



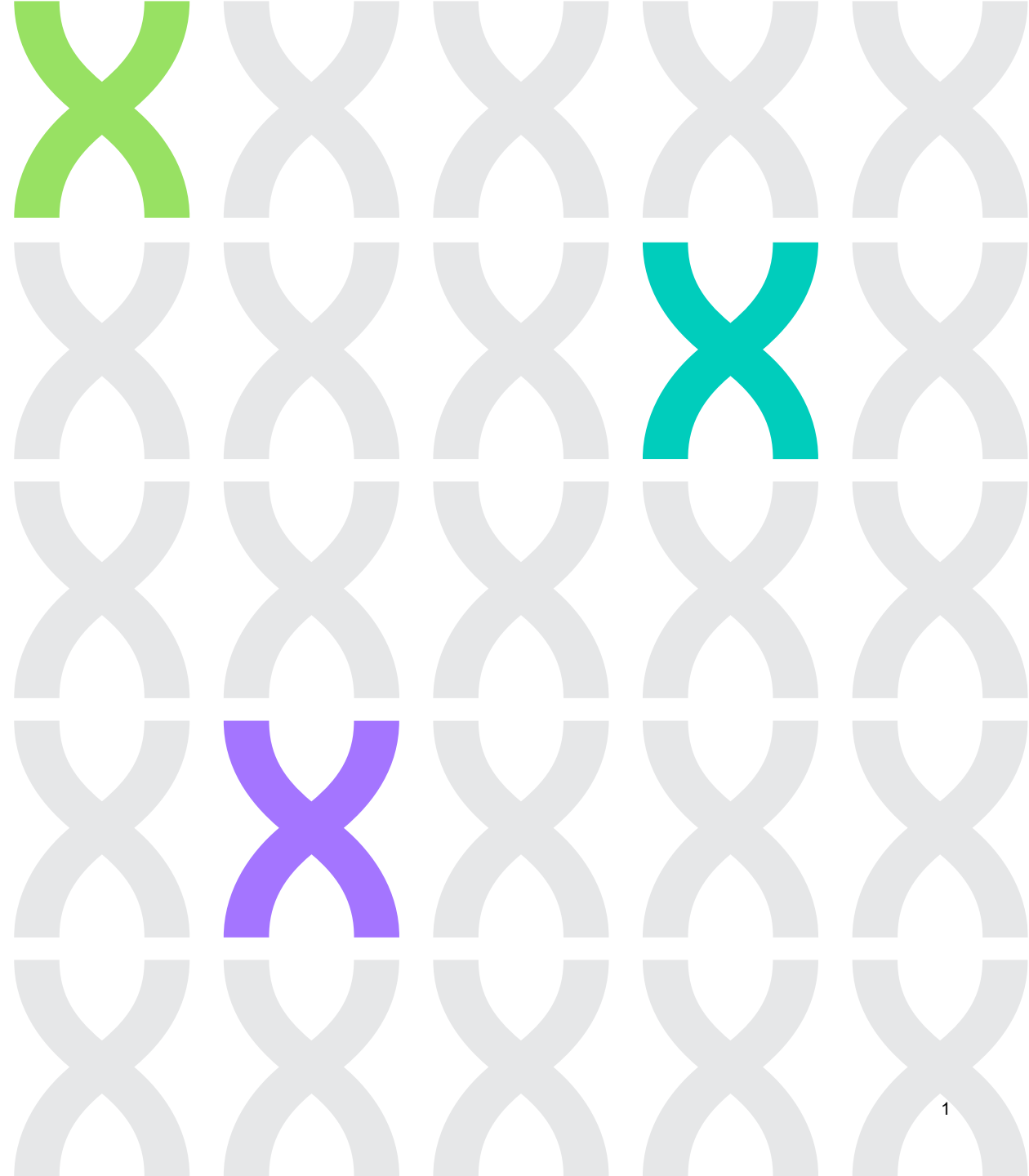
American Manufacturing Summit 2026

Innovating Laboratory Diagnostics at **Exact Sciences**

Michael Hoge

March 2026

EXACT SCIENCES

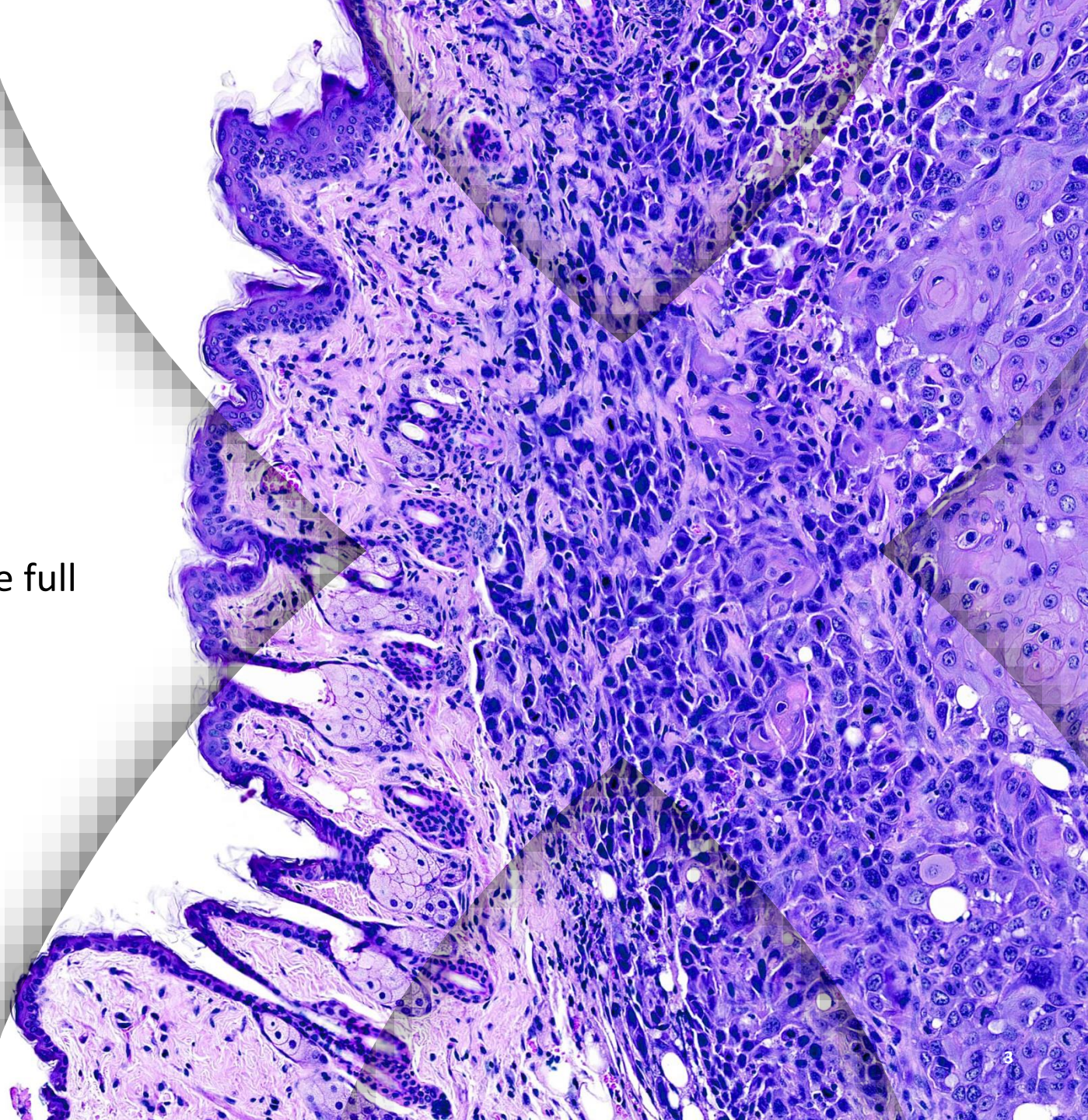


Play Cologuard Commercial Video – 30 mins

Exact Sciences

Changing lives, together

- The makers of Cologuard
- A full portfolio cancer diagnostics business
- Offering tests that impact patients across the full cancer continuum...
 Before, during, and after diagnosis



Exact Sciences

Our purpose, to help eradicate cancer

To help eradicate cancer by preventing it, detecting it earlier, and guiding personalized treatment.

