



NeoGenomics

(Nasdaq: NEO)

JP Morgan Healthcare Conference
Investor Presentation

January 2026



Mission

We save lives by improving patient care.

Vision

We are becoming the world's leading provider of comprehensive cancer testing, data and solutions through uncompromising quality, exceptional customer experience, and innovative products and services.

Safe Harbor Statements

This presentation has been prepared by NeoGenomics, Inc. ("we," "us," "our," "NeoGenomics" or the "Company"). Statements contained herein are made as of the date of this presentation unless stated otherwise.

This presentation includes forward-looking statements. These forward-looking statements generally can be identified by the use of words such as "anticipate," "expect," "plan," "could," "would," "may," "will," "believe," "estimate," "forecast," "goal," "project," "guidance," "plan," "potential" and other words of similar meaning, although not all forward-looking statements include these words. These forward-looking statements address various matters, including the Company's strategy, planned future operations and related expectations with respect to timing and performance, future financial position, future revenues, growth potential and expected growth drivers, the timing, performance and anticipated benefits of collaboration, partnership and licensing activities, projected costs and capital expenditures, prospects and plans, and objectives of Management. Each forward-looking statement contained in this presentation is subject to a number of risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statement. Applicable risks and uncertainties include, among others, the Company's ability to identify and implement appropriate financial and operational initiatives to execute on its strategic priorities, to enter new markets and increase market share in both current and new markets, to assemble and maintain an effective executive team, to continue gaining new customers, develop and commercialize new types of tests, integrate its acquisitions, manage the effects of seasonality, execute on its long-range strategic priorities, and otherwise implement its business plans, and the risks identified under the heading "Risk Factors" contained in the Company's Annual Report on Form 10-K for the year ended December 31, 2024, and filed with the SEC on February 18, 2025, as well as subsequently filed Quarterly Reports on Form 10-Q and the Company's other filings with the Securities and Exchange Commission. We caution investors not to place undue reliance on the forward-looking statements contained in this presentation. You are encouraged to read our filings with the SEC, available at www.sec.gov and on our website at www.neogenomics.com, for a discussion of these and other risks and uncertainties. The forward-looking statements in this presentation speak only as of the date of this presentation (unless another date is indicated), and we undertake no obligation to update or revise any of these statements. Our business is subject to substantial risks and uncertainties, including those referenced above. Investors, potential investors, and others should give careful consideration to these risks and uncertainties.

Information contained in this presentation concerning our industry and the markets in which we operate, including our general expectations and market position, market opportunity and market size, is based on information from various sources, on assumptions that we have made that are based on such information and other similar sources and on our knowledge of, and expectations about, the markets for our service offerings. This information involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates.

In order to provide greater transparency regarding our operating performance, the financial results and financial guidance in this presentation refer to certain non-GAAP financial measures, such as [adjusted EBITDA, adjusted gross margin, adjusted gross profit, adjusted gross profit margin, adjusted diluted EPS and adjusted net income], that involve adjustments to GAAP results. These non-GAAP financial measures exclude certain income and/or expense items that management believes are not directly attributable to the Company's core operating results and/or certain items that are inconsistent in amounts and frequency, making it difficult to perform a meaningful evaluation of our current or past operating performance. Management believes that the presentation of operating results using non-GAAP financial measures provides useful supplemental information to investors by facilitating the analysis of the Company's core test-level operating results across reporting periods. These non-GAAP financial measures may also assist investors in evaluating future prospects. Management also uses non-GAAP financial measures for financial and operational decision making, planning and forecasting purposes and to manage the business. These non-GAAP financial measures do not replace the presentation of financial information in accordance with U.S. GAAP financial results, should not be considered measures of liquidity, and are unlikely to be comparable to non-GAAP financial measures provided by other companies.

