



NeoGenomics Investor Presentation

March 2026

Nasdaq: NEO

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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.



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.

A foundation enabling momentum

01

A “**pure play**” **oncology solutions provider** 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 ten consecutive quarters of **positive adjusted EBITDA**



Cancer prevalence continues to rise

1 in 3 men and women
will develop cancer in their lifetime

Majority of patients choose to be treated close to home

~70%

of patients live over one hour from an NCI-designated cancer center²

80%

of cancer patients receive care in the community setting¹

Treatment in the Community setting offers:

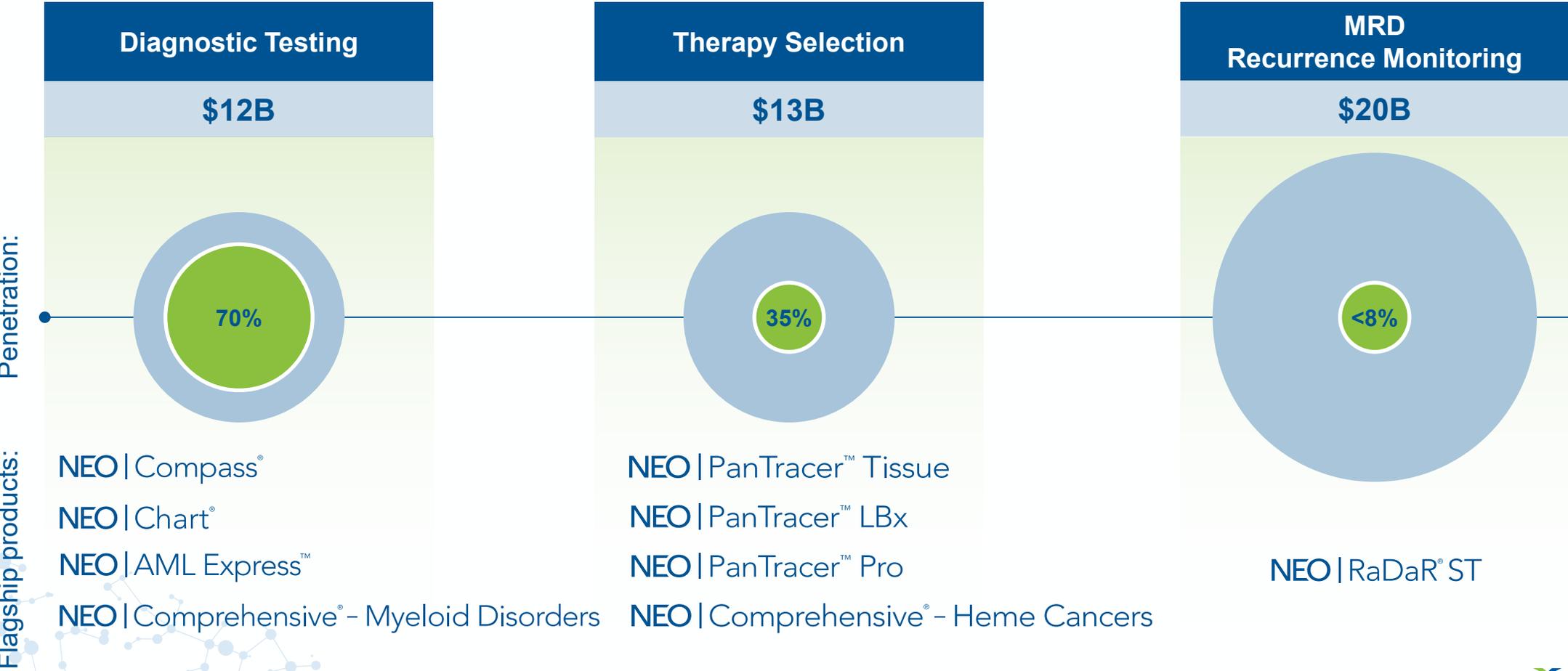
- Proximity to home and loved ones
- More personalized care through long-standing patient-provider relationships
- Cost-effectiveness among insured, underinsured, and out-of-pocket patients
- Health equity and efforts to reduce cancer disparities

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

One provider from diagnosis to recurrence monitoring



Sources: SEER, NCCN, NHS, NSF, NIH, UN, WHO, Precedence Research, primary market research, Precision for Medicine analysis, NEO internal estimates. All figures are approximations. For illustrative purposes only.



