

J.P. Morgan Healthcare Conference



JANUARY 8, 2019 | SAN FRANCISCO, CA



This presentation contains forward-looking statements including but not limited to statements with respect to financial results and the related assumptions, the impact of various factors on operating and financial results, expected savings and synergies (including from the LaunchPad initiative and as a result of acquisitions), and the opportunities for future growth.

This presentation contains forward-looking statements which are subject to change based on various important factors, including without limitation, competitive actions and other unforeseen changes and general uncertainties in the marketplace, changes in government regulations, including health care reform, customer purchasing decisions, including changes in payer regulations or policies, other adverse actions of governmental and third-party payers, changes in testing guidelines or recommendations, adverse results in material litigation matters, the impact of changes in tax laws and regulations, failure to maintain or develop customer relationships, our ability to develop or acquire new products and adapt to technological changes, failures in information technology systems or data security, challenges in implementing business process changes, employee relations, and the effect of exchange rate fluctuations on international operations.

Actual results could differ materially from those suggested by these forward-looking statements. The Company has no obligation to provide any updates to these forward-looking statements even if its expectations change. Further information on potential factors, risks and uncertainties that could affect the operating and financial results of Laboratory Corporation of America Holdings (the "Company") is included in the Company's Form 10-K for the year ended December 31, 2017, and subsequent Forms 10-Q, including in each case under the heading risk factors, and in the Company's other filings with the SEC.

This presentation contains "adjusted" financial information that has not been prepared in accordance with GAAP, including Adjusted EPS, and Free Cash Flow, and certain segment information. The Company believes these adjusted measures are useful to investors as a supplement to, but not as a substitute for, GAAP measures, in evaluating the Company's operational performance. The Company further believes that the use of these non-GAAP financial measures provides an additional tool for investors in evaluating operating results and trends, and growth and shareholder returns, as well as in comparing the Company's financial results with the financial results of other companies. However, the Company notes that these adjusted measures may be different from and not directly comparable to the measures presented by other companies. Reconciliations of these non-GAAP measures to the most comparable GAAP measures are included in this presentation.

A large, light blue, semi-transparent DNA double helix graphic is positioned on the left side of the slide, extending from the bottom left towards the center. It is partially obscured by the agenda items.

Company Overview

**Long-Term Strategic Initiatives &
2019 Priorities**

Financial Update

A faint, light-colored outline map of the world is centered in the background of the slide, showing the continents and major landmasses.

LabCorp is
a leading global
life sciences company
that is deeply integrated
in guiding patient care

Our Mission
is to
improve health
and improve lives

Our Strategic Objectives are to:
Deliver World-Class Diagnostics
Bring Innovative Medicines to Patients Faster
Use Technology to Improve the Delivery of Care

LabCorp Diagnostics

- Patient database reaching ~50% of U.S. population
- Proprietary data sets with >30 billion lab test results
- Broad physician, health system and managed care relationships
- Consumer engagement through ~1,850 PSC locations and >5,500 in-office phlebotomists, with expanding retail presence
- Proprietary decision-support and reporting tools
- Significant IT connectivity, including >65,000 electronic data interfaces with clients



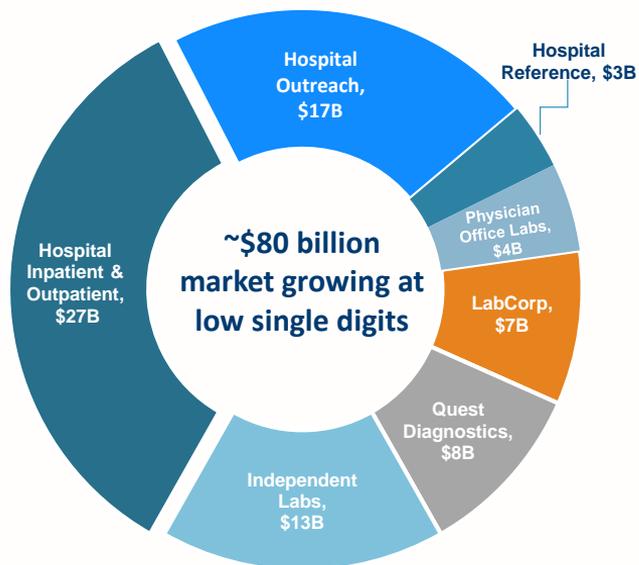
- Global footprint with business in >100 countries; 60,000 employees
- Unmatched real-world data and patient intelligence
- Deep scientific and therapeutic experience
- Leader in Companion Diagnostics (CDx)
- Innovative technology-enabled solutions for customers

Covance Drug Development

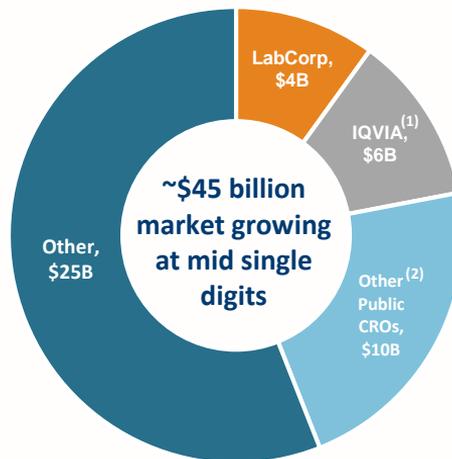
- Serves the top 40 biopharma and high-growth emerging segments
- Supports ~50% of all clinical trials
- >175,000 unique investigators
- Involved in all top 50 best-selling drugs on the market⁽¹⁾
- Supported over 60% of all CDx on the market today
- Robust technology suite for trial planning and execution

