Welcome

Myriad Genetics Investor Day
August 11, 2022
**Forward-looking statements**

Some of the information presented here today may contain projections or other forward-looking statements regarding future events or the future financial performance of the Company.

These statements are based on management’s current expectations and the actual events or results may differ materially and adversely from these expectations. We refer you to the documents the Company files from time to time with the Securities and Exchange Commission, specifically, the Company’s annual report on Form 10-K, its quarterly reports on Form 10-Q, and its current reports on Form 8-K. These documents identify important risk factors that could cause the actual results to differ materially from those contained in the Company’s projections or forward-looking statements. All third-party marks—® and ™—are the property of their respective owners. Market growth rates used in this presentation are estimates based on Company and third-party industry research. The reported number of physicians (600K) and patients in Epic's network (250M) were provided by Epic.

**NON-GAAP FINANCIAL MEASURES**

In this presentation, the Company’s financial results and financial guidance are provided in accordance with accounting principles generally accepted in the United States (GAAP) and using certain non-GAAP financial measures. Management believes that presentation of operating results using non-GAAP financial measures provides useful supplemental information to investors and facilitates the analysis of the Company’s core operating results and comparison of operating results across reporting periods. Management also uses non-GAAP financial measures to establish budgets and to manage the Company’s business. A reconciliation of the GAAP to non-GAAP financial results is provided under the investor section of Myriad’s corporate website at www.myriad.com.
Our vision and opportunity:
Better health through genetic insights

Paul J. Diaz, President and CEO
Revealing the power of genetic insights – for everyone

Mission
We advance health and well-being for all, empowering every individual by revealing the answers inside each of us.

Vision
As a leader in genetic testing and precision medicine, we provide insights that help people take control of their health, and enable healthcare providers to better detect, treat and prevent disease.

Health. Illuminated.

Moving from transformation to expansion and growth
Serving a more patient-centric healthcare system

Fast-growing

Personalized

Data-driven

1.3M Myriad Genetics tests/year

60,000 active ordering physicians

~10%+ YoY market growth across Mental Health, Women’s Health, Oncology

Serving a more patient-centric healthcare system

Fast-growing

Personalized

Data-driven

1.3M Myriad Genetics tests/year

60,000 active ordering physicians

~10%+ YoY market growth across Mental Health, Women’s Health, Oncology
A trusted partner with specialized expertise

Driving value by better serving patients and customers
Listening to patient and customer needs

Making it easier to do business with us
Collaboration
Partnering with healthcare innovators

Creating a more patient-centric healthcare system
Inclusion
Making genetic testing more accessible and affordable

MyRisk™
Hereditary Cancer Test
with RiskScore®
for all ancestries

$49M of financial assistance provided to
86,000+ eligible patients in 2021.
95% of payers cover Myriad hereditary cancer testing

New point of care financial accessibility tools and payment programs

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Simplification and ease of use

Improving the customer experience

Customer-centric, tech-enabled tools to reduce complexity and cost

$50M investment in point-of-care technology and digital tools

EMR integration

600K providers will be able to order Myriad test for 250M patients in Epic network*

* Integration with Epic expected to go live later this year
Innovation

Elevating our products, investing in our labs

Innovative new product pipeline and state-of-the-art labs

$80M investment in state-of-the-art Labs of the Future

$25M+ annual incremental investment in research and development
Up next

Executing to win
Expanding commercial sales and marketing capabilities to increase access to genetic testing and drive growth

Mark Verratti
Chief Commercial Officer

Engaging our team
Driving service and operational excellence

Nicole Lambert
Chief Operating Officer

Enhancing core lab capabilities
Supporting growth, productivity, and innovation | Lab of the Future

Kevin Haas, Ph.D.
Chief Technology Officer

Tech-enabled commercial capabilities
Improving the customer experience and driving growth

Dale Muzzey, Ph.D.
Chief Scientific Officer

What’s next
Innovating and elevating our product pipeline

Bryan Riggsbee
Chief Financial Officer

Delivering value
Long-term growth and profitability

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Executing to win
Expanding commercial sales and marketing capabilities to increase access to genetic testing and drive growth

Mark Verratti, Chief Commercial Officer
Scaling our enterprise commercial platform is a strategic imperative

- Competitive intelligence and market planning
- Brand management and marketing
- Sales operations and performance management
- Product/channel management
- Tech-enabled customer experience

High potential, innovative products
Our commercial transformation journey

2021
Reset the base

2022
Implement new commercial sales and marketing model

2023
Accelerate growth
## Focus on three major commercial priorities

<table>
<thead>
<tr>
<th>Priorities</th>
<th>Where we’ve had success to date</th>
<th>Where we need to further improve</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Launch new Myriad Genetics brand and refresh our product messaging</strong></td>
<td>• Narrowed competitive gap vs. competition among healthcare providers and patients on perception</td>
<td>• Increase engagement with Genetic Counselor community</td>
</tr>
<tr>
<td></td>
<td>• Named among Fast Company’s most innovative companies in 2021</td>
<td></td>
</tr>
<tr>
<td><strong>Deploy new commercial sales and marketing capabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data-driven segmentation, digital lead generation, Inside Sales</td>
<td>• Successfully deployed new commercial sales and marketing capabilities in Mental Health with above expected results</td>
<td>• Deploy new commercial sales and marketing model in Women’s Health and Oncology</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Adapt our go-to-market model to large health systems by building enterprise-wide relationships</td>
</tr>
<tr>
<td><strong>Extend our value beyond product quality to lead on the experience and accessibility</strong></td>
<td>• Solved for price transparency and patient affordability</td>
<td>• Refocus messaging on improvements in healthcare provider experience and accessibility</td>
</tr>
<tr>
<td></td>
<td>• Partnered with EPIC</td>
<td>• Roll out unified ordering portal and ongoing improvements to Myriad Complete™</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Investing $50M+ in technology to continue to close gap on customer experience</td>
</tr>
</tbody>
</table>
Our transformation is driving change in perception

Efforts to improve customer experience resulted in 10-point improvement in familiarity of Myriad Genetics brand.

Investments in collaboration and relationship-building with healthcare providers resulted in an increase in likelihood to recommend, and improved overall perception.

