crossing work deck
Connectivity	Data tracking	Through QIAlink/ middleware	Through Argene	Available
	Lab Connectivity	LAN/through QIAlink/drivers for LIMS available	LIMS compatible	LIMS connectivity

Agenda

A. Overview

B. Life Sciences

C. Molecular Diagnostics

D. QIAGEN Digital Insights

E. Key Growth Drivers and Core Franchises

F. Team and Organization

G. Financials – Q4 2019 and 2020 outlook

Executive Committee

Thierry Bernard



Interim CEO and Senior Vice President, Head of MDx Business Area

Joined QIAGEN in February 2015 and previously served as Corporate Vice President of Global Commercial Operations at bioMérieux. He has earned degrees from Sciences Po (Paris), Harvard Business School, London School of Economics and the College of Europe.

Roland Sackers



Chief Financial Officer

Joined QIAGEN in 1999 as Vice President of Finance and has been Chief Financial Officer since 2004. In 2006, Mr. Sackers became a member of the Managing Board. Mr. Sackers earned his Diplom-Kaufmann from the Westfälische Wilhelms-Universität Münster in Germany after studying Business Administration.

Thomas Schweins



Senior Vice President Head of Life Sciences Business Area

Joined QIAGEN in 2004 from The Boston Consulting Group. In 2017, he took over leadership of the Life Science Business Area. He earned an M.Sc. Degree in Biochemistry from the University of Hanover and obtained his Ph.D. at the Max Planck Society. He also received an M.Sc. from the University of Southern California, where he studied Business Administration and Chemistry.

Jonathan Sheldon



Senior Vice President Head of Bioinformatics Business Area

Joined QIAGEN in 2018 as Senior Vice President, Bioinformatics Business Area. Previously, he led Oracle's Healthcare business and served as Head of Bioinformatics at Roche Pharmaceuticals. He received his B.Sc. in Biochemistry and Molecular Biology from the University of Manchester, and his Ph.D. in Biochemistry and Molecular Biology from the University of Cambridge.

Barthold Piening



Senior Vice President Head of Global Operations

Joined QIAGEN in December 2018 with more than 30 years of experience in strategy and operations in the pharmaceutical, life science and medical device industries. After receiving his Ph.D. at the University of Kiel in Germany and the University of Wales in Cardiff, he earned an MBA at WHU-Vallendar in Germany and Northwestern University in the U.S.

Jean-Pascal Viola



Senior Vice President Head of Business Development & IP&L

Joined QIAGEN in 2005 and named in 2015 as Senior Vice President, Corporate Business Development, Intellectual Property & Litigation. Transactions include acquisitions of Cellestis, Corbett Life Science, DxS and Enzymatics. He has a Bachelor of Science in Biochemistry from the University of Montreal, Canada.

Stephany Foster



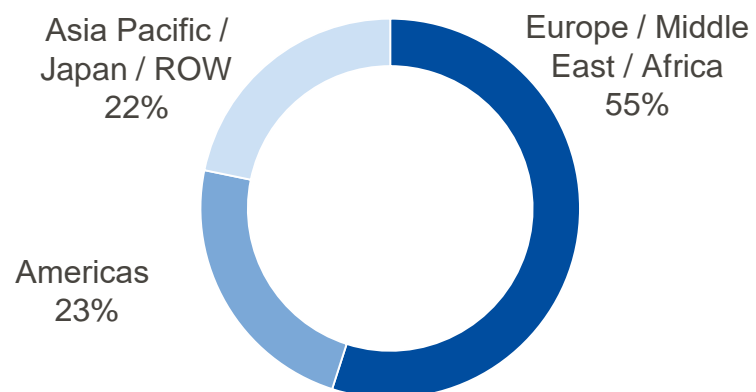
Senior Vice President Head of Human Resources

Joined QIAGEN in 2005 and was most recently Vice President, Head of Global Compensation and Benefits. She started her career at PricewaterhouseCoopers. Ms. Foster has a master's degree in Accounting from the University of Notre Dame and is a Certified Public Accountant (CPA), a Certified Internal and Information Systems Auditor (CIA / CISA) and Certified Fraud Examiner (CFE).

