UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 or 15(d)
of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): November 24, 2026

EMBECTA CORP.
(Exact name of registrant as specified in its charter)

Delaware		
(State or Other Jurisdiction of Incorporation)		
001-41186		**87-1583942**
(Commission File Number)		**(IRS Employer Identification No.)**
300 Kimball Drive, Suite 300, Parsippany, New Jersey		**07054**
(Address of principal executive offices)		**(Zip Code)**

Registrant's telephone number, including area code: (862) 401-0000

N/A
(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

☐ Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

☐ Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

☐ Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

☐ Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Title of each class	Trading symbol(s)	Name of each exchange on which registered
Common Stock, par value $0.01 per share	**EMBC**	**The Nasdaq Stock Market LLC (Nasdaq Global Select Market)**

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR §230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR §240.12b-2).

Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Item 2.02. Results of Operations and Financial Condition.

On November 24, 2026, Embecta Corp. (the "Company") issued a press release (the "Earnings Release") regarding its results for the quarter and fiscal year ended September 30, 2026. The Earnings Release is furnished as Exhibit 99.1 to this report.

Item 9.01. Financial Statements and Exhibits.

(d) Exhibits

The following is furnished as an exhibit to this report:

99.1	Press Release, dated November 24, 2026.
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

EMBECTA CORP.

Dated: November 24, 2026

By: /s/ Jacob Elguicze

Jacob Elguicze
Chief Financial Officer

Embecta Corp. Reports Fiscal 2026 Fourth Quarter and Full Year Financial Results; Provides Initial Fiscal Year 2027 Financial Guidance

PARSIPPANY, N.J., November 24, 2026 (GLOBE NEWSWIRE) – Embecta Corp. (“embecta” or the "Company") (Nasdaq: EMBC), a global company that is advancing its 100-year legacy in insulin delivery to become a broad-based medical supplies company, today reported financial results for the three- and twelve-month periods ended September 30, 2026.

"Our fourth quarter results showed sequential improvement, with revenue increasing approximately $27 million, GAAP operating profit increasing approximately $22 million and adjusted operating profit increasing approximately $8 million as compared to our third quarter results. The sequential increase was due to a combination of factors, including improved performance and certain one-time benefits in the United States and the first full-quarter contribution from the acquisition of Owen Mumford. Year over year, reported revenue grew 13.1%, while when excluding Owen Mumford, revenue increased 3.1% on an organic constant currency basis, driven by volume growth in Latin America and Asia and continued growth in our GLP-1 B2B business," said Devdatt (Dev) Kurdikar, Chairman, President and Chief Executive Officer of embecta.

Mr. Kurdikar continued: "In terms of profitability, our fourth quarter GAAP and adjusted operating income, operating margin, net income and diluted earnings per share were all higher year over year, exceeding the high end of our most recently provided fiscal year 2026 guidance ranges. We continued to execute on our capital allocation priorities, repaying approximately $38 million of debt and repurchasing approximately $8 million of shares during the quarter."

Mr. Kurdikar concluded: "During fiscal year 2027, our priorities continue to be focused on strengthening the core business, expanding our product portfolio including successfully integrating the Owen Mumford acquisition and increasing our financial flexibility with a focus on paying down debt."

Fourth Quarter Fiscal Year 2026 Financial Highlights:

- Reported Revenues of $298.7 million, up 13.1%;
- Adjusted Revenues of $298.7 million, up 3.1% on an organic constant currency basis
    - U.S. revenues increased 4.4% on a reported basis, while on an organic constant currency basis U.S. revenues declined 2.7%
    - International revenues increased 23.3% on a reported basis, while on an organic constant currency basis, International revenues increased 9.8%
- Gross profit and margin of $175.2 million and 58.7%, compared to $158.5 million and 60.0% in the prior year period
- Adjusted gross profit and margin of $179.1 million and 60.0% compared to $159.5 million and 60.6% in the prior year period
- Operating income and margin of $71.0 million and 23.8%, compared to $56.5 million and 21.4% in the prior year period
- Adjusted operating income and margin of $77.4 million and 25.9%, compared to $66.7 million and 25.3% in the prior year period
- Net income of $66.0 million and earnings per diluted share of $1.17. This compares to net income of $26.4 million and earnings per diluted share of $0.45 in the prior year period
- Adjusted net income and adjusted earnings per diluted share of $40.7 million and $0.72, compared to $29.4 million and $0.50 in the prior year period
- Adjusted EBITDA and margin of $95.6 million and 32.0%, compared to $89.9 million and 34.1% in the prior year period
- Announced a dividend of $0.01 per share

Twelve Months Ended September 30 Fiscal Year 2026 Financial Highlights:

- Reported Revenues of $1,053.4 million, down 2.5%;
- Adjusted Revenues of $1,053.4 million, down 7.6% on an organic constant currency basis
    - U.S. revenues decreased 14.5% on a reported basis, while on an organic constant currency basis U.S. revenues declined 16.9%
    - International revenues increased 11.3% on a reported basis, while on an organic constant currency basis, International revenues increased 3.1%
- Gross profit and margin of $618.0 million and 58.7%, compared to $676.8 million and 62.6% in the prior year period
- Adjusted gross profit and margin of $632.5 million and 60.0%, compared to $687.3 million and 63.7% in the prior year period
- Operating income and margin of $238.0 million and 22.6%, compared to $242.1 million and 22.4% in the prior year period
- Adjusted operating income and margin of $274.7 million and 26.1%, compared to $337.7 million and 31.3% in the prior year period
- Net income and earnings per diluted share of $127.1 million and $2.15, respectively. This compares to net income and earnings per diluted share of $95.4 million and $1.62, respectively, in the prior year period
- Adjusted net income and adjusted earnings per diluted share of $131.7 million and $2.23, compared to $173.9 million and $2.95 in the prior year period

- Adjusted EBITDA and margin of $343.1 million and 32.6%, compared to $415.3 million and 38.5% in the prior year period

Strategic Highlights:

- *Strengthen core business*
  - Substantially completed the global brand transition program, with remaining markets expected to be completed in fiscal year 2027.
  - Exploring opportunities to expand the global reach of the Owen Mumford product portfolio and leveraging increased scale to negotiate reduced costs.

