# 4Q22/FY22 Regulation G Financial Reconciliations



#### CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP TO NON-GAAP SELECTED BUSINESS SEGMENT INFORMATION (UNAUDITED)<sup>(1)</sup>

(in thousands, except percentages)

December 31, 2022         December 25, 2021         December 25, 2021         December 25, 2021           Research Models and Services         \$         196,100         \$         165,575         \$         793,175         \$         000,437           Operating income         37,111         40,188         160,410         166,837         160,410         166,838           Adh back:         37,111         40,188         160,410         20,364         20,104           Severace $$ 1,007         7         3,420         1,576         20,364         20,104           Severace $$ $-$ 1,017         7         3,420         1,576         21,876           Operating income exal % of revence $5$ 7,327         \$         4,434         \$         26,008         \$         21,876           Operating income as % of revence $5$ 10,897         \$         9,673         \$         49,274         \$         9,9123           Operating income as % of revence $5$ 10,897         \$         5,41,367         \$         2,41,316         \$         2,107231           Operating income as % of revence $5$ 9,01,677         \$         5			Three Mo	nths End	led		Twelve Mo	onths Ended	
Revenue         S         196,109         S         165,375         S         739,175         S         600,431           Operating income as 1% of revenue         377,111         40,188         160,410         166,814           Operating income as 1% of revenue         189.%         24.3 %         121.7 %         24.2 %           Autorization related to acquisitions         5.577         4.075         20.364         20.104           Severance         -         -         -         1017         7           Acquisition related to acquisition related to acquisition related distiturents 10         5         44,438         \$         25.501         \$         11.85.01           Operating income, excluding prome-GAAP alguistments         \$         14.443         \$         25.2 %         21.85.01           Non-GAAP operating income as a % of revenue         22.7 %         26.9 %         25.2 %         21.0 %           Depreciation and amortration         \$         13.4 49         \$         9.90.73         \$         4.92.74         \$         9.91.23           Operating income as a % of revenue         22.7 %         26.9 %         25.2 %         21.07.231         0.08.07         5         3.4.136         \$         2.107.231         0.08.07		Decen	nber 31, 2022	Dec	ember 25, 2021	Dece	mber 31, 2022	Dece	mber 25, 2021
Operating income         37,111         40,188         160,410         166,814           Operating income as a % of resume         18.9 %         24.3 %         21.7 %         24.2 %           Autorizition related to acquisitions         5.587         4.075         20.044         20.104           Severance         -         -         1.017         7         7           Acquisition related adjustments (1)         1.240         5.587         4.433         5         4.422         5         18,6011         \$         12,867           Total ono AGAP adjustments         5         4.4438         \$         4.4432         \$         186,011         \$         188,501           Non-GAAP operating income         5         13,449         \$         9,077         \$         44,315         \$         44,138         \$         44,136         \$         18,501         \$         12,407         \$         39,123         \$         18,154         \$         44,135         \$         44,135         \$         21,072,31         \$         39,123         \$         19,01         \$         30,34         \$         44,135         \$         21,072,31         \$         21,072,31         \$         21,072,31         \$ <td< th=""><th>Research Models and Services</th><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></td<>	Research Models and Services								
Operating income as $\$$ of revenue       18.9 $\$$ 24.3 $\$$ 21.7 $\$$ 24.2 $\$$ Add back       5.587       4.075       20.364       20.104         Sectrance       -       -       1.017       7         Acquisition related to adjustments       -       -       1.017       7         Total non-GAV adjustments to operating income       S       7.327       S       4.4348       S       22.5 $\$$ 8       9.073       S       44.232       S       21.08       S       21.88.501       S       21.28       21.27 $\$$ 24.3 $\$$ S       9.073       S       44.136       S       21.28       21.28       21.28       21.28       21.28       21.28       21.28       21.28       21.28       21.28       21.28       21.21       21.23       21.26       22.28       21.26       22.28       21.07.231       21.07.231       21.07.231       21.07.231<	Revenue	\$	196,109	\$	165,575	\$	739,175	\$	690,437
Add back:         5.587         4.075         20.364         20.104           Amorization related to acquisitions         5.587         4.075         20.364         20.104           Scenance         1.124         3.39         4.220         1.576           Acquisition related adjustments         1.124         3.39         4.220         1.576           Operating income, a with operating income         \$         7.227         \$         4.438         \$         2.69%         2.52.%         2.73.%           Non-GAAP operating income, a with operating income         \$         1.3449         \$         9.673         \$         44.135         \$         9.123           Capital expenditures         \$         10.897         \$         31.667         \$         44.136         \$         9.123           Capital expenditures         \$         091.677         \$         54.136         \$         2.107.231           Revenue         \$         091.677         \$         54.136         \$         2.107.231           Advact:         2.27%         17.8%         21.8%         19.3%           Advact:         3.034         8.016         (1.975)         4.314           Acreation costa, impairments and other itema	Operating income		37,111		40,188		160,410		166,814
Amorization related to acquisitions $5.887$ $4.075$ $20.364$ $20.04$ Severance $1.240$ $3.39$ $4.232$ $1.576$ Total non-GAAP adjustments to operating income as a % of revence $5$ $7.327$ $5$ $4.434$ $5$ $22.69$ $25.2\%$ $21.887$ Depreciation and amorization $5$ $1.340$ $5$ $9.673$ $5$ $44.238$ $5$ $23.9\%$ $25.2\%$ $27.3\%$ Depreciation and amorization $5$ $1.3449$ $5$ $9.673$ $5$ $44.136$ $5$ $24.17.3\%$ Discovery and Safety Assessment $8$ $0.677$ $5$ $534.136$ $5$ $2.107.231$ Operating income as $4\%$ of revence $22.7\%$ $17.8\%$ $21.8\%$ $10.93\%$ Add back: $19.901$ $19.933$ $83.154$ $84.740$ Severance $-(144)$ $4.333$ $1.016$ Acquisition related adjustments $^{10}$ $-33934$ $8.016$ $(1.975)$ $4.4734$ Total non-GAAP adjustments $^{10}$ $8$ $8.44137$ $5$ $40.423$ $5$	Operating income as a % of revenue		18.9 %		24.3 %		21.7 %		24.2 %
Severace $  -$ <	Add back:								
Acquisition related adjustments $^{(1)}$ 1740       359       4220       1576         Total non-GAAP adjustments to operating income as $^{(1)}$ (Composition adjustments)       \$       14434       \$       25.001       \$       21.687         Operating income excluding non-GAAP adjustments       \$       44.343       \$       44.324       \$       25.001       \$       21.687         Non-GAAP operating income as $^{(1)}$ of evenue       22.7%       26.0%       25.2%       27.3%         Depreciation adjustments income as $^{(1)}$ of evenue       \$       13.449       \$       9.673       \$       49.274       \$       39.123         Operating income as $^{(1)}$ of evenue       \$       0.6077       \$       53.136       \$       2.107.231         Operating income as $^{(1)}$ of evenue       \$       0.9677       \$       53.4136       \$       2.107.231         Operating income as $^{(1)}$ of evenue       \$       126.967       9.420       \$       2.107.231         Advact:       and other items       1       9.9677       \$       53.4136       \$       2.107.231         Advact:       and nortization related to acquisitions       19.901       19.933       81.154       84.740         Advact:       and non-intra	Amortization related to acquisitions		5,587		4,075		20,364		20,104
