

**Embecta Corp.**  
**Q1 FY 23 Earnings Call Script**  
**February 14<sup>th</sup>, 2023**

1 Operator:

2 Please standby. Welcome, ladies and gentlemen, to the fiscal first quarter 2023  
3 embecta Earnings Conference Call.

4

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

6

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

9

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

12

13 Pravesh Khandelwal:

14 Thank you, operator.

15

16 Good morning, everyone and welcome to embecta's fiscal first quarter 2023 earnings  
17 conference call.

18

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

22

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

25

26

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

39

40 Starting on Slide 3, our agenda for today's call is as follows:

- 41 • Dev will begin by providing an overview of embecta; our strategic priorities for  
42 2023; and some remarks on the overall performance of our business during the  
43 first quarter;
- 44 • Jake will then provide a more in-depth review of Q1 financial results, as well as  
45 our updated financial guidance for the year;
- 46 • We will then open the call for questions.

47

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

49

50 Good morning everyone, and thank you for joining us today.

51

52 A life with diabetes doesn't have to come with limitations, and at embecta, our mission  
53 is to develop and provide solutions that make life better for people living with diabetes.

54

55 At every stage of the diabetes care journey, we are there by a person's side because we  
56 believe that no one should have to live with diabetes alone.

57

58 We are driven by a sense of urgency to advance what's next in diabetes, and for nearly  
59 100 years, we've been accelerating the journey to better diabetes care.

60

61 Whether you're newly diagnosed, or transitioning to a new line of therapy, we are  
62 working to make a person's everyday experience as comfortable and convenient as  
63 possible, while also advancing a new generation of solutions.

64

65 During 2023, our strategic priorities are centered around three pillars, as shown on  
66 slide 5.

67 • First, we will focus on continuing to strengthen our base business, while  
68 maintaining our global leadership position in the category of insulin injection  
69 devices. Examples of this are our inclusion on the Express Scripts National  
70 Preferred Formulary, as well as recent pen needle and insulin syringe  
71 contract wins from the US Department of Veterans Affairs.

72

73 • Second, as a recently spun-off, new public company, 2023 is a critical year  
74 for embecta to stand-up our own systems, processes, and procedures so that

75 we can achieve a timely separation from BD. During the first quarter, we  
76 continued to make progress in this area, as evidenced by the exit of several  
77 transition service agreements.

78

- 79 • And finally, we also have our eye on the future, and we intend to continue  
80 investing in R&D, most notably around our patch pump that is being  
81 developed for the Type 2 market. In addition, we are continuing to evaluate  
82 suitable M&A and partnership opportunities to add market appropriate  
83 products to our portfolio.

84

85 We remain energized about our long-term prospects, as we work towards creating the  
86 preeminent diabetes focused company in the world.

87

88 Turning to our performance during the first quarter of 2023 on slide 6.

89

90 During Q1, we delivered strong commercial performance, despite a challenging  
91 macro-operating environment, as we generated revenues of \$275.7 million. This  
92 represented a decline of 4.7% on an as-reported basis, but an increase of 0.7% on a  
93 constant currency basis.

94

95 Our Q1 revenue was better than we initially expected, as we exceeded our constant  
96 currency revenue expectations for both the U.S. and International markets.

97

98 Foreign currency, while a headwind during the quarter, was modestly better than we  
99 originally thought.

100

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101 And while Jake will go through this in more detail in a few minutes, like revenue, our  
102 adjusted gross, adjusted operating, and adjusted EBITDA margins for the first quarter  
103 also exceeded our expectations, as we generated adjusted gross margin of 68.5%,  
104 adjusted operating margin of 36.9%, and adjusted EBITDA margin of 40%.

105  
106 This solid operating performance translated into adjusted diluted earnings per share  
107 during the first quarter of 2023 of 96 cents.

108  
109 In addition to getting off on the right track from a financial perspective, during the first  
110 quarter we also took steps to strengthen our base business, including holding over 50  
111 scientific and educational events, which reached over 2,000 healthcare professionals.

