



**H. C. Wainwright & Co.**  
**Virtual Global Investment Conference**  
Pre-Recorded September 8, 2021

# Forward Looking Statements

The Private Securities Litigation Reform Act of 1995 provides a safe harbor from civil litigation for forward-looking statements accompanied by meaningful cautionary statements. Except for historical information, this presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, which may be identified by words such as “continues”, “estimates”, “anticipates”, “projects”, “plans”, “seeks”, “may”, “will”, “expects”, “intends”, “believes”, “signals”, “should”, “can”, “guidance” and similar expressions or the negative versions thereof and which also may be identified by their context. All statements that address operating performance or events or developments that Meridian Bioscience, Inc. (“Meridian” or “the Company”) expects or anticipates will occur in the future, including, but not limited to, statements relating to per share diluted net earnings, sales, product demand, net revenues, operating margin, other guidance and the impact of COVID-19 on its business and prospects, are forward-looking statements. Such statements, whether expressed or implied, are based upon current expectations of the Company and speak only as of the date made. Specifically, Meridian’s forward-looking statements are, and will be, based on management’s then-current views and assumptions regarding future events and operating performance. Meridian assumes no obligation to publicly update or revise any forward-looking statements even if experience or future changes make it clear that any projected results expressed or implied therein will not be realized. These statements are subject to various risks, uncertainties and other factors that could cause actual results to differ materially, including, without limitation, the following:

Meridian’s operating results, financial condition and continued growth depends, in part, on its ability to introduce into the marketplace enhancements of existing products or new products that incorporate technological advances, meet customer requirements and respond to products developed by Meridian’s competition, its ability to effectively sell such products and its ability to successfully expand and effectively manage increased sales and marketing operations. While Meridian has introduced a number of internally developed products and acquired products, there can be no assurance that it will be successful in the future in introducing such products on a timely basis or in protecting its intellectual property, and unexpected or costly manufacturing costs associated with its introduction of new products or acquired products could cause actual results to differ from expectations. Meridian relies on proprietary, patented and licensed technologies. As such, the Company’s ability to protect its intellectual property rights, as well as the potential for intellectual property litigation, would impact its results. Ongoing consolidations of reference laboratories and formation of multi-hospital alliances may cause adverse changes to pricing and distribution. Recessionary pressures on the economy and the markets in which the Company’s customers operate, as well as adverse trends in buying patterns from customers, can change expected results. Costs and difficulties in complying with laws and regulations, including those administered by the United States Food and Drug Administration, can result in unanticipated expenses and delays and interruptions to the sale of new and existing products, as can the uncertainty of regulatory approvals and the regulatory process (including the currently ongoing study and other FDA actions regarding the Company’s LeadCare products). The international scope of Meridian’s operations, including changes in the relative strength or weakness of the U.S. dollar and general economic conditions in foreign countries, can impact results and make them difficult to predict. One of Meridian’s growth strategies is the acquisition of companies and product lines. There can be no assurance that additional acquisitions will be consummated or that, if consummated, will be successful and the acquired businesses will be successfully integrated into Meridian’s operations. There may be risks that acquisitions may disrupt operations and may pose potential difficulties in employee retention, and there may be additional risks with respect to Meridian’s ability to recognize the benefits of acquisitions, including potential synergies and cost savings or the failure of acquisitions to achieve their plans and objectives. Meridian cannot predict the outcome of future goodwill impairment testing and the impact of possible goodwill impairments on Meridian’s earnings and financial results. Meridian cannot predict the possible impact of U.S. health care legislation enacted in 2010 – the Patient Protection and Affordable Care Act, as amended by the Health Care and Education Reconciliation Act – and any modification or repeal of any of the provisions thereof initiated by Congress or the presidential administration, and any similar initiatives in other countries on its results of operations. Efforts to reduce the U.S. federal deficit, breaches of Meridian’s information technology systems, trade wars, increased tariffs, and natural disasters and other events could have a materially adverse effect on Meridian’s results of operations and net revenues. The Company can make no assurances that a material weakness in its internal control over financial reporting will not be identified in the future, which if identified and not properly corrected, could materially and adversely affect its operations and result in material misstatements in its consolidated financial statements. Meridian also is subject to risks and uncertainties related to disruptions to or reductions in business operations or prospects due to pandemics, epidemics, widespread health emergencies, or outbreaks of infectious diseases such as COVID-19. In addition to the factors described in this paragraph, please also refer to additional factors identified from time to time in the Company’s filings with the Securities and Exchange Commission, including in Part I, Item 1A Risk Factors of the Company’s most recent Annual Report on Form 10-K, which contains a list and description of uncertainties, risks and other matters that may affect the Company. Readers should carefully review these forward-looking statements and risk factors, and not place undue reliance on the Company’s forward-looking statements.