S         7.327         S         4.438         S         2.5001         S         2.1.687           Operating income on GAAP adjustments         S         4.4.438         S         4.4.62         S         186.001         S         188.501         S         1.88.501         S         1.88.501         S         1.88.501         S         1.88.501         S         1.99.57         S         4.4.32         S         4.4.32         S         1.86.011         S         1.88.501         S         2.2.7 %         2.2.9 %         2.2.3 %         2.7.3 %         3.9.123           Depreciation and anortization         S         1.3.449         S         9.673         S         4.4.136         S         6.1.188           Discovery and Safety Assessment         S         0.9.677         S         3.4.166         S         2.107.231         S         2.107.231         S         3.9.123         S         1.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078         0.0.6078	Severance		_		_		1,017		7
Operating income, excluding non-GAAP adjustments $\overline{s}$ $44,438$ $\overline{s}$ $44,432$ $\overline{s}$ $186,011$ $\overline{s}$ $188,501$ Depreciation and amortization $5$ $13,449$ $5$ $9,673$ $5$ $49,274$ $5$ $39,123$ Discovery and Safety Assessment $5$ $10,897$ $5$ $31,667$ $5$ $44,136$ $5$ $61,188$ Discovery and Safety Assessment $8$ $691,677$ $5$ $534,136$ $5$ $2,447,316$ $5$ $2,107,231$ Operating income $5$ $691,677$ $5$ $534,136$ $5$ $2,447,316$ $5$ $2,107,231$ Operating income $5$ $691,677$ $5$ $534,136$ $5$ $2,407,34$ $8$ $10,901$ Add back: $22,7\%$ $17,8\%$ $21.8\%$ $193,34$ $8,016$ $(1,975)$ $4,314$ S $10,901$ $19,933$ $8,154$ $3,894$ $8,444$ $3,849$ $2,902,85$ Non-GAAP adjustments on op	Acquisition related adjustments (2)		1,740		359		4,220		1,576
Non-GAAP operating income as a % of revenue       22.7 %       26.9 %       25.2 %       27.3 %         Depreciation and amortization       \$       13.449       \$       9.673       \$       44.136       \$       39.123         Capital expenditures       \$       10.897       \$       31.667       \$       44.136       \$       61.188         Discovery and Safety Assessment          \$       534.136       \$       2.447.316       \$       2.107.231         Operating income       \$       691.677       \$       534.136       \$       2.447.316       \$       2.107.231         Operating income as a % of revenue       2.2.7 %       17.8 %       21.8 %       19.3 %         Add back:         -       (144)       433       10.16         Acquisition related adjustments <sup>(1)</sup> 3.934       8.016       (1.975)       4.374         Site consolidation costs, inpairments and other items <sup>(1)</sup> 3.934       8.016       5       2.92.28         Operating income as % of revenue       2.63.%       2.24.49       \$       8.54.61       9       2.27.8         Dipreciation and amortization       \$       9.61.77       \$       2.94.9       \$ <td>Total non-GAAP adjustments to operating income</td> <td>\$</td> <td>7,327</td> <td>\$</td> <td>4,434</td> <td>\$</td> <td>25,601</td> <td>\$</td> <td>21,687</td>	Total non-GAAP adjustments to operating income	\$	7,327	\$	4,434	\$	25,601	\$	21,687
Depreciation and amortization       S       13,449       S       9,673       S       49,274       S       39,123         Capital expenditures       S       10,897       S       9,673       S       44,136       S       31,186         Discovery and Safety Assessment       E       E       E       E       E       E       S       10,897       S       534,136       S       2,447,316       S       2,107,231         Operating income       S       691,677       S       534,136       S       2,447,316       S       2,107,231         Operating income       S       691,677       S       534,136       S       2,407,231       9,933       83,154       84,740         Add back:       19,901       19,933       83,154       84,740       433       1016         Acquisition related dagistments and other items <sup>(1)</sup> 848       8444       3,349       2,098       9,2228       9,2238       9,2238       9,2238       9,233       8,3164       84,740       3,3164       84,740         Operating income excluding non-GAAP adjustments       S       181,650       S       123,616       S       85,661       S       92,228       92,205       8,35,641       <	Operating income, excluding non-GAAP adjustments	\$	44,438	\$	44,622	\$	186,011	\$	188,501
Capital expenditures         \$         10.897         \$         31.667         \$         44.136         \$         61.188           Discovery and Safety Assessment         Revenue         \$         691.677         \$         534.136         \$         2.447.316         \$         2.107.231           Operating income as % of revenue         .22.7 %         17.8 %         .21.8 %         .19.3 %         .40.9 %         <	Non-GAAP operating income as a % of revenue		22.7 %		26.9 %		25.2 %		27.3 %
	Depreciation and amortization	\$	13,449	\$	9,673	s	49,274	s	39,123
Revenue\$ $691,677$ \$ $534,136$ \$ $2,447,316$ \$ $2,107,231$ Operating income as % of revenue $156,967$ $94,967$ $532,889$ $406,978$ Add back: $17,8\%$ $21.8\%$ $19.3\%$ Amorization related to acquisitions $19,901$ $19,933$ $83,154$ $84,740$ Severance $$ $(144)$ $433$ $1,016$ Acquisition related adjustments $^{(1)}$ $848$ $844$ $3,849$ $2,098$ Total non-GAAP adjustment\$ $24,683$ \$ $28,4683$ \$ $85,461$ \$Operating income as a % of revenue $26,3\%$ $23.1\%$ $25.3\%$ $23.7\%$ $23.7\%$ Depreciation and amorization\$ $44,137$ \$ $44,986$ \$ $179,9465$ \$ $177,254$ Capital expenditures\$ $212,057$ \$ $205,339$ \$ $789,569$ \$ $742,492$ Operating income as a % of revenue $26,734$ $91,673$ $167,084$ $246,390$ NamfActuring Solutions $5$ $212,057$ \$ $205,339$ \$ $789,569$ \$ $742,492$ Operating income as a % of revenue $26,734$ $91,673$ $167,084$ $246,390$ $22,53\%$ $212,\%$ $332,\%$ Add back: $10,030$ $5,390$ $43,416$ $23,304$ $26,373$ $91,673$ $167,084$ $246,390$ Add back: $99,86$ $1,278$ $1,577$ $3,662$ $57,820$ $57,820$ $57,820$ $57,820$ $57,820$ Add ba	Capital expenditures	\$	10,897	\$	31,667	\$	44,136	\$	61,188
$\begin{array}{c c c c c c c c c c c c c c c c c c c $	Discovery and Safety Assessment								
Operating income as a % of revenue $22.7$ % $17.8$ % $21.8$ % $19.3$ %           Add back:         -         - $(144)$ $433$ $1016$ Acquisition related adjustments <sup>(1)</sup> $3.934$ $8016$ $(1.975)$ $4.374$ Severance         - $(144)$ $433$ $1016$ Acquisition related adjustments <sup>(1)</sup> $3.934$ $8016$ $(1.975)$ $4.374$ Ste consolidation costs, impairments and other items <sup>(1)</sup> $848$ $844$ $3.849$ $2.098$ Total non-GAAP adjustments to operating income $$2.4683$ $$2.82649$ $$$84,615$ $$$92.228$ Operating income, excluding non-GAAP adjustments $$$181,650$ $$$123,616$ $$$618,350$ $$$499,206$ Capital expenditures $$$24,637$ $$$23.1 \%$ $$$25.3 \%$ $$$212,057$ $$$23,39 \%$ $$$177,254$ Capital expenditures $$$212,057$ $$$205,339 \%$ $$$789,569 \%$ $$$742,492$ Operating income as a % of revenue $$$212,057 \%$ $$205,339 \%$ $$789,569 \%$ $$$742,492$ Add back:	Revenue	\$	691,677	\$	534,136	\$	2,447,316	\$	2,107,231
Add back:       19,901       19,933 $83,154$ $84,740$ Amorization related to acquisitions       19,901       19,933 $83,154$ $84,740$ Severance	Operating income		156,967		94,967		532,889		406,978
Amortization related to acquisitions       19,901       19,933 $83,154$ $84,740$ Severance       -       (144)       433       1,016         Acquisition related adjustments ( <sup>3)</sup> 3,934 $8016$ (1,975) $4,374$ Site consolidation costs, impairments and other items ( <sup>3)</sup> $848$ $844$ $3,849$ $2,098$ Operating income, exoluding non-GAAP adjustments       \$ $24,663$ \$ $22,664$ \$ $82,646$ \$ $92,228$ Operating income, exoluding non-GAAP adjustments       \$       181,650       \$       123,616       \$       618,350       \$ $499,906$ Non-GAAP operating income, exoluding non-GAAP adjustments       \$       181,650       \$       172,645       \$       177,254         Capital expenditures       \$       22,057       \$       205,339       \$       789,569       \$       742,492         Operating income       \$       21,2057       \$       205,339       \$       789,569       \$       742,492         Operating income       \$       21,2057       \$       205,339       \$       789,569       \$       742,492         Operating income       \$       <	Operating income as a % of revenue		22.7 %		17.8 %		21.8 %		19.3 %
