# CJS Securities 23<sup>rd</sup> Annual New Ideas for the New Year Conference

January 11, 2023 Thomas Logan (CEO) & Brian Schopfer (CFO)



## Disclaimer

#### **Forward-Looking Statements**

This presentation and the accompanying oral commentary contain forward-looking statements within the meaning of Section 21E of the Securities Exchange Act of 1934, as amended. Words such as "anticipate," "believe," "continue," "could," "estimate", "expect", "hope", "intend", "may", "might", "should", "would", "would", "will", "understand" and similar words are intended to identify forward looking statements. These forward-looking statements include but are not limited to, statements regarding our future growth prospects, future financial and operating performance, including our financial guidance and outlook, our order book and backlog, our growth strategy and positioning, market trends, including supply chain hurdles and the Russia-Ukraine conflict, our competitive positioning, foreign exchange, interest rate and inflation expectations, mergers and acquisitions, including integration of previously completed mergers and acquisitions, our future share capitalization and any exercise, exchange or other settlement of our outstanding warrants and other securities. There are a significant number of factors that could cause actual results to differ materially from statements made in this presentation, including changes in domestic and foreign business, market, economic, financial, political and legal conditions, including the Russia-Ukraine conflict and the relationship between the United States and China; risks related to the public's perception of nuclear radiation and nuclear technologies risks; related to the continued growth of our end markets; our ability to win new customers and retain existing customers; our ability to realize sales expected from our backlog of orders and contracts; risks related to governmental contracts; our ability to mitigate risks associated with long-term fixed price contracts, including risks related to inflation; risks related to information technology disruption or security; risks related to the implementation and enhancement of information systems; our ability to manage our supply chain or difficulties with third-party manufacturers; risks related to competition; our ability to manage disruptions of, or changes in, our independent sales representatives, distributors and original equipment manufacturers; our ability to realize the expected benefit from acquisitions, including any synergies, or internal restructuring and improvement efforts; our ability to issue debt or equity or equity-linked securities in the future; risks related to changes in tax law and ongoing tax audits; risks related to future legislation and regulation both in the United States and abroad; risks related to the costs or liabilities associated with product liability claims; our ability to attract, train and retain key members of our leadership team and other qualified personnel; risks related to the adequacy of our insurance coverage; risks related to the global scope of our operations, including operations in international and emerging markets; risks related to our exposure to fluctuations in foreign currency exchange rates, interest rates and inflation, including the impact on our debt service costs; our ability to comply with various laws and regulations and the costs associated with legal compliance; risks related to the outcome of any litigation, government and regulatory proceedings, investigations and inquiries; risks related to our ability to protect or enforce our proprietary rights on which our business depends or third-party intellectual property infringement claims; liabilities associated with environmental, health and safety matters; our ability to predict our future operational results; risks associated with our limited history of operating as an independent company; the impact of the global COVID-19 pandemic, including the availability, acceptance and efficacy of vaccinations, treatments and laws and regulations with respect to vaccinations, on our projected results of operations, financial performance or other financial metrics, or on any of the foregoing risks. Further information on risks, uncertainties and other factors that could affect our financial results are included in the filings we make with the Securities and Exchange Commission (the "SEC") from time to time, including our Annual Report on Form 10-K, our Quarterly Reports on Form 10-Q and other periodic reports filed or to be filed with the SEC.

You should not rely on these forward-looking statements, as actual outcomes and results may differ materially from those contemplated by these forward-looking statements as a result of such risks and uncertainties. All forward-looking statements are based on information available to us as of the date hereof, and we do not assume any obligation to update the forward-looking statements provided to reflect events that occur or circumstances that exist after the date on which they were made.

#### **Industry and Market Data**

In this presentation, we rely on and refer to information and statistics regarding market participants in the sectors in which Mirion competes and other industry data. We obtained this information and statistics from third-party sources, including reports by market research firms and company filings. Mirion has not independently verified the data obtained from these sources and cannot assure you of the data's accuracy or completeness.