- *Expand product portfolio*
  - Launched market appropriate syringes and pen needles in certain markets.
  - Continued progress in expanding our pen needle co-packaging partner network with three new pharmaceutical partnership agreements signed during Q4'26.
  - Smaller pack configurations designed for GLP-1 administration are now available in the US, Canada, select EMEA markets and Australia and will be launched in additional markets in line with brand transition.
  - Advanced the development of the Aidaptus® auto-injector platform, as well as the development of the pen injector platform.

- *Increase financial flexibility*
  - Amended and extended the credit agreement to December 2028.
  - Repaid ~$165 million of debt during fiscal year 2026, following borrowing $180 million to acquire Owen Mumford.
  - Generated free cash flow of ~$113 million in fiscal year 2026.

Adjusted Constant Currency Revenue Growth is based upon Reported Revenues, adjusted to exclude, depending on the period presented, the items described in Adjusted Revenues and to eliminate the impact of translating the results of international subsidiaries at different currency exchange rates from period to period. The impact of changes in foreign currency may vary significantly from period to period and such changes generally are outside of the control of our management. Organic Constant Currency Revenue Growth is based upon Adjusted Constant Currency Revenue Growth, adjusted to exclude the impact of acquisitions and divestitures. We believe that these measures facilitate a comparison of our operating performance exclusive of currency exchange rate fluctuations that do not reflect our underlying performance or business trends. These results should be considered in addition to, not as a substitute for, results reported in accordance with GAAP. Results on an adjusted constant currency basis, or on an organic constant currency basis, as we present them, may not be comparable to similarly titled measures used by other companies and are not measures of performance presented in accordance with GAAP.

Fourth Quarter Fiscal Year 2026 Results:

Revenues by geographic region are as follows:

Dollars in millions	**Three months ended September 30,**						**% Increase/(Decrease)**					
	2026			**2025**			**Reported Revenue Growth**	**Currency Impact**	**Adjustment Impact**	**Adjusted Constant Currency Revenue Growth**	**Acquisition Impact**	**Organic Constant Currency Revenue Growth**
	Reported Revenues	**Adjustment**	**Adjusted Revenues**	**Reported Revenues**	**Adjustment**	**Adjusted Revenues**						
							%					
United States	$ 148.3	$ —	$ 148.3	$ 142.0	$ —	$ 142.0	4.4%	—%	—%	4.4%	7.1%	(2.7)%
International[1]	150.4	—	150.4	122.0	0.7	121.3	23.3	(0.1)	(0.7)	24.1	14.3	9.8
Total	$ 298.7	$ —	$ 298.7	$ 264.0	$ 0.7	$ 263.3	13.1%	(0.1)%	(0.3)%	13.5%	10.4%	3.1%

Revenues by product family are as follows:

[1] International includes the recognition of changes in estimates associated with the Italian payback measure relating to certain prior years since 2015 recorded in Revenues. Adjusted Revenues exclude the impact of these changes in estimates.

Dollars in millions	Three months ended September 30,						% Increase/(Decrease)					
	2026			2025			Reported Revenue Growth	Currency Impact	Adjustment Impact	Adjusted Constant Currency Revenue Growth	Acquisition Impact	Organic Constant Currency Revenue Growth
	Reported Revenues	Adjustment	Adjusted Revenues	Reported Revenues	Adjustment	Adjusted Revenues	%					
Pen Needles	$ 193.3	$ —	$ 193.3	$ 187.8	$ —	$ 187.8	2.9%	(0.3)%	—%	3.2%	—%	3.2%
Syringes	38.2	—	38.2	32.3	—	32.3	18.3	1.5	—	16.8	—	16.8
Safety	35.4	—	35.4	34.5	—	34.5	2.6	—	—	2.6	—	2.6
Other[2]	28.3	—	28.3	4.1	0.7	3.4	590.2	(2.4)	(142.7)	735.3	805.9	(70.6)
Contract Manufacturing	3.5	—	3.5	5.3	—	5.3	(34.0)	—	—	(34.0)	—	(34.0)
Total	$ 298.7	$ —	$ 298.7	$ 264.0	$ 0.7	$ 263.3	13.1%	(0.1)%	(0.3)%	13.5%	10.4%	3.1%

The Company's reported revenues increased by $34.7 million, or 13.1%, to $298.7 million for the fourth quarter of 2026 as compared to reported revenues of $264.0 million for the fourth quarter of 2025. Changes in the Company's reported revenues are driven by the volume of goods that embecta sells, the prices it negotiates with customers and changes in foreign exchange rates. The increase in reported revenues was driven by the $27.6 million contribution of Owen Mumford revenues, approximately $9.6 million of favorable changes in volume and approximately $0.3 million associated with favorable changes in price. This was partially offset by a $1.8 million decrease in contract manufacturing revenues related to sales of non-diabetes products to Becton, Dickinson and Company ("BD"), $0.7 million of unfavorable change relative to last year's recognition of the Italian payback measure and approximately $0.3 million associated with the negative impact of foreign currency translation primarily due to the strengthening of the U.S. dollar.

