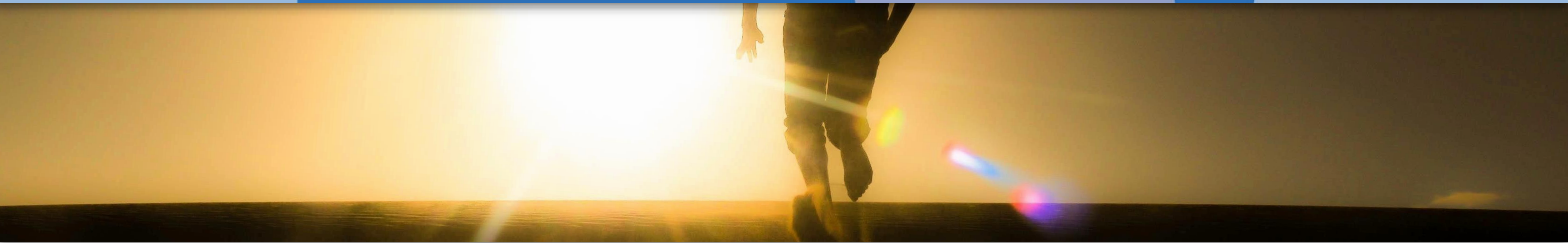


Executing on a winning commercial strategy

Eric Santa
May 4, 2021



Commercial transformation to accelerate growth

Key environmental factors

Adapt to rapidly changing healthcare environment, accelerated by COVID

- Healthcare consumerism
- Data and digital revolution
- Pressure on care providers

Our stated objectives

- Generate long-term organic revenue growth of 8-10% (FY22 & FY23)
- Build the engine to accelerate future growth via new products and markets

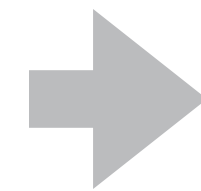


The provider experience

Our market-driven assessment led to four major opportunities to be addressed and deployed in a phased approach

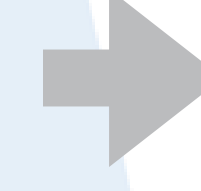
Reset the base
Q1 + Ongoing refinement

Change size, structure and incentives related to our commercial teams



Optimize new model
Q2 + Q3 (Current)

Direct our sales force to focus on the right products and the right customers



Accelerate growth
Q3 + Beyond

Create new enterprise commercial capabilities and digital experiences

Decisive actions to improve sales models and drive revenue

Insight

- Over-dependence on outside sales model
- High/costly sales turnover due to comp
- Growth investment and sales model not tied to client and market revenue potential
- Incentives and performance standards not sufficiently tied to high margin products

Action

- Reduced team from 900 to ~750 with rep productivity as primary criteria
- Added inside sales and associate sales function to support existing client expansion
- Increased comp for high performers by ~\$30K
- Modified incentives to support sale of higher margin products like myRisk®