Severance       -       (144)       (433)       (1016)         Acquisition related adjustments $^{(1)}$ 3.934       8.016       (1.975)       4.374         Site consolidation costs, impairments and other items $^{(1)}$ 848       844       3.849       2.098         Total non-GAAP adjustments to operating income       \$       24.683       \$       28.464       \$       6.18.350       \$       4499.206         Operating income, excluding non-GAAP adjustments       \$       181.650       \$       123.616       \$       6.18.350       \$       4499.206         Non-GAAP operating income as a % of revenue       26.3 %       23.1 %       25.3 %       23.7 %       23.7 %         Depreciation and amortization       \$       44.137       \$       44.986       \$       179.465       \$       177.254         Capital expenditures       \$       55.655       \$       40.694       \$       189.563       \$       101.477         Manufacturing Solutions       \$       12.6 %       44.4 %       21.2 %       33.2 %         Add back:       10.030       5.390       43.416       23.304       24.6330         Add back:       10.004       (25.281)       5.813       (20.437)       3.622 <td>Add back:</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	Add back:								
Acquisition related adjustments $^{(1)}$ 3.934       8.016       (1.975)       4.374         Site consolidation costs, impairments and other items $^{(1)}$ $\frac{8.48}{5}$ $\frac{8.48}{5}$ $\frac{8.44}{5}$ $\frac{3.934}{5}$ $\frac{8.44}{5}$ $\frac{3.934}{5}$ $\frac{2.095}{5}$ $\frac{2.095}{5}$ $\frac{9.2228}{5}$ Operating income, excluding non-GAAP adjustments       \$ $181.650$ \$ $123.616$ \$ $618.350$ \$ $992.06$ Non-GAAP operating income, excluding non-GAAP adjustments       \$ $44.137$ \$ $44.986$ \$ $179.465$ \$ $177.254$ Capital expenditures       \$ $55.655$ \$ $40.694$ \$ $189.563$ \$ $174.2492$ Operating income       \$ $212.057$ \$ $205.339$ \$ $789.569$ \$ $742.492$ Operating income $26.734$ $91.673$ $167.084$ $23.2\%$ $33.2\%$ Add back: $10.030$ $5.390$ $43.416$ $23.304$ $36.025$ $1.331$ Total non-GAAP adjustments $^{(1)}$ $5.875$ $2117$ $5.813$ $(20.437)$ $5.227.446$ $5.27.820$	Amortization related to acquisitions		19,901		19,933		83,154		84,740
848       844       3,849       2,098         Total non-GAAP adjustments operating income       \$       24,643       \$       28,649       \$       8,844       3,849       2,098         Operating income, excluding non-GAAP adjustments       \$       181,650       \$       123,616       \$       618,350       \$       949,206         Non-GAAP operating income as a % of revenue       \$       181,650       \$       123,616       \$       173,254       23,3%       23,3%       23,7%         Depreciation and amortization       \$       44,137       \$       44,986       \$       179,465       \$       177,254         Manufacturing Solutions       \$       212,057       \$       205,339       \$       789,569       \$       742,492       0         Operating income as a % of revenue       26,734       91,673       167,084       246,390       0       23,204       33,2%       343,2%       344,416       23,304       344,416       23,304       34,466       21,2%       33,2%       34,416       23,304       34,416       23,304       34,466       33,2%       34,2,5%       34,416       23,304 <td>Severance</td> <td></td> <td>_</td> <td></td> <td>(144)</td> <td></td> <td>433</td> <td></td> <td>1,016</td>	Severance		_		(144)		433		1,016
S $24,683$ S $28,649$ S $85,461$ S $92,228$ Operating income, excluding non-GAAP adjustments       S       181,650       S       123,616       S       618,350       S       499,206         Non-GAAP operating income as a % of revenue $26.3$ % $23.1$ % $25.3$ % $23.7$ %         Depreciation and amortization       S $44,137$ S $44,986$ S $179,465$ S $177,254$ Capital expenditures       S $55,655$ S $40,694$ S $189,563$ S $101,477$ Manufacturing Solutions       Revenue       S $212,057$ S $205,339$ S $789,569$ S $742,492$ Operating income as a % of revenue $26,734$ $91,673$ $167,084$ $246,390$ Operating income as a % of revenue $12.6$ % $44.6$ % $21.2$ % $33.2$ %         Add back:       10,030 $5,390$ $43,416$ $23,304$ $5,813$ $(20,437)$ Ste consolidation costs, impairments and other items <sup>(1)</sup> $588$ $1.278$ $1.577$ $3.622$ $1.331$ $5.60,356$	Acquisition related adjustments (2)		3,934		8,016		(1,975)		4,374
Operating income, excluding non-GAAP adjustments Non-GAAP operating income as a % of revenue         \$             181,650         \$             123,616         \$             618,350         \$             499,206           Depreciation and amortization Capital expenditures         \$             44,137         \$             44,986         \$             179,465         \$             177,254           Capital expenditures         \$             55,655         \$             44,086         \$             179,465         \$             177,254           Manufacturing Solutions         \$             5212,057         \$             205,339         \$             789,569         \$             742,492           Operating income         26,734         91,673         167,084         246,390           Operating income as a % of revenue         12,6 %         44,6 %         212.9 %         33,2 %           Add back:         10,004         (25,281)         5,813         (20,437)         3,622         3,23,94         3,2	Site consolidation costs, impairments and other items (3)		848		844		3,849		2,098
Non-GAP operating income as a % of revenue26.3 %23.1 %25.3 %23.7 %Depreciation and amortization\$ $26.3 %$ $23.1 %$ $25.3 %$ $23.7 %$ Depreciation and amortization\$ $44.137$ \$ $44.986$ \$ $179.465$ \$ $177.254$ Capital expenditures\$ $55.655$ \$ $40.694$ \$ $189.563$ \$ $101.477$ Manufacturing SolutionsRevenue\$ $212.057$ \$ $205.339$ \$ $789.569$ \$ $742.492$ Operating income as a % of revenue $26.734$ $91.673$ $167.084$ $246.390$ $246.396$ $33.2 \%$ Add back: $12.6 \%$ $44.6 \%$ $21.2 \%$ $33.2 \%$ Add back: $10.030$ $5.390$ $43.416$ $23.304$ Acquisition related to acquisitions $10.004$ $(25.281)$ $5.813$ $(20.437)$ Site consolidation costs, impairments and other items $^{(1)}$ $5.875$ $217$ $9.556$ $1.331$ Total non-GAAP adjustments $^{(2)}$ $5.33.601$ \$ $73.277$ \$ $227.446$ \$ $25.4210$ Operating income excluding non-GAAP adjustments $5$ $53.601$ \$ $73.277$ \$ $227.446$ \$ $254.210$ Non-GAAP operating income as a % of revenue $25.3\%$ $35.7\%$ $28.8\%$ $34.2\%$ $24.2\%$ Depreciation and amortization\$ $19.463$ \$ $11.721$ \$ $72.950$ \$ $46.195$	Total non-GAAP adjustments to operating income		24,683	\$	28,649	\$	85,461	\$	92,228
Depreciation and amortization       \$       44,137       \$       44,986       \$       179,465       \$       177,254         Capital expenditures       \$       55,655       \$       44,986       \$       179,465       \$       177,254         Manufacturing Solutions       E       E       E       E       E       E       E       E         Manufacturing Solutions       \$       212,057       \$       205,339       \$       789,569       \$       742,492         Operating income       26,734       91,673       167,084       246,390         Operating income as a % of revenue       12.6 %       44.6 %       21.2 %       33.2 %         Add back:       100,300       5,390       43,416       23,304         Severance       958       1,278       1,577       3,622         Acquisition related adjustments <sup>(2)</sup> 5,813       (20,437)       5,813       (20,437)         Ste consolidation costs, impairments and other items <sup>(1)</sup> 5,857       2,177       9,556       1,331       1,321         Total non-GAAP adjustments <sup>(2)</sup> 5       53,601       \$       73,277       227,446       \$       254,210         Non-GAAP dynatiments of revenue       <	Operating income, excluding non-GAAP adjustments	\$	181,650	\$	123,616	\$	618,350	\$	499,206
Capital expenditures         \$         55,655         \$         40,694         \$         189,563         \$         101,477           Manufacturing Solutions         Revenue         \$         212,057         \$         205,339         \$         789,569         \$         742,492           Operating income one as a % of revenue         26,734         91,673         167,084         2426,390           Operating income as a % of revenue         10,001         5,390         \$         789,569         \$         742,492           Add back:         30,000         5,390         \$         789,569         \$         742,492         33,2 %           Add back:         10,004         (25,281)         5,813         (20,437)         3,622         3,622         3,622         3,622         3,622         1,637         3,622         1,637         3,622         3,622         1,637         3,622         1,637         3,622         1,637         3,622         1,637         3,622         1,637         3,622         1,637         3,622         1,637         3,622         1,637         3,622         1,637         3,622         1,627         3,622         1,627         3,622         1,627         3,622         1,621         1,627	Non-GAAP operating income as a % of revenue		26.3 %		23.1 %		25.3 %		23.7 %