Leadership in Large, Fragmented Markets Positions LabCorp for Continued Consolidation

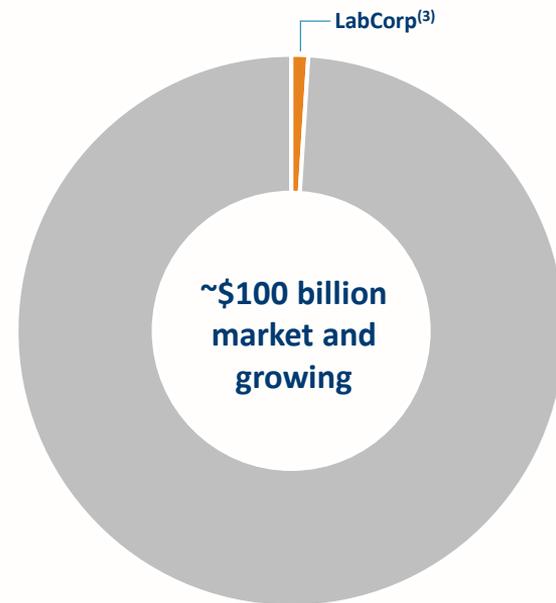
U.S. Clinical Lab Testing Market



Global Outsourced R&D Spend



Ex-U.S. Clinical Lab Testing Market



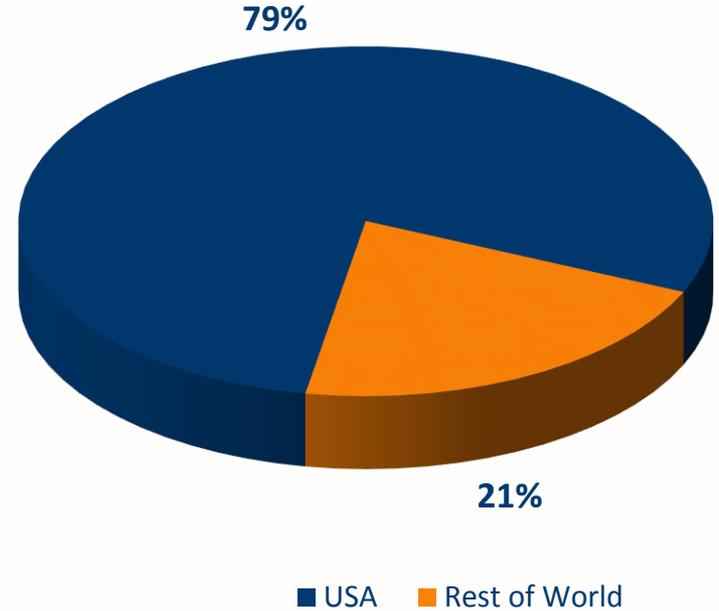
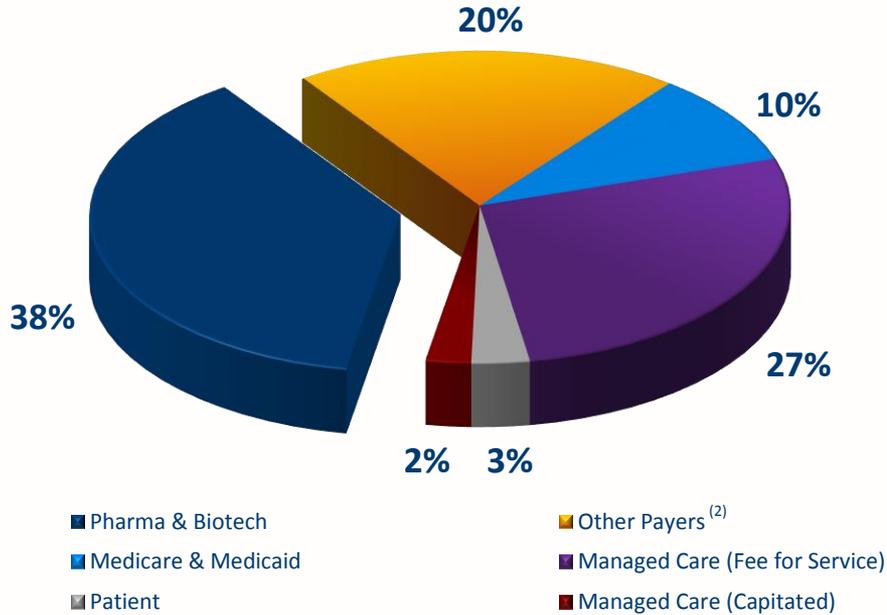
Source: Industry reports and company estimates.

1. Includes company estimates for IQVIA's Research and Development Solutions segment only.

2. Includes company estimates for ICON, Medpace, PRA Health, Syneos Health's Clinical Solutions segment, and Charles River Laboratories' DSA segment.