# Intro to Meridian



# Life Discovered. Life Diagnosed.

## Life Science

Developer and manufacturer of key components to make world class immunological and molecular diagnostics tests



Antibodies



Antigens



Molecular  
Master Mixes

## Diagnostics

Developer, manufacturer and distributor of world class, human diagnostic test kits



Gastrointestinal



Respiratory



Pediatric  
Point-of-care

# Life Science Products

## Immunoassay Reagents Antigens & Antibodies



Hepatitis



ToRCH



Respiratory



Tropical



Blockers



Hormones



STD



Gastro



Microbial



Vet



Cancer



Cardiac



Autoimmune



DOA



Allergens

## Molecular Reagents



Lyo-Ready  
Master Mixes



Air Dryable  
Master Mixes



Inhibitor Tolerant  
Master Mixes



Reverse  
Transcriptases



Extraction  
Controls



Specialized DNA  
Polymerases



Bst & Pfu



dNTPs

Key components supporting over 150 disease states and different specimen types

# Diagnostics Products

## Gastrointestinal

*C. difficile*  
Calprotectin  
*H. pylori*  
*Campylobacter*  
*E. coli*  
Crypto/Giardia

## Respiratory

Flu  
Group A Strep  
Mycoplasma Pneumoniae  
Pertussis  
Legionella  
RSV

## Pediatric & Neonatal

Lead Poisoning  
Congenital CMV  
Group B Strep

## Healthcare Acquired Infections

Carba C  
*C. difficile*

## Platforms & Product Families



Rapids



Curian



Revogene



BreathID

*H. pylori*



*C. diff*



In Clinicals



Group A Strep



## Other Platforms



Alethia

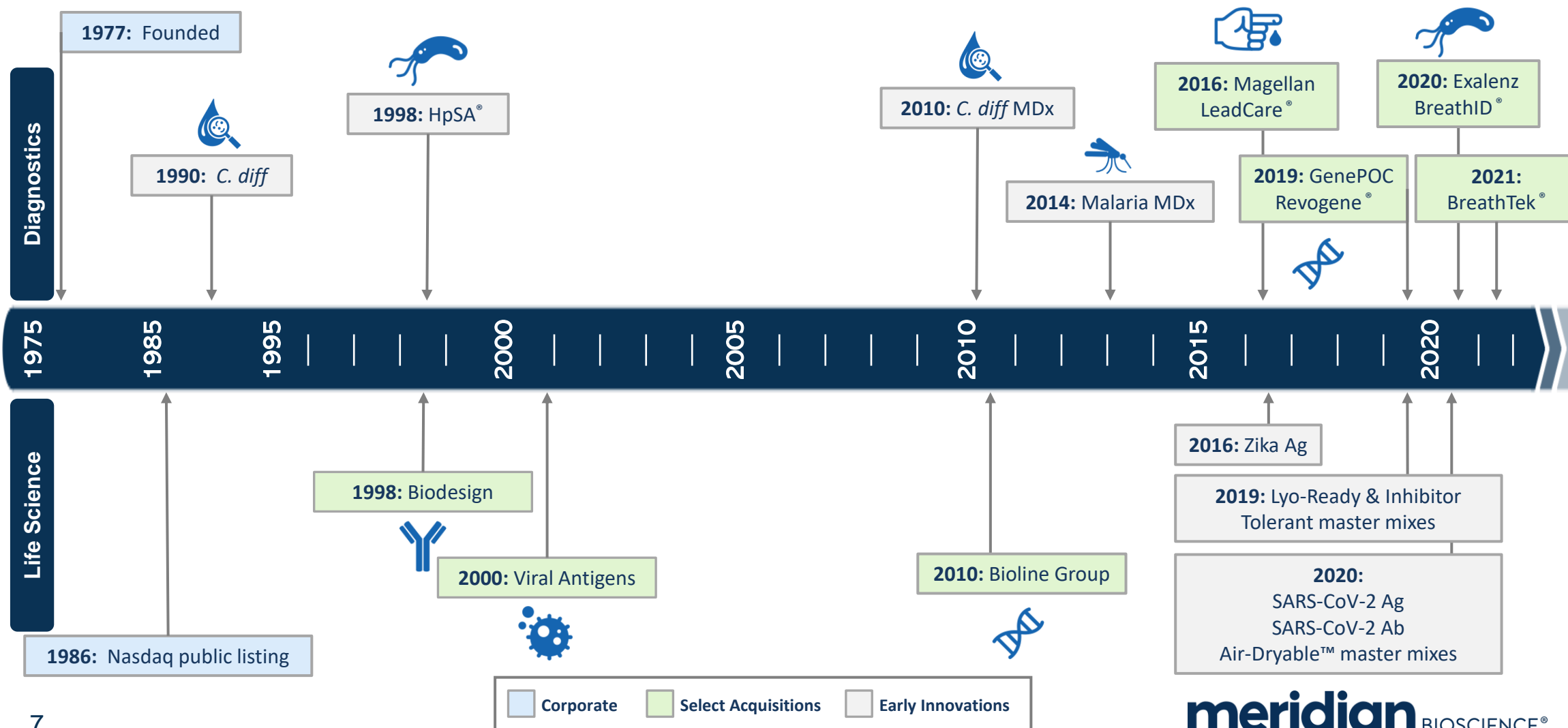


LeadCare II

# Historical Context



# Summary Timeline





# Status of Business in 2017



## Significant risks impacting DX growth

- Aging DX products due to under investment in R&D
- DX *H. pylori* patents expired – Increased competition
- Aging molecular DX platform with significant install base at risk

# The New Era



# Turnaround Strategy



**Reorganization  
to Support Investment**



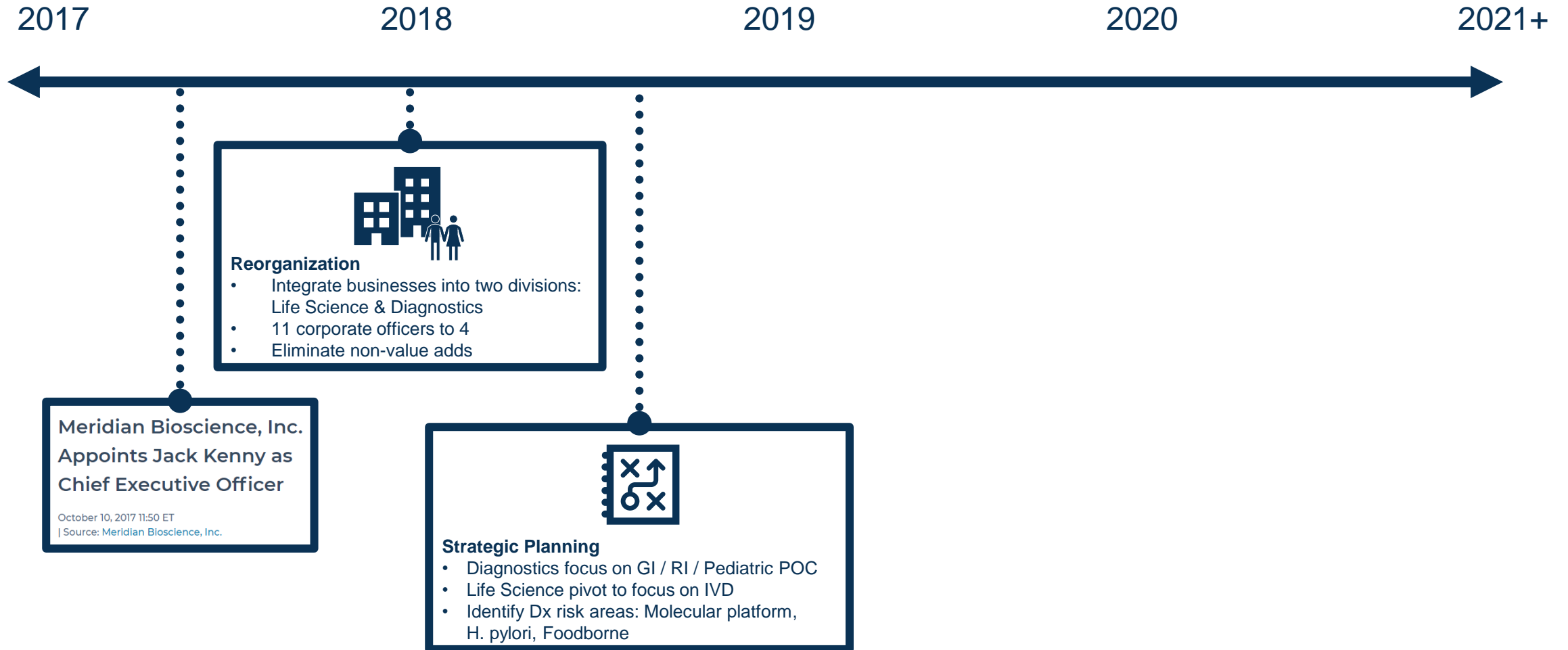
**Increased Investment in  
Diagnostics R&D**