112  
113 I'm also pleased to say that effective January 1<sup>st</sup>, embecta's pen needles and insulin  
114 syringes are the exclusive preferred products on the Express Scripts National Preferred  
115 Formulary. By working together to achieve widespread formulary access, embecta and  
116 its partners continue to reduce barriers for patients and prescribers in the markets it  
117 serves.

118  
119 We also recently won national contracts for both pen needles and insulin syringes from  
120 the US Department of Veterans Affairs for a 5-year term. These awards not only  
121 demonstrate our commitment to the singular focus of improving the lives of people  
122 living with diabetes, but also ensure our nation's Veterans have access to the highest  
123 quality products.

124

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125 Moving to separation and stand-up activities, we continue to make progress on that  
126 front as well, as we exited several transition service agreements, and continue to build  
127 up our own internal organization, systems, and processes.

128

129 From an invest-for-growth perspective, our commercial teams began to execute on the  
130 strategic partnerships we announced a few months ago; and we continued to progress  
131 the development of our insulin patch pump.

132

133 Finally, based on our strong first quarter results, we are raising our financial guidance  
134 ranges for as-reported and constant currency revenues; adjusted gross, operating, and  
135 EBITDA margins; as well as adjusted diluted earnings per share.

136

137 Next, let's review our first quarter revenue performance in a bit more detail on slide 7.

138

139 During Q1, U.S. revenues totaled \$149.3 million which represented a decrease of 1.1%  
140 on a constant currency basis.

141

142 The slight year-over-year decline in the U.S. was primarily due to unfavorable volume  
143 dynamics, the majority of which was offset by the favorable timing of certain  
144 distributor purchases that occurred late in the quarter; as well as the contract  
145 manufacturing and sale of certain non-diabetes product to BD.

146

147 As we move forward, we anticipate this timing benefit associated with distributor  
148 purchasing, which is not uncommon in our business and which totaled approximately  
149 \$6 million in Q1, to largely reverse itself during the second quarter.

150

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151 Turning to our performance outside of the U.S.

152

153 During Q1, International revenues totaled \$126.4 million, or an increase of 2.6% on a  
154 constant currency basis.

155

156 The year-over-year growth within our International business was primarily due to  
157 favorable pricing, as well as favorable volumes, which were augmented by a  
158 competitor product supply shortage in certain regions.

159

160 With that, let me turn the call over to Jake to discuss our Q1 financial results in a bit  
161 more detail, as well as provide our updated fiscal 2023 financial guidance and  
162 underlying assumptions.

163

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

165

166 Before I discuss the financial results for the three-month period ending December 31<sup>st</sup>,  
167 I would like to remind the investment community that embecta was spun-off from BD  
168 on April 1<sup>st</sup>, 2022, and that the financial results during the pre-spin periods were based  
169 on carve-out accounting principles, and do not reflect what embecta's financial results  
170 would have been had embecta operated as a standalone public company.

171

172 Therefore, the financial results for the three-month periods ending December 31, 2022,  
173 and December 31, 2021, are not meaningfully comparable.

174

175 Turning to embecta's financial performance for the first quarter.

176

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177 Given the discussion that has already occurred regarding revenue, I will start at the  
178 gross profit line.

179

180 GAAP gross profit and margin for the first quarter of fiscal 2023 totaled \$188.8  
181 million and 68.5%, respectively. This compares to \$203.9 million and 70.5% in the  
182 prior year period.

183

184 The year over year decline in GAAP gross profit and margin was expected, and  
185 primarily driven by the negative impact of inflation; the impact of low-margin contract  
186 manufacturing revenue that was not in the prior year period; and incremental stand-up  
187 and separation costs, including the markup on the purchase of cannula from BD.

188

189 While on an adjusted basis, gross margin for the first quarter of 2023 was also 68.5%.

190

191 The adjusted gross margin performance during the first quarter was better than we  
192 initially expected, primarily due to the mix of additional revenue that we generated  
193 during the quarter.