% who feel familiar with each company among those aware of each brand

Competitor A           Competitor B           Competitor C           Competitor D           Competitor E           Competitor F

Myriad genetics         38 48                               52 57                               49 53                               59 52                               54 50                               58 45                               45 48                               58 45

%  0 20 40 60

Based on Myriad Genetics NPS survey

75% vs. 70% in 2020 of HCP’s would consider recommending Myriad’s tests to their patients

75% vs. 64% in 2020 of HCP’s said Myriad was a good partner to them in supporting their patients

1/3 of HCP’s have a better opinion of Myriad compared to a prior study (vs. 66% no change and 2% with a worse opinion)
New commercial model proven out by GeneSight results

Mental Health

GeneSight®
Mental Health Medication Test

~5m patients diagnosed with depression, anxiety and ADHD who failed their first medication

<15% being tested with Mental Health PGx today

100K high potential providers

+35% expected YoY (2021 to 2022) revenue growth

+3K New providers added every quarter in 2022

1.6M Website visitors per year

4x ROI on advertising media spend

1. 55% revenue growth and 44% volume growth in H1 22 vs. H1 21
2. Annualized based on 809k visitors from January to June 2022
3. ROI calculated based on orders generated from leads multiplied by average ASP vs. advertising media YTD spend
More effective and scalable commercial sales and marketing model

GeneSight Addressable Market

Depression medication
Anxiety medication
ADHD medication

5M Addressable Patients

Marketing
Field sales
Inside Sales

1.5M+ Unique web users

Point-of-Care Engagement Marketing
Digital Marketing
Earned & Sponsored Media
Word of Mouth

Internal Lead Generation

250K+ Leads

Events
Custom Targeting
Organic & Paid Social
Organic & Paid Search

Lead Conversion

300K+ Orders

Custom segmentation
Lead qualification
Email & Text Automation

Data shown represent the past 12 months of activity
Large under-penetrated market opportunities remain in our core business to unlock growth potential across our products.

### Hereditary Cancer
- **MyRisk**
  - Hereditary Cancer Test
- **RiskScore**
- ~29M unaffected women meeting NCCN guidelines
- 24% eligible patients being tested today
- 50K+ potential providers

### Prenatal
- **Foresight**
  - Carrier Screen
- **Prequel**
  - Prenatal Screen
- ~3.55M addressable pregnancies
- ~30% eligible patients being tested with NIPS and ~20% eligible patients with carrier screening
- 38K+ potential providers

### Tumor Profiling
- **Precise Tumor**
  - Molecular Profile Test
- **MyChoice CDx**
  - Myriad HRD Companion Diagnostic Test
- **Prolaris**
  - Prostate Cancer Prognostic Test
- ~775K newly diagnosed cancer patients
- <40% being tested today
- 26K+ potential providers

### New Myriad Commercial Sales and Marketing Model
- **Expand** our reach to a much larger provider base
- **Diversify** our mode of interaction with providers to meet their preference
- **Educate** patients and providers on an ongoing basis
- **Create** easier paths to access for patients and providers who want to use our tests

Data shown on this slide is based on internal and third-party estimates.
Relevant focus on patient and clinician experience

Myriad’s Customer Experience (CX) program confirms the need for an outstanding patient and clinician experience.

For Myriad’s customers, experience is paramount over other key drivers like innovation and data transparency.

What drives clinicians’ likelihood to recommend Myriad?

<table>
<thead>
<tr>
<th>Factor</th>
<th>Correlation with NPS score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinician Experience</td>
<td>81%</td>
</tr>
<tr>
<td>Patient Experience</td>
<td>80%</td>
</tr>
<tr>
<td>Ethics</td>
<td>72%</td>
</tr>
<tr>
<td>Innovation</td>
<td>58%</td>
</tr>
<tr>
<td>Data Transparency</td>
<td>57%</td>
</tr>
</tbody>
</table>
Myriad Complete™
Translating experience into commercial growth

Hereditary Cancer improvements

• Larger populations identification
• Simplified ordering process for providers
• Cost transparency with patients
• Seamless integration into clinical workflows
• Drive decisions with key insights

Pre-test Education
with Certified Genetic Counselor
• Individualized education
• Follow-up documentation

Comprehensive Patient Identification
based on medical society guidelines
• Digital screening with MyGeneHistory™
• Radiology information systems
• Mammography info systems

Simple Ordering
• Online portal
• Virtual orders
• EMR Integrations
• Phlebotomy

Online portal
• Personalized Risk assessment
• Online portal
• EMR integration

Personalized Affordability
• Personalized cost estimates
• New payment options
• Financial assistance for those who qualify

Post-test Consults
with certified Genetic Counselor
• Individualized discussion of results
• Detailed summary notes

Actionable Results

We are dedicated to bringing this commercialization strategy to our customers at scale
**Our path to 12%+ organic revenue growth target by 2024**

Convey Myriad’s competitive differentiation and our commitment to being a reliable genetic testing partner to patients and providers.

Extend commercial sales and marketing model from Mental Health to Women’s Health and Oncology to reach a broader set of physicians and raise awareness with patients who should be tested.

Continue to make it easier to partner with us: ease of ordering, EHR integration, data sharing for clinical care and scientific research, testing at home.

