

**Embecta Corp.**  
**Q3 FY 23 Earnings Call Script**  
**Aug 8<sup>th</sup>, 2023**

1 Please standby. Welcome, ladies and gentlemen, to the fiscal third quarter 2023  
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 that 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 2023 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

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 an update on the progress we've made on our  
40 strategic priorities for 2023; as well as some remarks on the overall performance  
41 of our business during the third quarter and year-to-date period;
- 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 • And we will then open up 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

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

51

52 This time last year we announced the results of our very first quarter as an independent  
53 public company, and I am pleased to say that we have made tremendous progress  
54 standing up our organization since then. I am especially energized by the continued  
55 execution of our global team across all elements of our business and strategic  
56 priorities, because we are not just here to build a new company, but to also continue  
57 our mission of developing and providing solutions that make life better for people  
58 living with diabetes. At embecta, we keep their needs front and center, because we  
59 want everyone to be able to enjoy a life unlimited by diabetes.

60

61 As we turn to the next slide, you will see the strategic priorities that will help us  
62 advance toward this vision.

63

64 First, we remain focused on strengthening our base business, while maintaining our  
65 global leadership position in the category of insulin injection devices.

66

67 Second, we continue to make progress in stand-up and separation activities to ensure  
68 success as an independent company.

69

70 And finally, we remain focused on accelerating our constant currency revenues, as we  
71 continue investing in growth, most notably around our insulin patch pump program  
72 that is being developed for the Type 2 market, as well as seeking M&A and additional  
73 partnership opportunities.

74

75 We are moving with purpose and urgency in each of these three areas.

76

77 During the third quarter, our team's disciplined execution was the key to delivering  
78 solid financial results that, once again, exceeded our expectations, while also  
79 advancing these strategic priorities.

80

81 In terms of strengthening our base business, we recently initiated a pilot launch of a  
82 finer gauge pen needle with our Nano PRO hub design in Japan. Today, with more  
83 than 1 out of 3 people injecting with a 34G pen needle in Japan, we are proud to  
84 provide another option for them to choose from. We look forward to getting feedback  
85 from our customers regarding this new product over the next several months.

86

87 We also made progress in our separation efforts, as demonstrated by the exit of several  
88 transition service agreements, as we continue to build up our internal organization,  
89 systems, and processes. This includes the implementation of our own global HR  
90 Information System, the rollout of a new customer relationship management system,  
91 and the setting up of our global IT network.

92

93 Importantly, we also began the demerger process for our manufacturing facility in  
94 Suzhou, China. As we have noted before, this was a deferred entity at the time of our  
95 separation from BD. The transfer of the Suzhou plant to embecta follows a specific  
96 process involving several steps including obtaining licenses, registering products, and  
97 undergoing inspections. The first step is obtaining a business license and we have done  
98 so. Now, as required by local regulations and as we have long planned, we have

99 temporarily suspended operations at our manufacturing facility as we go through the  
100 rest of the steps. During this temporary suspension period, we have begun  
101 implementing our new Enterprise Resource Planning system at the facility. Also, as a  
102 reminder, we have built up enough inventory to ensure continuity of product supply to  
103 our customers during the time that the shutdown is anticipated to last.

104  
105 Finally, from an invest for growth perspective, our patch pump program continues to  
106 make good progress, including on the development effort required for the integration  
107 of Tidepool's insulin dosing algorithm. We have also initiated a small observational  
108 study in partnership with the Jaeb Center for Health Research to analyze adults with  
109 Type 2 diabetes currently using Tidepool's algorithm.

110  
111 As you might recall, our Tidepool collaboration is specifically for the Type 2 closed  
112 loop patch pump. Based on the plan of the patch pump program we have previously  
113 laid out, our initial focus is on the filing of a 510(k) and obtaining FDA clearance in  
114 the US for the open-loop version. This is expected to be followed by a clinical study  
115 for our closed-loop version, with the intention to subsequently obtain FDA clearance  
116 for use of the closed-loop system in individuals with Type 2 diabetes.