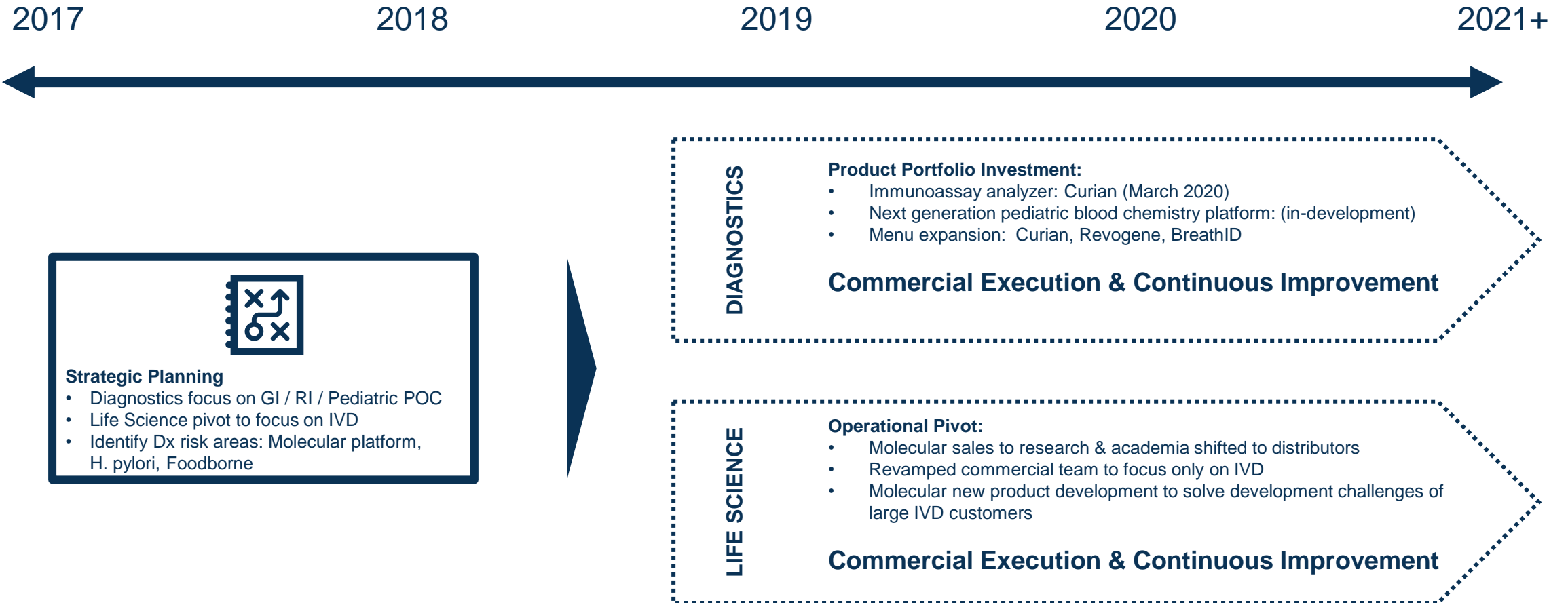
**Targeted M&A  
to Bridge the Gap**



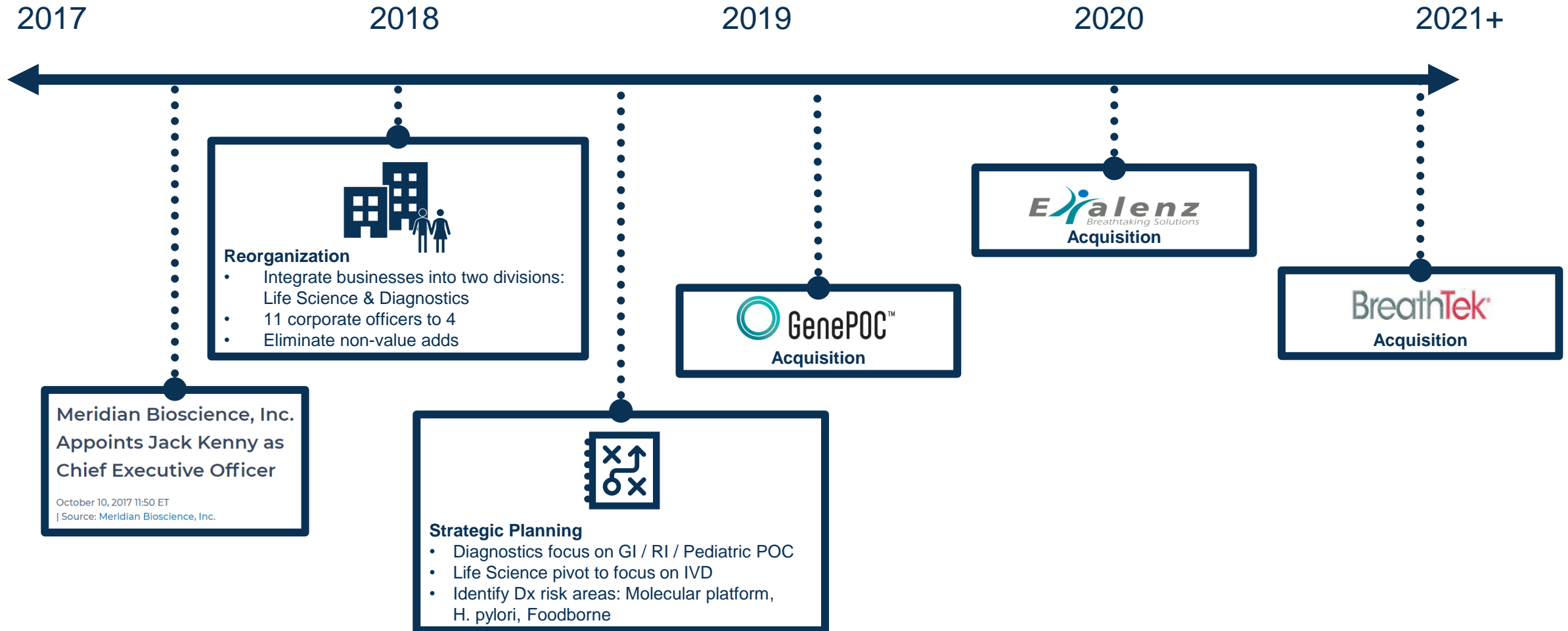
