

**Embecta Corp.**  
**Q3 FY 24 Earnings Prepared Remarks**  
**Aug 9<sup>th</sup>, 2024**

1 Please standby. Welcome, ladies and gentlemen, to the fiscal third 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 third quarter 2024 earnings  
15 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

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25 Before we begin, I would like to remind you that some of the matters discussed in the  
26 conference call will contain forward-looking statements regarding future events as  
27 outlined in our slides. We wish to caution you that such statements are, in fact,  
28 forward-looking in nature and are subject to risks and uncertainties and actual events  
29 or results may differ materially. The factors that could cause actual results or events to  
30 differ materially include, but are not limited to, factors referenced in our press release  
31 today, as well as our filings with the SEC, which can be accessed on our website. In  
32 addition, we will discuss certain non-GAAP financial measures on this call, which  
33 should be considered a supplement to, and not a substitute for, financial measures  
34 prepared in accordance with GAAP. A reconciliation of these non-GAAP measures to  
35 the comparable GAAP measures is included in our press release and conference call  
36 presentation.

37

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

- 39 • Dev will begin by providing some remarks on the overall performance of our  
40 business during the fiscal third quarter of 2024; as well as an overview of our  
41 strategic priorities;
- 42 • Jake will then provide a more in-depth review of our Q3 financial results, as  
43 well as our updated financial guidance for the year;
- 44 • We will then open the call for questions.

45

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

47

48 Dev....

49

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

51 Let's start with Slide 5 where you'll see the three strategic priorities that we have  
52 executed since our spin-off in April 2022.

53

54 First, we continue to strengthen our base business, while maintaining our global  
55 leadership position in the category of insulin injection devices.

56

57 Second, we have made significant progress in our separation and stand-up activities  
58 necessary to establish ourselves as an operationally independent company.

59

60 And finally, we continue to invest for growth, most notably around our insulin patch  
61 pump program that is being developed for the Type 2 market, as well as seeking M&A  
62 and additional partnership opportunities.

63

64 I am proud of the significant progress we have made within each of these goals.

65

66 Turning to some third quarter highlights.

67

68 During the third quarter, our team's disciplined execution led to financial results that  
69 were aligned with our prior expectations. We generated revenue of approximately  
70 \$272.5 million, which represented a decrease of 4.8% on an as-reported basis and a  
71 decrease of 3.9% on a constant currency basis. When normalizing for the transient  
72 contract manufacturing revenue that we generate based on the sales of non-diabetes

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73 products to our former parent, our constant currency core injection business revenue  
74 declined by 4.1% as compared to the prior year period.

75

76 While our revenue during the third quarter was lower year-over-year on a constant  
77 currency basis, this was something that we had expected and highlighted on our second  
78 quarter earnings call, and, was primarily due to inventory rebalancing that occurred  
79 with some of our distributors following the ERP implementations that occurred during  
80 the first six months of our fiscal year. On a year-to-date basis, our core injection  
81 business has remained stable, growing 0.4% on a constant currency basis.

82

83 Over the past year, much news has come out regarding GLP-1s, and the impact that  
84 they might have on people with diabetes and insulin delivery. Based on what we have  
85 seen over the past several years, our view is that while GLP-1s may delay the onset of  
86 becoming insulin dependent, they do not eliminate the need for insulin. In fact, as the  
87 method of GLP-1 administration continues to evolve over the next several years from  
88 the use of an autoinjector, to that of a pen injector which requires a pen needle, we  
89 expect that we will stand to benefit.

90

91 To that end, we have identified an opportunity to introduce a new small-pack pen  
92 needle product that can be used for GLP-1 administration. We intend to first come to  
93 market with this product in Germany within the next several months, and eventually  
94 expand this product offering to other countries in the future. We believe this will help  
95 meet the needs of the growing number of people using pens, and therefore pen needles,  
96 for GLP-1 administration.

97

98 Turning to separation activities.

99

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100 I am pleased to report that we made significant progress in the implementation of our  
101 own ERP system, operationalization of our distribution network and shared service  
102 capabilities. Now, our systems and capabilities are operational in regions which cover  
103 approximately 93% of our revenue base.

104

105 Looking ahead, with the exception of a few deferred closing jurisdictions, we remain  
106 on track to complete all ERP implementations, distribution network, and shared service  
107 separation activities by early fiscal year 2025.

108

109 Once these implementations are complete, the only remaining separation program will  
110 be brand transition, which entails changing the product packaging from BD's brand to  
111 ours. We have been planning this transition since the spin-off, and we intend for the  
112 execution of this program to begin in phases during fiscal year 2025. Notably, we are  
113 not changing the product names, or color schemes, associated with our packaging. This  
114 is important, as people with diabetes will continue to experience the same look and feel  
115 on our boxes that they have been accustomed to for many years.

116

117 Regarding our insulin patch pump program, we continue to progress on the open-loop  
118 patch pump. As a reminder, we submitted a 510(k) application to the FDA in  
119 December of 2023, and earlier this year, we received questions from the FDA  
120 concerning that application. We have since responded with the necessary data and  
121 await feedback from the FDA.