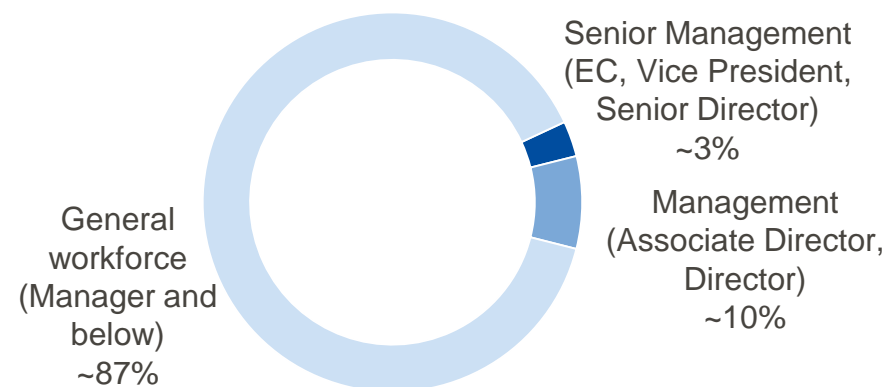
Employees as of December 31, 2019

	Americas	Europe / Middle East / Africa	Asia Pacific / Japan / ROW	Total Q4 2019	Total Q4 2018	Change
Production	252	777	135	1,164	1,067	9%
R&D	188	718	47	953	1,056	-10%
Sales	540	798	732	2,070	1,990	4%
Marketing	69	161	79	309	308	0%
Administration	83	366	151	600	531	13%
Total	1,132	2,820	1,144	5,096	4,952	3%

Employees by geographic region



Employees by management level



Business services and external providers

QIAGEN Business Services (QBS) sites



Status	2015	2019 target	2023 target
Employees	> 150	> 700	> 900
% of employees	3%	13%	

QBS sites in Wroclaw (Poland) and Manila (Philippines)

- Scalable model to support growth and deliver leverage
- Cross-functional services with 24/7 global coverage
- Selected teams: Accounting and Finance, Human Resources, IT, Sales Support, Marketing Services