Manufacturing Solutions         \$         212,057         \$         205,339         \$         789,569         \$         742,492           Operating income         26,734         91,673         167,084         246,390           Operating income         26,734         91,673         167,084         246,390           Operating income as a % of revenue         12.6 %         44.6 %         21.2 %         33.2 %           Add back:           44.6 %         21.2 %         33.2 %           Add back:           10,004         (25,281)         5,813         (20,437)           Stee consolidation costs, impairments and other items <sup>(1)</sup> 5,867         \$         (10,004         (25,281)         5,5813         (20,437)           Total non-GAAP adjustments to operating income         \$         26,867         \$         (10,004         (25,281)         5,5813         (20,437)           Total non-GAAP adjustments to operating income         \$         26,867         \$         (10,306)         \$         60,356         \$         7,820           Operating income, excluding non-GAAP adjustments         \$         53,601         \$         73,277         \$         227,446         \$         254,210	Depreciation and amortization	\$	44,137	\$	44,986	\$	179,465	\$	177,254
Revenue         \$         212,057         \$         205,339         \$         789,569         \$         742,492           Operating income         26,734         91,673         167,084         246,390           Operating income as a % of revenue         12.6 %         44.6 %         21.2 %         33.2 %           Add back:         10,030         5,390         \$         43,416         23,304           Severance         988         1,278         15,777         3,622           Acquisition related adjustments <sup>(1)</sup> 580         12,28         5,813         (20,437)           Ste consolidation costs, impairments and other items <sup>(1)</sup> 5,875         217         9,556         1,331           Total non-GAAP adjustments operating income         \$         26,687         \$         73,277         \$         202,7446         \$         254,240           Non-GAAP operating income as a % of revenue         25.3 %         35.7 %         28.8 %         34.2 %           Depreciation and amortization         \$         19,463         \$         11,721         \$         72,950         \$         46,195	Capital expenditures	\$	55,655	\$	40,694	s	189,563	s	101,477
Operating income         26,734         91,673         167,084         246,390           Operating income as a % of revenue         12.6 %         44.6 %         21.2 %         33.2 %           Add back:	Manufacturing Solutions								
Operating income as a % of revenue         12.6 %         44.6 %         21.2 %         33.2 %           Add back:         - <td>Revenue</td> <td>\$</td> <td></td> <td>\$</td> <td></td> <td>\$</td> <td></td> <td>\$</td> <td>. , .</td>	Revenue	\$		\$		\$		\$	. , .
Add back:         10,030         5,390         43,416         23,304           Amortization related to acquisitions         10,030         5,390         43,416         23,304           Severance         958         1,278         1,577         3,622           Acquisition related adjustments <sup>(2)</sup> 10,004         (25,281)         5,813         (20,437)           Site consolidation costs, impairments and other items <sup>(1)</sup> 5,875         217         9,556         1,331           Total non-GAAP adjustments to operating income         \$         26,867         \$         73,277         \$         60,362         254,210           Operating income, excluding non-GAAP adjustments         \$         53,601         \$         73,277         \$         227,446         \$         254,210           Non-GAAP operating income, as % of revenue         25.3%         35.7%         28.8%         34.2%           Depreciation and amortization         \$         19,463         \$         11,721         \$         7,2950         \$         46,195			- ,		. ,		,		
Amortization related to acquisitions         10,030         5,390         43,416         23,304           Severance         958         1,278         1,577         3,622           Acquisition related adjustments <sup>(1)</sup> 10,004         (25,281)         5,813         (20,437)           Site consolidation costs, impairments and other items <sup>(1)</sup> 5,875         2,17         9,555         1,331           Total non-GAAP adjustments to operating income         \$ 26,867         \$ (18,396)         \$ 60,362         \$ 7,820           Operating income, excluding non-GAAP adjustments         \$ 35,601         \$ 73,277         \$ 227,446         \$ 254,210           Non-GAAP operating income as a % of revenue         25,3%         35,7%         28,8%         34,2%           Depreciation and amortization         \$ 19,463         \$ 11,721         \$ 72,950         \$ 46,195			12.6 %		44.6 %		21.2 %		33.2 %
Severance         958         1,278         1,577         3,622           Acquisition related adjustments <sup>(2)</sup> 10,004         (23,281)         5,813         (20,437)           Site consolidation costs, impairments and other items <sup>(3)</sup> 5,875         217         9,556         1,331           Total non-GAAP adjustments to operating income         \$         26,867         \$         (18,396)         \$         60,362         \$         7,820           Operating income, excluding non-GAAP adjustments         \$         53,601         \$         73,277         \$         227,446         \$         254,210           Non-GAAP operating income as a % of revenue         25.3%         35.7%         28.8%         34.2%           Depreciation and amortization         \$         19,463         \$         11,721         \$         72,950         \$         46,195	Amortization related to acquisitions		10.030		5,390		43.416		23,304
Acquisition related adjustments         10,004         (25,281)         5,813         (20,437)           Site consolidation costs, impairments and other items         5,875         217         9,556         1,331           Total non-GAAP adjustments to operating income         \$         26,867         \$         73,277         \$         227,446         \$         254,210           Operating income, excluding non-GAAP adjustments         \$         53,601         \$         73,277         \$         227,446         \$         254,210           Non-GAAP operating income, as % of revenue         25.3 %         35.7 %         28.8 %         34.2 %           Depreciation and amortization         \$         19,463         \$         11,721         \$         72,950         \$         46,195	-		958		1.278		1.577		3.622
Site consolidation costs, impairments and other items <sup>(3)</sup> 5,875         217         9,556         1,331           Total non-GAAP adjustments to operating income         \$         26,867         \$         (18,396)         \$         60,362         \$         7,820           Operating income, excluding non-GAAP adjustments         \$         53,601         \$         73,277         \$         227,446         \$         254,210           Non-GAAP operating income as a % of revenue         25.3 %         35.7 %         28.8 %         34.2 %           Depreciation and amortization         \$         19,463         \$         11,721         \$         72,950         \$         46,195			10,004		(25,281)		5,813		
S         26,867         \$         (18,396)         \$         60,362         \$         7,820           Operating income, excluding non-GAAP adjustments         \$         53,601         \$         73,277         \$         227,446         \$         254,210           Non-GAAP operating income as a % of revenue         25.3%         35.7%         28.8%         34.2%           Depreciation and amortization         \$         19,463         \$         11,721         \$         72,950         \$         46,195			5,875		217		9,556		1.331
Operating income, excluding non-GAAP adjustments         \$ 53,601         \$ 73,277         \$ 227,446         \$ 254,210           Non-GAAP operating income as a % of revenue         25.3 %         35.7 %         28.8 %         34.2 %           Depreciation and amortization         \$ 19,463         \$ 11,721         \$ 72,950         \$ 46,195		\$		\$		\$		\$	
Non-GAAP operating income as a % of revenue         25.3 %         35.7 %         28.8 %         34.2 %           Depreciation and amortization         \$         19.463 \$         11,721 \$         72.950 \$         46,195						-		-	
									. , .
Capital expenditures         \$         21,688         \$         24,869         \$         87,084         \$         58,877	Depreciation and amortization	\$	19,463	\$	11,721	s	72,950	s	46,195
	Capital expenditures	\$	21,688	\$	24,869	\$	87,084	\$	58,877



#### CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP TO NON-GAAP SELECTED BUSINESS SEGMENT INFORMATION (UNAUDITED)<sup>(1)</sup>

#### (in thousands, except percentages)

	Three Months Ended					Twelve Months Ended				
		mber 31, 2022	Dece	mber 25, 2021	Dece	ember 31, 2022	Dec	ember 25, 2021		
CONTINUED FROM PREVIOUS SLIDE										
Unallocated Corporate Overhead	\$	(57,002)	\$	(54,021)	\$	(209,408)	\$	(230,320)		
Add back:										
Severance		_		224		1,061		73		
Acquisition related adjustments (2)		2,149		1,343		10,508		30,354		
Other items <sup>(3)</sup>				39				39		
Total non-GAAP adjustments to operating expense	\$	2,149	\$	1,606	\$	11,569	\$	30,466		
Unallocated corporate overhead, excluding non-GAAP adjustments	\$	(54,853)	\$	(52,415)	\$	(197,839)	\$	(199,854)		
Total										
Revenue	\$	1,099,843	\$	905,050	\$	3,976,060	\$	3,540,160		
Operating income		163,810		172,807		650,975		589,862		
Operating income as a % of revenue		14.9 %		19.1 %		16.4 %		16.7 %		
Add back:										
Amortization related to acquisitions		35,518		29,398		146,934		128,148		
Severance		958		1,358		4,088		4,718		
Acquisition related adjustments (2)		17,827		(15,563)		18,566		15,867		
Site consolidation costs, impairments and other items (3)		6,723		1,100		13,405		3,468		
Total non-GAAP adjustments to operating income	\$	61,026	\$	16,293	\$	182,993	\$	152,201		
Operating income, excluding non-GAAP adjustments	\$	224,836	\$	189,100	\$	833,968	\$	742,063		
Non-GAAP operating income as a % of revenue		20.4 %		20.9 %		21.0 %		21.0 %		
Depreciation and amortization	\$	77,545	\$	67,241	\$	303,870	\$	265,540		
Capital expenditures	\$	89,024	\$	98,775	\$	324,733	\$	228,772		

(1) Charles River management believes that supplementary non-GAAP financial measures provide useful information to allow investors to gain a meaningful understanding of our core operating results and future prospects, without the effect of often-one-time charges and other items which are outside our normal operations, consistent with the manner in which management measures and forecasts the Company's performance. The supplementary non-GAAP financial measures included are not meant to be considered superior to, or a substitute for results of operations prepared in accordance with U.S. GAAP. The Company intends to continue to assess the potential value of reporting non-GAAP results consistent with applicable rules, regulations and guidance.

(2) These adjustments are related to the evaluation and integration of acquisitions, which primarily include transaction, third-party integration, and certain compensation costs, fair value adjustments associated with contingent consideration arrangements, and an adjustment related to certain indirect tax liabilities.