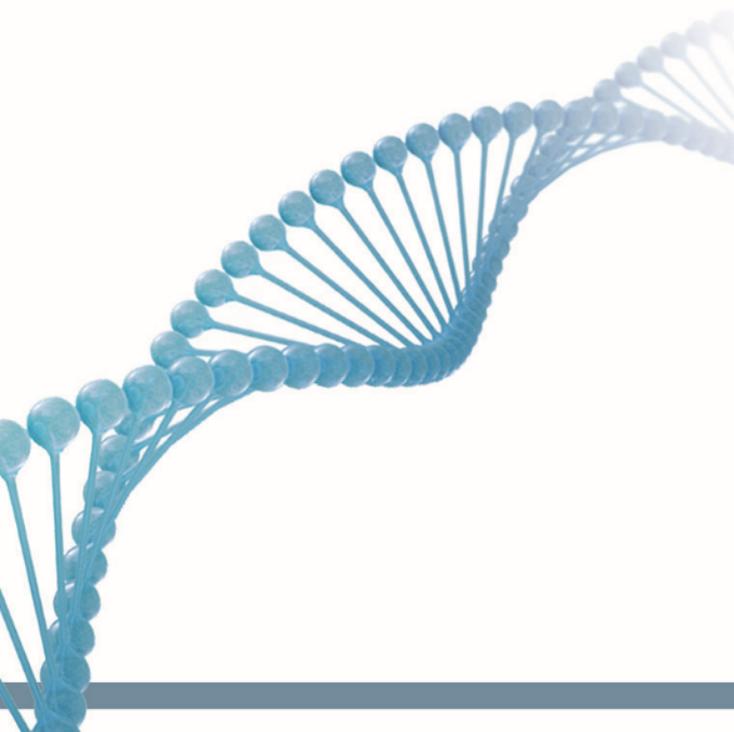
3. LabCorp's ex-U.S. clinical laboratory testing revenue (primarily related to operations in Canada) is less than 1% of the total ex-U.S. clinical lab testing market.

Attractive Customer Mix and Geographic Presence⁽¹⁾



1. Based on nine months ended September 30, 2018.

2. Includes physicians and hospitals, occupational testing services, non-U.S. clinical diagnostic laboratory operations, nutritional chemistry and food safety operations, and Beacon LBS.

A decorative graphic of a DNA double helix, rendered in a light blue color, curves from the bottom left towards the center of the slide. It is composed of numerous small spheres connected by thin lines, creating a sense of depth and movement.

Company Overview

**Long-Term Strategic Initiatives &
2019 Priorities**

Financial Update

Transition to Value-Based Care

- Customers are seeking improved efficiency in care delivery
- Stakeholders view value-based care as a model to reduce the overall cost of patient care
- Increased provider demand for advanced tools and analytics that deliver better outcomes via personalized medicine and population health

Transition to Data-Driven Drug Development Process

- Dealing with increased trial complexity, and competition for patients and investigators
- Greater need for scalable, innovative tools and processes to initiate and manage trials
- Increased sponsor demand for data-driven study design and execution, as well as access to relevant biomarkers

Growing Importance of the Consumer

- Increased interest in and influence over healthcare decision-making
- Technological advances driving expectation of convenience
- Consumer satisfaction increasingly important to other healthcare stakeholders (i.e., Patient Net Promoter Scores)

To thrive in this environment we are intently focused on leadership in service, quality and innovation

Leading Laboratory Services

- Convenient nationwide access
- Comprehensive test menu
- Sales and service organization
- Scientific innovation
- Power of scale
- Employer and partner services

Payer and Provider Collaboration

- Help stakeholders achieve cost of care metrics
- Actionable lab results
- Global patient results data
- MACRA, HEDIS, and ACO quality metrics
- Care Intelligence® population health



Clinical Decision Support

- Programs for key disease states
- Lab reports support care guidelines
- Developed by physicians
- Data monitoring drives cost-effective care management

Drug Development Solutions

- Providers and patients benefit from broader participation in clinical trials
- Companion diagnostics leadership
- “Real World” data

Innovative Examples of Helping Hospitals, Health Systems, and Public Institutions Transition to Value-Based Care



Utilizing a customized hepatitis C data feed to support an ACO's patient risk stratification initiative



Establishing digital pathology center of excellence with leading academic medical center



Investing in Dedicated Teams, Enhanced Capabilities, and Purpose-Built Technology