Key external providers

Supply chain	>	
Information technology	>	
ERP system	>	
Instruments	>	

Agenda

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D. QIAGEN Digital Insights

E. Key Growth Drivers and Core Franchises

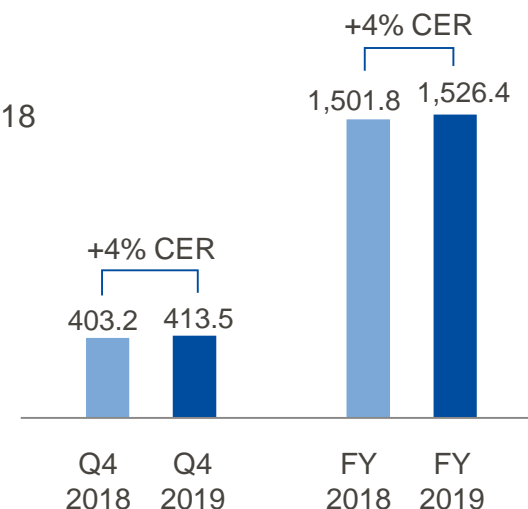
F. Team and Organization

G. Financials – Q4 2019 and 2020 outlook

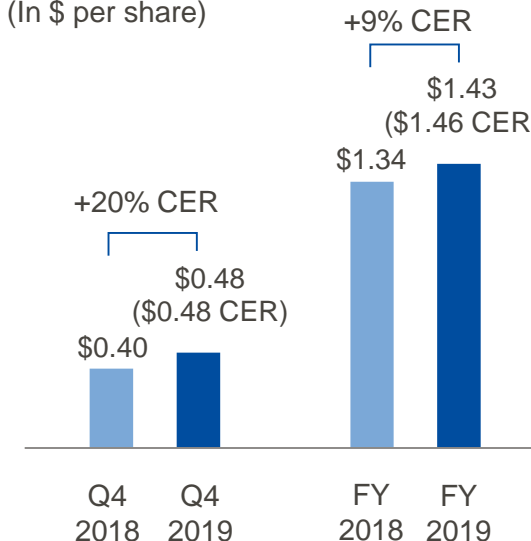
Q4 and full-year 2019: Summary

- 1 **Q4 2019 results exceed outlook**
 - \$413.5 million net sales (+3% actual, +4% CER vs. ~+3% CER outlook)
 - Diluted EPS \$0.19; adjusted EPS \$0.48 (\$0.48 CER vs. ~\$0.45-0.46 CER outlook)
 - Adjusted operating income margin rises to 33.5% of sales vs. 29.6% in Q4 2018
- 2 **Full-year 2019 sales achieves outlook, exceeds adj. EPS**
 - \$1.53 billion net sales (+2% actual, +4% CER vs. ~4% CER outlook)
 - Net loss per share \$0.18, adjusted EPS \$1.43 (\$1.46 CER, +9% CER)
 - Adjusted operating income margin at 27.6% of sales vs. 26.9% in 2018
 - Pre-tax charge of \$301.8 million in operating results for October 2019 decisions on NGS instrument development and other measures
- 3 **Full-year 2019 Sample to Insight portfolio developments**
 - NGS portfolio sales exceed target for \$180 million of annual sales
 - QIA Symphony tops end-2019 target for over 2,500 cumulative placement
 - QIAcube Connect successfully launched in 2019 with over 660 placements
 - QuantiFERON-TB up 10% CER, U.S. sales rise 17% CER and FDA approves LIAISON automation solution with partner DiaSorin
- 4 **2020 outlook**
 - Continued expansion of Sample to Insight portfolio
 - Anticipate sales headwinds continuing from 2019 issues in China and companion diagnostic co-development revenues due to NGS decisions

Q4 and FY net sales (In \$ millions, at actual rates)



Q4 and FY adjusted EPS⁽¹⁾ (In \$ per share)



Outlook – As of February 4, 2020

	Q1 2020	FY 2020
Net sales growth (CER)	~ +2-3%	~ +3-4%
Anticipated currency impact ⁽²⁾	~ -1-2 p.p.	~ -1 p.p.
Adj. diluted EPS (CER)	~\$0.28-0.29	~\$1.52-1.54
Anticipated currency impact ⁽²⁾	~ -\$0.01	~ -\$0.01

Refer to accompanying tables for reconciliation of reported to adjusted figures.

(1) Weighted number of diluted shares (Q4 2019: 231.3 million, Q4 2018: 232.4 million; FY 2019: 232.4 million, FY 2018: 233.5 million).

(2) Based on currency rates as of January 31, 2020

Q4 and full-year 2019: Financial review

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

	Fourth quarter			Full year		
	2019	2018	Change	2019	2018	Change
Net sales ⁽¹⁾	413.5	403.2	3% / 4% CER	1,526.4	1,501.8	2% / 4% CER
Operating income (loss)	80.0	88.3	-9%	(26.1)	266.6	NM
Adjusted operating income	138.6	119.4	16%	421.8	403.3	5%
Net income (loss)	44.9	60.9	-26%	(41.5)	190.4	NM
Adjusted net income	110.1	93.7	18%	332.8	311.9	7%
Tax rate	35%	11%		47%	16%	
Adjusted tax rate	18%	18%		19%	19%	
Diluted EPS / (Net loss per share) (\$ per share) ⁽²⁾	\$0.19	\$0.26		(\$0.18)	\$0.82	
Adjusted diluted EPS / Adjusted diluted EPS at CER ⁽²⁾	\$0.48 / \$0.48	\$0.40	20% / 20% CER	\$1.43 / \$1.46	\$1.34	7% / 9% CER
Net cash provided by operating activities ⁽³⁾	109.4	110.5	-1%	330.8	359.5	-8%
Less purchases of property, plant and equipment	(31.6)	(37.4)		(117.9)	(109.8)	
Free cash flow ⁽³⁾	77.9	73.1	7%	212.9	249.7	-15%
Group liquidity ⁽⁴⁾				753	1,394	
Net debt ⁽⁴⁾				953	781	
Leverage ratio ⁽⁴⁾⁽⁵⁾				1.6x	1.4x	

(1) Net sales (CER): Q4 2019 \$417.9 million and full-year \$1.566 billion.