Twelve Months Fiscal Year 2026 Results:

Revenues by geographic region are as follows:

Dollars in millions	Twelve months ended September 30,						% Increase/(Decrease)					
	2026			2025			Reported Revenue Growth	Currency Impact	Adjustment Impact	Adjusted Constant Currency Revenue Growth	Acquisition Impact	Organic Constant Currency Revenue Growth
	Reported Revenues	Adjustment	Adjusted Revenues	Reported Revenues	Adjustment	Adjusted Revenues	%					
United States	$ 495.4	$ —	$ 495.4	$ 579.1	$ —	$ 579.1	(14.5)%	—%	—%	(14.5)%	2.4%	(16.9)%
International[1]	558.0	—	558.0	501.3	0.7	500.6	11.3	2.9	(0.2)	8.6	5.5	3.1
Total	$ 1,053.4	$ —	$ 1,053.4	$ 1,080.4	$ 0.7	$ 1,079.7	(2.5)%	1.3%	—%	(3.8)%	3.8%	(7.6)%

Revenues by product family are as follows:

[1] International includes the recognition of changes in estimates associated with the Italian payback measure relating to certain prior years since 2015 recorded in Revenues. Adjusted Revenues exclude the impact of these changes in estimates.

Dollars in millions	Twelve months ended September 30,						% Increase/(Decrease)					
	2026			2025			Reported Revenue Growth	Currency Impact	Adjustment Impact	Adjusted Constant Currency Revenue Growth	Acquisition Impact	Or Co Cu Re G
	Reported Revenues	Adjustment	Adjusted Revenues	Reported Revenues	Adjustment	Adjusted Revenues	%					
Pen Needles	$ 711.0	$ —	$ 711.0	$ 784.1	$ —	$ 784.1	(9.3)%	1.0%	—%	(10.3)%	—%	(1
Syringes	131.8	—	131.8	124.6	—	124.6	5.8	3.5	—	2.3	—	
Safety	143.7	—	143.7	137.8	—	137.8	4.3	1.3	—	3.0	—	
Other[2]	51.5	—	51.5	14.0	0.7	13.3	267.9	1.4	(19.2)	285.7	309.8	(
Contract Manufacturing	15.4	—	15.4	19.9	—	19.9	(22.6)	0.5	—	(23.1)	—	(
Total	$ 1,053.4	$ —	$ 1,053.4	$ 1,080.4	$ 0.7	$ 1,079.7	(2.5)%	1.3%	—%	(3.8)%	3.8%	(3

The Company's reported revenues decreased by $27.0 million, or 2.5%, to $1,053.4 million for the year ended September 30, 2026 as compared to reported revenues of $1,080.4 million for the year ended September 30, 2025. The decrease in reported revenues was primarily driven by approximately $50.4 million of unfavorable changes in volume, approximately $27.1 million decrease associated with unfavorable changes in price, a $4.7 million decrease in contract manufacturing revenues related to sales of non-diabetes products to BD and $0.7 million of unfavorable change relative to last year's recognition of the Italian payback measure. This was partially offset by the $41.4 million contribution of Owen Mumford revenues and approximately $14.5 million associated with the positive impact of foreign currency translation primarily due to the weakening of the U.S. dollar.

[2] Other includes product sales for Owen Mumford, swabs and other accessories. Other also reflects the recognition of changes in estimates associated with the Italian payback measure relating to certain prior years since 2015 recorded in Revenues. Adjusted Revenues exclude the impact of these changes in estimates.

Preliminary Fiscal Year 2027 Financial Guidance:

For fiscal year 2027, the Company expects:

Dollars in millions, except percentages and per share data	
Reported Revenues	$1,070 - $1,090
Reported Revenue Growth (%)	1.6% - 3.5%
Currency Impact (%)	*~ (0.7)%*
Adjusted Constant Currency Revenue Growth (%)	~ 2.3% - 4.2%
Adjusted Operating Margin (%)	~21.25% - 22.75%
Adjusted Earnings per Diluted Share	$1.60 - $1.90

embecta is unable to present a quantitative reconciliation of its expected adjusted earnings per diluted share and expected adjusted operating margin as it is unable to predict with reasonable certainty and without unreasonable effort the impact and timing of any one-time items. The financial impact of these one-time items is uncertain and is dependent on various factors, including timing and could be material to the Company's Condensed Consolidated Statements of Income.

Balance Sheet, Liquidity and Other Updates

During the fourth quarter, the Company repaid approximately $38 million of debt.

As of September 30, 2026, the Company had $187.8 million in cash and equivalents and restricted cash and $1.432 billion of debt principal outstanding.

The Company’s Board of Directors declared a quarterly cash dividend of $0.01 for each issued and outstanding share of the Company’s common stock. The dividend is payable on December 18, 2026 to stockholders of record at the close of business on December 4, 2026.

Fiscal 2026 Fourth Quarter and Full Year Earnings Conference Call:

Management will host a conference call at 8:00 a.m. Eastern Time (ET) on November 24, 2026 to discuss the results of the quarter and full year, provide an update on its business and host a question and answer session. Those who would like to participate may access the live webcast here, or access the teleconference here. The live webcast can also be accessed via the Company’s website at investors.embecta.com.

A webcast replay of the call will be available beginning at 11:00 a.m. ET on November 24, 2026, via the embecta investor relations website and archived on the website for one year.