# Transformation Process



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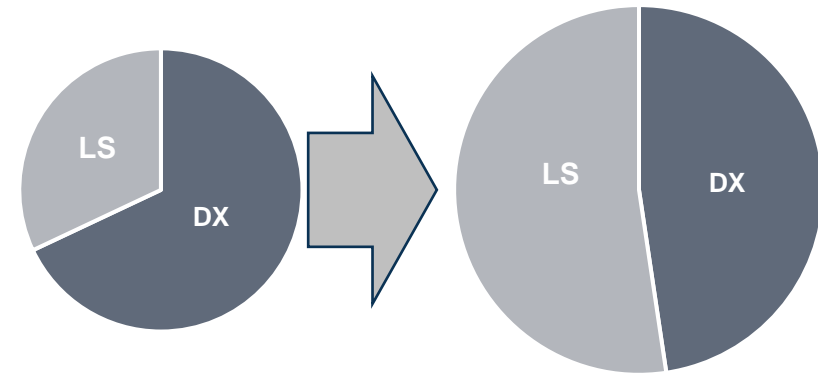
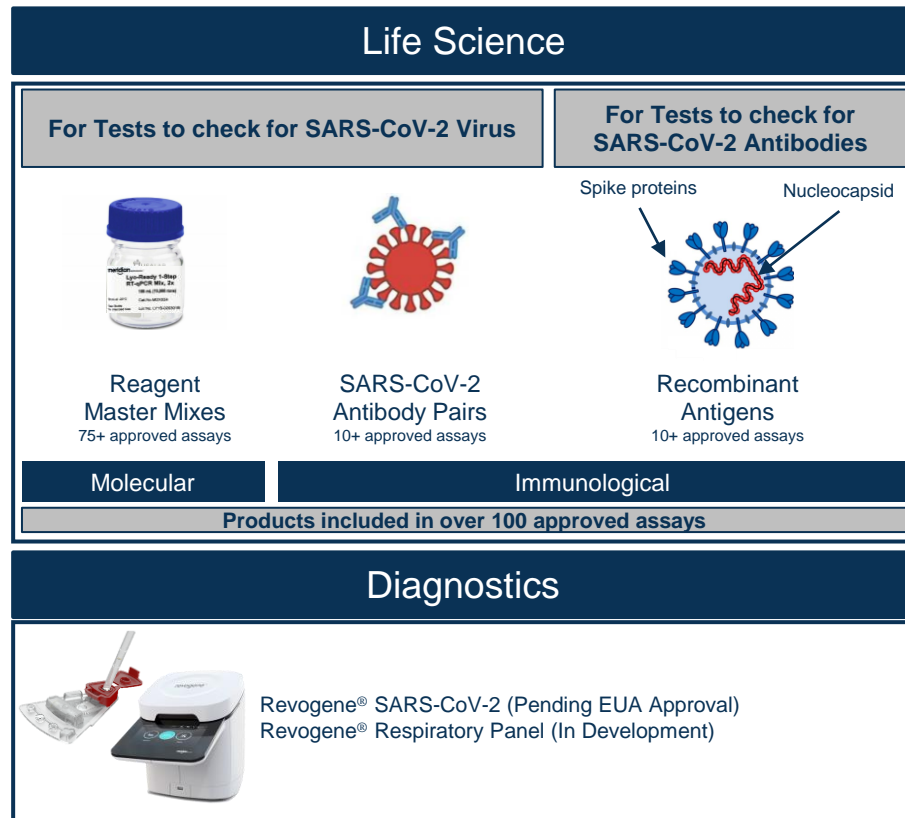