Successfully launch FirstGene, Precise Liquid and Precise MRD for Pharma use in 2023.
Engaging our team
Driving service and operational excellence
Key Performance Indicators (KPIs)

Nicole Lambert, Chief Operating Officer
Enterprise Key Performance Indicators (KPIs)

- **Objective:** Holistic view of the drivers of our success
  - Teams engaged in our success and motivated to deliver the highest quality and customer experience fuels our growth and productivity
  - A fact-driven approach to surfacing trouble spots and root causes fosters a healthy learning-focused culture

- **Current focus**
  - Enabling commercial leaders with Business Unit and product-level data and a consistent cadence for review
  - Standardizing and automating delivery of the data
People measures and trending

Employee turnover

▼ 25% Y/Y

% of our team who voluntarily left Myriad over the last 12 months

Employee engagement

▲ 20% Y/Y

% of our team who are satisfied and committed to the organization and its goals

Diversity & inclusiveness

56% % of total HC as of Q2 ’22

% of our executive leadership who represent various ethnicities, gender and orientation

Q2 ’20 Q4 ’20 Q2 ’21 Q4 ’21 Q2 ’22

2019 2020 2021 2022

Q2 ’20 Q4 ’20 Q2 ’21 Q4 ’21 Q2 ’22
### Quality Measures and Trending

<table>
<thead>
<tr>
<th>Total Turnaround Time</th>
<th>Customer NPS</th>
<th>Audit Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>▼ 15% faster Y/Y</td>
<td>72%</td>
<td>Holding steady</td>
</tr>
</tbody>
</table>

**Total Turnaround Time**
- Average number of days required to produce a report after the sample is received

**Customer NPS**
- "Net Promoter Score" is the number of customers who are advocates of Myriad

**Audit Findings**
- The number of non-conformance findings surfaced by audits each quarter that drive continuous improvement efforts
Growth trends

<table>
<thead>
<tr>
<th>Total active customers trends</th>
<th>Demand volume trends</th>
<th>Average Selling Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>▲ 30% since Q2‘20</td>
<td>▲ 12% Y/Y</td>
<td>Holding steady</td>
</tr>
</tbody>
</table>

Number of current active healthcare providers ordering tests

Total number of distinct patient samples received in each quarter

Average Selling Price is the total Revenue divided by the total number of units sold
### Productivity measures and trends

<table>
<thead>
<tr>
<th>COGS per Test</th>
<th>Adjusted OpEx as a % of revenue</th>
<th>Sales productivity</th>
</tr>
</thead>
<tbody>
<tr>
<td>▼8% since Q2’20</td>
<td>▼10% since Q2’20</td>
<td>▲65% since Q2’20</td>
</tr>
</tbody>
</table>

- **Average COGS $’s per test quarterly**
  (total Cost of Goods dollars divided by the number of total units sold to inflation adjusted)

- **Adjusted Operating Expenses divided by total Revenue each quarter**

- **Total average revenue generated by each sales maker (revenue / sales headcount)**
Financials

<table>
<thead>
<tr>
<th>Total revenue</th>
<th>Adjusted Operating income</th>
<th>Adjusted Gross margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>$179 million</td>
<td>$4.5 million</td>
<td>72%</td>
</tr>
</tbody>
</table>

Revenue generated each quarter from current orders + collections from tests run in previous quarters.

Adjusted Operating Income is Myriad's profit after all enterprise expenses are accounted for.

Adjusted Gross margin is total revenue less the Cost of Goods Sold (COGS).
Enhancing core lab capabilities
Supporting growth, productivity, and innovation
Lab of the Future
Lab of the Future – Vision

Energized and inspired workforce focused on innovation and knowledge-based activities

Automated production for accuracy, efficiency, and minimal turnaround time variation

Differentiated products developed at speed

Environmentally responsible footprint
Lab of the Future – Strategy

**World-class products & facilities**
- Build best-in-class facilities, streamline real estate portfolio and lab costs
- Establish sites for development and future M&A
- Design scalable, environmentally responsible spaces

**Forward-thinking people strategy**
- Reignite our high-performance culture
- Leverage investment in modern facilities to enhance recruiting and retention
- Create career advancement opportunities and enhance workforce capabilities
- Increase integration between Myriad sites

**Cutting-edge automated platform**
- Unify software and hardware platforms
- Improve efficiency, standardize operations, faster assay development
- Enable high-throughput Next Generation Sequencing operations in new, expanded Salt Lake City facility
Multifaceted program to fuel growth and productivity

Broad scope to comprehend all elements of our lab operations

**WORKSTREAMS**

**FOCUS AREAS**

**KPI IMPACT**

**ASSAY ENHANCEMENT**
- New features for current products

**INNOVATION**
- New differentiated product offerings

**REAL ESTATE**
- Modernize & streamline real estate portfolio

**SCALE FOR GROWTH**
- Geographically align high-throughput assays

**AUTOMATION**
- Automated backbone for lab operations

**ADVANCED SEQUENCING**
- Develop new products
  - FirstGene
  - Liquid biopsy
  - MRD

**FORESIGHT**
- Build world-class labs
  - New Bay Area facility
  - New Salt Lake City facility
  - Mason renovation

**PREQUEL**
- Move existing labs
  - Foresight/Prequel to Salt Lake City
  - Move existing Salt Lake labs to modern facilities

**ASSAY ENHANCEMENT**
- Advanced sequencing
  - MyChoice
  - Foresight
  - Prequel
  - Advance whole exome across the portfolio

**INNOVATION**
- Develop new products

**REAL ESTATE**
- Modernize & streamline real estate portfolio

**SCALE FOR GROWTH**
- Geographically align high-throughput assays

**AUTOMATION**
- Automated backbone for lab operations

**Lower COGS**
- Improve ordering customer experience
- Increased volume
- Increased revenue
- Year-over-year growth
- Turnover, retention
- Improved (audit) quality
- Real estate footprint and rent reduction
- Lower (staffing) OpEx
- Lower (real estate) OpEx
- Lower COGS

**Low COGS**
- Improved (audit) quality
- Faster turn around times

Contact Myriad Genetics, Inc. for more information. www.Myriad.com
Execution plan supported by significant investment and top talent

<table>
<thead>
<tr>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
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<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
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<tr>
<td>NovaSeq Transitions</td>
<td></td>
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<tr>
<td>Prenatal products shift to advanced sequencing</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>FirstGene</td>
<td>New Prenatal combined test offering</td>
<td></td>
<td></td>
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<tr>
<td>New Facility Construction</td>
<td></td>
<td></td>
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<tr>
<td>South San Francisco innovation campus construction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salt Lake production lab campus construction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shift Operations to New Facilities</td>
<td>Transition Innovation operations to new South San Francisco facility</td>
<td>Transition Prenatal production to Salt Lake City</td>
<td>Transition Salt Lake City Research Park products to new campus</td>
</tr>
<tr>
<td>Advanced Automation</td>
<td>Design and build first phases of automation</td>
<td>Early phase Prenatal lab automation</td>
<td>Fully automate Prenatal labs</td>
</tr>
<tr>
<td>MRD</td>
<td>New Measurable Residual Disease detection offering</td>
<td></td>
<td></td>
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<tr>
<td>Liquid Biopsy</td>
<td>Liquid Tumor profiling</td>
<td></td>
<td></td>
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<tr>
<td>Whole Exome</td>
<td>Phased approach RUO</td>
<td>LDT</td>
<td>CDx</td>
</tr>
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* >85% of investment is estimated to be Capitalizable expense