Condensed Consolidated Statements of Income
Embecta Corp.
(Unaudited, in millions, except per share data)

	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2026	**2025**	**2026**	**2025**
Revenues	$ 298.7	$ 264.0	$ 1,053.4	$ 1,080.4
Cost of products sold	123.5	105.5	435.4	403.6
Gross Profit	$ 175.2	$ 158.5	$ 618.0	$ 676.8
Operating expenses:				
Selling and administrative expense	92.3	86.9	324.7	332.0
Research and development expense	18.4	4.6	34.0	37.3
Other operating expenses	(6.5)	10.5	21.3	65.4
Total Operating Expenses	$ 104.2	$ 102.0	$ 380.0	$ 434.7
Operating Income	$ 71.0	$ 56.5	$ 238.0	$ 242.1
Interest expense, net	(25.5)	(26.1)	(96.1)	(107.3)
Other income (expense), net	(0.3)	(1.4)	(0.7)	1.5
Income (Loss) Before Income Taxes	$ 45.2	$ 29.0	$ 141.2	$ 136.3
Income tax provision (benefit)	(20.8)	2.6	14.1	40.9
Net Income	$ 66.0	$ 26.4	$ 127.1	$ 95.4
Net Income per common share:				
Basic	$ 1.19	$ 0.45	$ 2.19	$ 1.64
Diluted	$ 1.17	$ 0.45	$ 2.15	$ 1.62

Condensed Consolidated Balance Sheets
Embecta Corp.
(Unaudited, in millions, except share and per share data)

	September 30, 2026	September 30, 2025
Assets		
Current Assets		
Cash and equivalents	$ 184.0	$ 225.5
Restricted cash	3.8	3.1
Trade receivables, net (net of allowance for doubtful accounts of $3.3 million and $1.8 million as of September 30, 2026 and September 30, 2025, respectively)	207.2	145.6
Inventories:		
Materials	60.4	50.0
Work in process	27.6	11.7
Finished products	119.1	116.9
Total Inventories	$ 207.1	$ 178.6
Amounts due from Becton, Dickinson and Company	—	3.3
Prepaid expenses and other	87.3	75.3
Total Current Assets	$ 689.4	$ 631.4
Property, Plant and Equipment, Net	306.1	257.2
Intangible Assets, net	35.9	7.0
Goodwill	43.7	15.4
Deferred Income Taxes and Other Assets	174.7	179.9
Total Assets	$ 1,249.8	$ 1,090.9
Liabilities and Equity		
Current Liabilities		
Accounts payable	$ 106.7	$ 74.2
Accrued expenses	94.1	98.9
Amounts due to Becton, Dickinson and Company	—	16.3
Salaries, wages and related items	51.4	49.4
Current debt obligations	40.1	9.5
Current finance lease liabilities	1.8	3.4
Income taxes	12.7	9.8
Total Current Liabilities	$ 306.8	$ 261.5
Deferred Income Taxes and Other Liabilities	87.6	62.6
Long-Term Debt	1,378.6	1,388.7
Non Current Finance Lease Liabilities	29.0	28.7
Contingencies		
Embecta Corp. Equity		
Common stock, $0.01 par value Authorized - 250,000,000 Issued and outstanding - 54,755,710 as of September 30, 2026 and 58,496,113 as of September 30, 2025	0.5	0.6
Additional paid-in capital	80.8	80.0
Accumulated deficit	(338.9)	(445.6)
Accumulated other comprehensive loss	(294.6)	(285.6)
Total Equity	(552.2)	(650.6)
Total Liabilities and Equity	$ 1,249.8	$ 1,090.9

Condensed Consolidated Statements of Cash Flows
Embecta Corp.
(Unaudited, in millions)

	Twelve Months Ended September 30,	
	2026	**2025**
Operating Activities		
Net income	$ 127.1	$ 95.4
Adjustments to net income to derive net cash provided by operating activities:		
Depreciation and amortization	44.3	40.7
Amortization of inventory step-up	6.1	—
Contingent consideration adjustments, including accretion	(18.0)	—
Amortization of debt issuance costs	6.8	9.1
Amortization of cloud computing costs	10.5	10.4
Impairment of property, plant and equipment	0.5	10.6
In-process research and development impairment	11.1	—
Gain on sale of certain intellectual property rights and long-lived assets	(10.1)	—
Stock-based compensation	21.4	31.6
Deferred income taxes	(9.5)	17.6
Change in operating assets and liabilities:		
Trade receivables, net	(46.8)	44.2
Inventories	(4.9)	(6.1)
Due from/due to Becton, Dickinson and Company	—	25.3
Prepaid expenses and other	(2.3)	8.5
Accounts payable, accrued expenses and other current liabilities	(5.0)	(68.9)
Income and other net taxes payable	(8.1)	(28.1)
Other assets and liabilities, net	3.1	1.4
Net Cash Provided by Operating Activities	$ 126.2	$ 191.7
Investing Activities		
Capital expenditures	(13.3)	(9.3)
Owen Mumford acquisition, net of cash acquired	(133.1)	—
Proceeds from the sale of certain intellectual property rights and long-lived assets	10.1	—
Net Cash Used for Investing Activities	$ (136.3)	$ (9.3)
Financing Activities		
Payments on long-term debt	(79.8)	(184.6)
Proceeds on drawdown of revolving credit facility	180.0	—
Payments on revolving credit facility	(85.2)	—
Refinancing fees on revolving credit facility	(5.3)	—
Payments related to tax withholding for stock-based compensation	(4.9)	(5.7)
Payments on finance lease	(1.6)	(1.4)
Dividend payments	(18.9)	(35.0)
Repurchases of common stock	(16.6)	—
Net Cash Used for Financing Activities	$ (32.3)	$ (226.7)
Effect of exchange rate changes on cash and equivalents and restricted cash	1.6	(1.3)
Net Change in Cash and equivalents and restricted cash	$ (40.8)	$ (45.6)
Opening Cash and equivalents and restricted cash	228.6	274.2
Closing Cash and equivalents and restricted cash	$ 187.8	$ 228.6

