



Key Executives

Thomas D. Underwood – Chief Executive Officer

Mr. Underwood became CEO of Alere in January 2010. Prior to this role, he served as President of Alere's Technology Solutions Division beginning in May 2008. Previously for Matria Healthcare (acquired by Inverness Medical Innovations, Inc. in May 2008), he served as President and Chief Operating Officer beginning in January 2008. Prior to this role and since joining Matria Healthcare in June 2007, he served as Executive Vice President of Technology. Mr. Underwood came to Matria from First Consulting Group (FCG), where he last served as President of Global Shared Services.

During his tenure with FCG, Mr. Underwood served in various executive leadership roles, including President of Global Shared Services, Executive Vice President of Healthcare, Executive Vice President of Government and Technology, and President of FCG Software Services.

Previously, Mr. Underwood was Chief Executive Officer and President of Paragon Solutions, an offshore software development business that was acquired by FCG. Prior to his roles with Paragon and FCG, Mr. Underwood was the technology executive for IMNET Systems, an electronic medical record solutions company, which was acquired by McKesson HBOC. Earlier in his career, Mr. Underwood held numerous management and technology roles within Perceptics, a division of the Westinghouse Company, and AT&T Bell Laboratories.

Gregg E. Raybuck – President, Women's & Children's Health

Mr. Raybuck has served as President of Women's and Children's Health since November 2006, when the division was part of Matria Healthcare (acquired by Inverness Medical Innovations, Inc. in May 2008). In this position he is

responsible for the overall strategies, performance and growth of the division. Mr. Raybuck provides leadership and direction to all components of the division, including operations, sales, marketing, program development and reimbursement. He has total problem-solving responsibility for the division's operations and expansion strategies.

Prior to his position as President, Mr. Raybuck served as Senior Vice President of Sales for Women's and Children's Health beginning in August 2006. Mr. Raybuck was associated with Matria Healthcare from 1992 to January 2001, last serving as President of the Cardiology business unit of the company. Prior to his appointment as President of the Cardiology business, Mr. Raybuck held the position of Vice President of Sales and Marketing for Women's Health.

Prior to his return to Matria before it was acquired, Mr. Raybuck served as Vice President of Sales and Marketing for CardioNet, Inc., a technology and service provider of remote wireless monitoring technology for cardiac patients from 2004 to 2006. Prior thereto, he served as President and CEO of North American operations for Card Guard Inc., a global provider of medical devices and cardiac monitoring technology.

Mr. Raybuck earned a bachelor's degree in business from Thomas Edison State College.

Tim Kilgallon – President, Free & Clear

Mr. Kilgallon assumed the role of president of Free & Clear, Inc., after the company became a subsidiary of Alere and Alere's parent company, Inverness Medical Innovations. Previously, he served as CEO of the leading tobacco cessation company since joining in 2004, motivated by the company's opportunity to create value and improve lives by reducing the leading causes of death and disease.

Prior to Free & Clear, he was president of Applied Discovery[®] (acquired by Lexis Nexis), a leader in providing Web-enabled business services to the legal industry. Previously, Mr. Kilgallon was CEO of Pointshare Corporation (acquired by Siemens Medical Solutions), a provider of online services to the healthcare industry. Before joining Pointshare, Mr. Kilgallon served in various roles, including division president, CFO and general counsel at Medaphis, a leader in providing receivables management, information technology and systems integration services to the healthcare industry.

Prior to his time at Medaphis, Mr. Kilgallon practiced law at King & Spalding in Atlanta, Georgia. Mr. Kilgallon earned a law degree from Washington and Lee University and a bachelor's degree in economics and philosophy from Boston College.

Douglas Albro – Executive Vice President, Technology Solutions

Mr. Albro has more than 20 years of experience in IT networks and infrastructure. His expertise includes corporate information and business intelligence applications as well as IS tools for consumers, employers/HR directors, providers and health plans. Mr. Albro served as Executive Vice President of Applications for Technology Solutions since May 2008, when Alere merged with the former Matria Healthcare.

Prior to the merger, Mr. Albro served as Executive Vice President and Chief Information Officer for Alere. He joined Alere from BCBS Excellus, where he served as Vice President of Information Management. At BCBS Excellus, he developed a high-performance division of more than 50 full-time staff, including application developers, data architects, DBAs, business analysts, data governance, quality testers, solution architects, business intelligence specialists, and support services. Previously, he served as Director of IT for Humana, where he was responsible for networks and IT infrastructure.

Craig Apolinsky – Executive Vice President and General Counsel

Mr. Apolinsky has overall management responsibility for Alere's Legal Department. Previously, Mr. Apolinsky served as Vice President, General Counsel and Corporate Secretary for Merge Healthcare, Inc., a publicly-traded company that develops, licenses, implements and supports medical imaging and information software. He led Merge's worldwide legal affairs for their U.S., Canadian, Indian and European operations.

Prior to Merge, he served as Deputy General Counsel and Assistant Secretary for Gold Kist, Inc. He was responsible for securities compliance, corporate governance, contracting and licensing matters for this publicly-traded company with annual revenues in excess of \$2 billion. He began his legal career with Alston & Bird LLP, a prominent national legal firm, and practiced law with the

firm until joining Gold Kist. Craig was a partner with Alston & Bird in its Corporate Health Care and Technology Practice Groups.