$80M* investment in modern labs to deliver

$12M annual savings, plus rent reductions starting in 2025
Tech-enabled commercial capabilities
Improving the customer experience and driving growth
Kevin Haas, Ph.D., Chief Technology Officer
Technology transformation at Myriad

Myriad Technology: Premier enterprise platform for precision medicine

Phase I: Major investment for overhaul to address tech deficit

Phase II: Roll out key commercial capabilities improving ease-of-use

Phase III: Double down on winning growth strategies
Comprehensive enterprise platform for enabling precision medicine

Myriad Complete™ simplifies and streamlines the genetic screening and testing process

- **Patient ID tools** based on medical society guidelines
- **Pre-test education** with a Certified Genetic Counselor
- **Personalized affordability** with cost estimates and financial assistance programs
- **Simple ordering** including online portal and EMR integration
- **Actionable results** with patient care management tools
- **Post-test consults** with a Certified Genetic Counselor

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Consistent delivery of tech-enabled commercial capabilities for GeneSight

Sales execution fueling strong recovery and ~40% CAGR since 2020

- COVID-19
- GeneSight at Home Collection
- Medicare Compliant Ordering
- PHQ-9 Outcomes Collection
- Enhance customer service automation
- Release results directly to patient through provider portal
- Support Inside Sales, Consumer marketing lead generation
- New ADHD Indication Report
- Patient friendly intuitive collection kit
- Just Launched!
Unified provider and patient portals planned to launch for Women’s Health 2H 2022

Integrate MyGeneHistory to identify those patients who meet criteria

Electronically order Foresight, Prequel and MyRisk
Manage all results

Expand patient portal to receive MyRisk results and schedule counseling

New opportunity for cross-selling Prenatal and Hereditary Cancer products

70% of Women’s Health accounts don’t yet order both
Myriad Virtual Care: A new, telehealth hereditary cancer risk action program in partnership with our providers who would like to offer MyRisk testing

<table>
<thead>
<tr>
<th>Encounter</th>
<th>Consider</th>
<th>Assessment</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient receives family history screener card from their provider with QR code</td>
<td>Signup to learn more about MyRisk virtual care for as little as $40</td>
<td>Further qualify using MyGeneHistory and educational videos</td>
<td>A telehealth physician approves testing and reviews results via virtual care</td>
</tr>
</tbody>
</table>

Launches Q3 and will be offered to 100 OBGYN offices and breast image centers

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EMR accelerating growth with 900+ systems to date across 42 different vendors

**Volume growth**
Over the past 16 months, we have seen ~25% same store sales uplift post-integration across product lines

<table>
<thead>
<tr>
<th>Integration Go-Live</th>
<th>Relative order volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>-60d</td>
<td>60 - 30 days prior to integration: ~1200 orders/mo</td>
</tr>
<tr>
<td>-30d</td>
<td>30 - 60 days post integration: ~1580 orders/mo</td>
</tr>
<tr>
<td>+30d</td>
<td>+60d</td>
</tr>
</tbody>
</table>

**Acceleration**
Forecasted to go-live with 650 clinic integrations in 2022
35% YoY increase

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1 + Q2</th>
<th>Q3 + Q4</th>
<th>Forecasted</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
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Natively integrate into clinical EMR workflows for ordering and results

**Planned:**

**Partnership**

**Turnkey integration:** of Myriad portfolio leveraging Epic’s 400 participant CareEverywhere network

**Full throttle acceleration:** For Q4 pilot go-live and early 2023 general availability

**Facilitate deeper genomic data sharing:**
- Structured genomic results
- Full test Variant Call Files (VCFs)

**Opportunity**

**Volume growth:** Projected 25% volume lift per existing client for the >25% of current Myriad accounts using Epic today

**Market access:** Target large health systems overwhelmingly on Epic

50% of practices with 25 or more physicians are on Epic
Health data intelligence powering next generation in precision medicine innovation

Health. Illuminated.

Data
Myriad is working to be a partner in the health data ecosystem

Create a stronger value proposition that allows our customers to more effectively leverage genetic data to improve patient care by pairing our products with real world evidence.
Harness large dataset to facilitate effective research collaboration

Run retrospective analysis across millions of anonymized samples joined with phenotypes

- **MyChoice** + **Precise** + treatment
- **MyRisk** + indications + family history
- **GeneSight** + pharmacy + patient survey
- **Prequel** + **Foresight** + **FirstGene** + outcomes

Powering advances in breast cancer risk assessment

<table>
<thead>
<tr>
<th>Genetic results</th>
<th>7 million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Variant curations</td>
<td>2 million</td>
</tr>
<tr>
<td>Low-coverage whole genomes</td>
<td>850K</td>
</tr>
<tr>
<td>Sample biobank</td>
<td>450K</td>
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Provide access to data and contribute to the healthcare community by integrating into open source standards and extensible platforms

**Tools, Workflows & Visualization**

**Clinical Outcomes**
- EMR data extraction

**Treatment, Cohorts, Longitudinal Study**

**Privacy, Use & Access Controls**

**Improve**
- treatment decisions and patient care

**Share** and optimize protocol best practices

**Identify** and recruit trial candidates faster & easier

**Support** research and innovation of new products

**Reinforce** clinical utility of genetic insights

**Enable** population health economics studies
Precise Oncology Solutions Treatment Registry: Driving adoption through health data intelligence

Goal: 100k de-identified, patients in 3 years
Germline, Tumor and Liquid genetic data
Treatments & Outcomes capture from EMR
Apollo Multi-omics collaboration platform

