

MERIDIAN BIOSCIENCE, INC.
CORPORATE GOVERNANCE GUIDELINES

November 9, 2021

These Corporate Governance Guidelines were approved by the Board of Directors (the “Board”) of Meridian Bioscience, Inc. (the “Company”). These policies are not intended as binding legal obligations or inflexible requirements, and are not intended to interpret applicable laws and regulations or modify the Company’s Articles of Incorporation or Amended Code of Regulations.

I. COMPOSITION OF THE BOARD OF DIRECTORS

A. Size of the Board

The Amended Code of Regulations of the Company provides that the Board will establish the number of directors from time to time (Best Practice). The Board will periodically review the appropriate size of the Board (Best Practice).

B. Selection of Board Nominees

The Board is responsible for recommending director nominees to the stockholders of the Company (the “Stockholders”) for election (5605(e)(1) NASDAQ Listing Rules). The Board has delegated the screening process of identifying and determining qualified candidates for nomination to the Nominating and Corporate Governance Committee of the Board (the “Nominating and Corporate Governance Committee”), which shall have the responsibilities as set forth in the Nominating and Corporate Governance Committee Charter, incorporated herein by reference (5605(e)(1)(B) and 5605(e)(2) NASDAQ Listing Rules).

The Nominating and Corporate Governance Committee considers recommendations for Board candidates submitted by Stockholders using the same criteria it applies to recommendations from directors and members of management (Nasdaq Listing Rule 5605(e)(2); SEC Rules). Stockholders may submit recommendations by writing to the committee at Meridian Bioscience, Inc., Attn: Chairman of the Nominating and Corporate Governance Committee, 3471 River Hills Drive, Cincinnati, Ohio 45244-3091.

Invitations to serve as a nominee are extended by the Board itself via the Chairman of the Board or the Chairman of the Nominating and Corporate Governance Committee (Best Practice).

C. Board Independence

The Board shall have a majority of directors that it has affirmatively determined are “independent directors” in accordance with the rules promulgated by the Nasdaq Stock Market, Inc. (“Nasdaq”) listing standards (the “Listing Standards”), as set forth in the Meridian Bioscience, Inc. Director Independence Standards, incorporated herein by reference (5605(b)(1) NASDAQ Listing Rules).

D. Commitment and Limits on Other Activities

Directors and the CEO are expected to limit the number of other boards (excluding non-profit boards) on which they serve in order to allow adequate time for performance as a director of the Company. Prior to accepting an invitation to serve on the board of directors of another public company or the board of directors of a private company (excluding non-profit boards), a director or CEO must obtain the consent of the Board by first notifying the Chairman of the Board, Chairman of the Nominating and Corporate Governance Committee, and (for independent directors) Chief Executive Officer, who shall make a recommendation to the full Board. The Board shall, at a minimum, consider the number of public and private boards and committees on which the director or CEO intends to serve, any potential competitive overlap with the business of the Company, potential conflicts of interest, and the then-current recommendations of the Institutional Shareholder Services, Glass Lewis, and key institutional investors. If a director serves on the Company’s Audit Committee and seeks to serve on the audit committee of another company, then the director must follow the notification and consent process described above, and the Board shall give additional consideration to whether serving on an additional audit committee would interfere with the director’s ability to carry out the responsibilities as a member of the Company’s Audit Committee. In all cases, director and CEO service on other boards and/or committees of other companies must be consistent with the Company’s conflicts of interest, independence, and other policies and legal and Company-imposed requirements.

E. Directors Who Change Their Job Responsibility

A director who retires from his or her present employment or materially changes his or her position should promptly notify the Chairman of the Board and the Nominating and Corporate Governance Committee (Best Practice). The Board does not believe any director who retires from his or her present employment, or who materially changes his or her position, should necessarily leave the Board (Best Practice).

II. **DIRECTOR RESPONSIBILITIES**

The role of the Board is to direct the affairs of the Company, in the interests of the Company and Stockholders, including their interest in optimizing financial returns and the value of the Company over the long term (Ohio General Corporation Law §1701.59(B)).

A. Board Role

The Board fulfills its role (directly or by delegating certain responsibilities to its committees) by:

1. providing advice and counsel to the Chief Executive Officer and principal senior executives (Best Practice);
2. selecting, regularly evaluating, and, where appropriate, replacing the Chief Executive Officer (Ohio General Corporation Law §1701.64(A));
3. overseeing the conduct of the Company's business and strategic plans to evaluate whether the business is being properly managed (Best Practice);
4. reviewing and approving the Company's financial objectives and major corporate plans and actions (Best Practice);
5. reviewing and approving major changes in the appropriate auditing and accounting principles and practices (5605(c)(3) NASDAQ Listing Rules; SEC Rules);
6. providing oversight of internal and external audit processes and financial reporting (5605(c)(3) NASDAQ Listing Rules; SEC Rules);
7. providing oversight of risk management and related assessment and protection processes and processes designed to promote legal compliance (5605(c)(3) NASDAQ Listing Rules; SEC Rules); and
8. performing such other functions as the Board believes appropriate or necessary, or as otherwise prescribed by rules or regulations (Best Practice).

