

**Embecta Corp.**  
**Q2 FY 24 Earnings Call Script**  
**May 9<sup>th</sup>, 2024**

1 Please standby. Welcome, ladies and gentlemen, to the fiscal second quarter 2024  
2 embecta Earnings Conference Call.

3

4 At this time, all participants have been placed in a listen-only mode.

5

6 Please note that this conference call is being recorded and the recording will be  
7 available on the Company's website for replay following the completion of this call.

8

9 I would now like to hand the conference call over to your host today, Mr. Pravesh  
10 Khandelwal, Vice President of Investor Relations. Please go ahead.

11

12 Thank you, operator.

13

14 Good morning, everyone and welcome to embecta's fiscal second quarter 2024  
15 earnings conference call.

16

17 The press release and slides to accompany today's call, and webcast replay details, are  
18 available on the Investor Relations section of the Company's website at  
19 [www.embecta.com](http://www.embecta.com).

20

21 With me today are Dev Kurdikar, embecta's President and Chief Executive Officer;  
22 and Jake Elguicze, our Chief Financial Officer.

23

24 Before we begin, I would like to remind you that some of the matters discussed in the  
25 conference call will contain forward-looking statements regarding future events as  
26 outlined in our slides. We wish to caution you that such statements are, in fact,

27 forward-looking in nature and are subject to risks and uncertainties and actual events  
28 or results may differ materially. The factors that could cause actual results or events to  
29 differ materially include, but are not limited to, factors referenced in our press release  
30 today, as well as our filings with the SEC, which can be accessed on our website. In  
31 addition, we will discuss certain non-GAAP financial measures on this call, which  
32 should be considered a supplement to, and not a substitute for, financial measures  
33 prepared in accordance with GAAP. A reconciliation of these non-GAAP measures to  
34 the comparable GAAP measures is included in our press release and conference call  
35 presentation.

36

37 Our agenda for today's call is as follows:

- 38 • Dev will begin by providing some remarks on the overall performance of our  
39 business during the fiscal second quarter of 2024; as well as an overview of our  
40 strategic priorities;
- 41 • Jake will then provide a more in-depth review of our Q2 financial results, as  
42 well as our updated financial guidance for the year;
- 43 • We will then open the call for questions.

44

45 With that said, I would now like to turn the call over to our CEO, Dev Kurdikar.

46

47 Dev....

48

49 Good morning and thank you for taking the time to join us.

50 Let's start with our strategic priorities on Slide 5.

51

52 We remain committed to the same trio of strategic priorities that have guided us since  
53 we established ourselves as an independent company.

54

55 These priorities form the basis of our decisions and actions and they are:

- 56 • Remaining focused on strengthening our base business, while maintaining our  
57 global leadership position in the category of insulin injection devices
- 58
- 59 • Separating ourselves from our former parent in a thoughtful manner to mitigate  
60 risk and position us for long-term success as an independent company
- 61
- 62 • And finally, investing in growth, most notably around our insulin patch pump  
63 program that is being developed for the Type 2 market, as well as seeking M&A  
64 and additional partnership opportunities.
- 65

66 During this past quarter, we made significant progress within each of these goals.

67

68 Turning to some second quarter highlights.

69

70 The second quarter was a strong quarter for embecta, one in which we generated  
71 approximately \$287 million in revenue, which represented an increase of 3.6% on an  
72 as-reported basis and 4.5% on a constant currency basis. When normalizing for the  
73 transient contract manufacturing revenue that we generate based on the sales of non-  
74 diabetes products to our former parent, our constant currency revenue grew 4.9% as  
75 compared to the prior year period.

76

77 This solid performance exceeded our expectations and occurred while simultaneously  
78 implementing our own ERP system, operationalizing our new distribution network  
79 including 7 new distribution centers, and standing up shared service capability in  
80 markets comprising 25% of our revenue in over 100 countries and serving  
81 approximately 5,000 customers. We also implemented these systems and processes in  
82 our third manufacturing plant.

83

84 Thus, at the end of the second quarter, we have completed the implementation of our  
85 ERP system and operationalized our distribution network and shared service capability  
86 across approximately 85% of our revenue base servicing customers in US, Canada,  
87 EMEA and parts of Asia, and, at all three of our manufacturing plants in the U.S.,  
88 Ireland and China.

89

90 Additionally, we successfully completed the remaining steps in the demerger process  
91 for our manufacturing entity in China and have transitioned its legal ownership from  
92 BD to embecta. We have also resumed manufacturing at this facility for products for  
93 supply to our customers in China. We have previously commented that this facility  
94 was producing goods for export to other markets, so now the plant is fully operational.