(3) Other items include certain third-party legal costs related to (a) an environmental litigation related to the Microbial business and (b) investigations by the U.S. government into the NHP supply chain applicable to our Safety Assessment business.



#### CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP EARNINGS TO NON-GAAP EARNINGS (UNAUDITED)<sup>(1)</sup>

#### (in thousands, except per share data)

	Three Months Ended				Twelve Months Ended			
		nber 31, 2022	Dece	ember 25, 2021	Decei	mber 31, 2022	Dece	ember 25, 2021
Net income attributable to common shareholders Add back:	\$	187,410	\$	137,578	\$	486,226	\$	390,982
Non-GAAP adjustments to operating income (Refer to previous schedule)		61,026		16,293		182,993		152,201
Write-off of deferred financing costs and fees related to debt financing		_		_		_		26,089
Venture capital and strategic equity investment losses, net		6,707		13,142		26,775		30,419
Gain on divestitures (2)		(123,524)		(22,656)		(123,524)		(22,656)
Other <sup>(3)</sup>		1,080		_		5,285		(2,942)
Tax effect of non-GAAP adjustments:								
Non-cash tax provision related to international financing structure (4)		1,024		1,028		4,648		4,809
Enacted tax law changes		(382)		_		(382)		10,036
Tax effect of the remaining non-GAAP adjustments		19,529		(16,936)		(11,399)		(58,404)
Net income attributable to common shareholders, excluding non-GAAP adjustments	\$	152,870	\$	128,449	\$	570,622	\$	530,534
Weighted average shares outstanding - Basic		50,906		50,471		50,812		50,293
Effect of dilutive securities:								
Stock options, restricted stock units and performance share units		471		1,084		489		1,132
Weighted average shares outstanding - Diluted		51,377		51,555		51,301		51,425
Earnings per share attributable to common shareholders:								
Basic	\$	3.68	\$	2.73	\$	9.57	\$	7.77
Diluted	\$	3.65	\$	2.67	\$	9.48	\$	7.60
Basic, excluding non-GAAP adjustments	\$	3.00	\$	2.55	\$	11.23	\$	10.55
Diluted, excluding non-GAAP adjustments	\$	2.98	\$	2.49	\$	11.12	\$	10.32

(1) Charles River management believes that supplementary non-GAAP financial measures provide useful information to allow investors to gain a meaningful understanding of our core operating results and future prospects, without the effect of often-one-time charges and other items which are outside our normal operations, consistent with the manner in which management measures and forecasts the Company's performance. The supplementary non-GAAP financial measures included are not meant to be considered superior to, or a substitute for results of operations prepared in accordance with U.S. GAAP. The Company intends to continue to assess the potential value of reporting non-GAAP results consistent with applicable rules, regulations and guidance.

(2) Adjustments included in 2022 relate to the gain on sale of our Avian business. Adjustments included in 2021 relate to the preliminary gain on sale of our RMS Japan business as well as a gain on an immaterial divestiture.

(3) Adjustments included in 2022 primarily relate to a purchase price adjustment in connection with the 2021 divestiture of RMS Japan, a loss on the termination of a Canadian pension plan, and the reversal of an indemnification asset related to a prior acquisition. Adjustment included in 2021 relates to the finalization of an annuity purchase related to the termination of our U.S. pension plan.

<sup>(4)</sup> This adjustment relates to the recognition of deferred tax assets expected to be utilized as a result of changes to the Company's international financing structure.





#### CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP REVENUE GROWTH TO NON-GAAP REVENUE GROWTH, ORGANIC (UNAUDITED)<sup>(1)</sup>

Three Months Ended December 31, 2022	Total CRL	RMS Segment	DSA Segment	MS Segment
Revenue growth, reported	21.5 %	18.4 %	29.5 %	3.3 %
Decrease due to foreign exchange	4.4 %	5.2 %	3.9 %	4.8 %
Contribution from acquisitions <sup>(2)</sup>	(1.8)%	(10.1)%	%	<u>     %</u>
Impact of divestitures <sup>(3)</sup>	0.5 %	1.8 %	<u> </u>	1.2 %
Effect of 53 <sup>rd</sup> week in fiscal year 2022	(5.8)%	(4.5)%	(6.9)%	(4.0)%
Non-GAAP revenue growth, organic (4)	18.8 %	10.8 %	26.5 %	5.3 %
Twelve Months Ended December 31, 2022	Total CRL	RMS Segment	DSA Segment	MS Segment
Twelve Months Ended December 31, 2022 Revenue growth, reported	Total CRL	RMS Segment	DSA Segment	MS Segment
, ,				
Revenue growth, reported	12.3 %	7.1 %	16.1 %	6.3 %
Revenue growth, reported Decrease due to foreign exchange	12.3 % 3.5 %	7.1 % 3.3 %	16.1 % 3.3 %	6.3 % 4.4 %
Revenue growth, reported Decrease due to foreign exchange Contribution from acquisitions <sup>(2)</sup>	12.3 % 3.5 % (2.6)%	7.1 % 3.3 % (6.5)%	16.1 % 3.3 % (0.1)%	6.3 % 4.4 % (5.9)%

(1) Charles River management believes that supplementary non-GAAP financial measures provide useful information to allow investors to gain a meaningful understanding of our core operating results and future prospects, without the effect of often-one-time charges and other items which are outside our normal operations, consistent with the manner in which management measures and forecasts the Company's performance. The supplementary non-GAAP financial measures included are not meant to be considered superior to, or a substitute for results of operations prepared in accordance with U.S. GAAP. The Company intends to continue to assess the potential value of reporting non-GAAP results consistent with applicable rules, regulations and guidance.

- <sup>(2)</sup> The contribution from acquisitions reflects only completed acquisitions.
- <sup>(3)</sup> The Company sold our Avian business on December 20, 2022. The Company sold both our RMS Japan operations and our gene therapy CDMO site in Sweden on October 12, 2021. These adjustments represent the revenue from these businesses for all applicable periods in 2022 and 2021.

<sup>(4)</sup> Organic revenue growth is defined as reported revenue growth adjusted for acquisitions, divestitures, the 53<sup>rd</sup> week, and foreign exchange.