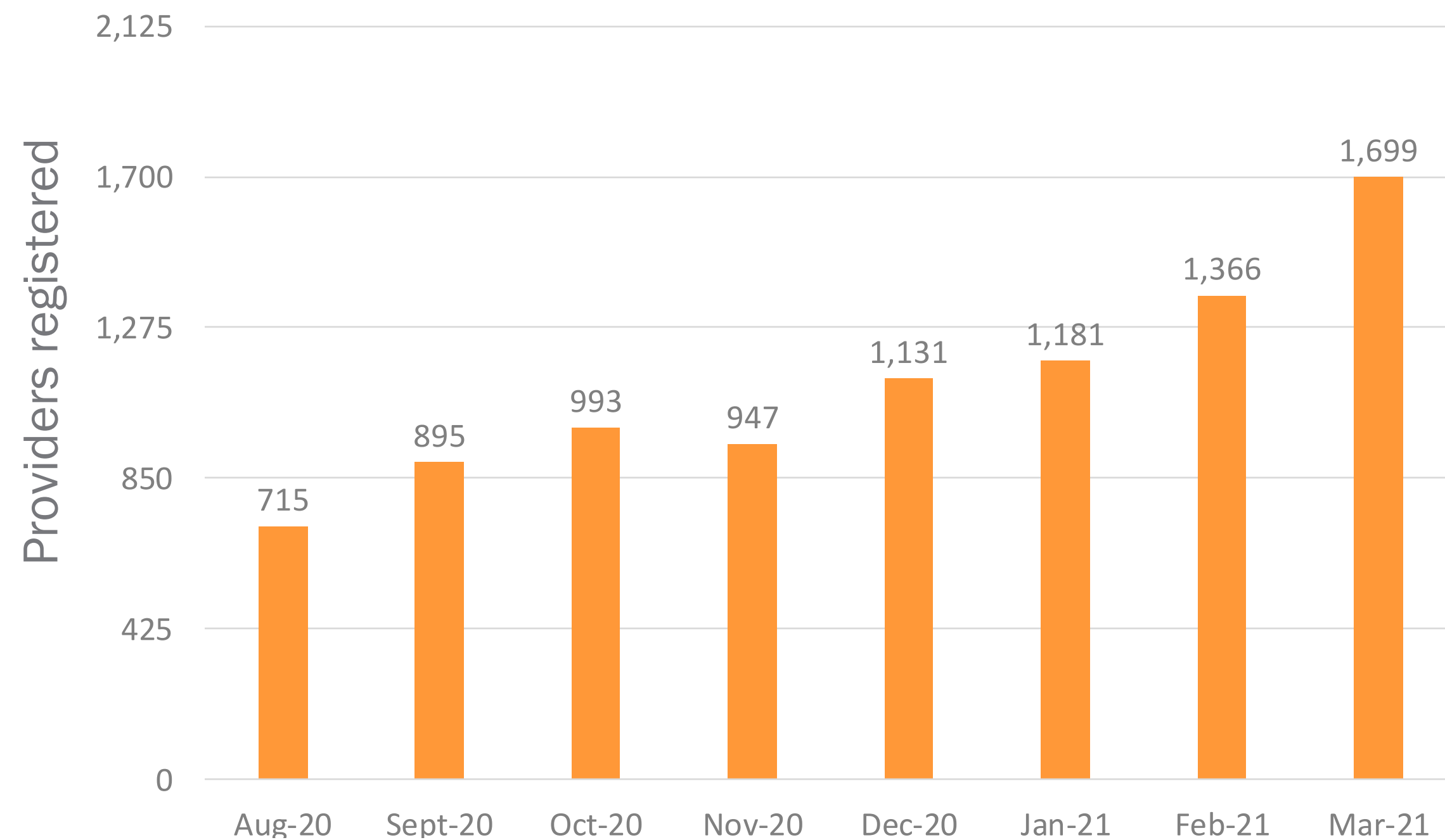
Revenue impact:

**Early results reinforce confidence changes will yield
8-10% long-term organic revenue growth**

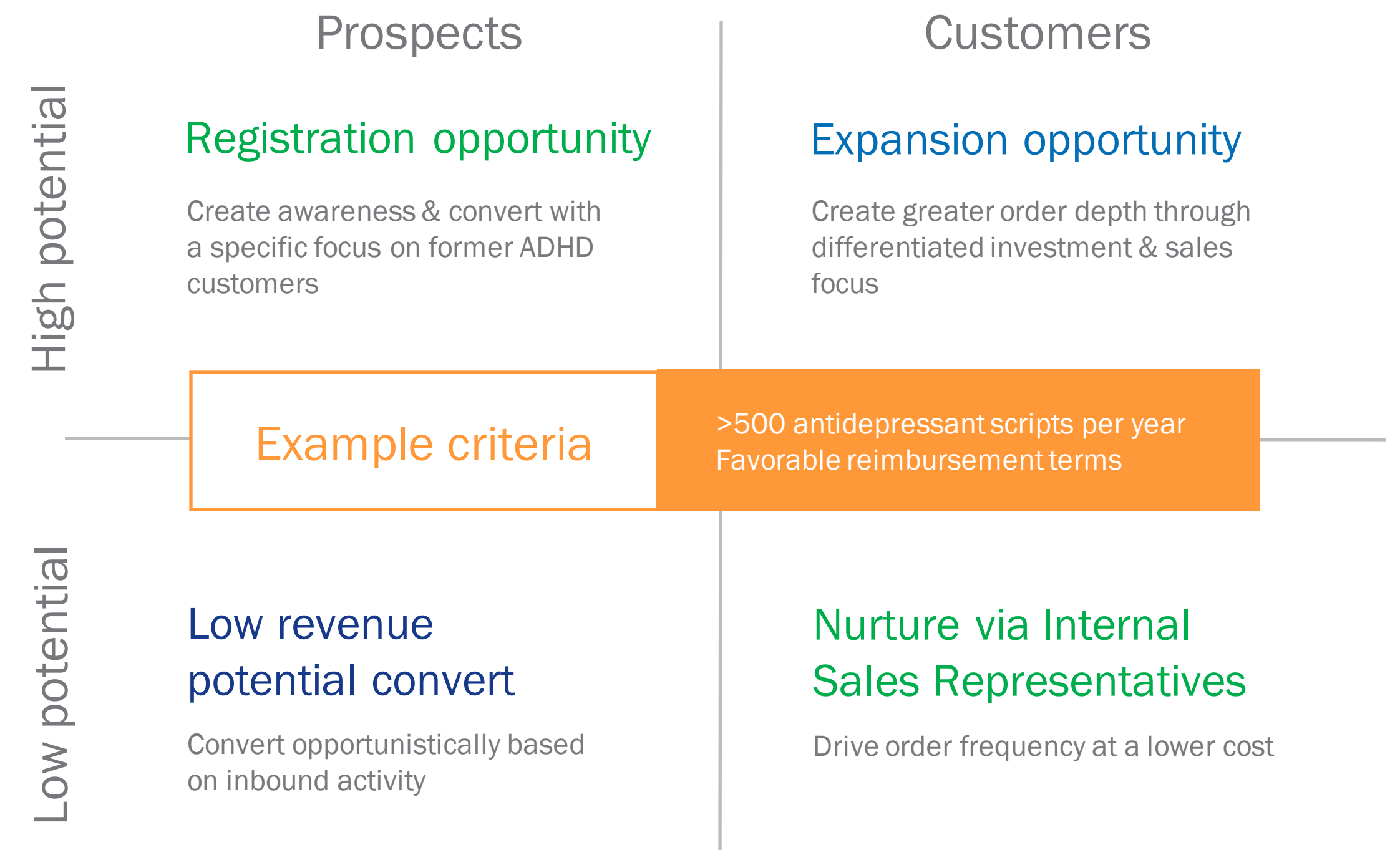
Example:

Significant changes to our GeneSight® model will take advantage of a successful and growing inside sales function to optimize ROI

GeneSight has seen increasing growth and productivity from its inside sales organization

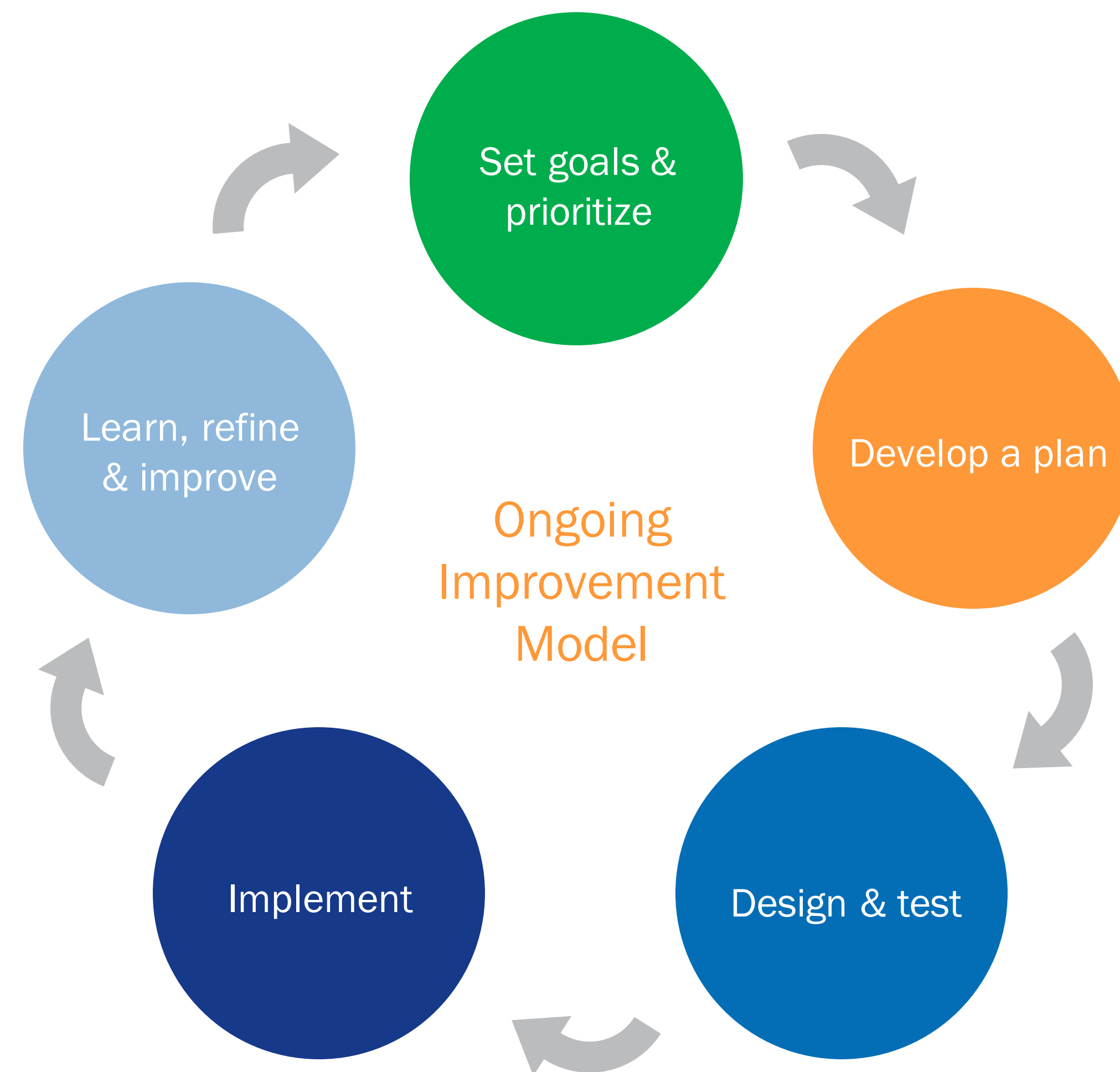


GeneSight growth resources will achieve even higher levels of productivity through more focused targeting



Refine our go-to-market models and leverage the new brand

- Launch new **Myriad Genetics** brand
- Extend our value beyond core strength of **product quality** to lead on **experience and accessibility**
- **Refresh product brands**, more closely tying them to enterprise brand and expanded value proposition
- Refine and more broadly **deploy client segmentation** model