95

96 All of these accomplishments were achieved in alignment with our projected timelines.  
97 The transfer of ownership of this important plant from BD to embecta, and the  
98 restarting of domestic China production, marks the completion of a significant  
99 separation project that our team has been meticulously working on since prior to our  
100 spin-off date.

101

102 Lastly as it relates to separation activities, to facilitate the phased implementation of  
103 our ERP solution, distribution network, and shared service capabilities, we had

104 requested an extension for certain TSAs and related agreements from BD. BD granted  
105 that limited extension which has allowed us to implement our ERP system and  
106 associated distribution and shared services capabilities in a phased manner with the  
107 goal of completing these implementations in all markets except in certain limited  
108 deferred closing jurisdictions by early fiscal year 2025.

109

110 It goes without saying that these implementations are highly intricate, and I'm proud of  
111 our team for bringing these complex projects to near completion.

112

113 Related to our objective of entering the infusion pump market, we sponsored the  
114 publication of a paper titled "Opportunities to overcome underutilization of enhanced  
115 insulin delivery technologies in people with type 2 diabetes: a narrative review". This  
116 paper aims to inform healthcare providers, particularly primary care physicians and  
117 those less familiar with technology, about the benefits of insulin pumps for people with  
118 Type 2 diabetes. It highlights the safety and effectiveness of innovative technologies  
119 like insulin delivery systems in improving glycemic outcomes. Despite the proven  
120 efficacy, these technologies are often overlooked in primary care settings. The review  
121 explores the clinical and economic advantages of tubeless insulin delivery devices and  
122 explains how this technology can address common challenges associated with  
123 traditional insulin delivery methods.

124

125 And speaking of insulin patch pumps, we continue to make progress in terms of our  
126 insulin patch pumps that are being developed. I'll share more about these  
127 accomplishments in the following slide.

128

129 To summarize, during the second quarter, strong operational execution led to results  
130 that exceeded our internal expectations, and based on these results, we are raising and

131 tightening our guidance range for key financial metrics which Jake will be discussing  
132 later.

133

134 Turning to the advancements we made in terms of our insulin patch pump program.

135

136 Our 510(k) application for the open-loop version of our insulin patch pump continues  
137 to be under FDA review and we continue to have ongoing dialog with the FDA. As a  
138 reminder, we submitted our 510(k) application to the FDA in late calendar year 2023.

139

140 In parallel, during the second quarter we also continued the development of a closed-  
141 loop insulin patch pump that is targeted towards those individuals who have type 2  
142 diabetes, including further collaborating with Tidepool concerning the adaptation of  
143 their FDA-approved type 1 algorithm, into a type 2 algorithm that could be used in our  
144 closed-loop insulin patch pump system.

145

146 As we continue to progress throughout this year, we will continue to provide updates  
147 to the investment community regarding the status of the FDA's review at the  
148 appropriate times, as well as progress we make regarding our closed-loop, type 2 patch  
149 pump.

150

151 Lastly, I would like to provide a review of our second quarter revenue performance in  
152 a bit more detail.

153

154

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155 As I mentioned at the outset, during Q2 we generated revenue of \$287.2 million, which  
156 represented an increase of 3.6% on an as-reported basis, and an increase of 4.5% on a  
157 constant currency basis, or 4.9% when normalizing for the impact of year-over-year  
158 changes in the revenue of the non-diabetes products that we contract manufacture and  
159 sell to BD.

160

161 Our Q2 revenue exceeded our previously communicated expectations primarily due to  
162 the timing of customer orders in advance of our afore-mentioned EMEA and parts of  
163 Asia focused ERP system and associated capabilities implementations and in advance  
164 of a price increase in the U.S. Q2 revenue also benefited from a better than expected  
165 product and geographic mix.

166

167 We estimate that the timing of customer orders impacted our second quarter results  
168 positively by approximately \$16 million and we currently expect that the timing  
169 benefit will unwind during fiscal Q3.

170

171 Within the U.S., during the quarter revenue totaled \$147.6 million, which represented  
172 year-over-year growth of approximately 0.8% on a constant currency basis. When  
173 normalizing for year-over-year contract manufacturing revenues, our underlying Q2  
174 constant currency revenue growth within the U.S. was approximately 1.5%. Volume  
175 was the primary contributor of growth in the quarter, aided by our contract wins with  
176 the top three Medicare Part D plans going into effect in January 2024. As we have  
177 previously noted, we are the preferred or dual preferred brand on the formularies of  
178 these plans. These additional Medicare Part D plan volumes were somewhat offset by  
179 the unwinding of certain customer orders that benefited us in our fiscal first quarter, as

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180 was discussed on our first quarter earnings call. Pricing was flat in the quarter as  
181 compared to the year-ago period, which was as expected.