(2) Weighted number of diluted shares (Q4 2019: 231.3 million, Q4 2018: 232.4 million); (FY 2019: 232.4 million, FY 2018: 233.5 million).
Reported diluted EPS for FY 2019 based on basic shares of 226.8 million.

(3) Q4 and full-year 2019 includes impact of \$38 million in cash payments for restructuring measures announced in October 2019.

(4) Balance sheet data as of December 31 for each year excluding restricted cash.

(5) Leverage ratio is calculated on trailing four quarters as net debt / adjusted EBITDA.

CER – Constant exchange rates

NM – Not meaningful

Refer to accompanying tables for reconciliation of reported to adjusted figures

Q4 and full-year 2019: Sales by product type, customer class and region

	Q4 2019 net sales: \$413.5 million				FY 2019 net sales: \$1.526 billion			
	Sales (In \$ m)	% change	% CER change	% of sales	Sales (In \$ m)	% change	% CER change	% of sales
Sales by product type								
Consumables and related revenues	\$364	6%	7%	88%	\$1,354	3%	6%	89%
Instruments	\$49	-17%	-16%	12%	\$172	-8%	-5%	11%
Sales by customer class								
Molecular Diagnostics ⁽¹⁾	\$198	2%	3%	48%	\$737	1%	4%	48%
Life Sciences	\$216	3%	4%	52%	\$789	2%	5%	52%
Academia / Applied Testing	\$138	3%	3%	33%	\$487	2%	4%	32%
Pharma	\$78	4%	5%	19%	\$302	4%	6%	20%
Sales by region								
Americas	\$180	6%	7%	44%	\$722	4%	5%	47%
Europe / Middle East / Africa	\$146	2%	5%	35%	\$487	-1%	5%	32%
Asia-Pacific / Japan ⁽²⁾	\$87	-4%	-4%	21%	\$314	0%	2%	21%

(1) Companion diagnostic co-development sales (Q4 2019: \$9 million, -55%, -54% CER; FY 2019: \$42 million, -28%, -27% CER)

(2) Asia-Pacific / Japan sales excluding China (Q4 2019: 0%, 0% CER and FY 2019: +2%, +4% CER)

Top 7 EGM (Q4 2019: -1% / +2% CER / 18% of sales; FY 2019: +2% / +8% CER / 16% of sales), and top 7 EGM excluding China (Q4 2019: +8% / +12% CER / 10% of sales and FY 2019: +6% / +16% CER / 9% of sales)

Rest of world (Q4 2019 and FY 2019: Less than 1% of net sales)