#### CHARLES RIVER LABORATORIES INTERNATIONAL, INC.

#### RECONCILIATION OF GAAP TO NON-GAAP REVENUE AND EARNINGS PER SHARE (EPS)

Guidance for the Twelve Months Ended December 30, 2023E

2023 GUIDANCE	
Revenue growth, reported	1.5% - 4.5%
Impact of divestitures/(acquisitions), net	~1.5%
Impact of 53rd week in 2022	~1.5%
Unfavorable/(favorable) impact of foreign exchange	0.0% - (0.5)%
Revenue growth, organic <sup>(1)</sup>	4.5% - 7.5%
GAAP EPS estimate <sup>(2)</sup>	\$7.40 - \$8.60
Acquisition-related amortization	~\$2.00
Acquisition and integration-related adjustments <sup>(3)</sup>	~\$0.10
Other items <sup>(4)</sup>	~\$0.20
Non-GAAP EPS	\$9.70 - \$10.90

#### Footnotes to Guidance Table:

- <sup>(1)</sup> Organic revenue growth is defined as reported revenue growth adjusted for completed acquisitions and divestitures, the 53<sup>rd</sup> week in 2022, and foreign currency translation.
- (2) GAAP earnings per share does not include third-party legal costs and other costs related to investigations by the U.S. Department of Justice into the Cambodian NHP supply chain because these costs are impractical to estimate at this time. Certain costs related to this investigation are expected to be excluded from non-GAAP results.
- (3) These adjustments are related to the evaluation and integration of acquisitions and divestitures, and primarily include transaction, advisory, certain thirdparty integration costs, and certain costs associated with acquisition-related efficiency initiatives.
- (4) These items primarily relate to charges associated with U.S. and international tax legislation that necessitated changes to the Company's international financing structure; certain third-party legal costs related to (a) environmental litigation related to the Microbial Solutions business and (b) investigations by the U.S. government into the NHP supply chain applicable to our Safety Assessment business; and severance and other costs related to the Company's efficiency initiatives.



### CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP TAX RATE TO NON-GAAP TAX RATE (UNAUDITED) $^{(1)}$

#### (in thousands)

		Three Months Ended	Twelve Months Ended			
	December 31, 2022	September 24, 2022	December 25, 2021	December 31, 2022	December 25, 2021	
Income before income taxes & noncontrolling interests	\$ 244,921	\$ 123,107	\$ 163,642	\$ 622,987	\$ 480,710	
Add back:						
Amortization related to acquisitions	35,518	35,621	29,398	146,934	128,148	
Severance	958	(90)	1,358	4,088	4,718	
Acquisition related adjustments (2)	17,827	12,515	(15,563)	18,566	15,867	
Site consolidation costs, impairments and other items (3)	6,723	2,386	1,100	13,405	3,468	
Write-off of deferred financing costs and fees related to debt financing	_	_	_	—	26,089	
Venture capital and strategic equity investment losses (gains), net	6,707	(3,447)	13,142	26,775	30,419	
Gain on divestitures (4)	(123,524)	_	(22,656)	(123,524)	(22,656)	
Other <sup>(5)</sup>	1,080	240		5,285	(2,942)	
Income before income taxes & noncontrolling interests, excluding specified charges (Non-GAAP)	\$ 190,210	\$ 170,332	\$ 170,421	\$ 714,516	\$ 663,821	
Provision for income taxes (GAAP)	\$ 55,815	\$ 25,495	\$ 23,815	\$ 130,379	\$ 81,873	
Non-cash tax benefit related to international financing structure (6)	(1,024)	(1,161)	(1,028)	(4,648)	(4,809)	
Enacted tax law changes	382	_	_	382	(10,036)	
Tax effect of the remaining non-GAAP adjustments	(19,529)	10,115	16,936	11,399	58,404	
Provision for income taxes (Non-GAAP)	\$ 35,644	\$ 34,449	\$ 39,723	\$ 137,512	\$ 125,432	
Total rate (GAAP)	22.8 %	20.7 %	14.6 %	20.9 %	17.0 %	
Total rate, excluding specified charges (Non-GAAP)	18.7 %	20.2 %	23.3 %	19.2 %	18.9 %	

(1) Charles River management believes that supplementary non-GAAP financial measures provide useful information to allow investors to gain a meaningful understanding of our core operating results and future prospects, without the effect of often-one-time charges and other items which are outside our normal operations, consistent with the manner in which management measures and forecasts the Company's performance. The supplementary non-GAAP financial measures included are not meant to be considered superior to, or a substitute for results of operations prepared in accordance with U.S. GAAP. The Company intends to continue to assess the potential value of reporting non-GAAP results consistent with applicable rules, regulations and guidance.

(2) These adjustments are related to the evaluation and integration of acquisitions, which primarily include transaction, third-party integration, and certain compensation costs, fair value adjustments associated with contingent consideration arrangements, and an adjustment related to certain indirect tax liabilities.

(3) Other items include certain third-party legal costs related to (a) an environmental litigation related to the Microbial business and (b) investigations by the U.S. government into the NHP supply chain applicable to our Safety Assessment business.

(4) Adjustments included in 2022 relate to the gain on sale of our Avian business. Adjustments included in 2021 relate to the preliminary gain on sale of our RMS Japan business as well as a gain on an immaterial divestiture.

(5) Adjustments included in 2022 primarily relate to a purchase price adjustment in connection with the 2021 divestiture of RMS Japan, a loss on the termination of a Canadian pension plan, and the reversal of an indemnification asset related to a prior acquisition. Adjustment included in 2021 relates to the finalization of an annuity purchase related to the termination of our U.S. pension plan.

(6) This adjustment relates to the recognition of deferred tax assets expected to be utilized as a result of changes to the Company's international financing structure.



## CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP TO NON-GAAP NET INTEREST EXPENSE $^{(1)}$

(in thousands)

	Three M	onths Ended	Twelve Mo	Fiscal Year Ended	
	December 31, 2022	December 25, 2021	December 31, 2022	December 25, 2021	December 30, 2023E
GAAP Interest expense, net	\$ 34,436	\$ 11,237	\$ 58,511	\$ 73,258	\$133,000-\$137,000
Exclude:					
Write-off of deferred financing costs and fees related to debt financing			_	(26,089)	
Non-GAAP Interest expense, net	34,436	11,237	58,511	47,169	\$133,000-\$137,000
Adjustments for foreign exchange forward contract and related interest expense, net (2)	-	9,150	46,529	31,830	_
Adjusted Interest expense, net	\$ 34,436	\$ 20,387	\$ 105,040	\$ 78,999	\$133,000-\$137,000

(1) Charles River management believes that supplementary non-GAAP financial measures provide useful information to allow investors to gain a meaningful understanding of our core operating results and future prospects, without the effect of often one-time charges and other items which are outside our normal operations, consistent with the manner in which management measures and forecasts the Company's performance. The supplementary non-GAAP financial measures included are not meant to be considered superior to, or a substitute for results of operations prepared in accordance with U.S. GAAP. The Company intends to continue to assess the potential value of reporting non-GAAP results consistent with applicable rules, regulations and guidance.