NEO: Investment highlights

01

An **oncology “pure play” lab** driving rapid dissemination and adoption of innovation through its best-in-class commercial organization

02

Leadership position in hematology creates enhanced test demand as pathologists and oncologists consolidate the number of labs they use

03

Differentiated from large reference labs and specialty diagnostic companies via a relentless focus on the community oncology setting

04

Entering the rapidly-growing **\$20+ billion solid tumor MRD** (minimum residual disease) cancer monitoring market with the launch of RaDaR ST

05

Breadth of test menu along the cancer care continuum makes NEO a “**partner of choice**” among hospitals and community practices

06

Double-digit revenue growth and nine consecutive quarters of **positive adjusted EBITDA**

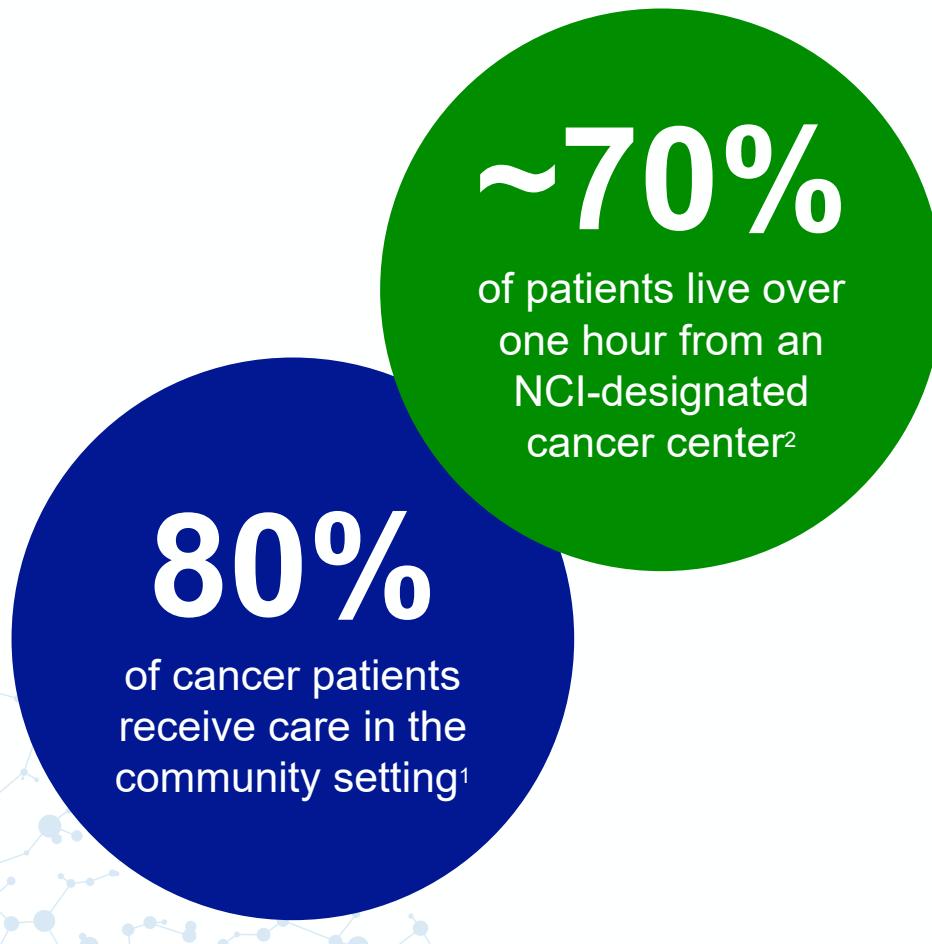


Cancer prevalence continues to rise

1 in 2 men and 1 in 3 women

will develop cancer in their lifetime

Majority of patients choose to be treated close to home



Treatment in the Community setting offers:

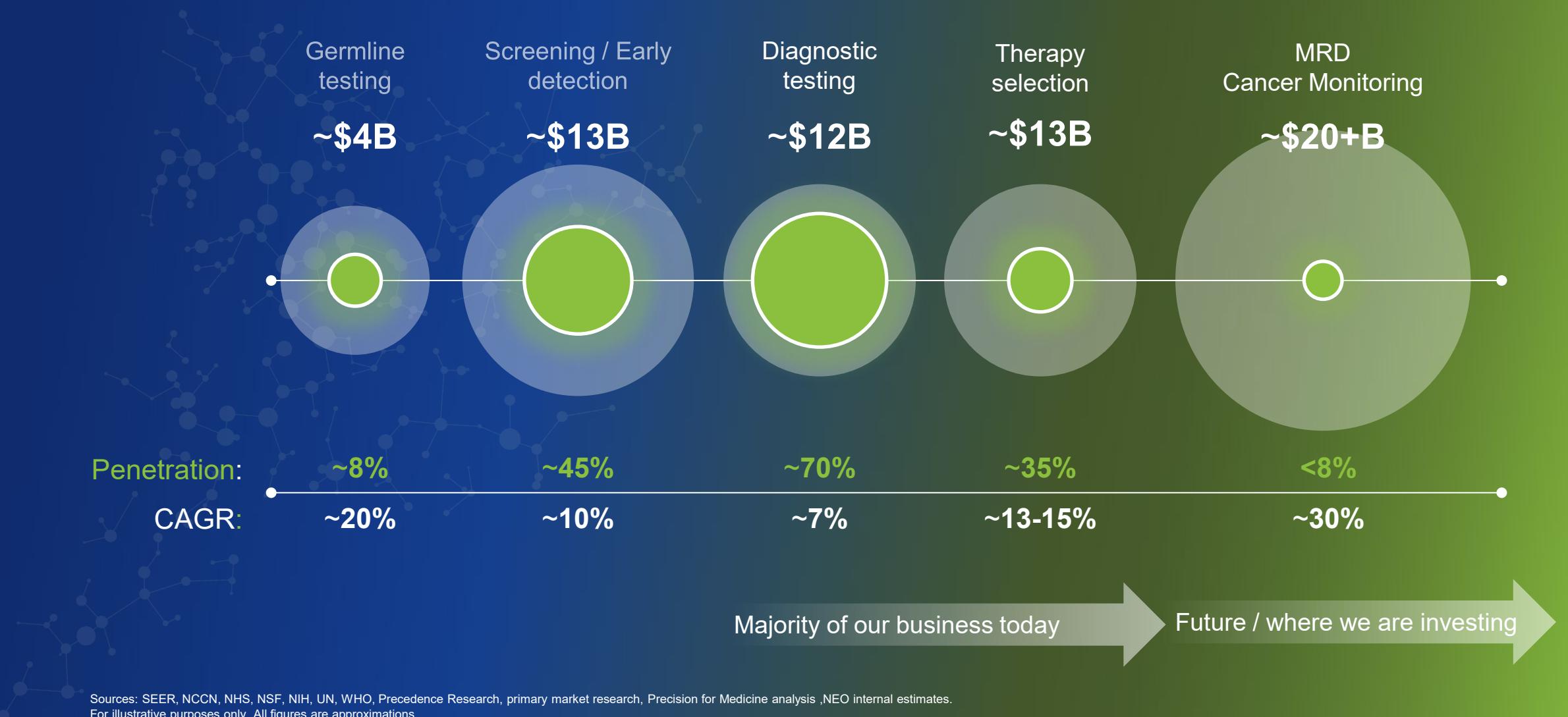
- Proximity to home and loved ones
- More personalized care through long-standing patient-provider relationships
- Cost-effectiveness among insured, underinsured, and out-of-pocket patients
- Health equity and efforts to reduce cancer disparities

**NEO enables precision oncology in
the community setting comparable to
NCI designated cancer centers**

⁽¹⁾ NIH National Library of Medicine "Geographic differences in community oncology provider and practice location characteristics in the central United States" September 2023; JAMA Network "Comparison of US Oncologist Rurality by Practice Setting and Patients Served" January 2024; ASCO

⁽²⁾ American Cancer Society "Population-based geographic access to parent and satellite National Cancer Institute Cancer Center Facilities." May 2017

Strategic Direction: Moving Beyond Diagnostics into Therapy Selection and MRD



Formula for Success



Leverage leadership position in hematology/ diagnostics to expand into **solid tumor therapy selection and MRD**



Evolving to meet the needs of pathologists and **oncologists in the community setting**, where ~80% of cancer care is delivered



Make targeted investments to drive **top-line growth and margin expansion**

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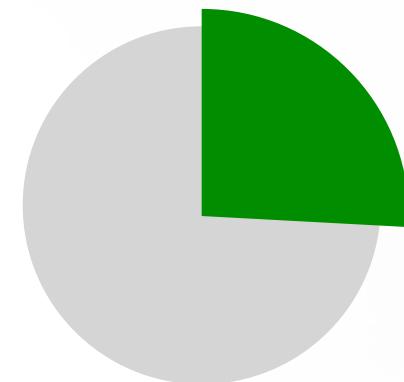
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Leveraging leadership position in hematology