- **Share best practices** and capabilities across businesses
- **Reset sales ROI model** and performance measures
- Create ‘specialty’ sales teams to focus on high-potential, emerging channels like imaging



Make immediate and ongoing changes to our products and experiences

Scale new **consumer-focused demand generation** across major product areas

Establish new, enterprise-level **distribution and business partnerships** (e.g., telehealth)

Optimize digital marketing and digital property footprint across businesses

Introduce **new experience improvements** focused on access and ease-of-use

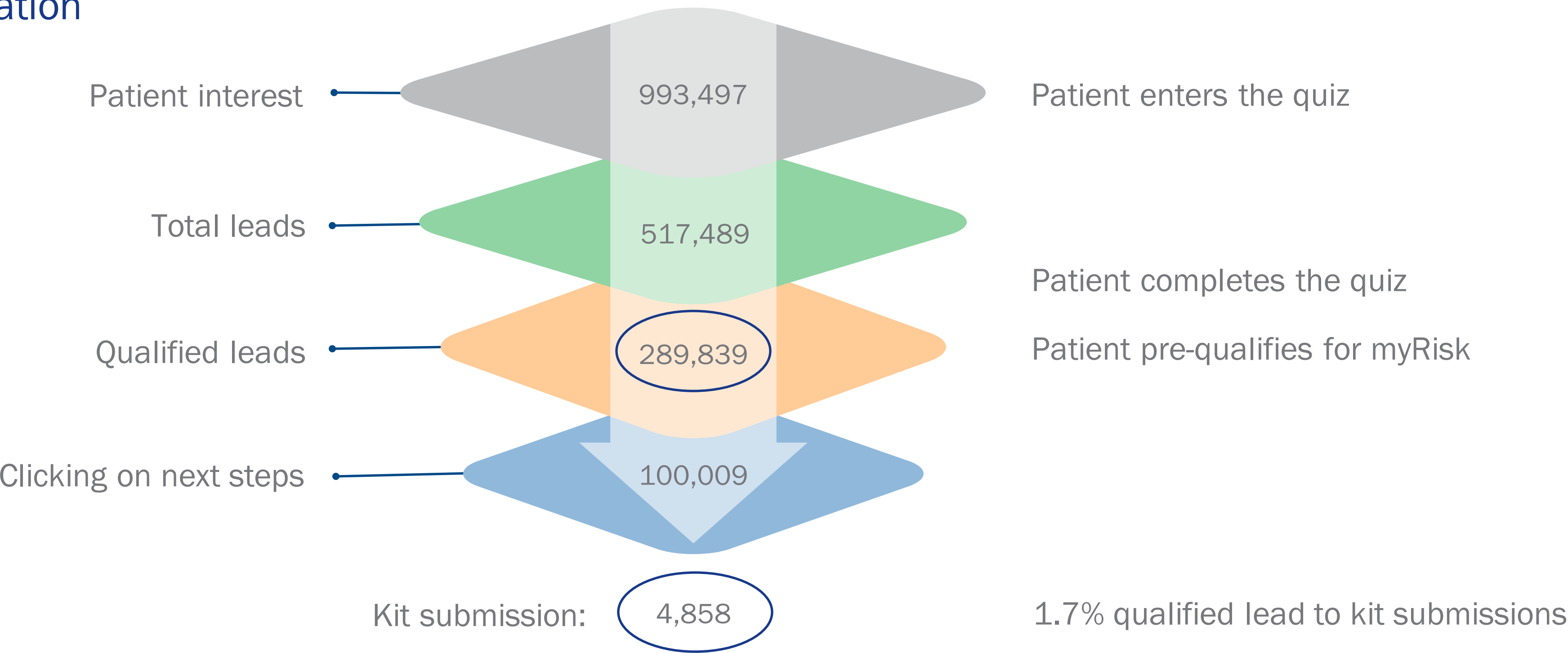
Many investments already underway and preparing to scale