About Non-GAAP financial measures

In evaluating our operating performance, we supplement the reporting of our financial information determined under GAAP with certain non-GAAP financial measures including (i) Adjusted Revenues, (ii) earnings before interest, taxes, depreciation and amortization ("EBITDA"), (iii) Adjusted EBITDA and Adjusted EBITDA Margin, (iv) Adjusted Gross Profit and Adjusted Gross Profit Margin, (v) Adjusted Constant Currency Revenue Growth, (vi) Organic Constant Currency Revenue Growth, (vii) Adjusted Operating Income and Adjusted Operating Income Margin, (viii) Adjusted Net Income and Adjusted Earnings Per Diluted Share and (ix) Free Cash Flow. These non-GAAP financial measures are indicators of our performance that are not required by, or presented in accordance with, GAAP. They are presented with the intent of providing greater transparency to financial information used by us in our financial analysis and operational decision-making. We believe that these non-GAAP measures provide meaningful information to assist investors, stockholders and other readers of our consolidated financial statements in making comparisons to our historical operating results and analyzing the underlying performance of our results of operations. However, the presentation of these measures has limitations as an analytical tool and should not be considered in isolation, or as a substitute for the company's results as reported under GAAP. Because not all companies use identical calculations, the presentations of these non-GAAP measures may not be comparable to other similarly titled measures of other companies. The Company uses non-GAAP financial measures in its operational and financial decision making and believes that it is useful to exclude certain items in order to focus on what it regards to be a meaningful alternative representation of the underlying operating performance of the business.

For the three- and twelve-month periods ended September 30, 2026 and 2025, the reconciliation of (1) GAAP Revenues ("Reported Revenues") to Adjusted Revenues and (2) GAAP Net income to EBITDA and Adjusted EBITDA was as follows (unaudited, in millions)

	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
Reported Revenues	**$ 298.7**	**$ 264.0**	**$ 1,053.4**	**$ 1,080.4**
Italian payback measure [1]	—	(0.7)	—	(0.7)
Adjusted Revenues	**$ 298.7**	**$ 263.3**	**$ 1,053.4**	**$ 1,079.7**
GAAP Net Income	**$ 66.0**	**$ 26.4**	**$ 127.1**	**$ 95.4**
Interest expense, net	25.5	26.1	96.1	107.3
Income taxes	(20.8)	2.6	14.1	40.9
Depreciation and amortization	13.3	13.1	44.3	40.7
EBITDA	**$ 84.0**	**$ 68.2**	**$ 281.6**	**$ 284.3**
Italian payback measure [1]	—	(0.7)	—	(0.7)
Stock-based compensation expense [2]	5.7	9.6	21.4	31.8
One-time stand up costs [3]	1.8	6.6	16.8	35.6
Business optimization and severance related costs [4]	—	2.7	—	6.9
Acquisition and integration-related costs [5]	11.9	—	28.2	—
Contingent consideration adjustments [6]	(20.4)	—	(20.4)	—
In-process research and development impairment [7]	11.1	—	11.1	—
Amortization of cloud computing arrangements [8]	2.6	2.6	10.5	10.4
(Income) expense associated with the discontinued patch pump program [9]	—	0.8	(8.1)	46.2
Other [10]	(1.1)	0.1	2.0	0.8
Adjusted EBITDA	**$ 95.6**	**$ 89.9**	**$ 343.1**	**$ 415.3**
Adjusted EBITDA Margin	***32.0 %***	***34.1 %***	***32.6 %***	***38.5 %***

1. Reflects the recognition of changes in estimates for the Italian payback measure relating to certain prior fiscal years between 2015 and 2023.
2. Represents stock-based compensation expense incurred during the three and twelve months ended September 30, 2026 and 2025, respectively. For the three months ended September 30, 2026, $4.5 million is recorded in Selling and administrative expense, $1.1 million is recorded in Cost of products sold and $0.1 million is recorded in Research and development expense. For the twelve months ended September 30, 2026, $17.4 million is recorded in Selling and administrative expense, $3.6 million is recorded in Cost of products sold and $0.4 million is recorded in Research and development expense. For the three months ended September 30, 2025, $8.6 million is recorded in Selling and administrative expense, $0.9 million is recorded in Cost of products sold and $0.1 million is recorded in Research and development expense. For the twelve months ended September 30, 2025, $25.8 million is recorded in Selling and administrative expense, $2.8 million is recorded in Cost of products sold, $2.8 million is recorded in Other operating expense, net and $0.4 million is recorded in Research and development expense.
3. One-time stand-up costs incurred primarily include: (i) product registration and labeling costs; (ii) warehousing and distribution set-up costs; (iii) legal costs associated with patents and trademark work; (iv) temporary headcount resources within accounting, tax, finance, human resources, regulatory and IT; and (v) one-time business integration and IT related costs primarily associated with our global ERP implementation. For the

three months ended September 30, 2026, approximately $1.8 million is recorded in Other operating expense, net. For the twelve months ended September 30, 2026, approximately $11.4 million is recorded in Other operating expense, net, $4.6 million is recorded in Cost of products sold and $0.8 million is recorded in Research and development expense. For the three months ended September 30, 2025, approximately $5.0 million is recorded in Other operating expense, net, $1.3 million is recorded in Cost of products sold and $0.3 million is recorded in Research and development expense. For the twelve months ended September 30, 2025, approximately $31.3 million is recorded in Other operating expense, net, $2.8 million is recorded in Cost of products sold and $1.5 million is recorded in Research and development expense.