EXACT
SCIENCES
LABORATORIES

It starts with **our people** and their commitment to cancer

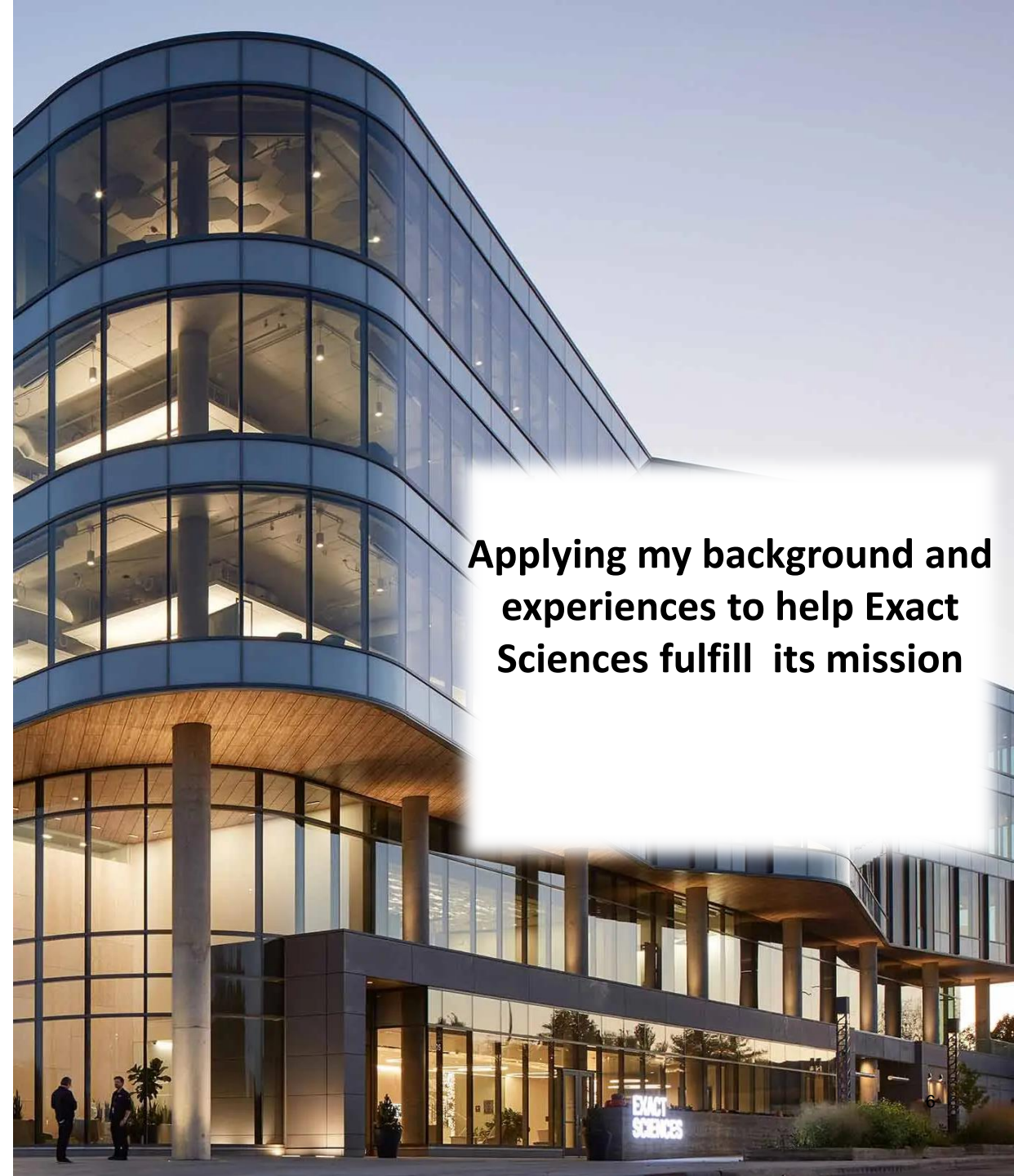
- 7000+ employees worldwide
- Headquartered in Madison, Wisconsin
- Six laboratories globally
- Strong R&D and Commercial capabilities
- Delivering 5M+ patient results per year
- Have tested 25M+ people to date



Michael Hoge

SVP Operational Excellence

- 1 year at Exact Sciences
- Responsible for laboratory, manufacturing, and supply chain operations
- New to diagnostic testing industry
- 25+ years of medical device design, advanced manufacturing and operations
- Started my career as an engineer in industrial businesses
- B.S. Mechanical Engineering, MBA, Six Sigma Master Blackbelt



Applying my background and experiences to help Exact Sciences fulfill its mission

My objective

Aligned to our purpose

Create **scale and efficiency**, while ensuring quality, in support of our purpose to eradicate cancer

Many challenges to overcome...



Play Cologuard Laboratory Video – 90 mins

Current state

From good to great

- Have delivered on continuous growth
- Always delivering for the customer
- Skilled and committed workforce
- State-of-the-art instruments and facilities
- First-generation industrial automation
- First Lean model lines



Current state

Acknowledge the brutal facts

- Excessive capacity to never miss
- Slow productivity on strong volume growth
- Sudo flow, push vs pull
- Perceived uniqueness about a laboratory
- Limited Lean exposure, pockets of expertise
- Slow adoption of automation, reliability challenges
- Significant data, more reactive vs predictive



Going forward

An **integrated approach** to scale

- Establish a Lean production system
- Bring the people along
- Align automation with the production system, improve reliability
- Digitization & AI for data visibility and predictive insights
- While maintaining focus on patients



Future state

Scale, efficiency, quality

- Labs running like factories
- High reliability automation
- Preventative and predictive maintenance
- Rapid response and issue resolution
- Level loaded linear flow
- Flexible capacity, on pace with commercial growth



World-class laboratories, with world-class performance

- Achieving scale that supports our mission
- Ensuring quality and timeliness for our patients
- Creating efficiency that delights our shareholders

Key lessons

Sharing **learnings** from our journey so far

- Brute force scaling has diminishing return.
- Technology not meshed with the operating philosophy yields limited impact.
- Expertise and dedication matter. External expertise can be an accelerant.
- Having a roadmap is key. Don't just focus on the quick wins.
- Change management is fundamental. You need everyone onboard.
- Data analytics is a skill, not a department. Everyone needs to be data savvy and data-driven.



Thank you!