Mr. Apolinsky earned his law degree from the University of Texas at Austin, School of Law and earned his bachelor's degree from the University of Virginia.

Joseph Blankenship – Chief Financial Officer

Mr. Blankenship became Chief Financial Officer of Alere in March 2010. Previously, he served as Vice President and Corporate Controller, first for Matria Healthcare (acquired by Inverness Medical Innovations, Inc. in May 2008) beginning in December 2004, and then for Alere beginning in May 2008.

Prior to joining Alere, Mr. Blankenship held various senior executive financial positions for both private and public companies. He served as Controller for Air Serv Corporation from 2002 to 2004 and held the positions of Senior Vice President, Chief Financial Officer, Treasurer and Assistant Secretary while at Healthcare.com from 1999 to 2001. Mr. Blankenship served as Corporate Controller of Decorative Home Accents, Inc., a textile manufacturer, from October 1996 to December 1998, and as Director of Accounting of Allegiant Physician Services, Inc., a healthcare services company, from April 1994 to October 1996. A Certified Public Accountant, Mr. Blankenship earned a bachelor's degree from West Virginia University.

Julie Griffin – Executive Vice President, Culture & Performance

As Executive Vice President of Culture & Performance, Ms. Griffin is responsible for organizational development and human resource activities across Alere's business units. She is accountable for creating a culture built on Alere's six core values of teamwork, excellence, health, accountability, trust and innovation – a culture in which associates can develop and succeed. Ms. Griffin also works closely with the C&P Business Partners to build a performance strategy consistent with Alere's leadership.

Ms. Griffin first joined Alere as Vice President of Human Resources when it was still Matria Healthcare in September 2006. She was promoted to her current role in September 2009. Ms. Griffin offers 15 years of progressive management experience in human resources with a wide range of experience in the areas of accounting, administration and operations. She has served in a variety of

leadership roles for Loyaltyworks, Inc., Benecorp, Quovadx, Inc. (a spin-off of Matria Healthcare), Scottish Rite Children's Medical Center and Allegiant Physician Services, Inc.

Ms. Griffin attended Georgia State University and is certified by the Society for Human Resource Management.

Scott McClintock – Senior Vice President, Enterprise Marketing

Mr. McClintock was recently appointed Senior Vice President, Enterprise Marketing. He has served as Senior Vice President, Marketing for Alere since its formation in May 2008. Prior to this role, he served as Chief Marketing Officer of Matria Healthcare (acquired by Inverness Medical Innovations, Inc. in May 2008) beginning in December 2006. Prior to joining Matria, Mr. McClintock served as Senior Vice President, Head of Global Marketing for Premiere Global Services, a \$500 million international leader in teleconferencing services. He was responsible for all aspects of marketing for PGI. Prior thereto, he headed up branding, marketing and communications for Equant (now Orange Business Services), a \$3 billion international leader in providing data communication solutions to Global 500 companies. He joined Equant at its inception and was instrumental in growing the company from startup, through its IPO and finally to its sale to France Telecom.

Prior to Equant, Mr. McClintock served as Vice President, Management Supervisor for several advertising agencies including BBDO, Ogilvy & Mather, Rubin Postaer, and WayneWest, where he worked on the Shell Oil, Compaq, MediaOne (now Comcast), Pizza Hut and BellSouth accounts. He began his career as a systems engineer with Raytheon and brings more than 20 years of marketing and communications experience to Alere.

Mr. McClintock earned his bachelor's degree from the University of Texas, Austin, where he double-majored in computer science and marketing.

Timothy J. Moore, MD, MS – Chief Medical Officer

Dr. Moore has more than 15 years of medical management experience in public health, academic, and managed care organizations. His expertise includes healthcare planning and innovations, care management analysis and development, and provider relations.

Prior to joining Alere, Dr. Moore served as Chief Medical Officer and Senior Vice President of Health Net, Inc. He joined Health Net in 1998 as Chief Medical Officer of the Northeast health plan and was promoted to Chief Medical Officer of Health Net, Inc. in January 2001. Prior to Health Net, Dr. Moore functioned in similar roles at Humana in Louisville, Kentucky, at Towers Perrin in Minneapolis, Minnesota, and FHP in Salt Lake City, Utah.

Dr. Moore is a boarded family practitioner with a medical degree from Vanderbilt University School of Medicine and a master's degree in administrative medicine from University of Wisconsin-Madison.

Gordon K. Norman, MD, MBA – Chief Innovation Officer

Dr. Norman joined Alere in 2005 when Alere purchased PacifiCare's disease management business and became their exclusive disease management vendor. In 2004, Dr. Norman was named among the Top 25 Most Influential People in Disease Management by *Managed Healthcare Executive* magazine. In that year, he also joined the Disease Management Association of America's (DMAA) Board of Directors. Prior to joining Alere, Dr. Norman served as Executive Director of PacifiCare's dedicated disease management unit. He also served as Vice President of Health Care Quality for PacifiCare, as well as Regional Medical Director and Senior Plan Medical Director for PacifiCare of California.

Before joining PacifiCare, he earned a master's degree in business administration from Stanford University, where he previously earned degrees in psychology and medicine. Following family medicine training in Maine and New York, Dr. Norman entered private practice in upstate New York and later New Hampshire, where he helped launch a physician-led HMO and served as a hospital medical director and lead physicians in a "group without walls" primary care practice.

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