Sales figures and sales contributions at actual FX rates

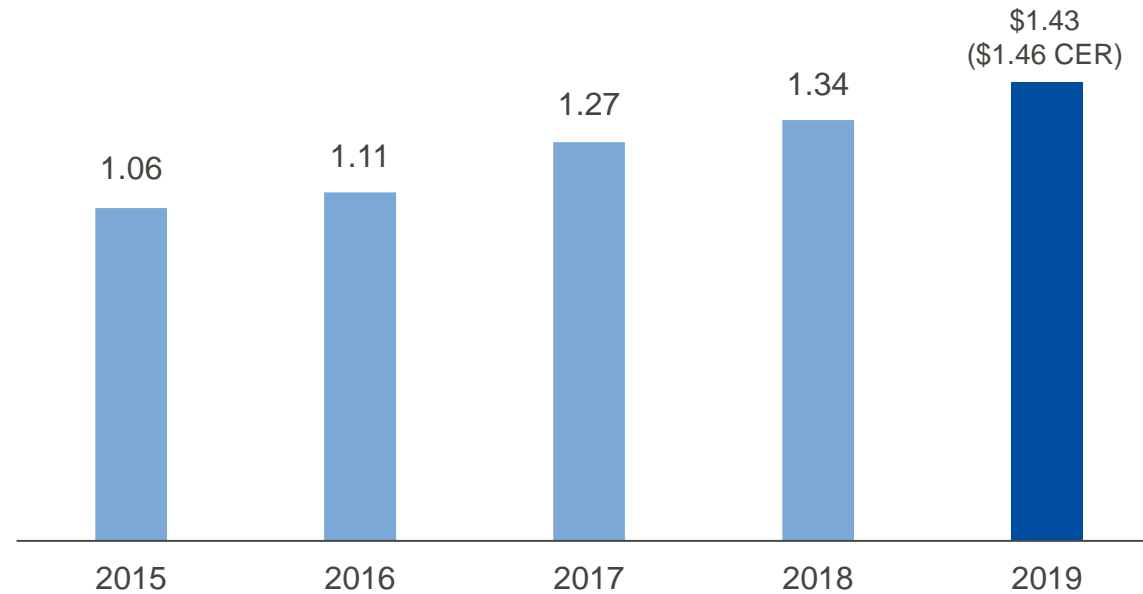
Tables may contain rounding differences

Percentage changes are to prior-year periods.

Significant progress on profitability towards value creation

2015-2019: Adjusted diluted EPS trends

in \$ per share



Q1 and full-year 2020: Outlook and assumptions

(As of February 4, 2020)

	Q1 2020 outlook	FY 2020 outlook
Net sales	~+2-3% CER (Prior year: \$348.7 m)	~+3-4% CER (Prior year: \$1,526 m)
Adjusted EPS ⁽¹⁾	~\$0.28-0.29 CER (Prior year: \$0.27)	~\$1.52-1.54CER (Prior year: \$1.43)
<i>Adjustments to operating income (in \$ millions):</i>		
Business integration and acquisition-related items	~\$7 m	~\$20 m
Restructuring-related items	~\$10 m	~\$20 m
Amortization of acquired intellectual property	~\$20 m	~\$80 m
Adjusted tax rate (In %)	~17-18%	~17-18%
Weighted average number of diluted shares outstanding (Based on \$35.00 share price)	~232 million	~232 million

CER – Constant exchange rates

(1) QIAGEN reports adjusted results, as well as results on a constant exchange rate (CER) basis, and other non-U.S. GAAP figures to provide additional insight into its performance. These results include adjusted gross profit, adjusted operating income, adjusted net income attributable to owners of QIAGEN N.V. and adjusted diluted EPS. Adjusted results are non-GAAP financial measures that QIAGEN believes should be considered in addition to reported results prepared in accordance with GAAP, but should not be considered as a substitute. QIAGEN believes certain items should be excluded from adjusted results when they are outside of ongoing core operations, vary significantly from period to period, or affect the comparability of results with competitors and its own prior periods. Furthermore, QIAGEN uses non-GAAP and constant currency financial measures internally in planning, forecasting and reporting, as well as to measure and compensate employees. QIAGEN also uses adjusted results when comparing current performance to historical operating results, which have consistently been presented on an adjusted basis.

Every \$1.00 change in market price per share of common stock results in an ~200,000 increase / decrease in dilutive shares due to the call-spread overlay (CSO) as follows: above / below \$38 for 2021 convertible notes, above \$50.97 for the 2023 convertible notes and above \$52.16 for the 2024 convertible notes.

Abbreviations

Adj	Adjusted
AIV	Avian influenza virus
ALK	Anaplastic Lymphoma Kinase
AML1	Acute Lymphoblastic Leukemia
ASR	Analyte Specific Reagent
AUD	Australian Dollar
BAALC	Brain and Acute Leukemia, Cytoplasmic
BRCA	Breast Cancer gene
BCR-ABL	Breakpoint cluster region-abelson
BRAF	Serine/Threonine-Protein Kinase B-Raf
BRL	Brazilian Real
BKV	BK Virus
BVDV	Bovine Virus Diarrhea
C. Diff	Clostridium Difficile
CAD	Canadian Dollar
CDx	Companion diagnostics
CE	European Conformance Mark
CER	Constant Exchange Rates
CHF	Swiss Franc
CLLU1	Chronic Lymphocytic Leukemia
CMV	Cytomegalovirus
CNY	China Yuan Renminbi
CRC	Colorectal Cancer
CSFV	Classical Swine Fever Virus
CT	Chlamydia Trachomatis
DKK	Danish Krona
DNA	Deoxyribonucleic acid
EBITDA	Earnings before Interest, Taxes, Depreciation and Amortization