4. Represents business optimization and severance related costs associated with standing up the organization recorded in Other operating expense, net.
5. Represents acquisition and integration-related costs incurred associated with the acquisition of Owen Mumford which include purchase price accounting adjustments. For the three months ended September 30, 2026, $7.6 million is recorded in Other operating expense, net and $4.3 million is recorded in Cost of products sold. For the twelve months ended September 30, 2026, $24.3 million is recorded in Other operating expense and $6.2 million is recorded in Cost of products sold offset by a $2.3 million gain recorded in Other (income) expense, net.
6. Represents adjustments made to contingent consideration based on revised forecasts and updated expectations for Aidaptus revenue recorded in Other operating expense, net.
7. Represents impairment charges to in-process research and development assets associated with the revised forecasts and updated expectations for Aidaptus revenue recorded in Research and development expense.
8. Represents amortization of implementation costs associated with cloud computing arrangements recorded in Other operating expense, net.
9. Represents income and expenses during the three and twelve months ended September 30, 2026 and 2025 associated with the discontinued patch pump program, excluding those program expenses classified above within Depreciation and amortization and Stock-based compensation expense. The discontinued patch pump program income and expenses are primarily one-time in nature and represent activity that we do not view as normal operating income and expenses necessary to operate our core business. The income and expenses primarily consist of severance-related costs, asset impairments, contract termination costs, a gain on sale of certain assets and other operating costs. For the three months ended September 30, 2026, no income or expenses were incurred. For the twelve months ended September 30, 2026, a $10.0 million gain is recorded in Other operating expense, net, offset by $1.6 million of expenses recorded in Research and development expense and $0.3 million of expenses recorded in Cost of products sold. For the three months ended September 30, 2025, $0.7 million is recorded in Research and development expense and $0.1 million is recorded in Cost of products sold. For the twelve months ended September 30, 2025, $24.6 million is recorded in Research and development expense, $13.8 million is recorded in Other operating expense, net, $7.0 million is recorded in Cost of products sold, and $0.8 million is recorded in Selling and administrative expense.
10. Represents various charges such as costs required to develop processes and systems to comply with regulations such as the EU Medical Device Regulation ("EU MDR") and General Data Protection Regulation (“GDPR”) which represent a significant, unusual change to the existing regulatory framework as well as charges associated with the discontinuation of alcohol swab products. For the three months ended September 30, 2026, the Company recognized a gain of $1.1 million in Cost of products sold associated with a change in estimate of costs attributed to discontinuing alcohol swab products. For the three months ended September 30, 2025, $0.1 million is recorded in Research and development expense. For the twelve months ended September 30, 2026, $1.8 million was recorded in Cost of products sold and $0.2 million was recorded in Research and development expense. For the twelve months ended September 30, 2025, $0.6 million is recorded in Research and development expense and $0.2 million is recorded in Cost of products sold.

For the three- and twelve-month periods ended September 30, 2026, the reconciliations of (1) GAAP Revenues ("Reported Revenues") to Adjusted Revenues (2) GAAP Gross Profit and Gross Margin to Adjusted Gross Profit and Adjusted Gross Margin, (3) GAAP Operating Income and Operating Margin to Adjusted Operating Income and Adjusted Operating Income Margin, (4) GAAP Net Income Per Diluted Share to Adjusted Net Income Per Diluted Share and (5) Free Cash Flow are as follows (unaudited in millions, except per share amounts):

	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2026	**2025**	**2026**	**2025**
Reported Revenues	**$ 298.7**	**$ 264.0**	**$ 1,053.4**	**$ 1,080.4**
Italian payback measure [1]	—	(0.7)	—	(0.7)
Adjusted Revenues	**$ 298.7**	**$ 263.3**	**$ 1,053.4**	**$ 1,079.7**
GAAP Gross Profit	**$ 175.2**	**$ 158.5**	**$ 618.0**	**$ 676.8**
GAAP Gross Profit Margin	***58.7 %***	***60.0 %***	***58.7 %***	***62.6 %***
Italian payback measure [1]	—	(0.7)	—	(0.7)
Amortization of intangible assets [2]	0.7	0.3	1.6	1.1
One-time stand up costs [3]	—	1.3	4.6	2.8
Expense associated with the discontinued patch pump program [4]	—	0.1	0.3	7.0
Acquisition-related costs [5]	4.3	—	6.2	—
Other [6]	(1.1)	—	1.8	0.3
Adjusted Gross Profit	**$ 179.1**	**$ 159.5**	**$ 632.5**	**$ 687.3**
Adjusted Gross Profit Margin	***60.0 %***	***60.6 %***	***60.0 %***	***63.7 %***

(1) Reflects the recognition of changes in estimates for the Italian payback measure relating to certain prior fiscal years between 2015 and 2023.

(2) Amortization of intangible assets is recorded in Cost of products sold.

(3) One-time stand-up costs incurred are primarily attributed to brand transition.

(4) Represents expenses incurred for the three and twelve months ended September 30, 2026 and September 30, 2025 associated with the discontinued patch pump program. These expenses are primarily one-time in nature and represent expenses that we do not view as normal operating expenses necessary to operate our core business. The expenses primarily consist of asset impairments and other operating costs.

(5) Represents acquisition-related costs incurred associated with the acquisition of Owen Mumford which include purchase price accounting adjustments.

(6) Represents various charges such as costs required to develop processes and systems to comply with regulations such as the EU MDR and GDPR which represent a significant, unusual change to the existing regulatory framework as well as charges associated with the discontinuation of alcohol swab products.