122

123 We will continue to provide updates to the investment community on the progress  
124 regarding our insulin patch pump at the appropriate times.

125

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126 Relating to our objective of entering the infusion pump market, we sponsored two  
127 abstracts at the American Diabetes Association's 84th Scientific Sessions that point to  
128 the potential for adults with type 2 diabetes to better manage insulin delivery through a  
129 patch pump with a larger, 300-unit insulin reservoir, which could provide longer wear  
130 times and fewer disposable patches over time. The data presented reaffirms what we  
131 have learned from speaking with people living with diabetes and their healthcare  
132 providers, and validates our thesis that there is a critical unmet need among the Type 2  
133 Diabetes population for pumps with a larger insulin reservoir.

134  
135 So, to summarize, we had another good quarter of results and based on the year-to-date  
136 performance, as well as our expectations for the remainder of the fiscal year, we are  
137 again raising and tightening our guidance range for key financial metrics, while  
138 reaffirming our revenue guidance range.

139  
140 Now let's review our third quarter and year-to-date revenue performance in a bit more  
141 detail.

142  
143 As I mentioned before, during Q3 we generated revenue of \$272.5 million, which  
144 represented a decrease of 4.8% on an as-reported basis, and a decrease of 3.9% on a  
145 constant currency basis, or 4.1% when normalizing for the impact of year-over-year  
146 changes in the revenue of the non-diabetes products that we contract manufacture and  
147 sell to BD.

148  
149 Within the U.S., during the quarter revenue totaled \$143.6 million, which represented  
150 year-over-year decline of approximately 6.7% on a constant currency basis. When  
151 normalizing for year-over-year contract manufacturing revenue, our underlying Q3  
152 constant currency revenue decline within the U.S. was approximately 7.3%. The lower

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153 revenue within the U.S. was expected and was primarily due to distributors  
154 normalizing their inventory levels after making advanced purchases ahead of our ERP  
155 implementation, as well as our annual price increase that went into effect on April 1<sup>st</sup>.

156

157 This volume decline was partially offset by favorable price and gross-to-net  
158 adjustments.

159

160 Turning to our International business, during Q3 revenue totaled \$128.9 million, which  
161 equated to a year-over-year constant currency decline of 0.6%. Like the U.S., the  
162 decline in constant currency revenue within International this quarter was expected and  
163 was primarily due to the timing of advanced purchases that customers made in advance  
164 of our ERP implementation.

165

166 Importantly, through all separation activities that have occurred during fiscal year  
167 2024, our core injection business remained stable, growing 0.4% year-to-date on a  
168 constant currency basis.

169

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

173

174 Jake...

175

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

177

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

180

181 GAAP gross profit and margin for the third quarter of fiscal 2024 totaled \$190.1  
182 million and 69.8%, respectively. This compared to \$189.5 million and 66.2% in the  
183 prior year period.

184

185 While on an adjusted basis, our Q3 2024 adjusted gross profit and margin totaled  
186 \$190.3 million and 69.8%. This compared to \$189.6 million and 66.3% in the prior  
187 year period.

188

189 The year-over-year increase in adjusted gross profit and margin was primarily driven  
190 by the impact of inventory revaluation adjustments, which positively impacted year -  
191 over-year results by approximately 550 bps, as well as the impact from favorable  
192 changes in price and rebates, that Dev referred to earlier. This was partially offset by  
193 lower product volumes, the impact of inflation on the costs of certain raw materials,  
194 direct labor, freight, and overhead, and the negative impact of foreign currency  
195 translation, primarily due to the weakening of the U.S. dollar.

196

197 Turning to GAAP operating income and margin, during the third quarter they were  
198 \$55.9 million and 20.5%. This compared to a \$51.3 million and 17.9% in the prior year  
199 period.

200



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201 While on an adjusted basis, our Q3 2024 adjusted operating income and margin totaled  
202 \$83.3 million and 30.6%. This compared to \$79.8 million and 27.9% in the prior year  
203 period.

204

205 The year-over-year increase in adjusted operating income is primarily due to the  
206 adjusted gross profit changes I just discussed, as well as year-over-year decreases in  
207 both SG&A and R&D.

208

209 The year-over-year decline of approximately \$2 million in SG&A was primarily due to  
210 cost optimization actions taken in the current period, as well as lower TSA costs.

211 These reductions were somewhat offset by increased freight and warehousing costs.

212

213 While the year-over-year decline of approximately \$2 million in R&D was primarily  
214 due to lower expenses associated with our insulin patch pump platform.

215

216 Turning to the bottom line.

217

218 GAAP net income and earnings per diluted share was \$14.7 million and \$0.25 during  
219 the third quarter of fiscal 2024, which compared to \$15.2 million and \$0.26 in the prior  
220 year period.