EBV	Epstein-Barr virus
EGFR	Epidermal Growth Factor Receptor
EGM	Emerging Growth Markets
EPS	Earnings per share
EU	European Union
ESBL	Extended Spectrum Beta
EUR	Euro
FDA	Food and Drug Administration
FX	Foreign exchange
GAAP	Generally Accepted Accounting Principles
GAS	Group A Streptococcus
GBP	British Pound
GBS	Group B Streptococcal Septicemia
GMO	Genetically Modified Organism
HAV	Hepatitis A Virus
HBV	Hepatitis B Virus
HCV	Hepatitis C virus
HCMV	Human cytomegalovirus
HEV	Hepatitis E Virus
HIV	Human Immunodeficiency Virus
HSV	Herpes Simplex Virus
HPV	Human Papillomavirus
HSV 1/2	Herpes Simplex Virus 1 and 2
IDH 1/2	Isocitrate Dehydrogenase 1 and 2
Ilf	Institute for Product Quality
IVD	In Vitro Diagnostic
INR	Indian Rupee
IP	Intellectual Property
JAK2	Janus Kinase 2

JPY	Japan Yen
KRAS	Kirsten rat Sarcoma Viral Oncogene Homolog
KRW	South Korean Won
LATAM	Latin America
LDT	Laboratory Developed Tests
LIS	Laboratory information system
MG	Mycoplasma genitalium
MGMT	Methylguanine-methyltransferase
Mg/Ms	Mycoplasma Mg/Ms
MDx	Molecular Diagnostics
MN1	Meningioma 1
MP	Mycoplasma Pneumonia
MRSA	Methicillin-Resistant Staphylococcus Aureus
MTB	Mycobacterium Tuberculosis
MPL	Myeloproliferative leukemia
NG	Neisseria Gonorrheae
NGS	Next Generation Sequencing
NPM1	Nucleophosmin
NIH	National Institutes of Health
NM	Not Meaningful
NRAS	Neuroblastoma RAS-viral
PCR	Polymerase chain reaction
dPCR	Digital PCR
PI3K	Phosphoinositide 3-kinase
PP&E	Property, plant and equipment
QFT	QuantiFERON
QCI	QIAGEN Clinical Insights

R&D	Research & Development
RoW	Rest of World
RGQ	Rotor-Gene Q
RNA	Ribonucleic Acid
ROM	Rupture of Fetal Membranes
RSV	Respiratory syncytial virus
RUO	Research Use Only
SARS	Severe Acute Respiratory Syndrome
SBV	Schmallenberg Virus
STI	Sexually transmitted infection
VZV	Varicella-Zoster Virus
TB	Tubercle Bacillus
THB	Thai Baht
Trich	Trichomoniasis
TRY	Turkish New Lira
UGT1A1	UDP-glucuronosyltransferase 1-1
USD	U.S. Dollar
UU	Ureaplasma Urealyticum
WGA	Whole Genome Amplification
ZAR	South African Rand

Your contacts



John Gilardi

Vice President
Corporate Communications and IR

Phone: +49 2103 29 11711
+1 240 686 2222

Mobile: +49 152 018 11711

E-mail: john.gilardi@qiagen.com



Phoebe Loh

Associate Director
Investor Relations

Phone: +49 2103 29 11457
Mobile: +49 152 018 11457

E-mail: phoebe.loh@qiagen.com



Alexandra Koenig

Coordinator
Investor Relations

Phone: +49 2103 29 11709
Mobile: +49 152 018 11709

E-mail: alexandra.koenig@qiagen.com

Calendar

Q1 2020 results	May 2020
Annual General Meeting	June 2020
Q2 2020 results	July 2020

Share information

NYSE:	QGEN
Frankfurt:	QIA
ISIN / CUSIP:	NL0012169213 / N72482 123
WKN:	A2D KCH

QGEN
LISTED
NYSE

E-mail: ir@qiagen.com

Internet: ir.qiagen.com



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