To expand in Solid Tumor Therapy Selection and MRD markets



>25%

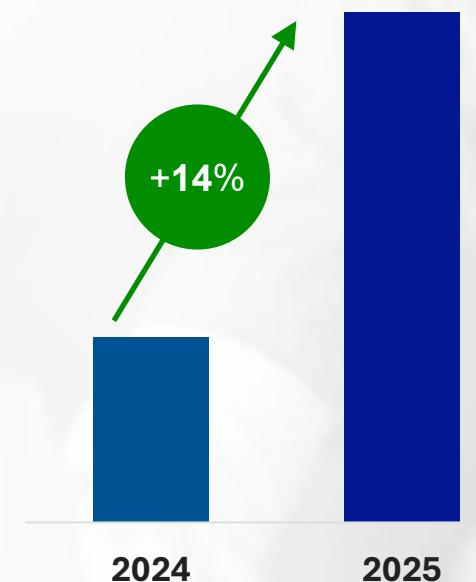
Hematology market share

Across diagnostics and therapy selection
(excluding MRD)

Source: Company estimates



Total pathologists and oncologists
ordering 5+ NEO tests



Represents >40% of total active
pathologists/oncologists

The PanTracer™ Tissue for Therapy Selection

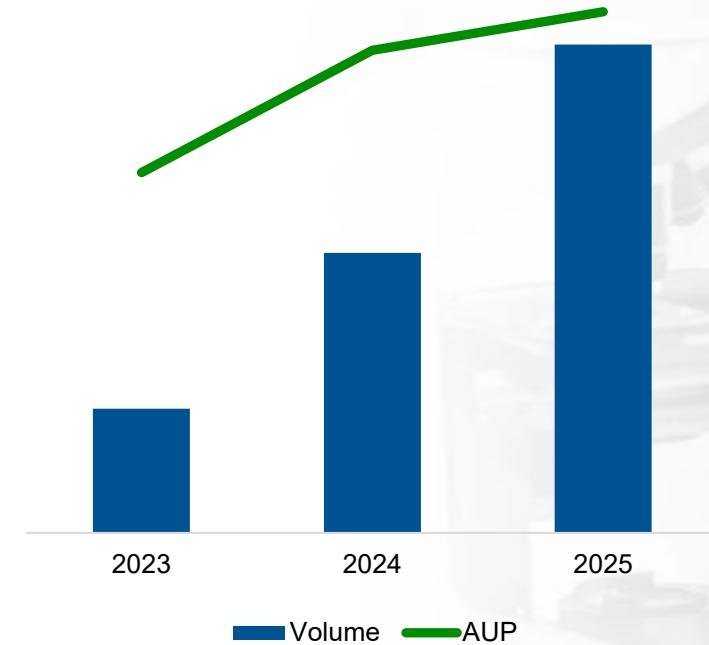
Strong ability to quickly penetrate the community setting with new high-value tests

NEO | PanTracer™ Tissue



~75% of community oncologists new to NEO in 2025 order **5+ tests**

PanTracer Tissue:
Volume and AUP Trends 2023-2025



RaDaR® ST Launch Anticipated in Q1 2026

Tapping into the large, nascent, & rapidly growing MRD market for cancer recurrence monitoring

MRD Opportunity

A \$20+ billion addressable market, growing at a 30% CAGR, and less than 10% penetrated¹

RaDaR ST		
Indication	New Diagnosis	Prevalence
Head and neck	20K	60K
Breast HR+/Her2-	210K	1.1M
Submitted indications	597K	1.3M

~10ppm sensitivity

Next-Gen MRD

Based on Whole Genome Sequencing (WGS)

Capable of Ultra-Sensitive Detection

Proof-of-concept work published at ISLB 2025

Multiple Patents Granted

2026 & 2027: Development & MolDx Submission

¹ NEO estimates

² Favorable MolDx reimbursement decision received in October 2025 for subsets of head & neck and breast cancer

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How we win in the community

Community oncologists are **guideline-driven** and focused on certainty

Why community oncologists use NEO:

1. Ease of ordering
2. Simplicity of test reports
3. Turnaround time
4. Access to medical expertise
5. Offers a comprehensive test menu

Community oncologists **choose partners that remove friction**, enabling confident treatment decisions under time, economic and operational pressures

78 Net Promoter Score

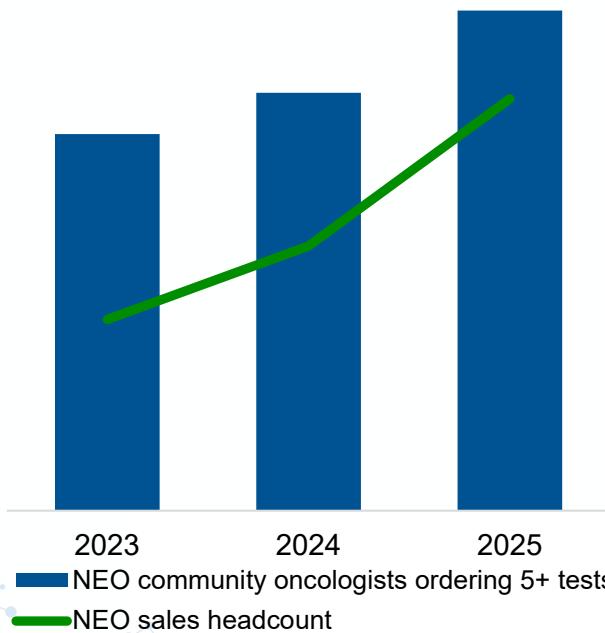
(NPS) reflects strong physician satisfaction

1. Three recent Scientific Advisory Boards (SABs) and independent market research commissioned by the Company

Increasing penetration among community oncologists

Sales team expansion drives accelerated penetration of community oncologists

NEO Community Oncologist NPI and Sales Headcount Trends, 2023-2025



Even as a “fast follower,”
NEO can successfully pull
through new products



Five products launched in
2023 represent **~24% of total
2025 Clinical revenue**



**Breadth of test portfolio,
including Heme** is a key
differentiator

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Investment levers for improved financial performance

Revenue

New Market Penetration – Community Oncology and Solid Tumor

New products – PanTracer Family, RaDaR ST

RCM and Pricing

Commercial investment, productivity and effectiveness

Gross Margin

Automation & Process Improvements

LIMS

Site consolidation

RCM & Price

Procurement

Platform upgrades

Digital Pathology

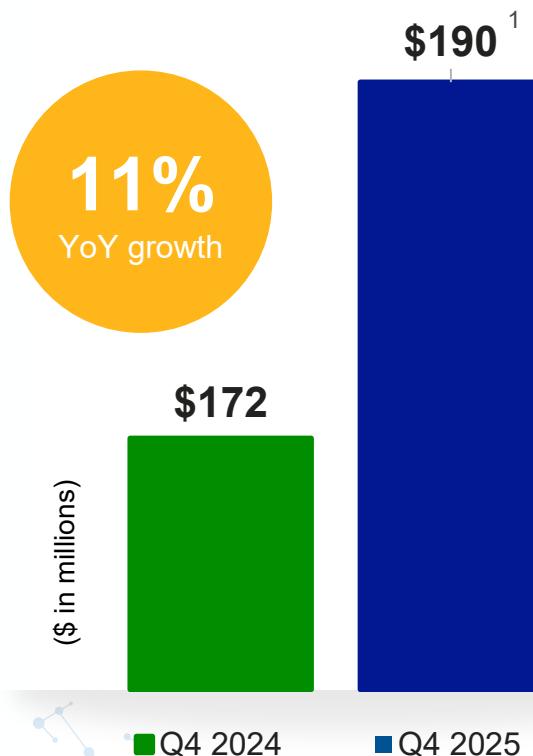
Core growth drivers



- 1** Above-market NGS growth
- 2** Enhanced salesforce execution
- 3** Operating efficiencies
- 4** Increase Northeast penetration
- 5** Revenue Cycle Management (RCM)

Preliminary Q4'25 and FY'25 Revenue

Fourth Quarter 2025 Revenue



Full-Year 2025 Revenue



¹ Preliminary unaudited results as disclosed in the company's January 12, 2026, press release

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Answers are in our DNA.



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