	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
GAAP Operating Income	**$ 71.0**	**$ 56.5**	**$ 238.0**	**$ 242.1**
GAAP Operating Income Margin	***23.8 %***	***21.4 %***	***22.6 %***	***22.4 %***
Amortization of intangible assets [(1)]	2.8	0.3	3.7	1.1
One-time stand up costs [(2)]	1.8	6.6	16.8	35.6
Stock-based compensation expense [(3)]	—	0.2	0.3	2.2
Business optimization and severance related costs [(4)]	—	2.7	—	7.3
(Income) expense associated with the discontinued patch pump program [(5)]	—	1.0	(7.9)	49.3
Italian payback measure [(6)]	—	(0.7)	—	(0.7)
Acquisition and integration-related costs [(7)]	12.2	—	31.1	—
Contingent consideration adjustments [(8)]	(20.4)	—	(20.4)	—
In-process research and development impairment [(9)]	11.1	—	11.1	—
Other [(10)]	(1.1)	0.1	2.0	0.8
Adjusted Operating Income	**$ 77.4**	**$ 66.7**	**$ 274.7**	**$ 337.7**
Adjusted Operating Income Margin	***25.9 %***	***25.3 %***	***26.1 %***	***31.3 %***
GAAP Net Income	**$ 66.0**	**$ 26.4**	**$ 127.1**	**$ 95.4**
Adjustments:				
GAAP Income tax provision	(20.8)	2.6	14.1	40.9
Amortization of intangible assets [(1)]	2.8	0.3	3.7	1.1
One-time stand up costs [(2)]	1.8	6.6	16.8	35.6
Stock-based compensation expense [(3)]	—	0.2	0.3	2.2
Business optimization and severance related costs [(4)]	—	2.7	—	7.3
(Income) expense associated with the discontinued patch pump program [(5)]	—	1.0	(7.9)	49.3
Italian payback measure [(6)]	—	(0.7)	—	(0.7)
Acquisition and integration-related costs [(7)]	12.2	—	28.8	—
Contingent consideration adjustments, including accretion[(8)]	(18.7)	—	(18.0)	—
In-process research and development impairment [(9)]	11.1	—	11.1	—
Other [(10)]	(1.1)	0.1	2.0	0.8
Non-GAAP Income tax provision [(11)]	(12.6)	(9.8)	(46.3)	(58.0)
Adjusted Net Income	**$ 40.7**	**$ 29.4**	**$ 131.7**	**$ 173.9**
GAAP Net Income per Diluted share	***$ 1.17***	***$ 0.45***	***$ 2.15***	***$ 1.62***
Adjusted Net Income per Diluted share	***$ 0.72***	***$ 0.50***	***$ 2.23***	***$ 2.95***
Diluted weighted-average shares outstanding (in thousands)	**56,486**	**58,867**	**59,182**	**58,915**

(1) Represents amortization of intangible assets. For the three months ended September 30, 2026, approximately $2.1 million is recorded in Selling and administrative expense and $0.7 million is recorded in Cost of products sold. For the three months ended September 30, 2025, $0.3 million is recorded in Cost of products sold. For the twelve months ended September 30, 2026, $2.1 million approximately is recorded in Selling and administrative expense and $1.6 million is recorded in Cost of products sold. For the twelve months ended September 30, 2025, $1.1 million is recorded in Cost of products sold.

(2) One-time stand-up costs incurred primarily include: (i) product registration and labeling costs; (ii) warehousing and distribution set-up costs; (iii) legal costs associated with patents and trademark work; (iv) temporary headcount resources within accounting, tax, finance, human resources, regulatory and IT; and (v) one-time business integration and IT related costs primarily associated with our global ERP implementation. For the three months ended September 30, 2026, approximately $1.8 million is recorded in Other operating expense, net. For the three months ended September 30, 2025, approximately $5.0 million is recorded in Other operating expense, net, $1.3 million is recorded in Cost of products sold and $0.3 million is recorded in Research and development expense. For the twelve months ended September 30, 2026, approximately $11.4 million is recorded in Other operating expense, net, $4.6 million is recorded in Cost of products sold and $0.8 million is recorded in Research and development expense. For the twelve months ended September 30, 2025, approximately $31.3 million is recorded in Other operating expense, net, $2.8 million is recorded in Cost of products sold and $1.5 million is recorded in Research and development expense.

(3) Represents stock-based compensation expense recognized during the period associated with the incremental value of converted legacy BD share-based awards and sign-on equity awards granted to certain members of the embecta leadership team in connection with the Separation from BD. For the three months ended September 30, 2026, no charges were incurred. For the three months ended September 30, 2025, $0.2

million is recorded in Selling and administrative expense. For the twelve months ended September 30, 2026, $0.3 million is recorded in Selling and administrative expense. For the twelve months ended September 30, 2025, $2.2 million is recorded in Selling and administrative expense.

(4) Represents restructuring, business optimization and severance related costs associated with standing up and optimizing the organization recorded in Other operating expense, net.

(5) Represents income and expense associated with the discontinued patch pump program. The discontinued patch pump program income and expenses are primarily one-time in nature and represent activity that we do not view as normal operating income or expenses necessary to operate our core business. The income and expenses primarily consist of severance-related costs, asset impairments, contract termination costs, a gain on sale of certain assets and other operating costs. For the three months ended September 30, 2026, no income or expenses were recognized. For the three months ended September 30, 2025, $0.9 million is recorded in Research and development expense and $0.1 million is recorded in Cost of products sold. For the twelve months ended September 30, 2026, a $10.0 million gain is recorded in Other operating expense, net, offset by $1.8 million of expenses recorded in Research and development expense and $0.3 million of expenses recorded in Cost of products sold. For the twelve months ended September 30, 2025, $25.3 million is recorded in Research and development expense, $16.2 million is recorded in Other operating expense, net, $7.0 million is recorded in Cost of products sold, and $0.8 million is recorded in Selling and administrative expense.

(6) Reflects the recognition of changes in estimates for the Italian payback measure relating to certain prior fiscal years between 2015 and 2023.

(7) Represents acquisition and integration-related costs incurred associated with the acquisition of Owen Mumford which include purchase price accounting adjustments. For the three months ended September 30, 2026, $4.2 million is recorded in Cost of products sold and $8.0 million is recorded in Other operating expense, net. For the twelve months ended September 30, 2026, $24.9 million is recorded in Other operating expense, net and $6.2 million is recorded in Cost of products sold offset by a $2.3 million gain recorded in Other (income) expense, net.