B. Care, Candor and Avoidance of Conflicts

The Company's directors recognize their obligation individually and collectively as the Board to pay careful attention and be properly informed (Best Practice). This requires regular attendance at Board meetings and preparation for Board meetings, including the advance review of circulated materials (SEC Rules; Best Practice). The directors also recognize that candor and the avoidance of conflicts in fact and in perception are hallmarks of the accountability owed to the Stockholders (5605(b)(1) NASDAQ Listing Rules; Sarbanes-Oxley Act §406; SEC Rules). Directors have a personal obligation to disclose a potential conflict of interest to the Chairman of the Board prior to any Board decision related to the matter and, if the Chairman in consultation with legal counsel determines a conflict exists or the perception of a conflict is likely to be significant, to recuse themselves from any discussion or vote related to the matter (Best Practice).

III. BOARD LEADERSHIP STRUCTURE; EXECUTIVE SESSIONS

A. Board Leadership Structure

The Company's Amended Code of Regulations provides that the directors shall elect on an annual basis a Chairman from among the directors (Best Practice). The Board believes that it is in the best interests of the Company and its Stockholders for the Board to determine which director is best qualified to serve as Chairman (Best Practice). The Nominating and Corporate Governance Committee evaluates and makes recommendations to the Board concerning the Board's leadership structure, including whether the offices of the Chairman and CEO should be held by the same person (Best Practice).

If the Chairman is not an independent director, the independent directors shall designate from among them a Lead Director (Best Practice). The Lead Director shall be elected on an annual basis by a majority of the independent directors upon a recommendation from the Nominating and Corporate Governance Committee (Best Practice).

The Board has determined that the Lead Director, if one is elected, shall (1) serve as liaison between the non-management Directors and the Chairman and the CEO on Board issues, to facilitate timely communication between management and the Board, without impeding or replacing direct communication between the Chairman and other Directors; (2) preside at all meetings at which the Chairman is not present including Executive Sessions of the non-management directors and apprise the Chairman of the issues considered; (3) call meetings of the non-management directors when necessary and appropriate; and (4) perform such other duties as the Board may from time to time designate (5605(b)(2) NASDAQ Listing Rules; Best Practice).

B. Executive Session of Independent Directors

The independent directors of the Board will meet (without the Chief Executive Officer or other members of the Company management) in Executive Session at least two (2) times per year to discuss such topics as the independent directors determine (5605(b)(2) NASDAQ Listing Rules; Best Practice). Minutes of all such Executive Sessions should be kept, describing who participated, the general topics discussed, and such other details as the independent directors determine (Best Practice).

IV. FORMAL EVALUATION OF THE CHIEF EXECUTIVE OFFICER

The Board has delegated to the Compensation Committee of the Board (the "Compensation Committee") the task of evaluating the Chief Executive Officer annually and reporting its recommendations to the Board pursuant to the Compensation Committee Charter, incorporated herein by reference (5605(d)(1)(B) NASDAQ Listing Rules). The Chairman of the Compensation Committee shall communicate the Board's conclusions to the Chief Executive Officer (5605(d)(1)(A)-(D) NASDAQ Listing Rules).

V. MANAGEMENT DEVELOPMENT & SUCCESSION PLANNING

The Chief Executive Officer shall report at least annually to the Board on the Company's program for management development and on succession planning, which the Board views as closely related issues (Best Practice). In its consideration of these issues, it is the policy of the Board to consider issues related to Chief Executive Officer and senior executive selection and performance (Best Practice).

VI. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

Upon joining the Board, each new director should familiarize himself or herself with the Company's Articles of Incorporation, Amended Code of Regulations, committee charters, strategic plans, its financial and accounting practices and its internal procedures, and meet with Company management (Best Practice). Directors are expected to continue educating themselves with respect to industry practice, accounting and finance, leadership, crisis management, general management and strategic planning (Best Practice). The Company may, from time to time, offer continuing education programs for directors (Best Practice).

VII. DIRECTOR COMPENSATION

The Compensation Committee is responsible for reviewing and recommending to the Board, on an annual basis, the compensation for directors pursuant to the Compensation Committee Charter, incorporated herein by reference (Best Practice). Any change in Board compensation will be made upon the recommendation of the Compensation Committee and following discussion and approval by the Board (Best Practice).

Compensation may be paid in the form of cash or equity interests in the Company or such other forms as the Board deems appropriate (Best Practice). Separate compensation may be provided to members of committees of the Board and additional compensation may be provided to the chairs of the Board and committees (Best Practice). Directors who are also employees of the Company shall not receive any additional compensation for their services as directors (Best Practice).

VIII. STOCK OWNERSHIP GUIDELINES

Consistent with its compensation philosophy and the principle of aligning the interests of Specified Officers (defined below) and non-employee directors of the Company with the interests of its Stockholders, the Board of Directors of the Company adopted the following stock ownership guidelines for its Specified Officers and non-employee directors (Best Practice).