# COVID-19 Impact



# COVID-19 Impact

**STRATEGY:** Maximize opportunity in Life Science / Keep Diagnostics focused on long-term plan

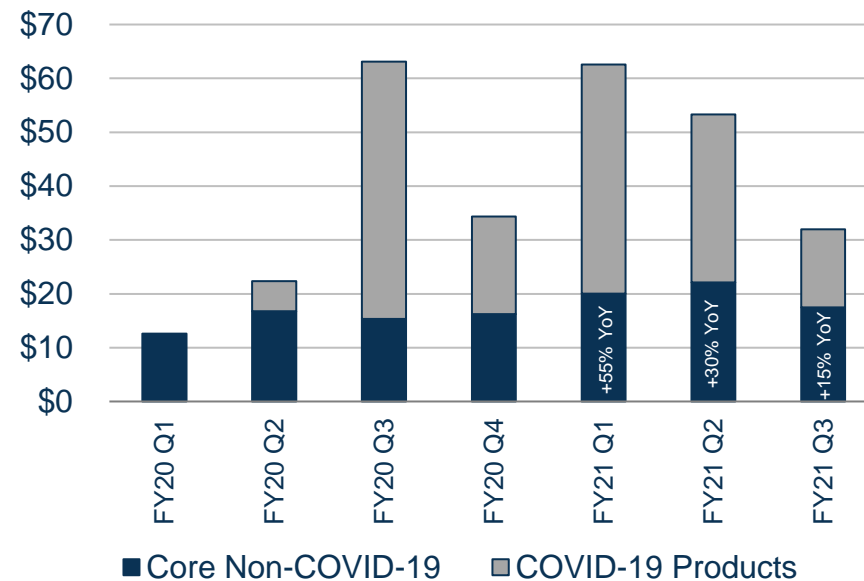


	FY2019 Actual		FY2020 Actual
Diagnostics	\$137M	(11%)	\$121M
Life Science	\$64M	+106%	\$133M
Total	\$201M	+26%	\$254M
Adj Op Margin %	19%		24%