Formula for Success



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



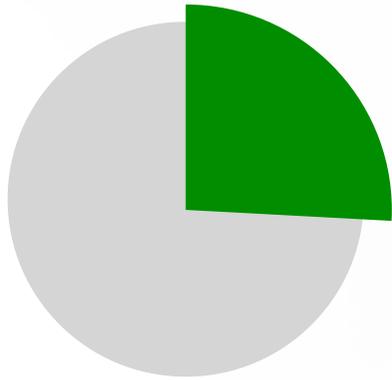
Evolving to meet the needs of pathologists and **oncologists in the community setting**, where ~80% of cancer care is delivered



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

Leveraging leadership position in hematology

To expand in Solid Tumor Therapy Selection and MRD markets

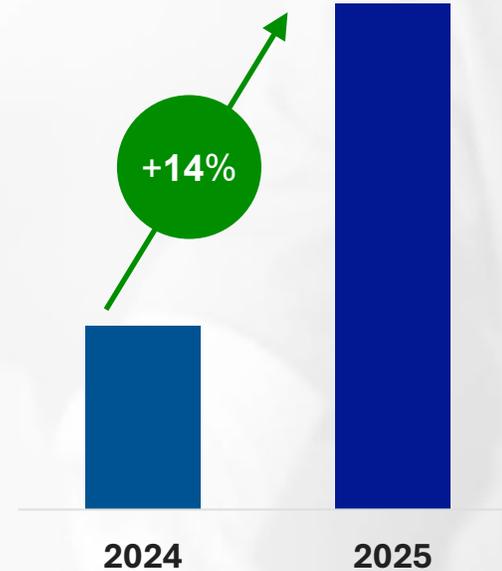


>25%

Hematology market share

Across diagnostics and therapy selection
(excluding MRD)

Total pathologists and oncologists
ordering 5+ NEO tests



Represents **>40%** of total active
pathologists/oncologists

RaDaR[®] ST for MRD

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

RaDaR ST		
Indication	New Diagnosis	Prevalence
Head and neck	20K	60K
Breast HR+/HER2-	210K	1.1M
Submitted indications	597K	1.3M
Detection as low as 1ppm³		



MolDx reimbursement secured



Specialized salesforce



Revenue ramping 2H'26 into 2027

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

3. Sensitivity demonstrated across four independent analytical and clinical validation studies, with detection down to 1 part per million (ppm) under study-specific conditions. Data on file.

Expanding the PanTracer portfolio with Pro

Eliminating order complexity, PanTracer Pro delivers the right tests at the right time, and accelerates therapy decision-making with timely, relevant results to improve patient outcomes.



Actionable information
for therapy selection
and clinical trial
matching



Reduces delays in
treatment planning with
results in 8-10 days



Optimized workflow
with a single order



Includes over 12
companion diagnostic
IHC tests available
through Neo

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

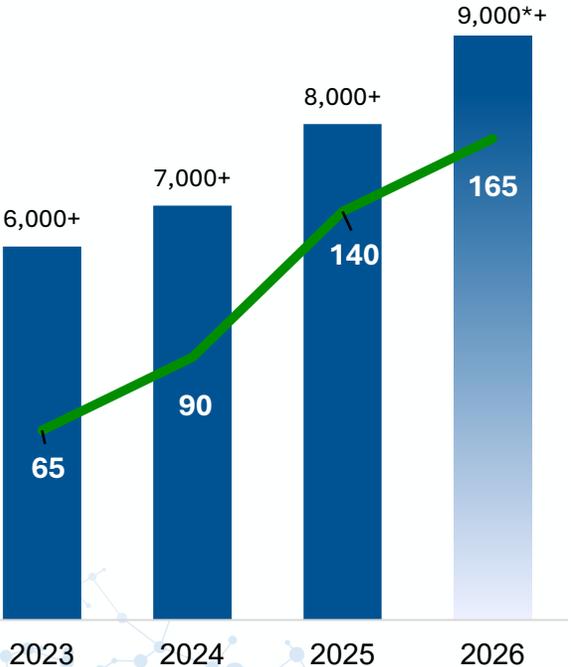
*Community oncologists **choose partners that remove friction**, enabling confident treatment decisions under time, economic and operational pressures*

78 Net Promoter Score
(NPS) reflects strong physician satisfaction

Sales force expansion driving accelerated penetration

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

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



■ NEO community oncologists ordering 5+ tests
■ NEO sales headcount
*2026 figures are estimates



Demonstrated **ability of taking market share** even with later product introductions due to our strengths in the community channel



Five products launched in 2023 represent **25% of total 2025 Clinical revenue**



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

Business levers for accelerated financial performance



Product

- RaDaR ST adoption in Head and Neck, Breast
- RaDaR ST indication expansion
- PanTracer Family adoption
- Product upgrades