35+ researchers already enrolled in registry
25% are new to Myriad
What’s next
Innovating and elevating our product pipeline
Dale Muzzey, Ph.D., Chief Scientific Officer
Outline

GeneSight
Additional clinical support for efficacy

Precise Tumor and Liquid
Robust tumor profiling & therapy selection

Precise MRD
Superior minimal residual disease monitoring

FirstGene
4-in-1 prenatal screening
PRIME Care Randomized Clinical Trial (RCT)
Why GeneSight matters

8.4% of U.S. adults suffer from major depressive disorder

63% of US adults with major depressive disorder do not achieve remission with first-line drug

~4 weeks to switch from a drug that is not working to another drug

GeneSight can help patients find a medication most compatible with their genetics

1 2020 National Survey on Drug Use and Health (NSDUH, NIH)
2 Rush et al., STAR*D report, 2006, American Journal of Psychiatry
3 Ogle et al., 2012, Journal of Pharmacy Practice
### History of evidence supporting GeneSight efficacy

<table>
<thead>
<tr>
<th>Study</th>
<th>Design</th>
<th>N</th>
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<td>Hamm</td>
<td>Prospective, open-label, controlled</td>
<td>44</td>
<td>Hall-Flavin et al. 2012</td>
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<td>La Crosse</td>
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<td>165</td>
<td>Hall-Flavin et al. 2013</td>
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<td>Pine Rest</td>
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<td>49</td>
<td>Winner et al. 2013</td>
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<tr>
<td>GUIDED</td>
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<td>1,167</td>
<td>Greden et al. 2019</td>
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<td>GDI</td>
<td>GUIDED post hoc analysis</td>
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<td>Thase et al. 2019</td>
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<td>Dunlop et al. 2019</td>
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<td>GUIDED post hoc analysis</td>
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<td>Forester et al. 2020</td>
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<tr>
<td>Med Blood Levels</td>
<td>GUIDED post hoc analysis</td>
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<td>Shelton et al. 2020</td>
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<td></td>
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<td>Parikh et al. 2022</td>
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<td>CPGx vs Single Gene</td>
<td>GUIDED post hoc analysis</td>
<td>0: 1.022; B: 1.034</td>
<td>Rothschild et al. 2021</td>
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<td>Meta-Analysis</td>
<td>Hamm, La Crosse, Pine Reset, GUIDED</td>
<td>1,556</td>
<td>Brown et al. 2020</td>
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<td>IMPACT</td>
<td>Prospective, open-label, controlled</td>
<td>1,871</td>
<td>Hebert et al. 2018; Tanner et al. 2018</td>
</tr>
</tbody>
</table>
PRIME Care randomized clinical trial investigated efficacy of GeneSight

- 1,944 U.S. Veterans, age 18-80 inclusive
- Suffering from major depressive disorder
- At least one prior treatment episode or intent to switch treatment

Study design:

- Randomization
- GeneSight Arm: N = 966
- Usual Care Arm: N = 978
- Receive GeneSight Results
- Follow-up Visits
- End of Intervention Phase
- PHQ-9 overview:
  - Severe: 20
  - Moderately Severe: 15
  - Moderate: 10
  - Mild: 5
  - Remission: 0

PHQ-9 overview:
- Remission: PHQ-9 score ≤ 5* (e.g., 20 to 4)
- Response: > 50% reduction in PHQ-9 score* (e.g., 20 to 10)
- Symptom Improvement: Change in PHQ-9 score (based on the group average)
PRIME Care RCT: Both co-primary outcomes were met

Co-primary outcome #1:
Does access to GeneSight testing lower the proportion of antidepressant prescriptions with predicted gene-drug interactions compared to TAU? **YES**

GeneSight® Psychotropic
COMBINATORIAL PHARMACOGENOMIC TEST

<table>
<thead>
<tr>
<th>USE AS DIRECTED</th>
<th>MODERATE GENE-DRUG INTERACTION</th>
<th>SIGNIFICANT GENE-DRUG INTERACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>——</td>
<td>——</td>
<td>——</td>
</tr>
<tr>
<td>desvenlafaxine (Pristiq®)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>levomilnacipran (Fetzima®)</td>
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<td></td>
</tr>
<tr>
<td>vilazodone (Viibryd®)</td>
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<td></td>
</tr>
<tr>
<td>trazodone (Desyrel®)</td>
<td>1</td>
<td>bupropion (Wellbutrin®) 1.6</td>
</tr>
<tr>
<td>venlafaxine (Effexor®)</td>
<td>1</td>
<td>mirtazapine (Remeron®) 1.6</td>
</tr>
<tr>
<td>selegiline (Eldepryl®)</td>
<td>2</td>
<td>amitriptyline (Elavil®) 3.8</td>
</tr>
<tr>
<td>fluoxetine (Prozac®)</td>
<td>1.4</td>
<td>cimetidine (Tagamet®) 1.6</td>
</tr>
<tr>
<td>citalopram (Celexa®)</td>
<td>3.4</td>
<td>desipramine (Norpramin®) 1.6</td>
</tr>
<tr>
<td>escitalopram (Lexapro®)</td>
<td>3.4</td>
<td>doxepin (Sinequan®) 1.6</td>
</tr>
<tr>
<td>sertraline (Zoloft®)</td>
<td>3.4</td>
<td>duloxetine (Cymbalta®) 1.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>imipramine (Tofranil®) 1.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>nortriptyline (Pamelor®) 1.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>vortioxetine (Trintellix®) 1.6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>fluvoxamine (Luvox®) 1.4,6,8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>paroxetine (Paxil®) 1.4,6,8</td>
</tr>
</tbody>
</table>

TAU = treatment as usual

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PRIME Care RCT: Both co-primary outcomes were met

Co-primary outcome #2:
Over a 24-week timeframe, does access to GeneSight testing significantly improve the likelihood of achieving depression remission compared to TAU?