182

183 During Q2 our International revenue totaled \$139.6 million, which equated to year-  
184 over-year constant currency growth of approximately 8.7%. Growth in our  
185 International business was due to increased volumes and can be largely attributed to  
186 the timing of certain customer orders in advance of previously mentioned ERP and  
187 associated capabilities implementations that occurred within the quarter. Pricing within  
188 our International business remained relatively flat.

189

190 That completes my prepared remarks, and with that, let me turn the call over to Jake to  
191 take you through our second quarter financial results, as well as our updated full year  
192 financial guidance in more detail.

193

194 Jake...

195

196 Thank you, Dev, and good morning, everyone.

197

198 Given the discussion that has already occurred regarding revenue, I will start my  
199 review of embecta's financial performance for the second quarter at the gross profit  
200 line.

201

202 GAAP gross profit and margin for the second quarter of fiscal 2024 totaled \$185.4  
203 million and 64.6%, respectively. This compared to \$189.8 million and 68.5% in the  
204 prior year period.



205

206 While on an adjusted basis, our Q2 2024 adjusted gross profit and margin totaled  
207 \$185.8 million and 64.7%. This compared to \$190.1 million and 68.6% in the prior  
208 year period.

209

210 The year-over-year decrease in adjusted gross profit and margin was due to the impact  
211 of inflation on the costs of certain raw materials, direct labor, freight and overhead; the  
212 impact of negative year-over-year manufacturing variances primarily attributable to the  
213 planned temporary shutdown of our Suzhou, China facility as it relates to production  
214 for the domestic Chinese market for part of the quarter; and the negative impact of  
215 foreign currency translation, primarily due to the strengthening of the U.S. dollar.

216

217 As compared to our prior outlook, our adjusted gross margin during the second quarter  
218 was better than we previously expected, and this was due to the higher than anticipated  
219 revenue that Dev referred to earlier, as well as favorable geographic and product mix.

220

221 Turning to GAAP operating income and margin, during the second quarter they were  
222 \$39.2 million and 13.6%. This compared to \$55.6 million and 20.1% in the prior year  
223 period.

224

225 While on an adjusted basis, our Q2 2024 adjusted operating income and margin totaled  
226 \$74.9 million and 26.1%. This compared to \$84.9 million and 30.6% in the prior year  
227 period.

228

229 The year-over-year decrease in adjusted operating income and margin is primarily due  
230 to the adjusted gross profit changes I just discussed, as well as an increase in SG&A

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231 costs associated with standing-up the organization. These additional costs were  
232 somewhat offset by a reduction in year-over-year R&D expense, primarily due to an  
233 upfront payment made in the prior year period in connection with the Tidepool  
234 algorithm collaboration agreement, as well as a reduction in TSA expenses.

235

236 The adjusted operating income and margin performance during Q2 was better than we  
237 previously expected, primarily due to the over-achievement at the gross margin line;  
238 coupled with the timing of R&D spending within the quarter.

239

240 Turning to the bottom line.

241

242 GAAP net income and earnings per diluted share were \$28.9 million and \$0.50 during  
243 the second quarter of fiscal 2024, which compared to \$14.0 million and \$0.24 in the  
244 prior year period.

245

246 While on an adjusted basis, net income and earnings per share were \$38.9 million and  
247 \$0.67 during the second quarter of fiscal 2024. This compared to \$43.3 million and  
248 \$0.75 in the prior year period.

249

250 The decrease in year-over-year adjusted net income and diluted earnings per share is  
251 primarily due to the adjusted operating profit drivers I just discussed; as well as an  
252 increase in year-over-year interest expense associated with the rise in SOFR, and the  
253 impact that had on our variable interest rate debt. This was somewhat offset by a  
254 reduction in our adjusted tax rate from approximately 25% in Q2 of 2023 to  
255 approximately 17.9% in Q2 of 2024. The year-over-year reduction in our adjusted tax  
256 rate was expected and was due to certain discrete tax items that occurred during the

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257 quarter. For the first six months of 2024, our adjusted tax rate was approximately 22%,  
258 which is in-line with our annual adjusted tax rate expectations.

259

260 Lastly from a P&L perspective, for the second quarter of 2024 our adjusted EBITDA  
261 and margin totaled approximately \$90.8 million and 31.6%. This compared to \$96.7  
262 million and 34.9% in the prior year period.

263

264 Turning to the balance sheet and cash flow.

265

266 At the end of the second quarter, our cash balance totaled \$306.5 million, while our  
267 last twelve months net leverage as defined under our credit facility agreement stood at  
268 approximately 3.8x. As a reminder our net leverage covenant requires us to stay below  
269 4.75x.