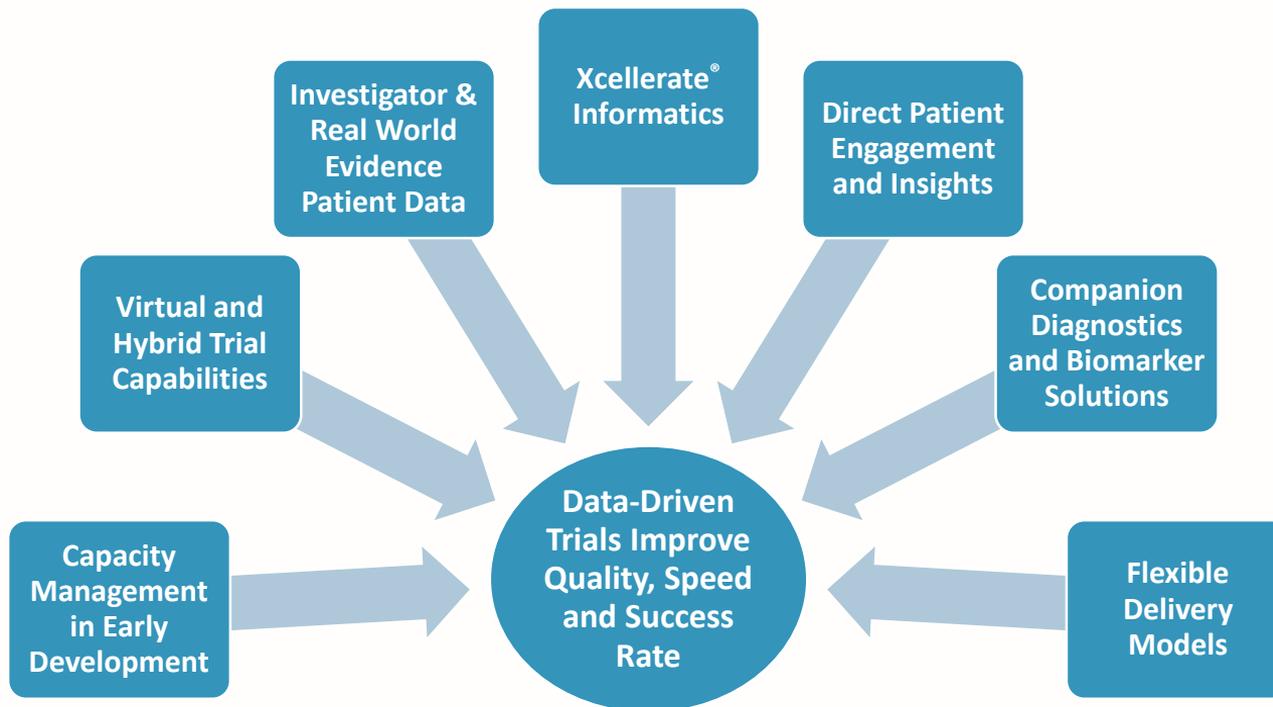


Partnering with preferred Covance trial sites to reduce study timelines and accelerate patient enrollment



Conducting a chronic disease surveillance program to facilitate a public health institution's targeted and timely community-based interventions

Investing in Unmatched Combination of Capabilities, Analytics and Scale Focused on Customers' Top Needs



Critical Insights Improve Protocol Design and Enhance Patient Recruitment and Retention

- Benefits from LabCorp's direct access to consumers
- Data in more than 20 key indications
- Provides sponsors with an early indication of anticipated patient acceptance of a proposed protocol, influencing clinical trial enrollment expectations
- Global voice of patient data collected from ~30 countries

Sponsor	Patient Intelligence	Opportunity for Change
Biotech sponsor focused on rare diseases	Roughly 50% of targeted patient population not willing to travel 50+ miles to participate in a study	Alter approach to site and investigator selection
Top 5 pharma sponsor conducting an infectious disease trial	Roughly 50% decline in patients' willingness to participate in a study as length of time required in a physician's office for monitoring increased from 4 to 7 hours	Adjust the protocol by weighing these trade-offs (monitoring time vs. patient burden)
Biotech sponsor focused on rare diseases	Data showed that patients would consider halting current treatment regimen to enroll in a double-blind, placebo-controlled study	Helped convince top investigators, who were concerned about this obstacle to enrollment, to participate in the sponsor's trial