117  
118 Overall, even as our team has been working on critical projects to stand up embecta,  
119 exit TSAs, and drive future growth, our global team has continued to execute  
120 commercially. This has allowed our core injection business to remain stable, and, once  
121 again, raise our guidance for key financial metrics for fiscal year 2023.

122  
123 Now, let's review our third quarter, and year-to-date, revenue performance in a bit  
124 more detail.

125

126 During Q3, we generated revenue of \$286.1 million, which represented a decrease of  
127 1.7% on an as-reported basis, and 0.3% on a constant currency basis. When  
128 normalizing for the impact of year-over-year changes of the non-diabetes products that  
129 we contract manufacture and sell to BD, our underlying core injection business grew  
130 approximately 0.5% on a constant currency basis.

131

132 These results exceeded our previously communicated expectations, which called for a  
133 sequential decline in our as-reported revenue dollars from Q2 to Q3. In relation to our  
134 previous expectations, from a product standpoint Q3 revenue came in stronger  
135 primarily due to the performance of our pen needle and safety products, as well as  
136 slightly more than anticipated contract manufacturing revenue during the quarter.

137 While from a geographic perspective, Q3 revenue came in better than we previously  
138 thought in most countries, including the U.S. and China.

139

140 Regarding the U.S., during the quarter revenue totaled \$153.9 million, which was a  
141 year-over-year constant currency decline of approximately \$4.1 million, or 2.6%. This  
142 was driven by two things that contributed almost equally. The first being lower year-  
143 over-year contract manufacturing revenue from the sale of certain non-diabetes  
144 products to BD, which impacted the U.S. by about \$2.3 million; and the second being  
145 unfavorable changes in volume, which had an impact of approximately \$1.8 million.

146 As a reminder, during the third quarter of 2022 our business in the U.S. benefited from  
147 the timing of distributor orders, and as a result, had a difficult comparison. Had it not  
148 been for this timing item that positively impacted the year-ago quarter, our results in  
149 the U.S. for our core injection products would have been up modestly. Lastly, pricing  
150 in the U.S. was flat in the quarter as compared to the year-ago period, as increases in  
151 the average selling prices of like-for-like products was offset by a rebate reserve

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152 adjustment that positively impacted the year-ago quarter and did not reoccur this  
153 quarter.

154  
155 Turning to our performance outside of the U.S.

156  
157 During Q3, International revenue totaled \$132.2 million, which equated to year-over-  
158 year constant currency growth of approximately \$3.2 million, or 2.4%. Growth  
159 internationally was primarily due to favorable pricing dynamics, as well as an increase  
160 in product volumes, which were aided by a competitor product supply shortage in  
161 certain regions.

162  
163 Turning to our revenue performance for the first nine months of the year, we generated  
164 revenues of \$838.9 million, which represented a decrease of 1.9% on an as-reported  
165 basis, but an increase of 1.4% on a constant currency basis. When normalizing for the  
166 impact of year-over-year changes of the non-diabetes products that we contract  
167 manufacture and sell to BD, our underlying core injection business grew  
168 approximately 0.8% on a constant currency basis.

169  
170 From a regional perspective, U.S. revenues totaled \$449.6 million, which was  
171 relatively flat on a constant currency basis. While International revenues totaled \$389.3  
172 million, which equated to year-over-year constant currency growth of approximately  
173 3.2%, driven primarily by emerging markets performance.

174  
175 That completes my prepared remarks, and with that, let me turn the call over to Jake to  
176 discuss our Q3 financial results in a bit more detail, as well as provide our updated  
177 fiscal 2023 financial guidance and underlying assumptions.

178

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179 Jake...

180

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

182

183 Before I discuss the financial results, I would like to remind the investment community  
184 that embecta was spun-off from BD on April 1<sup>st</sup>, 2022, and that the financial results  
185 during the pre-spin periods were based on carve-out accounting principles, and **do not**  
186 **reflect** what embecta's financial results would have been had embecta operated as a  
187 standalone public company. Therefore, the financial results for the nine-month periods  
188 ending June 30, 2023, and June 30, 2022, are not meaningfully comparable.