270

271 From a cash flow perspective, our cash balance as of March 31<sup>st</sup> is approximately \$20  
272 million lower than the balance that existed as of September 30<sup>th</sup> and this is largely  
273 attributed to cash that has been used related to separation related activities, which  
274 include: (i) product registration and labeling costs; (ii) warehousing and distribution  
275 set-up costs; (iii) legal costs associated with patents and trademark work; (iv)  
276 temporary headcount resources within accounting, tax, finance, human resources,  
277 regulatory and IT; and (v) one-time business integration and IT related costs primarily  
278 associated with our global ERP implementations. We estimate that during the first six  
279 months of fiscal year 2024 we used approximately \$90 million of cash towards these  
280 separation activities.

281

282 As we look forward, we currently estimate that we will end fiscal year 2024 with a  
283 cash balance roughly comparable to the balance that existed at the end of the second

284 quarter. This includes an expectation that for the full year, we will use between  
285 approximately \$180 and \$190 million of cash towards separation activities. This  
286 compares to cash used for separation activities of approximately \$145 million during  
287 fiscal year 2023.

288

289 Given that we expect to be complete with most separation projects, by the end of this  
290 fiscal year, we would expect to see an improvement in our cash balances in fiscal year  
291 2025 and beyond, which would allow us additional flexibility in terms of capital  
292 allocation, including debt repayment.

293

294 Additionally, we now show trade receivables globally on our balance sheet given our  
295 previously mentioned ERP implementations, and the exit of our factoring agreements  
296 with BD.

297

298 I'm pleased to report that following the implementation of our ERP system and shared  
299 services functionality in November of 2023 within North America, that the cash  
300 collections associated with those receivables have continued to trend in a positive  
301 direction and that this has returned to a more typical levels of accounts receivables  
302 within North America. This is important as it will allow us to focus our attention on the  
303 newly generated accounts receivable that exist within EMEA and Asia and turning  
304 those receivables into cash following our March of 2024 ERP implementations and  
305 shared service capabilities in those regions.

306

307 That completes my comments on our fiscal Q2 results.

308

309 Next, I will provide an update on our full year 2024 financial guidance.

310

311 Beginning with revenue.

312

313 Given our performance during the first half of the year, we are tightening our constant  
314 currency revenue guidance range, as we are now calling for full year 2024 constant  
315 currency revenue to be flat to down 0.5% as compared to 2023. This compares to our  
316 prior guidance range which called for full year constant currency revenue to be flat to  
317 down 2% as compared to the prior year, or an increase of approximately 75 basis  
318 points at the mid-point.

319

320 The low-end of our updated constant currency revenue growth guidance range is  
321 driven entirely by year-over-year headwinds associated with reduced contract  
322 manufacturing revenue of non-diabetes products, as we now expect our underlying  
323 core injection diabetes product revenues to be flat, compared to a 1% decline assumed  
324 in our prior guidance.

325

326 While the high-end of our constant currency revenue range is unchanged as compared  
327 to our prior guidance.

328

329 Turning to F/X, we are reaffirming our previously provided guidance which called for  
330 foreign currency to be a headwind of approximately 0.4% versus the prior year.

331

332 These F/X assumptions are based on foreign exchange rates that were in existence in  
333 the late-April timeframe, including a Euro to U.S. Dollar exchange rate of  
334 approximately 1.08.

335

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336 On a combined basis, our updated as-reported guidance range calls for revenue to be  
337 down between 0.4% and 0.9% as compared to 2023, resulting in an updated revenue  
338 guide of between \$1 billion 111 million and \$1 billion 116 million.

339

340 Turning to margins.

341

342 We are raising the mid-point of our adjusted gross, adjusted operating, and adjusted  
343 EBITDA margin guidance by 125 basis points each, as we now expect adjusted gross  
344 margin of between 64.5% and 65%; adjusted operating margin of between 25.25% and  
345 25.75%; and adjusted EBITDA margin of between 31.0% and 31.5%.

346

347 Finally, due to a combination of an improved revenue and margin outlook, we are  
348 increasing our adjusted earnings per share guidance from a range of between \$1.95 and  
349 \$2.15, to a new range of between \$2.20 and \$2.30, or an increase at the mid-point of  
350 \$0.20.

351

352 Our updated guidance range continues to assume that our annual net interest expense  
353 will be approximately \$116 million; that our annual adjusted tax rate will be  
354 approximately 22%; and that our weighted average diluted shares outstanding will be  
355 approximately 58.1 million.

356

357 This completes my prepared remarks, and at this time, I would like to turn the call over  
358 to the operator for questions.

359

360

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361 As we wrap up the call, I want to extend my heartfelt appreciation to all my colleagues  
362 at embecta across the globe. In the last two years since our spin-off, our team has  
363 worked non-stop on executing our strategic priorities including major separation  
364 related programs while never wavering from our mission of developing and providing  
365 solutions that make life better for people living with diabetes.

366

367 Thank you all for attending the call and for your interest in our business.