Differentiated Data and Capabilities Drive Improved Performance

Global

Neurology

SAVE 4.9 MONTHS

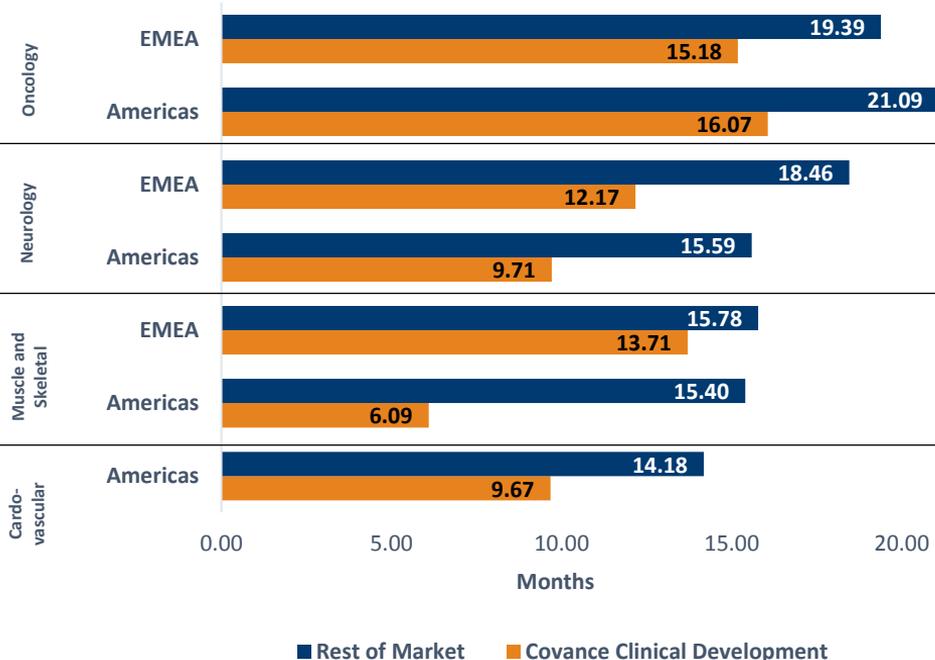
Muscle & Skeletal

SAVE 8.6 MONTHS

Oncology

SAVE 4.2 MONTHS

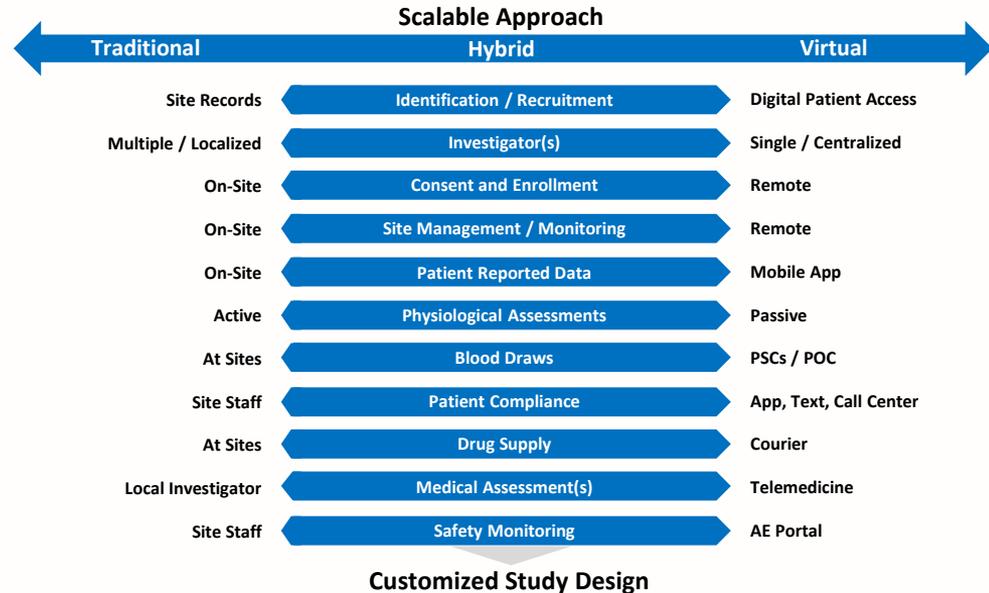
Regional



- Covance Clinical Development performance measured based on an analysis of trials processed through Covance Central Laboratory
- Examples show timeline (in months) for Site Activation to Last Patient In
- Savings seen across regions and therapeutic areas
- Other metrics tracked include:
 - Patients per site
 - Screen failure rate
 - Enrollment rate
 - Non-performing sites
 - Retention rate

Deploying Technology and Leveraging LabCorp Infrastructure to Deliver Mobile and Virtual Trial Strategies

- LabCorp’s rich data set, direct patient relationships, and de-centralized patient access points (e.g., PSCs) are important capabilities for this type of trial
- Incorporating various mobile health technologies into traditional studies (e.g., mobile apps, wearable devices, telemedicine)
- Providing a customizable “designed around you” suite of virtual trial capabilities, tailored to customer specifications



Focused on enhancing the patient experience, efficiency and speed in drug development

Extending Our Industry Leadership in Companion and Complementary Diagnostics (CDx)

CDx-Related Backlog
(Dollars in millions)



- Exceeded \$200 million in cumulative new CDx-related revenue from the acquisition of Covance through 2018
- Delivered approximately \$300 million in Drug Development orders in 2018
- Collaborated with over 50 clients on more than 110 CDx projects in 2018
- Expanding technology offerings, with dedicated CDx laboratory focused on assay development, distributing assays to Central Lab sites for clinical trials, and regulatory support
- Partnership with Unilabs expands channel for commercialization of CDx in Europe

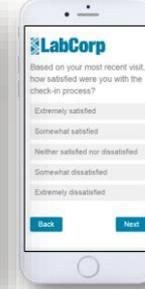
1. As of September 30, 2018.

New Tools and Technology Create a Leading and Differentiated Consumer Experience



Innovations Increase Consumer Engagement and Build Brand Loyalty

- Access lab results through the LabCorp | Patient™ mobile app and the Apple Health app
- Receive price estimates before certain services are performed
- Pay balances during LabCorp Express check-in
- Make reservation and check in from mobile device
- Capture consumer feedback and Net Promoter Score through mobile-friendly survey
- Educate consumers about clinical research participation through “Better Together” campaign



PATIENT ACKNOWLEDGMENT OF ESTIMATED FINANCIAL RESPONSIBILITY	
ESTIMATED CHARGES	
LABORATORY SERVICES	\$19.51
NONLABORATORY SERVICES	\$17.75
TOTAL	\$37.26

YOUR ESTIMATED RESPONSIBILITY	
LABORATORY SERVICES	\$19.51
NONLABORATORY SERVICES	\$17.75
TOTAL	\$37.26

New Channels Enhance Consumer Convenience and Access to our High-Quality Lab Services



- Opened 26 locations across six states

- Announced agreement to open at least 600 locations over the next four years

- Net Promoter Scores exceed scores at traditional PSCs

- Pursuing additional collaboration opportunities focused on data integration to enhance offerings and improve consumer experience

Self-Collection

- In November 2018, launched consumer-initiated wellness testing offering, which features sample self-collection from the comfort of the home

- Offering Wellness Screen, Heart Health, Diabetes Check, and Colorectal Cancer Screening; will expand menu