189

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

192

193 GAAP gross profit and margin for the third quarter of fiscal 2023 totaled \$189.5  
194 million and 66.2%, respectively. This compared to \$202.9 million and 69.7% in the  
195 prior year period.

196

197 The year over year decline in GAAP gross profit and margin was expected and was  
198 due to a combination of factors, which include the impact of inflation on the costs of  
199 certain raw materials, direct labor, and overhead; product and geographic mix;  
200 incremental stand-up and separation costs and F/X. This was somewhat offset by  
201 manufacturing productivity improvement programs and increases in the average selling  
202 prices of our products.

203

204 While on an adjusted basis, gross profit, and margin for the third quarter of 2023 was  
205 \$189.6 million and 66.3%.

206

207 As compared to our prior outlook, our adjusted gross margin during the third quarter of  
208 2023 was better than we previously expected, and this was due to higher than  
209 anticipated revenue; favorable geographic and product mix; and our ability to manage  
210 the costs incurred to stand-up the organization.

211

212 Turning to GAAP operating income and margin, during the third quarter they were  
213 \$51.3 million and 17.9%, respectively. This compared to operating income and margin  
214 of \$97.1 million and 33.4%, respectively, in the prior year period.

215

216 The decline in year-over-year GAAP operating income and margin is primarily due to  
217 the GAAP gross profit changes I just discussed; an increase in Selling and  
218 Administrative expenses associated with separating and standing up embecta to  
219 operate as a publicly traded company; an increase in Research and Development  
220 expenses related to our insulin patch pump program; as well as an increase in the  
221 amount of certain one-time separation related expenses that we do not anticipate  
222 reoccurring in the future.

223

224 While on an adjusted basis, during the third quarter of 2023, operating income and  
225 margin totaled \$79.8 million and 27.9%.

226

227 The adjusted operating income and margin performance during the third quarter of  
228 2023 was better than we previously anticipated, and this was due to the  
229 overachievement at the adjusted gross profit and margin line that I referenced earlier.

230

231 Turning to the bottom line.

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232

233 GAAP net income and earnings per diluted share was \$15.2 million and \$0.26 during  
234 the third quarter of fiscal 2023. This compared to \$62.4 million and \$1.07 in the prior  
235 year period.

236

237 The decline in year-over-year GAAP net income and diluted earnings per share is  
238 primarily due to the GAAP operating profit drivers I just discussed, as well as an  
239 increase in year-over-year interest expense associated with our variable interest rate  
240 debt.

241

242 While on an adjusted basis, net income and earnings per share were \$39.8 million and  
243 \$0.69 during the third quarter of fiscal 2023.

244

245 Lastly from a P&L perspective, for the third quarter of 2023 our adjusted EBITDA and  
246 margin totaled approximately \$92.2 million and 32.2%.

247

248 Like our adjusted operating profit, due to the revenue and gross profit overachievement  
249 in the quarter, our adjusted EBITDA during Q3 also exceeded our previous  
250 expectations.

251

252 Finally, with respect to our balance sheet and financial condition at quarter-end.

253

254 As of June 30th, 2023, we held approximately \$317 million in cash and cash  
255 equivalents, and approximately \$1.64 billion in debt, which taken together with our  
256 last-twelve months adjusted EBITDA, resulted in a net leverage ratio of approximately  
257 3.4x.

258

259 That completes my prepared remarks as it relates to embecta's financial results for the  
260 third quarter of fiscal 2023.

261

262 Next, I would like to discuss embecta's updated 2023 financial guidance and certain  
263 underlying assumptions.

264

265 Beginning with revenue.

266

267 Given our year-to-date performance, we are tightening our constant currency revenue  
268 guidance range, as we are now calling for full year 2023 constant currency revenue  
269 growth of between 0.5% and 1%. This is an increase of 50 basis points on the low-end,  
270 with about half of the increase due to our core injection business, and about half due to  
271 contract manufacturing revenue.

272

273 As it relates to the contract manufacturing of non-diabetes products that are sold to  
274 BD, our updated full year constant currency revenue range assumes no additional  
275 revenue associated with this during the fourth quarter. This compares to approximately  
276 \$10 million of contract manufacturing revenue that was generated during the fourth  
277 quarter of 2022.

