



“At our core we are a genetics and information company. Our goal is to empower patients, as consumers, and their physicians and our payer partners with the data to help guide treatment decisions, improve clinical outcomes and lower healthcare costs. As we look forward, we are confident we can deliver on our mission to be a trusted advisor, and the opportunity to transform our business, and strategically position Myriad Genetics for sustainable growth and profitability.”

Paul J. Diaz, President and CEO, Myriad Genetics

October 15, 2020

Dear Stakeholders,

From its beginning 29 years ago, Myriad Genetics has been in the business of improving and saving lives by unlocking the power of genetics and precision medicine. We empower patients with the information they need to take control of their own health and wellness, and healthcare professionals with data-driven genetic insights to better diagnose, treat and prevent disease. Our purpose is clear and our mission has never been more relevant than it is today. This ability to proactively impact patients, and accelerate the transition to a healthcare system that is patient-centered, and focused on prevention and early detection is what compelled me to join Myriad Genetics. It is a passion shared by my 2,700 Myriad teammates around the world.

Market trends

The challenges and pressures on our current healthcare system reinforce the opportunity for Myriad Genetics to play a meaningful role in transforming healthcare and precision medicine, building on our long-standing record of innovation and leadership in women’s health, oncology and neuroscience.

These trends include:

- Accelerating shifts in consumer engagement, early detection, home-based care models, telemedicine and virtual care
- Dramatic changes and disruption in the way outpatient care is delivered in the wake of the COVID-19 pandemic, coupled with broadened awareness of the vital role of diagnostic testing
- Expanding access to clinical-grade, genetic solutions for underserved populations with increased focus on disparities in healthcare outcomes and access for challenged communities
- Growth in personalized medicine and the interest in new partnership models to advance companion diagnostics and serve patients with specific treatments based on their own genetic makeup and biology.

Business Opportunity

These market trends create new opportunities to position Myriad Genetics, and our products and services, for growth and commercial success through enhanced customer service levels and a stronger alignment of our value proposition with physicians and payers. Patient safety, quality, and service excellence are paramount. We are committed to creating a superior end-to-end experience in everything we do, making it easier for patients, physicians, and our payer partners to do business with us. We also believe that by leveraging our R&D and technology capabilities and commercial platform we can improve our go-to-market strategies and more quickly adapt to evolving customer preferences and market dynamics.

There are also meaningful ways for Myriad Genetics to improve its financial position, by reducing complexity and cost, and extending our commercial reach. We will embrace a growth mindset as we drive efficiency and productivity and focus our efforts on markets and products where we can lead. Finally, we are committed to developing a more disciplined approach to allocating our human and financial capital to drive growth and improve our investors' return on invested capital.

Altogether, we have a powerful thesis for transformation and growth. The development of a comprehensive plan to improve our commercial capabilities and reset our base is underway, incorporating a range of external perspectives, industry best practices and internal learnings. Our initial focus will span sales, marketing, pricing, reimbursement and related areas. I look forward to sharing our future strategic vision as plans progress.

Business Highlights and Proposed Enhancements to Corporate Governance

The fiscal year ended June 30, 2020, was one of significant change for Myriad Genetics, its Board of Directors, its business, and the world at large. Before the COVID-19 pandemic hit the U.S., the company already was facing headwinds to its business operations and was starting to overcome these challenges. The pandemic created new hurdles beginning in the spring of 2020, including a worldwide economic contraction and severe disruption to the molecular diagnostics industry.

But the company is emerging from these setbacks, and I am excited to share with you a few examples of steps we have taken to improve our operations and governance as we accelerate growth:

- **Leadership Changes:** Our new Board Chair Louise Phanstiel and I are humbled at the reception and support we have received from our teammates and shareholders after taking on our new roles. Over the last eight weeks I have been impressed by the dedication of our leadership team and employees who are deeply committed to our mission, open to change, and willing to challenge the way we do things.
- **Board Composition:** Following the Annual Meeting, Myriad's Board of Directors will be very different from the Board of just 16 months ago. In that time span, the company will have added six new directors, changed the Board Chair, changed one critical committee chair, expanded the responsibility of one committee, and completely redefined another. As of December 4, 2020, two thirds of the Board will be new directors, introducing new perspectives and skills while retaining the experience and continuity of longer-tenured directors. At the same time, we have improved the diversity of our Board in a meaningful way.
- **Corporate Governance:** We have engaged actively with our shareholders, heard their feedback and have begun to address their concerns. The resulting actions include a change from plurality to majority voting for directors, instituting a retirement age for directors, and changing our fiscal year end from a June 30th to a calendar fiscal year end to better align with industry standards.
- **Executive Compensation:** To help spur our recovery from COVID-19 and other headwinds, we have refocused our executive compensation on financial metrics that better align management incentives with shareholder interests. For example, equity granted as long-term incentive compensation will comprise 50% performance shares, with the company's performance on earnings per share and relative total shareholder return driving the number of shares ultimately awarded to each executive. In addition, the Short Term Bonus plan now will be more heavily weighted to financial goals, including Core Operating Revenue (40%) and Adjusted Operating Income (30%), with the balance tied to specific goals aligned with our transformation plan.
- **Business Highlights:** Fiscal year 2020 was challenging due to the impact of the hereditary cancer coding transition and COVID-19 pandemic. Based on our response and implementation of cost saving measures, we still were able to generate positive free cash flow in the fiscal year. This year we crossed an important milestone and have now served over 5 million patients worldwide. Additionally, we achieved a number of other important business milestones, including:
 - o New coverage for our GeneSight test by UnitedHealthcare, the largest commercial payer in the country.

- American College of Rheumatology guidelines supporting Vectra as an accepted disease activity measure.
- National Comprehensive Cancer Network guidelines for Prolaris for unfavorable intermediate and high-risk patients.
- Publication of new utility data showing the clinical importance of expanded carrier screening.
- New initiatives and resources to strengthen the Myriad brand and digital marketing, including a refresh of our corporate homepage www.myriad.com and other websites.
- Formed Myriad's first Diversity, Equity and Inclusion Resource Group to promote an inclusive workplace that fosters diverse perspectives.

As we move beyond the COVID-19 pandemic, given recent catalysts and future opportunities, we believe we are well positioned to return to growth and profitability.

Annual Shareholders Meeting

I sincerely hope you will participate in the Annual Shareholders Meeting. The following actions will be proposed to stockholders of the company for their vote to:

1. Elect three Class III directors to the Board of Directors to serve until the Annual Meeting of Stockholders in 2023;
2. Approve a proposed amendment to our 2017 Employee, Director and Consultant Equity Incentive Plan, as amended, to replenish the share pool for equity incentive grants;
3. Ratify the selection of Ernst & Young LLP as our independent registered public accounting firm for the six-month transition period ending December 31, 2020 (the interim period before commencing our new calendar fiscal year on January 1, 2021); and
4. Approve, on an advisory basis, the compensation of our named executive officers, as disclosed in the proxy statement.

The Board of Directors recommends the approval of all of these proposals, and other business will be transacted that may be properly addressed during the Annual Meeting.

Myriad Genetics is a purpose-driven organization committed to its mission to improve and save lives by unlocking the power of genetics while delivering value to all of its stakeholders. This mission is even more meaningful and relevant today than it was at the founding of our company 29 years ago. On behalf of the entire Myriad team, thank you for your continued support. We look forward to working diligently over the next year to reward that support with superior company performance.

Sincerely,



Paul J. Diaz

President and Chief Executive Officer