- Rigorous validation process; data to be published

- Potential future use cases include high-need patients (home and non-ambulatory), retail sales, and support of clinical trials

Patient Service Center Access

- Plan to add consumer-initiated, phlebotomy-based offering to the Pixel platform in 2019

- Will enhance consumer access to most important and frequently requested tests

- Consumers will order tests online and visit LabCorp PSCs to have sample drawn



Transition to Value-Based Care

- Accelerate pace of broad-based health system partnerships
- Provide actionable, objective data and analytics that help providers and payers achieve personalized medicine and population health objectives
- Transmit high-quality, timely data feeds to better close gaps in patient care
- Continue to develop and invest in tools and technology to deliver the highest-quality, highest-value laboratory solutions

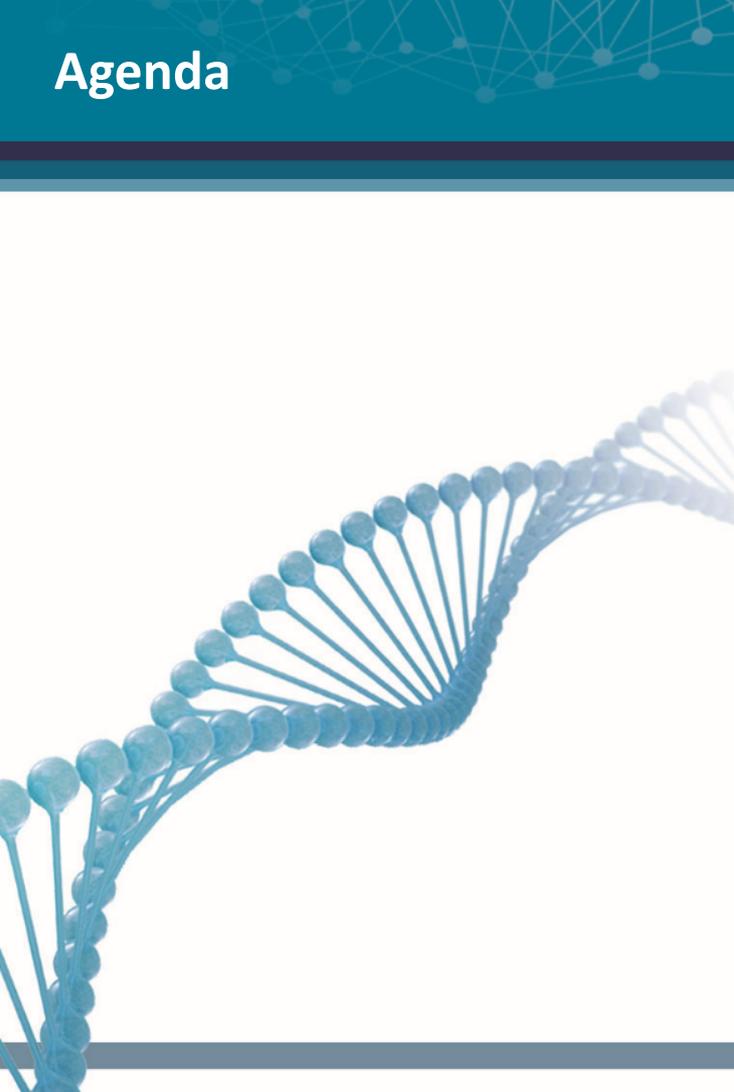
Transition to Data-Driven Drug Development Process

- Build on momentum with “Data as a Differentiator” activities
- Expand our enterprise focus and scientific presence in precision medicine
- Increase patient-centric solutions and engagement with LabCorp patients
- Utilize innovative delivery models

Growing Importance of the Consumer

- Expand LabCorp at Walgreens footprint and services (e.g., Rx and lab data integration)
- Extend the consumer-initiated testing platform and advance new specimen collection technologies
- Enhance engagement with consumers digitally through personalized content
- Use data capabilities such as wait time information, direction to “less busy” PSCs, and online check-in and payment to enhance consumer experience

Underpinning these priorities for 2019 is our long-term focus on driving profitable growth and investing in our business through disciplined capital deployment

A large, light blue, semi-transparent DNA double helix graphic is positioned on the left side of the slide, extending from the bottom left towards the center. It is partially obscured by the agenda items.