#### Non-GAAP Financial Measures

In addition to our results determined in accordance with GAAP, we believe non-GAAP measures are useful in evaluating our operating performance, including Adjusted Revenue and Adjusted EBITDA. We use this non-GAAP financial information to evaluate our ongoing operations and for internal planning and forecasting purposes. We believe that non-GAAP financial information, when taken collectively, may be helpful to investors because it provides consistency and comparability with past financial performance. However, non-GAAP financial information is presented for supplemental informational purposes only, has limitations as an analytical tool, and should not be considered in isolation or as a substitute for financial information presented in accordance with GAAP. Other companies, including companies in our industry, may calculate similarly titled non-GAAP measures differently or may use other measures to evaluate their performance, all of which could reduce the usefulness of our non-GAAP financial measures as tools for comparison. Additionally, forward-looking non-GAAP financial measures are presented on a non-GAAP basis without reconciliations of such forward-looking non-GAAP measures due to the inherent difficulty in projecting and quantifying the various adjusting items necessary for such reconciliations, such as stock-based compensation expense, amortization and depreciation expense and purchase accounting adjustments, that have not yet occurred, are out of Mirion's control or cannot be reasonably predicted. Accordingly, a reconciliation for our guidance for Adjusted Revenue and Adjusted FBITDA is not available without unreasonable effort



## Mission & Vision

To harness our unrivaled knowledge of ionizing radiation for the greater good of humanity

Safety is at the core of our solutions, Mirion...

- Enables safer production of nuclear power, supporting global energy production and carbon neutrality
- Provides a safer working environment for medical professionals
- Assists patients to obtain the life-saving treatments they need
- Helps protect our heroes on the front-lines



## **Investment Thesis**



Recurring revenue profile



Technology-based competitive advantage



Leadership position in 15 of 18 product categories



Diverse product portfolio with high barriers to entry



Proven M&A execution and strong pipeline



Resilient platform – minimal variability to economic cycles



Proven innovators

## **Industrial Segment Overview**

## Nuclear Labs Defense & Diversified

#### **Nuclear Power**

- Essential for safety of personnel and materials from radiation and ensuring effective operation of the plant and core
- Mirion products used for radiation detection and monitoring throughout the nuclear powerplant lifecycle
- Products include surveillance & imaging systems, electrical penetration assemblies, in core detectors & software, detection portals, gamma waste assay systems, cameras to support dismantling, RMS systems, count room equipment

#### Defense and Diversified Industrials

- End user requirements demanding increased ease of use, operational capabilities and accuracy in extreme environments, multiple functionalities embedded in single devices, and software to manage
- Defense products mainly focused on radiation detection and identification for military & civil defense
- Other products include survey meters, personal radiation detectors, dosimeters and radio isotope identification devices

#### Labs & Research

- Growing nuclear research applications and spending related to environmental regulations drive a positive outlook for this market segment
- Four key categories including National labs, University & Research Org. labs, Commercial labs and State environmental labs
- Products include spectrometers and detector solutions used globally by radiochemists and nuclear lab & research facilities

#### Key Customer Groups



































Exelon.













Technology leadership, rigorous regulatory requirements, and demanding design all contribute to high barriers to entry

## Nuclear Power Trends and Outlook



**Nuclear Power** | Mirion services all stages of a plant's lifecycle; solutions are key to the safety of personnel and materials from radiation and ensuring effective operation

#### Mirion Outlook | Nuclear market conditions strongest in decades

- Global push for carbon neutrality to be a key growth factor going forward in medium- and longer-term horizon
- Desire for energy independence, re-shoring trends
- Robust government support for reliable and diverse supply of energy sources, enabling nuclear re-investment and new builds
- Higher gas prices supporting better economics for existing nuclear fleet and higher capacity requirements

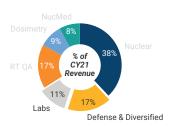
Comparison of Various Fuel Sources			Renewables			
	(CCGT)	Coal	Wind	Solar	Hydro	Nuclea
Baseload	✓	✓	×	×	✓	✓
Capacity	✓	✓	×	×	✓	✓
Low Emissions	×	×	✓	✓	✓	✓
Ability to Add Capacity	✓		✓	✓		✓
Large-Scale Output	✓	✓	✓	×	✓	✓
Protected from Supply Interruption	×	×	×	<b>√</b>		✓



Source: Mirion estimates, Global Consulting Firm,



## Labs, Defense and Diversified Outlook



#### Labs & Research

- Mirion maintains large, defensible market position
- Growing nuclear research applications and spending related to environmental regulations drive positive momentum
- Historical budget growth in key nuclear threat-related sub-agencies, such as the National Nuclear Security Administration, outpacing Department of Defense budget growth