Example: Optimize new model

Investing in incremental consumer demand generation

myRisk® demand generation

Historical Approach to
Consumer Demand
Generation



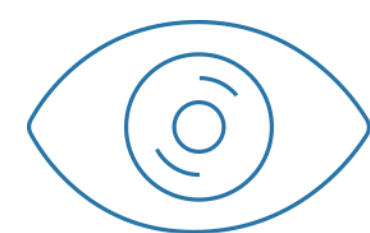
Long Term Goal

Generate >2 million consumer leads resulting in
>200,000 orders across all Myriad products annually.

New approach:

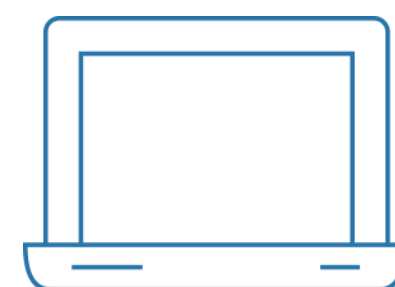
Pilot is yielding promising early results

“Katie,” 34 years old, worried but never had cancer



Encounter

Sees targeted ads



Consider

Visits Myriad.com to check risk per family history



Inquire

Qualifies for test & orders a myRisk[®] test kit



Order

Personal follow-up call from Myriad within 24 hours for next steps

Results

Qualified lead conversion is up more than 4x from <2% to >8% of qualified leads

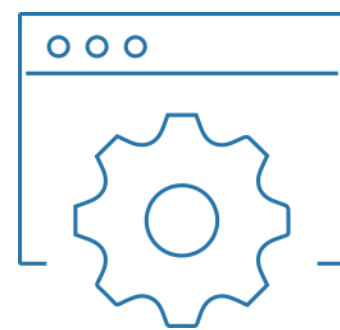
Early results:

A cohesive enterprise-wide commercial strategy framework

Our business will consistently reinvent itself and adapt to market changes to deliver long-term profitable growth



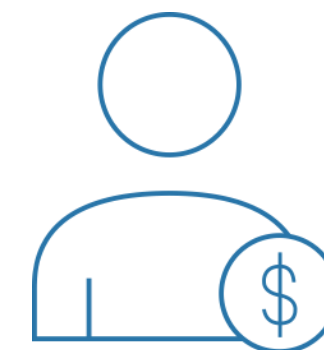
Deliver a **crisp value proposition**, aligned with **customer needs**



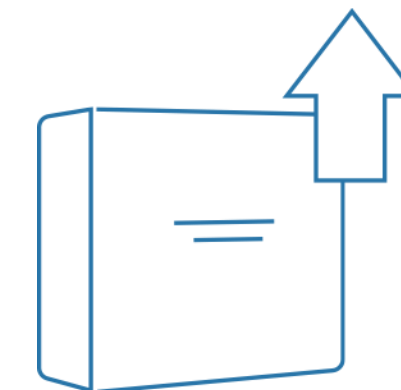
Reduce friction with customers through **tech innovation**



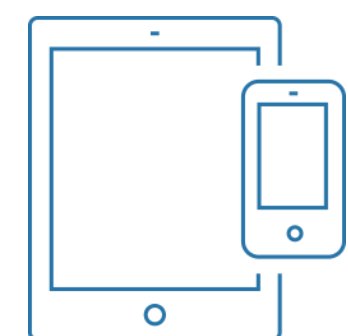
Optimize pricing and bring cost down to **maximize operating income**



Build a **more effective and cost-efficient sales model**



Build **pipeline of new products** to **refuel growth**



Develop **capabilities to diversify demand generation**



 Myriad genetics