Commercial Execution

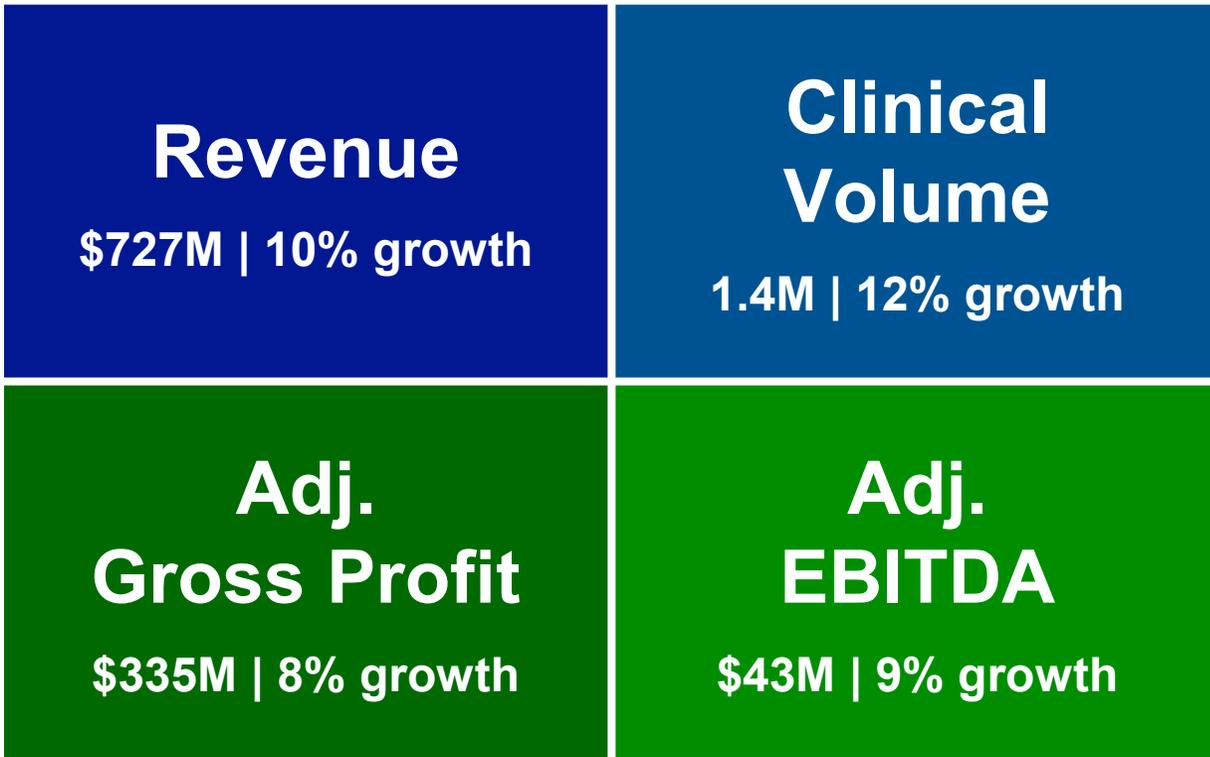
- Sales force expansion
- Pricing and Revenue Cycle Management initiatives
- Payer coverage expansion
- EMR integrations and bi-directional interfaces



Operations

- Digital pathology
- Use of automation & AI
- Instrument platform upgrades
- Single LIMS implementation
- Strategic procurement savings
- Lab footprint optimization

FY 2025 Financial Performance



Key Takeaways

Clinical	Revenue	Volume	Rev/Test
Reported	15%	12%	3%
Same store	13%	9%	4%

- NGS revenue grew 22% over prior year
- Adjusted EBITDA of \$43M or 9% growth from prior year
- Adjusted Gross Profit of \$335M or 8% growth from prior year
- Free Cash Flow improved \$12M or 36% from prior year

Same Store excluding Pathline
 Reported including Pathline
 Growth corresponds to prior year period. Reference non-GAAP reconciliation slides in quarterly filings for details.

Overall Volume and AUP Growth to Remain Strong in 2026

NGS Momentum is Expected to Continue

Volume Growth

Reported / Ex Pathline

2025 12% / 9%

2026* LSD

Excl. Pathline and one Ref. Lab customer

2025 MSD

2026* MSD

AUP Growth

2025 3% / 4%

2026* HSD

2025 MSD

2026* MSD

- Abbreviations: LSD = Low single digit | MSD = Mid single digit | HSD = High single digit
- 2026 figures are management estimates
- Reference lab customer related with high-volume low value testing

NGS Volume

2025 15%

2026* Mid-High Teens

≈9–10% of total volume

NGS Revenue

2025 22%

2026* ~2025 Growth

≈1/3 of clinical revenue

Full Year 2026 Guidance

Guidance as of February 17 th , 2026			
Guide	(\$ Millions)	YoY% Growth	Assumptions
Revenue	\$793 - \$801	~10% at midpoint	<ul style="list-style-type: none"> Continued momentum in NGS RaDaR revenue in MSD millions Modest revenue contribution from PanTracer LBx Non-clinical down LSD-MSD YoY
Adj. EBIDTA	\$55 - \$57	27 - 31%	<ul style="list-style-type: none"> Margin expansion of approximately 100 basis points YoY



Upcoming key catalysts

- RaDaR ST launch for HPV- Head & Neck, subset of Breast
- 2 PanTracer LBx MoIDx reimbursement
- 3 Expanded indication reimbursement for RaDaR ST
- 4 Above market NGS growth



Answers are in our DNA.

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