#### **Defense & Diversified Industrials**

- Mirion services 19 of the NATO armies
- Superior technology offerings and deep relationships with key agencies and customers
- Elevated threat matrix globally in response to Russia-Ukraine conflict
- Aging legacy portfolio creates opportunity to capture end of life replacement













## Medical Segment Overview

#### **Radiation Therapy Quality Assurance (RT QA)**

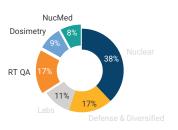
- Products are used for calibration and measuring the shape and intensity of radiation treatments for quality assurance
- Radiation treatment prescribed 60%+ with cancer diagnosis
- Strong growth opportunity within the software offerings
- Growing installed base of linear accelerators globally

#### **Occupational Dosimetry**

- Products are wearable devices that monitor radiation exposure in hospitals, clinics, vet and dental
- Proprietary Instadose® technology a key competitive advantage and growth accelerator

#### **Nuclear Medicine**

- Dose calibrators, thyroid uptake systems and medical imaging equipment utilized in conjunction with nuclear medicine treatment in cancer patients
- Products are key infrastructure supporting calibration, delivery and waste management
- Improving standards of care in international markets supporting demand growth



#### **Key Customer Groups**

Hospitals

Clinics / Urgent Care

Oncology
Departments

Clinics / Urgent Dental Offices

Oem for RT





















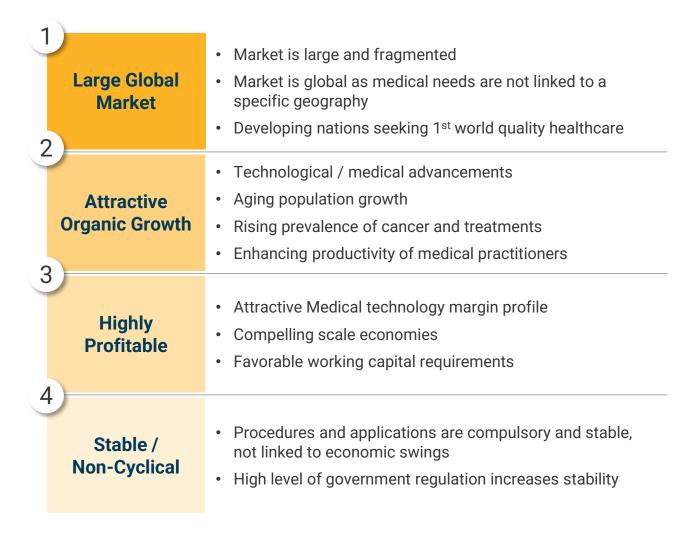


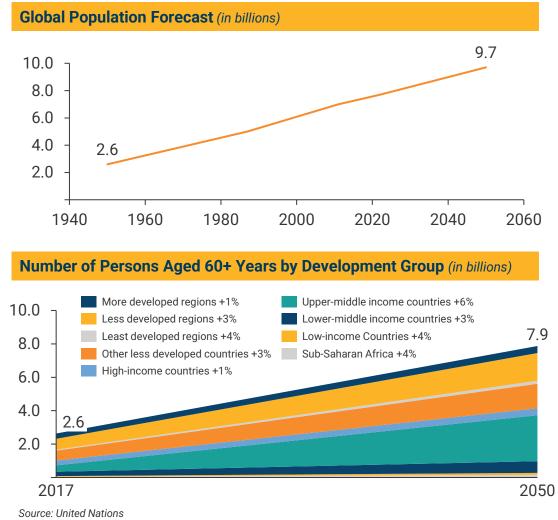


Diversified product portfolio in resilient end markets. Supported by aging population and growing global middle class.



## Medical Positioning & Outlook







## Current priorities and takeaways

- Primary focus is delivering core business performance
- End markets remain robust
- Order momentum and Industrial backlog coverage establish strong foundation for 2023
- Assertive price actions continue across the enterprise
- We have made a strategic investment in inventory to support growth and derisk supply chain exposure
- Commitment to disciplined capital allocation and cash management with focus on de-leveraging the balance sheet



## **Q&A Session**

Tom Logan, Chief Executive Officer Brian Schopfer, Chief Financial Officer