(8) Represents adjustments made to contingent consideration based on revised forecasts and updated expectations for Aidaptus revenue. For the three months ended September 30, 2026, a gain of approximately $20.4 million is recorded in Other operating expense, net and approximately $1.7 million of accretion expense is recorded in interest expense. For the twelve months ended September 30, 2026, a gain of approximately $20.4 million is recorded in Other operating expense, net and approximately $2.4 million of accretion expense is recorded in interest expense.

(9) Represents impairment charges to in-process research and development assets associated with the revised forecasts and updated expectations for Aidaptus revenue recorded in Research and development expense.

(10) Represents various charges such as costs required to develop processes and systems to comply with regulations such as the EU MDR and GDPR which represent a significant, unusual change to the existing regulatory framework as well as charges associated with the discontinuation of alcohol swab products. For the three months ended September 30, 2026, a $1.1 million reversal of an accrual was recorded in Cost of products sold. For the three months ended September 30, 2025, $0.1 million is recorded in Research and development expense. For the twelve months ended September 30, 2026, $1.8 million was recorded in Cost of products sold and $0.2 million was recorded in Research and development expense. For the twelve months ended September 30, 2025, $0.6 million is recorded in Research and development expense and $0.2 million is recorded in Cost of products sold.

(11) Represents the amount of tax expense that the Company estimates that it would record if it used non-GAAP results instead of GAAP results in the calculation of its tax provision. The non-GAAP effective tax rate for the three and twelve months ended September 30, 2026 was 24% and 26%, respectively. The non-GAAP effective tax rate for both the three and twelve months ended September 30, 2025 was 25%.

	Three Months Ended September 30,		Twelve Months Ended September 30,	
	2026	2025	2026	2025
Net Cash Provided by Operating Activities	**$ 36.1**	**$ 84.0**	**$ 126.2**	**$ 191.7**
Less:				
Capital expenditures	(11.1)	(7.3)	(13.3)	(9.3)
Non-GAAP Free Cash Flow	**$ 25.0**	**$ 76.7**	**$ 112.9**	**$ 182.4**

About embecta

embecta is a global diabetes care company that is leveraging its nearly 100-year legacy in insulin delivery to empower people with diabetes to live their best life through innovative solutions, partnerships and the passion of approximately 2,300 employees around the globe. For more information, visit embecta.com or follow our social channels on LinkedIn, Facebook and Instagram.

Safe Harbor Statement Regarding Forward-Looking Statements

This press release contains express or implied "forward-looking statements" as that term is defined in the Private Securities Litigation Reform Act of 1995 and other securities laws. These forward-looking statements concern our current expectations regarding our future results from operations, performance, financial condition, goals, strategies, plans and achievements. These forward-looking statements are subject to various known and unknown risks, uncertainties and other factors, and you should not rely upon them except as statements of our present intentions and of our present expectations, which may or may not occur. When we use words such as "believes," "expects," "anticipates," "estimates," "plans," "intends", “goal,” “pursue”, “will” “may” or similar expressions, we are making forward-looking statements. For example, embecta is using forward-looking statements when it discusses its fiscal 2027 financial guidance, including with respect to revenue growth, earnings per share, adjusted organic constant currency, and the expected impacts of research and development and other investments, Owen Mumford’s contribution and costs, executing on its priorities, including those related to the integration of Owen Mumford, strengthening its core business, expanding the product portfolio, and increasing financial flexibility, including by paying down debt. Although we believe that our forward-looking statements are based on reasonable assumptions, our expected results may not be achieved, and actual results may differ materially from our expectations. In addition, important factors that could cause actual results to differ from expectations include, among others: (i) competitive factors that could adversely affect embecta’s operations; (ii) ability to successfully integrate Owen Mumford; (iii) any failure by BD to perform its obligations under the various separation agreements entered into in connection with the separation and distribution; (iv) any events that adversely affect the sale or profitability of embecta’s products or the revenues delivered from sales to its customers; (v) increases in operating costs, including fluctuations in the cost and availability of raw materials or components used in its products, the ability to maintain favorable supplier arrangements and relationships, and the potential adverse effects of any disruption in the availability of such items; (vi) the impact of the global trade environment resulting from newly instituted tariffs causing certain foreign governments, private purchasers and others to consider transitioning away from products originating from certain countries (including the U.S.) in favor of buying “local” products and local manufacturers and competitors to attempt to capitalize on these sentiments and engage in aggressive competitive pricing or other strategies to divert customers away from embecta; (vii) changes in reimbursement practices of governments or private payers or other cost containment measures; (viii) the adverse financial impact resulting from unfavorable changes in foreign currency exchange rates, as well as regional, national and foreign economic factors, including inflation, deflation, and fluctuations in interest rates; (ix) the impact of changes in U.S. federal laws and policy that could affect fiscal and tax policies, healthcare and international trade, including import and export regulation and international trade agreements; (x) any new pandemic, or any geopolitical instability, including disruptions in its operations and supply chains; (xi) new or changing laws and regulations, or changes in enforcement practices, including laws relating to healthcare, environmental protection, trade, monetary and fiscal policies, taxation and licensing and regulatory requirements for products; (xii) risks associated with embecta’s indebtedness; (xiii) risks associated with not completing strategic collaborative partnerships and acquisitions for innovative technologies, complementary product lines, and new markets; and (xiv) the other risks described in our periodic reports filed with the Securities and Exchange Commission, including under the caption “Risk Factors” in our most recent Annual Report on Form 10-K, as further updated by our Quarterly Reports on Form 10-Q we have filed or will file hereafter. Except as required by law, we undertake no obligation to update any forward-looking statements appearing in this release.

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