221

222 While on an adjusted basis, net income and earnings per share were \$43.0 million and  
223 \$0.74 during the third quarter of fiscal 2024. This compared to \$39.8 million and \$0.69  
224 in the prior year period.

225

226 The increase in year-over-year adjusted net income and diluted earnings per share is  
227 primarily due to the adjusted operating profit drivers I just discussed, as well as a

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228 reduction in our adjusted tax rate from approximately 25% in Q3 of 2023 to  
229 approximately 22% in Q3 of 2024. This was somewhat offset by an increase in year-  
230 over-year interest expense associated with the rise in SOFR, and the impact that had on  
231 our variable interest rate debt.

232

233 Lastly from a P&L perspective, for the third quarter of 2024 our adjusted EBITDA and  
234 margin totaled approximately \$99.2 million and 36.4%. This compared to \$92.2  
235 million and 32.2% in the prior year period.

236

237 Turning to the balance sheet and cash flow.

238

239 At the end of the third quarter, our cash balance totaled approximately \$282 million,  
240 while our last twelve months net leverage as defined under our credit facility  
241 agreement stood at approximately 3.7x. As a reminder our net leverage covenant  
242 requires us to stay below 4.75x.

243

244 From a cash flow perspective, our cash balance as of June 30<sup>th</sup> is approximately \$45  
245 million lower than the balance that existed as of September 30<sup>th</sup> and this is largely  
246 attributed to cash that has been used related to separation related activities, which  
247 include: (i) product registration and labeling costs; (ii) warehousing and distribution  
248 set-up costs; (iii) legal costs associated with patents and trademark work; (iv)  
249 temporary headcount resources within accounting, tax, finance, human resources,  
250 regulatory and IT; and (v) one-time business integration and IT related costs primarily  
251 associated with our global ERP implementations. We estimate that during the first nine  
252 months of fiscal year 2024 we used approximately \$130 million of cash towards these  
253 separation activities.

254

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255 Additionally, we now show trade receivables globally on our balance sheet given our  
256 previously mentioned ERP implementations.

257

258 As such, embecta now collects receivables from customers directly, as compared to  
259 prior to the ERP implementations, whereby BD factored those receivables on our  
260 behalf.

261

262 I'm pleased to report that following the implementation of our ERP systems and shared  
263 services functionality within approximately 93% of our global revenue base, cash  
264 collections associated with those receivables have continued to trend in a positive  
265 direction.

266

267 Consistent with the comments I made on our second quarter earnings conference call,  
268 we continue to expect that we will end fiscal year 2024 with a cash balance of roughly  
269 \$300 million, or comparable to the balance that existed at the end of the second  
270 quarter. This includes an expectation that for the full year, we will use approximately  
271 \$180 million of cash towards separation activities. This compares to cash used for  
272 separation activities of approximately \$145 million during fiscal year 2023.

273

274 Given that we expect to be largely complete with separation activities by the end of  
275 this fiscal year, we expect to see an improvement in our cash balances in fiscal year  
276 2025 and beyond, which would allow us additional flexibility in terms of capital  
277 allocation, including more material debt repayment.

278

279 That completes my comments on our fiscal Q3 results.

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

282

283 Beginning with revenue.

284

285 Given our performance during the first nine months of the year, as well as our  
286 expectations for the fourth quarter, we are reaffirming our full year constant currency  
287 revenue range to be flat to down 0.5% as compared to 2023.

288

289 Likewise, we are reaffirming our previously provided guidance for F/X which called  
290 for foreign currency to be a headwind of about 0.4% versus the prior year.

291

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

295

296 On a combined basis, our as-reported guidance range continues to call for revenue to  
297 be down between 0.4% and 0.9% as compared to 2023, resulting in a revenue guide of  
298 between \$1 billion 111 million and \$1 billion 116 million.

299

300 Turning to margins.

301

302 We are raising and narrowing our adjusted gross margin guidance from a range of  
303 between 64.50% and 65.00% to a new range of between 65.25% and 65.50%.

304

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305 Similarly, from an adjusted operating margin perspective, we are raising and  
306 narrowing that guidance from a range of between 25.25% and 25.75% to a new range  
307 of between 25.75% and 26.00%.

308

309 While in terms of adjusted EBITDA margin, we are narrowing that guidance from a  
310 range of between 31.00% and 31.50% to a new range of between 31.25% and 31.50%.

311

312 Lastly, due to an improved margin outlook, we are increasing and narrowing our  
313 adjusted earnings per share guidance from a range of between \$2.20 and \$2.30, to a  
314 new range of between \$2.30 and \$2.35, or an increase at the mid-point of  
315 approximately \$0.08.

316

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

319

320 As we wrap up the call, I want to extend my heartfelt appreciation to all my colleagues  
321 at embecta across the globe. Our global team has executed on complex, major  
322 separation related programs while never wavering from our mission of developing and  
323 providing solutions that make life better for people living with diabetes. Finally, we are  
324 looking forward to engaging with all of you at our analyst and investor day in mid-  
325 December.

326

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