Company Overview

**Long-Term Strategic Initiatives &
2019 Priorities**

Financial Update

Proven Track Record of Delivering Strong Results Across Key Revenue Drivers



**Diagnostics
Year Over Year
Organic Volume Growth**



**Drug Development
Trailing Twelve Month
Net Book-to-Bill**

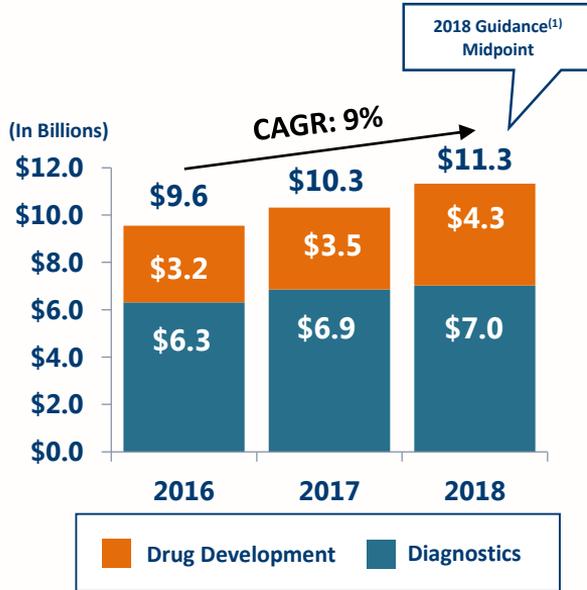


**Drug Development
Backlog
(In Billions)**

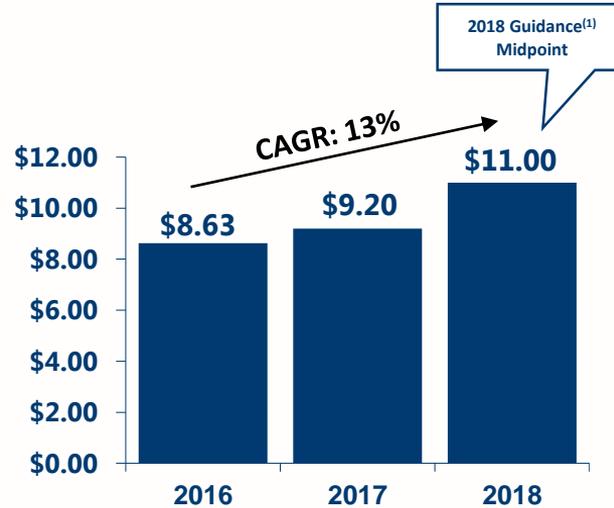


1. Based on nine months ended September 30. Excludes disposition of businesses and acquisitions; includes impact from the ransomware attack discussed on the Third Quarter earnings call on Oct. 24, 2018.
2. Includes backlog from the acquisition of Chiltern.

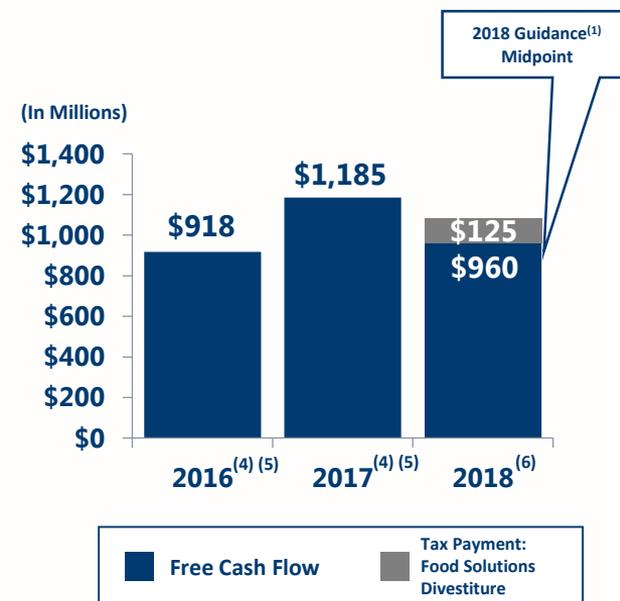
Revenue



Adjusted EPS⁽²⁾



Free Cash Flow⁽³⁾



1. Based on guidance issued on November 30, 2018.

2. EPS, as presented, represents an adjusted, non-GAAP financial measure (excludes amortization, restructuring and other special charges). See Appendix for non-GAAP reconciliation.

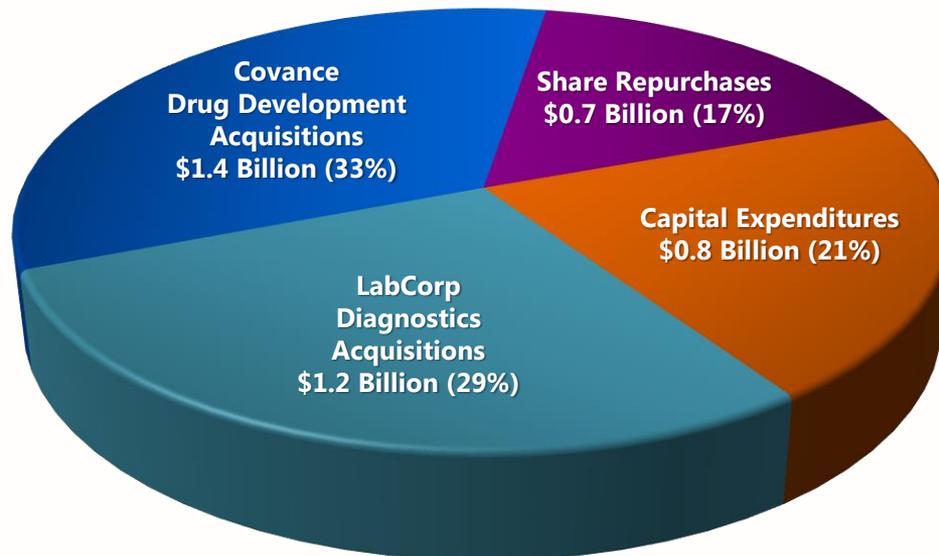
3. Free cash flow represents operating cash flow less capital expenditures in each of the years presented. See Appendix for non-GAAP reconciliation.

4. Free cash flow in 2017 and 2016 has been reduced by \$8.7 million and \$13.4 million, respectively, as the result of implementation of ASU 2016-18. This amount represents the amount of historical payments made on the Company's zero-coupon subordinated notes deemed to be accreted interest.