YES

The GeneSight arm had a 28% greater likelihood of achieving remission (p=0.02)

TAU = treatment as usual
The road ahead for GeneSight R&D

- Continued clinical validity and clinical utility assessment in patients with major depressive disorder
- Verifying efficacy for treatment of postpartum depression:

<table>
<thead>
<tr>
<th>Diagnosis</th>
<th>Treatment</th>
<th>Adequate Treatment</th>
<th>Remission</th>
</tr>
</thead>
<tbody>
<tr>
<td>40,000</td>
<td>6,400</td>
<td>3,200</td>
<td>1,600</td>
</tr>
</tbody>
</table>

- 90% of PPD cases unrecognized
- 84% of diagnosed cases untreated
- 50% of treated cases treated adequately
- 50% of adequately treated cases fail to remit

Only 0.4% of PPD cases are successfully treated – a huge opportunity for Myriad to improve care.
Precise Tumor and Liquid Biopsy
Challenging to pick the right therapy for a given cancer
Genomic profiling of the tumor can pinpoint which therapy is best.
Patients need targeted therapy-selection guidance via either tissue or liquid biopsy

- Offered in collaboration with Illumina and Intermountain Healthcare
- Both solid and liquid assays test >500 genes, including DNA and RNA analysis
- Precise Liquid can serve as stand-alone product for certain indications and reflex for cases where solid tumor sample is insufficient or low-quality

Launch planned for 2023
Building a complete suite of oncology services

- MyChoice® CDx: Myriad HRD Companion Diagnostic Test
- Precise™ Tumor: Molecular Profile Test
- BRACAnalysis CDx®: Germline Companion Diagnostic Test
- EndoPredict®: Breast Cancer Prognostic Test

- MyRisk™ Hereditary Cancer Test
  - RiskScore®
  - High Risk Screening
  - Surgical Decisions
  - Treatment Selection & Clinical Trials

← Precise Liquid in 2023
Building a complete suite of oncology services

MyRisk™ Hereditary Cancer Test
RiskScore®

MyChoice® CDx
Myriad HRD Companion Diagnostic Test

Precise™ Tumor
Molecular Profile Test

BRACAnalysis CDx®
Germline Companion Diagnostic Test

EndoPredict®
Breast Cancer Prognostic Test

High Risk Screening ➔ Surgical Decisions ➔ Treatment Selection & Clinical Trials ➔ Measurable Residual Disease

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Precise Minimal Residual Disease (MRD)
MRD monitoring helps address two fundamental questions

Is my cancer treatment working?
If not:
Shift to a new approach

Has my cancer recurred?
If so:
Option to resume treatment early
MRD detects DNA ejected from dying tumor cells: More DNA = More tumor

Pre-treatment

Post-treatment
Detectable & quantifiable by MRD

Early recurrence

Late recurrence
Detectable by imaging

First step in MRD:
Profile tumor cells

Later steps in MRD:
Use tumor profile to assess presence of tumor cells

Normal cell
Tumor cell
Dying cell
In-house MRD built upon Myriad’s existing core competencies

Pre-operative tumor assessment
- Tumor + normal sample prep and sequencing
- Bioinformatic identification of somatic variants

Post-operative residual-disease monitoring
- cfDNA isolation and targeted sequencing
- Detect presence or absence of tumor cfDNA

Comparable Myriad test:
- **MyChoice® CDx**
  Myriad HRD Companion Diagnostic Test
- **Prequel®**
  Prenatal Screen
- **FirstGene™**
  4-in-1 Prenatal Screen

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Myriad MRD expected to more deeply interrogate the tumor than other MRD offerings

<table>
<thead>
<tr>
<th>Somatic variant identification</th>
<th>Competitor</th>
<th>Exome</th>
<th>Whole genome</th>
</tr>
</thead>
<tbody>
<tr>
<td>The picture can’t be displayed.</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of sites interrogated in plasma sample</th>
<th>Competitor</th>
<th>16 sites</th>
<th>≥500 sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>The picture can’t be displayed.</td>
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</tr>
</tbody>
</table>

- More sites
- Higher sensitivity
- Earlier detection of recurrence
# Assessing analytical performance on Stage II breast cancer sample

<table>
<thead>
<tr>
<th>Somatic variant identification:</th>
<th>Tumor WGS</th>
<th>Normal WGS</th>
<th>17,694 Putative somatic variants</th>
<th>777 Selected for Bespoke assay</th>
</tr>
</thead>
</table>

### Analytical validation via dilution series:

- **1% Tumor DNA** (approx. stage IV breast cancer)
- **0.1% Tumor DNA** (approx. stage II breast cancer)
- **0.01% Tumor DNA**
- **0.005% Tumor DNA**
- **0.001% Tumor DNA**

**Normal DNA**

Run capture assay on each mixture.
Excellent analytical performance on Stage II breast cancer sample

MRD can be detected when the solid line is above the dashed line.
Looking at more somatic sites enables superior detection at low tumor fraction.
Pursuing a range of MRD initiatives

• Amassing samples to power analytical validation study

• Leveraging pharma partnerships from MyChoice CDx

• Collaborating with Intermountain Healthcare on a prospective study for MRD

• Planning a large, multi-site, prospective clinical utility study that will launch in 2023

• Preparing laboratory automation for research use only (RUO) launch in early 2023
An OBGYN may see more than 30 women in a day
Each patient needs multifaceted care

10-week visit checklist
- Breast exam
- Pelvic exam
- Pap smear
- Vaccination check for MMR
- Rh type testing
- Emotional status check
- Noninvasive prenatal screening
- Carrier screening
OBGYNs tell us that they sometimes don’t have time to offer genetic testing

10-week visit checklist

- Breast exam
- Pelvic exam
- Pap smear
- Vaccination check for MMR
- Rh type testing
- Emotional status check
- Noninvasive prenatal screening
- Carrier screening
Is my child going to be affected with a severe genetic condition?

Screen mother for recessive carrier status

If mother is a carrier of certain condition(s), screen the father to determine carrier status for those conditions

If both are carriers, then the fetus has a 25% chance of being affected
Each patient needs multifaceted care

“If you make me talk about genetics for 30 more seconds per patient, I hate you.”