278

279 And while we continue to make progress in this area, our updated full year constant  
280 currency revenue guidance range continues to assume an immaterial amount of  
281 revenue associated with any recently announced partnership agreements.

282

283 Turning to our thoughts on F/X, they remain unchanged from our previous  
284 expectations, and as such, our updated guidance continues to call for a foreign  
285 currency headwind of approximately 2.5% during 2023.

286

287 On a combined basis, we are raising the bottom end of our full-year as-reported  
288 revenue guidance from a range which called for a decline of between one and a half  
289 and two and a half percent, to a new range which calls for a decline of between one  
290 and a half and two percent. In dollar terms this equates to a revenue range of between  
291 one billion one hundred seven million and one billion one hundred thirteen million.

292

293 All totaled, our updated full year revenue guidance range implies the following for the  
294 fourth quarter:

295

- 296 • An as-reported revenue decline of between 2.4% on the low-end and 0.4% on  
297 the high-end
- 298 • An F/X headwind of approximately 0.1% on both the low and high ends
- 299 • And a constant currency revenue decline of between 2.3% on the low-end and a  
300 decline of 0.3% on the high-end

301

302 This implied constant currency range includes a headwind of approximately 3.6%  
303 related to the lack of contract manufacturing revenue in Q4; while we anticipate that  
304 our core injection business will grow between 1.3% and 3.3% on a constant currency  
305 basis. The expected acceleration in constant currency revenue growth within our core  
306 injection business during the fourth quarter is largely attributed to our anticipated  
307 performance in both the U.S. and China.

308

309 Moving to margins.

310

311 Based on the performance that was achieved year-to-date, we are raising our  
312 expectations for adjusted gross, adjusted operating, and adjusted EBITDA margins, as  
313 we now anticipate that our adjusted gross margin will be approximately 66.0%, up  
314 from our prior guidance of approximately 64.5%; our adjusted operating margin is  
315 expected to be approximately 29.5%, up from our prior guidance of approximately  
316 28.0%; while our adjusted EBITDA margin is now projected to be approximately  
317 33.5% for full year 2023, up from our previous guidance of approximately 32.5%.

318

319 Our updated guidance ranges imply a sequential step down in our margin profile from  
320 the third quarter to the fourth quarter and this is expected to occur due to a  
321 combination of factors, including lower anticipated revenue dollars in Q4 versus Q3,  
322 and the associated negative manufacturing variances; the ongoing temporary  
323 suspension of our manufacturing operations of our facility in China; unfavorable  
324 product mix; and incremental stand-up costs and F/X headwinds.

325

326 Continuing down the P&L, we currently expect that our net interest expense will be  
327 approximately \$112 million, or slightly favorable as compared to our previous  
328 expectation which called for interest expense of approximately \$113 million during  
329 2023.

330

331 While our assumptions regarding our non-GAAP tax rate and weighted average shares  
332 remain unchanged at approximately 25% and 57.7 million shares, respectively.

333

334 At the bottom line this translates into our new full year 2023 adjusted earnings per  
335 diluted share range of between \$2.75 and \$2.80, which is an increase from our

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336 previous range of between \$2.50 and \$2.60; or a raise of approximately \$0.23 at the  
337 mid-point.

338

339 In summary, the better than previously anticipated performance in the third quarter is  
340 translating into our increased full year financial guidance, as our thoughts regarding  
341 the fourth quarter are largely unchanged from when we last provided guidance in May.

342

343 In closing, during the first nine months of the year, we made good progress in each of  
344 our three major strategic priorities, including strengthening the base business;  
345 separating and standing ourselves up as an independent entity; and investing in growth  
346 initiatives, and it has been the focus on execution by our global team, and the  
347 resiliency of our base business, that has allowed us to generate solid financial  
348 performance, thereby allowing us to raise our financial guidance following each  
349 quarter of the year to date.

350

351 That completes my prepared remarks, and at this time, I would like to turn the call over  
352 to the Operator for questions.