5. Free cash flow increased by \$47.4 million and \$34.6 million in 2017 and 2016, respectively, for the reclassification of tax payments for net share settlements relating to employee stock vesting from operating activities to financing activities.

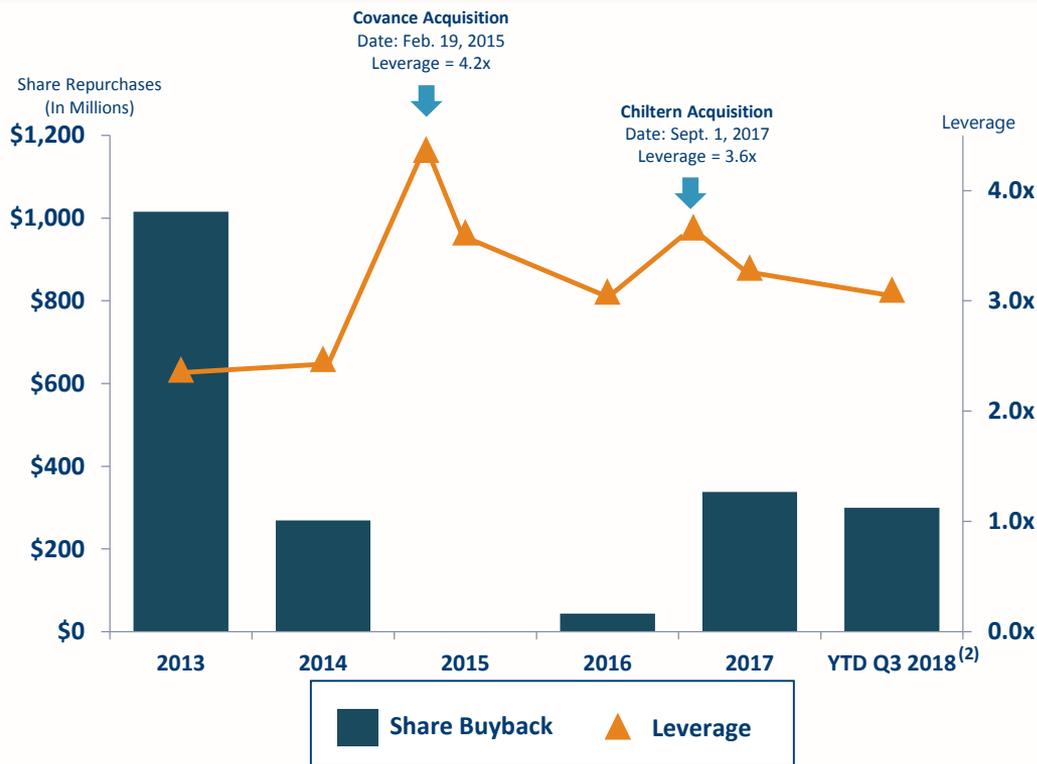
6. Free cash flow includes a fourth quarter tax payment of approximately \$125 million related to the disposition of the Food Solutions business.

Approximately \$4.0 Billion in Capital Deployment Since 2016⁽¹⁾



1. Based on January 1, 2016 through September 30, 2018. Dollar amounts do not tie due to rounding.

Strong Balance Sheet Enables Return of Capital to Shareholders (1)



Debt and Leverage

- Investment grade philosophy with targeted leverage of 2.5x – 3.0x gross debt to EBITDA
- Strong liquidity including >\$900 million in unutilized revolving credit facility
- Attractive debt profile: >80% is fixed interest rate debt and matures in 2022 or later

Share Repurchases

- Repurchased total of approximately \$2.0 billion between 2013 and Q3 2018
- Had \$843.5 million of authorization remaining under its share repurchase program at the end of Q3 2018

1. Data presented under ASC 606 where available.

2. Share repurchases from January 1, 2018 to September 30, 2018. Leverage as of September 30, 2018.



**Stable and
Global Business**



**Financial Strength
and Flexibility**



**Multiple Avenues
for Future Growth**



Innovation



Quality and Service

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Appendix

LABORATORY CORPORATION OF AMERICA HOLDINGS
Reconciliation of Non-GAAP Financial Measures
(in millions, except per share data)

	Twelve Months Ended	
	December 31,	
<u>Adjusted EPS</u>	2017	2016
Diluted earnings per common share	\$ 11.81	\$ 6.82
Restructuring and special items	0.98	0.64
Tax reform act adjustments	(5.00)	-
Amortization expense	1.41	1.17
Adjusted EPS	\$ 9.20	\$ 8.63
<u>Free Cash Flow</u>		
Net cash provided by operating activities ^{(2) (3)}	\$ 1,498	\$ 1,197
Less: Capital expenditures	\$ (313)	\$ (279)
Free cash flow ^{(2) (3)}	\$ 1,185	\$ 918

1. Restated for ASC 606, the FASB-issued converged standard on revenue recognition, and ASU 2017-17.
2. Operating cash flow in 2017 and 2016 has been reduced by \$8.7 million and \$13.4 million, respectively, as the result of implementation of ASU 2016-18. This amount represents the amount of historical payments made on the Company's zero-coupon subordinated notes deemed to be accreted interest.
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{ Improving Health, Improving Lives }



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