

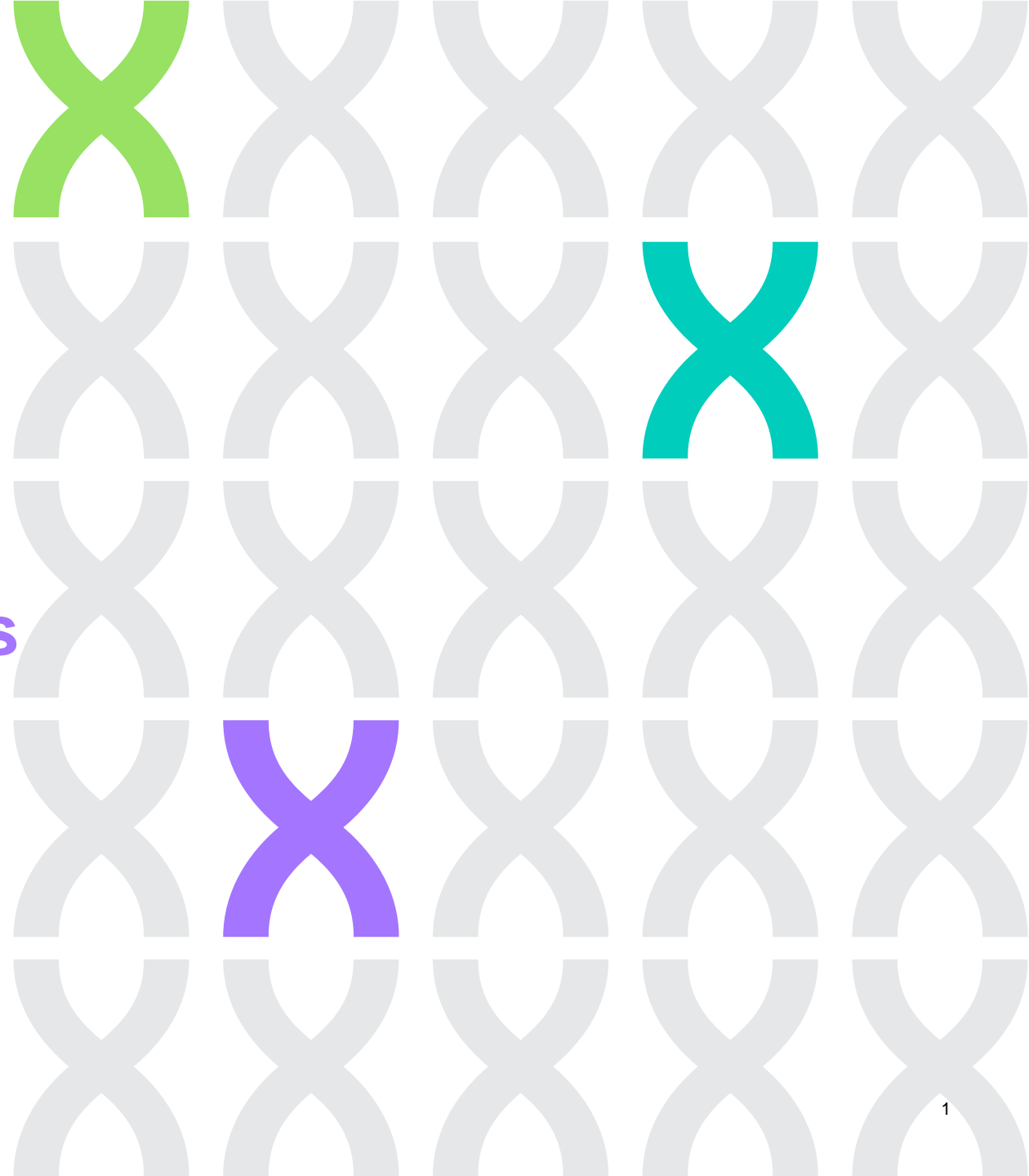
American Manufacturing Summit 2026

Innovating Laboratory

Diagnostics at Exact Sciences

Michael Hoge

March 2026



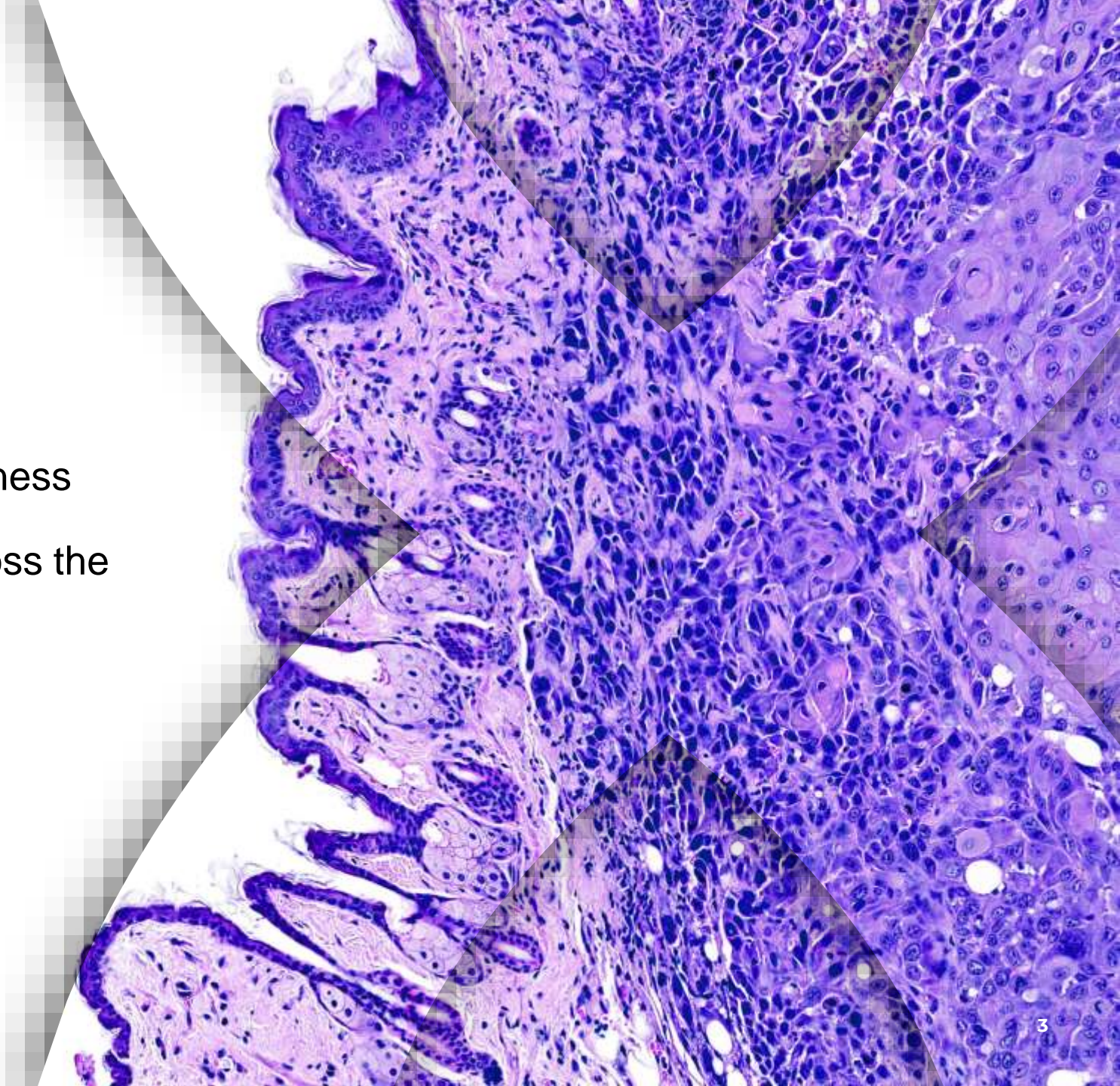


Exact Sciences

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

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

- ❖ 7000+ employees worldwide
- ❖ Headquartered in Madison, Wisconsin
- ❖ 6 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, **Exact Sciences**

- ❖ 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...



Current state

From good to great

- ❖ Have delivered on continuous growth
- ❖ Always delivering for the customer
- ❖ Skilled and committed workforce
- ❖ State of the art instrument 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 maintain our focus on patients

AUTOMATION



DIGITAL



PATIENTS



LEAN

PEOPLE

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 patient
- 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 yield 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.