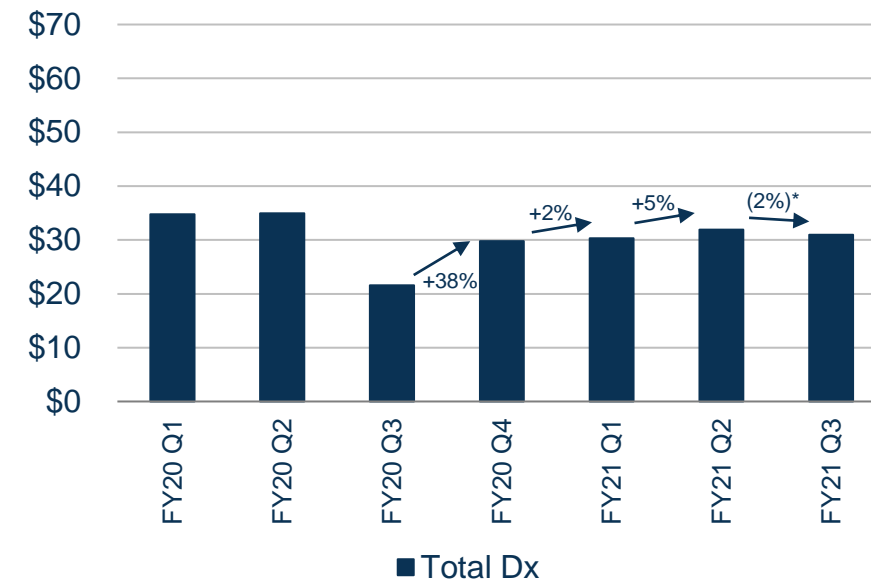


# Quarterly Net Revenues Trends

## LIFE SCIENCE



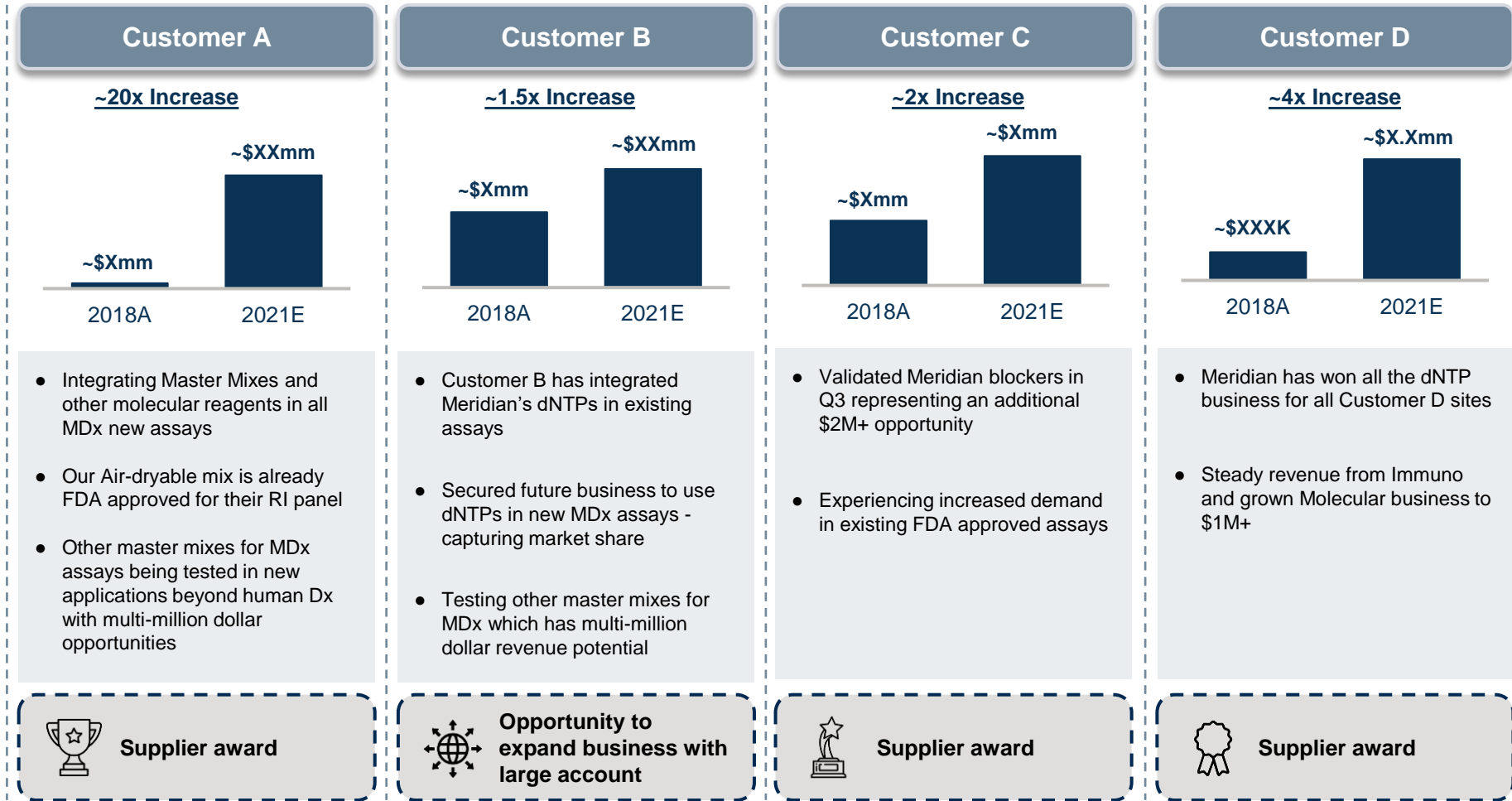
## DIAGNOSTICS



\* Diagnostics net revenues would have been approx +2% absent the LeadCare backorder situation in Q3

Life Science demonstrating benefits of pandemic relationships - Diagnostics rebounding from pandemic lows

# Non-COVID Growth Examples



# Growth Drivers



# Air-Dryable Mix

## What it does?

- Replaces the need to lyophilize a molecular kit to make it room temperature stable

## What is unique about this Mix?

- Only one on the market
- DNA/RNA detection of crude specimen
- Outstanding performance compared to wet/lyophilized mixes
- Perfect for multiplexing

## Why is this important?





- Cost per test drops (\$1-3/test)
- Everyone can do this in house with an oven, very simple
- Large market opportunity

Applicable beyond human Dx including:  
Veterinary, Food/Ag, Environmental & Forensics



# Diagnostics R&D Pipeline

(as of 6/30/2021)

		Feasibility	Development	Clinicals	FDA	Expected FY21 FDA Submissions
Breath					Liver MBT PMA	
Immunoassay		Streptococcus pneumoniae / Legionella	Shiga Toxin	<i>C. difficile</i>	Campylobacter	Campylobacter
Molecular			RI Panel GI Panel		COVID-19 EUA	COVID-19 EUA
Blood Chemistry			PediaStat Analyzer Lead			

# Growth Drivers Post-COVID

Life Science



Product Innovation



Quality second to none



Build off new and stronger IVD relationships

Diagnostics



Menu expansion on key approved platforms



Grow share in *H. pylori* from serology testing



Leverage fully staffed commercial organization

# Investment Highlights

- COVID-19 **pandemic beneficiary**, not dependent
- Diagnostics business **advancing turnaround** – poised to emerge with sustainable growth
- Life Science transformed with scale – Building on pandemic **long-term customer relationships**
- **Strong balance sheet** and cash generation to fuel organic and inorganic growth opportunities
- Potential **trading multiple expansion** in addition to earnings growth

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