194

195 Finally concerning gross margin, during the first quarter of 2023, both our GAAP and  
196 adjusted gross margins benefited from the revaluation of our inventory to our new  
197 2023 standard costs which occurs once a year; as well as from positive absorption, as  
198 we manufactured additional product in advance of our planned temporary suspension  
199 of our facility in Suzhou, China later this year. While these items were taken into  
200 consideration when we provided our initial guidance, I point them out because as we  
201 move forward during the remainder of 2023, we do not anticipate the same level of



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202 positive impact to our gross margins, and as such, we currently expect our adjusted  
203 gross margins to trend downward in succeeding quarters.

204

205 Turning to operating income and margin, during the first quarter GAAP operating  
206 income and margin was \$88.8 million and 32.2% respectively. This compared to  
207 operating income and margin of \$116.6 million and 40.3% respectively in the prior  
208 year period.

209

210 The decline in year-over-year GAAP operating income and margin is primarily due to  
211 the GAAP gross profit and margin drivers that I just mentioned, as well as an increase  
212 in operating expenses associated with separating embecta and becoming a stand-alone  
213 publicly traded company.

214

215 On an adjusted basis, during the first quarter of 2023, operating income and margin  
216 was \$101.6 million and 36.9%, respectively.

217

218 This adjusted operating income and margin performance was significantly better than  
219 we initially expected, in part due to the revenue timing benefit that positively impacted  
220 our adjusted gross margin, as well as lower operating expenses in the quarter versus  
221 expectations, which we believe is also largely timing related. This operating expense  
222 timing benefit was primarily due to lower separation and stand-up costs; the phasing of  
223 hiring; and certain project spending.

224

225 As we move forward during the remainder of fiscal 2023, we anticipate that this  
226 spending will occur, and as such, we currently expect our adjusted operating margins  
227 to trend downward in succeeding quarters.

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228

229 Turning to the bottom line.

230

231 GAAP net income and diluted earnings per share was \$35.2 million and \$0.61 per  
232 share during the first quarter of fiscal 2023. This compared to \$98.8 million or \$1.73 in  
233 the prior year period.

234

235 As I mentioned at the outset, because our financials for pre-spin periods was done on a  
236 carve-out accounting basis, the comparisons of pre-spin to post-spin periods are not  
237 meaningfully comparable. One example of this is interest expense, which burdened our  
238 P&L in the current year, but was zero in the prior year period.

239

240 While on an adjusted basis, net income and earnings per share was \$55.4 million and  
241 \$0.96 per share during the first quarter of fiscal 2023.

242

243 Lastly from a P&L perspective, for the first quarter of 2023 our adjusted EBITDA and  
244 margin totaled approximately \$110.2 million and 40.0%. This compares to \$138.3  
245 million and 47.8% in the prior year period.

246

247 Like our adjusted operating margin, due to the revenue and gross margin  
248 overachievement in the quarter, coupled with the timing benefit from lower operating  
249 expense spending, our adjusted EBITDA margin during the first quarter also  
250 significantly exceeded our original expectations.

251

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

253

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254 As of December 31<sup>st</sup>, 2022, we held approximately \$385 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 2.9x.

258  
259 That completes my prepared remarks as it relates to embecta's financial results for the  
260 first 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 on Slide 9.

266  
267 Given our strong performance in the first quarter, we have increased our guidance by  
268 50 basis points on both the low and high-ends of our constant currency revenue  
269 guidance range, as we are now calling for a decline of 1.5% on the low-end, to 50 basis  
270 points of growth on the upper-end.

271  
272 The low-end of our constant currency revenue range continues to assume that most of  
273 the potential decline will result from reduced contract manufacturing revenue of non-  
274 diabetes care products that are sold to BD, with the remainder coming from slight  
275 volume pressure within developed markets, as well as periods of uncertainty in  
276 emerging markets due to the potential for COVID-19 spikes like those we saw impact  
277 our business in China during the first quarter of fiscal 2023.

278

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279 The high-end of our constant currency revenue range continues to assume a slightly  
280 smaller year-over-year headwind associated with contract manufacturing revenue,  
281 flattish product volumes, and the ability for us to modestly raise prices on our product  
282 offerings.