—OBGYN at MWH ad board
50% of women don’t currently get carrier screening

<table>
<thead>
<tr>
<th>Not offered carrier screening</th>
<th>Screened positive; Reproductive partner unscreened</th>
<th>Screened positive; partner also screened</th>
<th>Screened negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>❌</td>
<td>✅</td>
<td>✅</td>
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<td>❌</td>
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</table>

Graphic is for illustrative purposes only. Actual patient populations will vary.
>50% of women also don’t currently undergo NIPS
The integrated solution for basic prenatal screening

FirstGene
The integrated solution for basic prenatal screening

FirstGeneticTest
The integrated solution for basic prenatal screening

FirstGeneticTest
FirstGene™
4-in-1 Prenatal Screen
Single blood draw on one person

No need to screen!

FirstGene™
4-in-1 Prenatal Screen

NIPS for common aneuploidies

Carrier screening for common conditions

Fetal recessive status (affected, carrier, normal)

Feto-maternal blood compatibility
FirstGene is not simply a combination of Foresight and Prequel

- NIPS for common aneuploidies
- Carrier screening for common conditions
- Fetal recessive status (affected, carrier, normal)
- Feto-maternal blood compatibility

Gamechanger
- Eliminates need for sequential testing workflow
- Fewer pregnancies need diagnostic follow-up
- Those undergoing diagnostic testing much more likely to be positive
What is tested on FirstGene?

- **NIPS for common aneuploidies**
  - Trisomies 13/18/21 (guideline-recommended)
  - (Opt-in) Sex-chromosome analysis
  - (Opt-in) 22q11.2 microdeletion syndrome

- **Carrier screening for common conditions**
  - Cystic Fibrosis (guideline-recommended)
  - Spinal Muscular Atrophy (guideline-recommended)
    - (Opt-in) Beta-chain hemoglobinopathies (e.g., Sickle Cell Disease)
    - (Opt-in) Alpha thalassemia
    - (Opt-in) 10 additional common genes selected to maximize equity in care
    - (Opt-in) Fragile X (maternal carrier status only)

- **Fetal recessive status (affected, carrier, normal)**
  - (Opt-in) Maternal and fetal RHD copy-number analysis

- **Feto-maternal blood compatibility**
Multiple levels of fetal-fraction amplification in FirstGene

Take the AMPLIFY technology from Prequel...

... and port to FirstGene for superior fetal fraction

FirstGene estimated to have

3X fewer samples with inconclusive fetal recessive results due to low fetal fraction*

*Based on comparison between FirstGene internal data and Westin et al., 2022, American Journal of Hematology
FirstGene clinical study underway

• Will power FirstGene analytical and clinical validity publications
• Enrolling 500 patients for development and validation – enrollment underway
• For each pregnancy, we will collect:
  − Screening sample (plasma)
  − Diagnostic sample (CVS or amniocentesis)
Advantages relative to alternative approaches

FirstGene™
4-in-1 Prenatal Screen

3X the number of genes

2X faster turnaround time for fetal affected status

3X fewer samples with inconclusive fetal recessive results due to low fetal fraction

3X lower COGS

1 Expected panel size of FirstGene compared to UnityScreen panel
2 FirstGene will perform fetal recessive testing in a single assay, rather than two sequential assays
3 Based on comparison between FirstGene internal data and Westin et al., 2022, American Journal of Hematology
4 Based on internal analysis of running FirstGene versus separately running carrier screening, aneuploidy NIPS, and single-gene NIPS
FirstGene is a truly integrated offering

Competitor’s offering

- All four assays run separately but offered in an integrated report
  - Longer TAT
  - Higher COGS

FirstGene™
4-in-1 Prenatal Screen

- All four assays run in single, integrated assay
  - Shorter TAT
  - Lower COGS

NIPS  Fetal recessive status
Maternal carrier screening  Blood compatibility
Myriad prenatal portfolio can serve all needs

FirstGene expected to be available 2023
Roadmap

NovaSeq Transitions
- Prenatal products shift to advanced sequencing

FirstGene
- New Prenatal combined test offering

New Facility Construction
- South San Francisco innovation campus construction
- Salt Lake production lab campus construction

Shift Operations to New Facilities
- Transition Innovation operations to new South San Francisco facility
- Transition Prenatal production to Salt Lake City
- Transition Salt Lake City Research Park products to new campus

Advanced Automation
- Design and build first phases of automation
- Early phase Prenatal lab automation
- Fully automate Prenatal labs

MRD
- New Measurable Residual Disease detection offering

Liquid Biopsy
- Liquid Tumor profiling

Whole Exome
- Phased approach: RUO → LDT → CDx

* >85% of investment is estimated to be Capitalizable expense

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Delivering value
Long-term growth and profitability
Bryan Riggsbee, Chief Financial Officer
Foundation for organic growth

9-12%
estimated organic revenue growth ‘22-‘24

1. Reflects “base” revenue in millions, and excludes revenue from divested businesses and COVID-19 testing

MyRisk stabilization

- Recent 15 gene expansion for RiskScore for all ancestries
- Streamlined ordering and EMR integration
- New commercial sales and marketing model

Mental Health

- GeneSight® momentum

Women’s Health

- FirstGene™ - Combined Prequel and Foresight product launch
- Expanded medical association guidelines

Oncology

- Precise™ oncology solution launch
- MyChoice™ CDx expansion
- Prolaris® momentum
- Precise™ Liquid launch in 2023

Upside

- New oncology solutions including liquid biopsy and MRD
- Women’s Health product and channel expansion
- Companion diagnostics expansion of indications and pharma partnerships
- M&A / strategic partnerships

Highly efficient and scalable revenue cycle operations
Mental Health: Significant GeneSight growth

Recent performance: GeneSight showing strong momentum in 2022

- **Revenue ($ in Millions)**
  - 1H 2021: $40
  - 1H 2022: $62

Next two years: Key growth drivers

- **Double-digit growth**
  - Continued channel expansion along with increased physician adoption
  - Additional published studies, including the PRIME study, to drive increased awareness and increased commercial coverage
  - Ongoing macro tailwinds supporting increased focus on mental health and pharmacogenomics

**Estimated contribution to ‘22-’24 organic revenue growth**: 4-5%
Women’s Health: FirstGene launch to accelerate growth

Recent performance: Prenatal products driving growth

<table>
<thead>
<tr>
<th></th>
<th>Prenatal Revenue ($ in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1H 2021</td>
<td>$53</td>
</tr>
<tr>
<td>1H 2022</td>
<td>$65</td>
</tr>
</tbody>
</table>