Specified Officers

"Specified Officers" consist of the officers of the Company required to file beneficial ownership reports with the U.S. Securities and Exchange Commission pursuant to Section 16 of the Securities Exchange Act of 1934, as amended (SEC Rules). Within three (3) years of the later of the date of adoption of these guidelines or the appointment to their position, the Company's Specified Officers

are required to have a stock ownership position in the Company in an amount no less than the multiple of their base salary set forth below (Best Practice):

Executive	Ownership Multiple of Base Salary
Chief Executive Officer	3 times
Specified Officers (other than CEO)	1 time

Non-employee Directors

Within three (3) years of the later of the date of adoption of these guidelines or the appointment to the Board of Directors, each of the Company's non-employee directors is required to have a stock ownership position in the Company in an amount no less than three times their annual cash retainer for their director service (Best Practice).

Stock Considered

For purposes of these requirements, the shares that are counted for purposes of satisfying ownership requirements are shares owned, vested and unvested shares of restricted common stock and restricted stock units (Best Practice). Options to purchase the Company's common stock are not considered for satisfying these ownership requirements (Best Practice).

Compliance Measurement Dates

The foregoing stock ownership requirements will be measured annually on the last day of the fiscal year unless the Board of Directors determines otherwise (Best Practice). For purposes of the measurement, the individual's stock ownership holdings shall be valued based on the average daily close price of the Company's common stock during the prior twenty-four (24) calendar months (Best Practice).

Compliance with Stock Ownership Requirements

Failure to reach the target ownership amounts in the time allotted or to make progress towards such levels may be taken into account in evaluating the individual executive's or non-employee director's commitment to a continuing relationship with the Company. The Company's incentive compensation programs are designed to provide the individuals named above with an opportunity to redeploy certain amounts of the compensation benefits they have received, and expect to receive, into Company equity. Nonetheless, there may be extenuating facts and circumstances that will require the Board of Directors to use its judgment to override the specifics of these requirements for executive officers and non-employee directors. However, this must be done on a case-by-case basis in order to allow for fair application of the requirements (Best Practice).

These Stock Ownership Guidelines were adopted by the Board effective November 9, 2016.

IX. BOARD AGENDA, MATERIALS, INFORMATION AND PRESENTATIONS

The Chairman of the Board, with input from senior members of management, establishes the agenda for each Board meeting. Each director is free to suggest the inclusion of item(s) on the agenda (Best Practice).

Information and data that is important to the Board's understanding of the business is distributed in writing to the Board generally five or so days before the Board meets, although this is not a strict standard so as to allow for unusual circumstances. Management should ensure that material is as brief as possible while still providing the desired information (Best Practice).

Presentations on specific subjects are forwarded to the directors in advance so that directors may prepare, Board meeting time may be conserved, and discussion time may be focused. However, it is recognized that there may be occasions when an important issue arises without time for written background materials to circulate or the subject matter is not appropriate for written materials, such that more presentation time will be required (Best Practice).

X. DIRECTOR ACCESS TO SENIOR MANAGEMENT AND INDEPENDENT ADVISERS

Directors have complete access to senior management and to the Board's advisors. Directors are expected to use good judgment to ensure that this contact is not distracting to the business operation of the Company or to management's duties, and that independent advisors are used efficiently. It is also assumed that such contact, to the extent reasonably practical or appropriate, will be coordinated with the Chief Executive Officer. Written communications to management should, whenever appropriate, be copied to the Chief Executive Officer (Best Practice).

XI. BOARD INTERACTION WITH INVESTORS, PRESS, CUSTOMERS AND STOCKHOLDERS

The Board believes that management, and, in particular, the Chief Executive Officer and Chief Financial Officer speak for the Company. Each director should refer all inquiries from investors, the press or customers to management. Individual directors may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Company, but it is expected that directors will coordinate such communications with the prior knowledge of management and, in most instances, at the request of management. Directors are expected to take special care in all communications concerning the Company, in light of confidentiality requirements and laws prohibiting insider trading, tipping and avoidance of selective disclosure (SEC Rules; Best Practice).

XII. BOARD COMMITTEES

The Board currently has three committees: Audit, Compensation and Nominating and Corporate Governance. Membership on such committees is limited to independent directors (5605(c)(2)(A), 5605(d)(2)(A) and 5605(e)(1)(B) NASDAQ Listing Rules; Best Practice). The

Board retains discretion to form new committees or disband current committees depending upon the circumstances (Ohio General Corporation Law §1701.63).

XIII. ANNUAL BOARD & COMMITTEE PERFORMANCE EVALUATIONS

The Board conducts an annual self-evaluation of its performance and the performance of its committees (Best Practice). The Nominating and Corporate Governance Committee recommends to the Board and its committees the methodology for such evaluations and oversees its execution (Best Practice).

XIV. CORPORATE GOVERNANCE GUIDELINES

The Nominating and Corporate Governance Committee reviews these Guidelines periodically and recommends amendment to the Board as necessary (Best Practice).

XV. COMMUNICATING WITH THE BOARD

Stockholders are invited to communicate to the Board or its committees by writing to: Meridian Bioscience, Inc., Attn: Chairman of the Board of Directors, 3471 River Hills Drive, Cincinnati, Ohio 45244-3091.

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