283

284 And while we continue to make progress in this area, our updated constant currency  
285 revenue guidance range continues to assume an immaterial amount of revenue  
286 associated with our recently announced partnership agreements.

287

288 Turning to our thoughts on F/X.

289

290 Since we provided our initial guidance for 2023, foreign currency exchange rates have  
291 moved in a positive direction, and as such, our updated guidance now calls for a  
292 foreign currency headwind of approximately 2.5% during 2023. This compares to our  
293 original assumption which called for a headwind of approximately 5%.

294

295 Our updated F/X assumptions were based on foreign exchange rates that were in  
296 existence in the early-February timeframe.

297

298 On a combined basis, we are raising our full-year as-reported revenue guidance from a  
299 range which called for a decline of between five and seven percent, to a new range  
300 which calls for a decline of between two and four percent. In dollar terms this equates  
301 to a revenue range of between one billion and eighty-four million and one billion one  
302 hundred seven million.

303

304 Lastly concerning revenue, during fiscal year 2022, we generated approximately 50%  
305 of our as-reported revenue dollars during the first half of the year. Consistent with our  
306 initial guidance that we had provided in December, we continue to anticipate that we  
307 will generate a slightly lower percentage of our annual revenue during the first half of  
308 2023.

309

310 Moving to margins.

311

312 Due to the performance that we achieved in the first quarter, coupled with foreign  
313 exchange favorability as compared to the initial guidance, we are raising the low and  
314 high ends of our adjusted gross, adjusted operating, and adjusted EBITDA margins by  
315 150 basis points each, as we now anticipate that our adjusted gross margin will be  
316 approximately 63.5% for fiscal 2023, up from our original guidance of approximately  
317 62%; our adjusted operating margin is now expected to be approximately 26.5%, up  
318 from our original guidance of approximately 25%; while our adjusted EBITDA margin  
319 is now projected to be approximately 31.5% for full year 2023, up from our original  
320 guidance of approximately 30%. Regarding the 150-basis point improvement in  
321 margins, we estimate that approximately half is due to an improvement in F/X, while  
322 half is due to an improvement in base business operations.

323

324 These new guidance ranges continue to call for adjusted operating expenses to be  
325 approximately 37% for the entirety of 2023, comprised of R&D expense as a  
326 percentage of revenue reaching 7%, and SG&A of approximately 30%. This assumes  
327 that the timing-related operating expense favorability we saw in Q1 reverses itself as  
328 we move throughout the remainder of the year.

329

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330 Continuing down the P&L, we currently expect that our net interest expense will be  
331 approximately \$115 million during 2023, or closer to the low-end of our previously  
332 provided range.

333

334 Our assumptions regarding our non-GAAP tax rate and weighted average shares  
335 remain unchanged from our original assumptions of approximately 25% and 57.7  
336 million shares, respectively.

337

338 At the bottom line this translates into our new full year 2023 adjusted diluted earnings  
339 per share range of between \$2.20 and \$2.35, which is an increase from our previous  
340 range of between \$1.75 and \$2.00; or a raise of approximately \$0.40 at the mid-point.

341 Like the increase in our margin guidance, we estimate that approximately half of the  
342 increase at the mid-point of our guidance range is attributed to F/X, while half is due to  
343 an improvement in our base business.

344

345 In closing, during the first quarter, embecta made good progress in each of our three  
346 major strategic priorities, including strengthening our base business; separating and  
347 standing ourselves up as an independent entity; and investing in growth.

348

349 We generated solid financial performance during Q1, and we are pleased to be able to  
350 raise several of our financial metrics after only one quarter.

351

352 As we look ahead, we still have some important separation activities in front of us,  
353 including the implementation of our ERP system, as well as managing through the  
354 anticipated temporary suspension of manufacturing operations associated with the

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355 regulatory approvals and transitions, including for inspections, at our facility in China.

356 And our teams remain highly focused on these and other separation related activities.

357

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