23% Growth

Next two years: Key growth drivers

- Greater payor coverage expected to drive improvements in ASP
- Rising demand for NIPS products, partially driven by updated ACOG screening guidelines
- FirstGene ease of use expected to drive strong demand from patients and physicians
- Launch of FirstGene product in 2023 with strong ramp expected in 2023 and 2024

Double-digit growth

3-4% estimated contribution to ‘22-'24 organic revenue growth
**Oncology: Strength across portfolio**

Recent performance: Strong tumor profiling growth

- **Tumor Profiling Revenue** ($ in Millions)
  - 1H 2021: $62
  - 1H 2022: $66 (7% Growth)

Next two years: Key growth drivers

- **BRACAnalysis CDx**
  - Increasingly used as a new companion diagnostic alongside therapeutics

- **EndoPredict**
  - Showed strength internationally due to improved reimbursement coverage

- **MyChoiceCDx**
  - Focus on pharma end market with expansion into new indications

- **Prolaris**
  - Improved commercial coverage driving increased adoption and volume increases

- **Precise Tumor**
  - Product launch expected to ramp up in 2023 with strong MyRisk and MyChoiceCDx attachment rate from ordering oncologists

2-3% estimated contribution to ‘22-’24 organic revenue growth

Low-to-mid single digit growth
Project Phoenix: Discipline and governance

Performance management and accountability

Sustained staff engagement

Operational visibility

A scalable approach

A robust organizational alignment model

Standard processes and procedures

Consumer-centric workflows
Project Phoenix: Customer experience

Approach: Unifying operations to remove customer friction

Impact

- **Improved patient experience** via improved operational outcomes and accelerated balance resolution
- **Improved communication** among internal and external customers
- **Improved employee experience** via consistent expectations, increasing confidence and pride
Project Phoenix: Financial impact

- Increase in average cash collected per order
- Reduction in prior authorization and billing backlog
- 15% improvement in prior authorization success
- 15-20% increase in billing and prior authorization employee productivity
Significant progress achieved since 2020

**Goals from May 2021 Investor Day**

- **100-150 bps** in gross margin expansion over three years
- **$55-$60M** annualized run-rate OpEx savings by FY 2022

- Return to **profitability** and positive free cash flow by Q4 2021

**Progress**

<table>
<thead>
<tr>
<th></th>
<th>Adj. Gross Margin</th>
<th>2022 Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2020A</strong></td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td><strong>2021A</strong></td>
<td>72%</td>
<td></td>
</tr>
<tr>
<td><strong>1H 2022A</strong></td>
<td>72%</td>
<td>~70-72%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Adj. OpEx as % of Sales</th>
<th>2022 Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2020A</strong></td>
<td>82%</td>
<td></td>
</tr>
<tr>
<td><strong>2021A</strong></td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td><strong>1H 2022A</strong></td>
<td>71%</td>
<td>~70-71%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Adj. EPS</th>
<th>2022 Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2020A</strong></td>
<td>($0.66)</td>
<td></td>
</tr>
<tr>
<td><strong>2021A</strong></td>
<td>$0.02</td>
<td></td>
</tr>
<tr>
<td><strong>1H 2022A</strong></td>
<td>$0.01</td>
<td>($0.10)-$0.00</td>
</tr>
</tbody>
</table>

**Commentary**

- Gross margin expansion driven by optimization initiatives and lab efficiencies
- Reduction in run-rate OpEx as demonstrated by lower expense margin, driven by commercial reorganization, overhead savings from divestitures, and focused expense management
- Positive operating income via diligent expense management
- Approaching positive FCF
Strong and healthy balance sheet

Key Balance Sheet items as of June 30, 2022:

- **Strong cash position**
  - $284 Cash and marketable securities
  - $200 Revolver capacity
  - $484 Total liquidity

- **No outstanding debt**

- Positive Free Cash Flow (FCF) coupled with nearly ~$500 million of liquidity provides optimal flexibility for organic investments as well as strategic M&A
### Revenue reconciliation

<table>
<thead>
<tr>
<th>In millions</th>
<th>Fiscal Year 2021</th>
<th>Last Twelve Months Ended 6/30/2022²</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$690.6</td>
<td>$672.4</td>
</tr>
<tr>
<td>Revenue from Divested businesses &amp; COVID-19 Testing¹</td>
<td>$(52.3)</td>
<td>$(7.5)</td>
</tr>
<tr>
<td><strong>Base Revenue</strong></td>
<td>$638.3</td>
<td>$664.9</td>
</tr>
</tbody>
</table>

1. Represents total revenue earned prior the divestitures of the Myriad myPath, LLC laboratory and Myriad RBM, Inc. in Q2 2021 and the Myriad Autoimmune business in Q3 2021. Additionally, prior to Q3 2021, the Company performed a limited amount of COVID-19 testing as a result of the pandemic.

2. Represents the last twelve months of revenue for the period ended June 30, 2022.
Closing remarks

Paul J. Diaz, President and CEO
Investment considerations: Myriad strengths and strategic advantages

**Leader in genetic testing and precision medicine**

- Transformation and growth strategy on track
- Broad and growing commercial capabilities with 60K healthcare providers ordering Myriad products across Women’s Health, Oncology and Mental Health
- Commercial platform with market-leading breadth of payer relationships and revenue cycle management capabilities
- Trusted, differentiated healthcare partner with specialized expertise

**Significant market growth in focused business areas**

**Best-in-class product quality**

**Strong scalable commercial engine**

**Size/scale within the industry**

**Tech, data and research capabilities**

**Industry leading operating margins & profitability**
Key takeaways

- Early success in our transformation journey and the reset of our base of operations:
  - Reorganized and energized our team/culture/business processes to better serve our customers and support growth
  - Reduced complexity, lowered cost, and redesigned our commercial model to improve our operating and financial results
  - Launched several initiatives to improve our competitive position, elevate our products to their full potential, and accelerate growth

- Creating new avenues for long-term growth and profitability through new enterprise capabilities, R&D, technological innovations, M&A, and new partnerships