(2) Amounts reported in total adjusted interest expense include a \$49.7 million gain on a forward contract and \$2.1 million of additional interest expense for the twelve months ended December 31, 2022; a \$9.8 million gain on a forward contract and \$0.1 million of additional interest expense for the twelve months ended December 25, 2021; and a \$34.1 million gain on a forward contract and \$0.3 million of additional interest expense for the twelve months ended December 25, 2021; and a \$34.1 million gain on a forward contract and \$0.3 million of additional interest expense for the twelve months ended December 25, 2021;



#### CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GROSS/NET LEVERAGE RATIO, INCLUDING GAAP NET INCOME TO ADJUSTED EBITDA<sup>(1)</sup>

#### (dollars in thousands, except for per share data)

	December 31, 2022	December 25, 2021	December 26, 2020	December 28, 2019	December 29, 2018	December 30, 2017	December 31, 2016	December 26, 2015	December 27, 2014	December 28, 2013	December 29, 2012
DEBT <sup>(2)</sup> :											
Total Debt & Finance Leases	\$ 2,711,208	\$ 2,666,359	\$ 1,979,784	\$ 1,888,211	\$ 1,668,014	\$ 1,145,104	\$ 1,235,009	\$ 863,031	\$ 777,863	\$ 663,789	\$ 666,520
Plus: Other adjustments per credit agreement	\$ 13,431	\$ 37,244	\$ 2,328	\$ 712	\$ 3,033	\$ 298	\$ 3,621	\$ 1,370	\$ 2,828	\$ 9,787	\$ 9,680
Less: Unrestricted Cash and Cash Equivalents up to \$150M	\$ (150,000)	\$ (150,000)									
Total Indebtedness per credit agreement	\$ 2,574,639	\$ 2,553,603		\$ 1,888,924	\$ 1,671,047			\$ 864,401	\$ 780,691	,	
Less: Cash and cash equivalents (net of \$150M above)	(83,912)	(91,214)		(238,014)	(195,442)	(163,794)	(117,626)	(117,947)			
Net Debt	\$ 2,490,727	\$ 2,462,389	\$ 1,753,688	\$ 1,650,910	\$ 1,475,605	\$ 981,608	\$ 1,121,004	\$ 746,454	\$ 620,668	\$ 517,649	\$ 566,515
	December 31, 2022	December 25, 2021	December 26, 2020	December 28, 2019	December 29, 2018	December 30, 2017	December 31, 2016	December 26, 2015	December 27, 2014	December 28, 2013	December 29, 2012
ADJUSTED EBITDA <sup>(2)</sup> :											
Net income attributable to common shareholders	\$ 486,226	\$ 390,982	\$ 364,304	\$ 252,019	\$ 226,373	\$ 123,355	\$ 154,765	\$ 149,313	\$ 126,698	\$ 102,828	\$ 97,295
Adjustments:											
Adjust: Non-cash gains/losses of VC partnerships & strategic investments	35,498	66,004									
Less: Aggregate non-cash amount of nonrecurring gains	(32,638)	(42,247)	(1,361)	(310)	_	_	(685)	(9,878)	) (2,048)	) —	-
Plus: Interest expense	108,870	107,224	76,825	79,586	65,258	29,777	27,709	15,072	11,950	20,969	33,342
Plus: Provision for income taxes	130,379	81,873	81,808	50,023	54,996	171,369	66,835	43,391	46,685	32,142	24,894
Plus: Depreciation and amortization	303,870	265,540	234,924	198,095	161,779	131,159	126,658	94,881	96,445	96,636	81,275
Plus: Non-cash nonrecurring losses	16,572	8,573	16,810	427	559	17,716	6,792	10,427	1,615	5 4,202	12,283
Plus: Non-cash stock-based compensation	73,617	71,461	56,341	57,271	47,346	44,003	43,642	40,122	31,035	24,542	21,855
Plus: Permitted acquisition-related costs	34,453	51,256	18,750	34,827	19,181	6,687	22,653	13,451	6,285	5 1,752	3,676
Plus: Pro forma EBITDA adjustments for permitted acquisitions	5,306	4,008	8	12,320	15,648	690	18,573	9,199	9 10,787		253
Adjusted EBITDA (per the calculation defined in compliance certificates)	\$ 1,162,153	\$ 1,004,675	\$ 848,408	\$ 684,259	\$ 591,140	\$ 524,756	\$ 466,942	\$ 365,978	\$ 329,452	\$ 283,071	\$ 274,873
	December 31, 2022	December 25, 2021	December 26, 2020	December 28, 2019	December 29, 2018	December 30, 2017	December 31, 2016	December 26, 2015	December 27, 2014	December 28, 2013	December 29, 2012
LEVERAGE RATIO:											
Gross leverage ratio per credit agreement (total debt divided by adjusted											
EBITDA)	2.22	2.54	2.34	2.76	2.83	2.18	2.65	2.36	5 2.37	2.38	3 2.46
Net leverage ratio (net debt divided by adjusted EBITDA)	2.1	2.5	2.1	2.4	2.5	1.9	2.4	2.0	) 1.9	) 1.8	3 2.1
	December 31, 2022	December 25, 2021	December 26, 2020								
INTEREST COVERAGE RATIO:	December 51, 2022	December 25, 2021	December 20, 2020								
Capital Expenditures	326,338	232,149	166.560								
Cash Interest Expense	110,731	107,389									
Cash Interest Expense Interest Coverage ratio per the credit agreement (Adjusted EBITDA minus	110,/31	107,389	//,145								
Capital Expenditures divided by cash interest expense)	7.55x	7.19x	8.84x								

(i) Charles River management believes that supplementary non-GAAP financial measures provide useful information to allow investors to gain a meaningful understanding of our core operating results and future prospects, without the effect of often-one-time charges and other items which are outside our normal operations, consistent with the manner in which management measures and forecasts the Company's performance. The supplementary non-GAAP financial measures included are not meant to be considered superior to, or a substitute for results of operations prepared in accordance with U.S. GAAP. The Company intends to continue to assess the population stand guidance.

(2) Pursuant to the definition in its credit agreement dated April 21. 2021, the Company has defined its pro forma leverage ratio as total debt divided by adjusted EBITDA for the trailing-twelve-month period. The Company has defined interest coverage ratio as adjusted EBITDA for the trailing-twelve-month period. The Company has defined interest coverage ratio as adjusted EBITDA for the trailing-twelve-month period less the aggregate amount of capital expenditures for the trailing-twelve-period; divided by the consolidated interest expense for the period of four consecutive fiscal quarters.

Total Debt represents third-party debt and financial lease obligations minus up to \$150M of unrestricted cash and cash equivalents. Adjusted EBITDA represents net income, prepared in accordance with accounting principles generally accepted in the U.S. (GAAP), adjusted for interest, taxes, depreciation and amortization, and certain items that management believes are not reflective of the operational performance of the business. These adjustments include, but are not limited to, non-cash gains/loss on venture capital portfolios and strategic partnerships, acquisition-related expenses including transaction and advisory costs; asset impairments; changes in fair value of contingent consideration obligations; empressation; historical EBITDA of company.

Total Debt and EBITDA have not been restated for periods prior to Q1 2021.



### CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF FREE CASH FLOW (NON-GAAP)<sup>(1)</sup>

#### (in thousands)

		Three Mon	nths Ende	ed	Twelve Months Ended					
	December 31, 2022		Dece	mber 25, 2021	Decer	mber 31, 2022	December 25, 2021			
Net cash provided by operating activities	\$	234,757	\$	229,258	\$	619,640	\$	760,799		
Add back: Tax impact of Avian divestiture (2)		35,344				35,344		_		
Less: Capital expenditures		(89,024)		(98,775)		(324,733)		(228,772)		
Free cash flow	\$	181,077	\$	130,483	\$	330,251	\$	532,027		

(1) Charles River management believes that supplementary non-GAAP financial measures provide useful information to allow investors to gain a meaningful understanding of our core operating results and future prospects, without the effect of often-one-time charges and other items which are outside our normal operations, consistent with the manner in which management measures and forecasts the Company's performance. The supplementary non-GAAP financial measures included are not meant to be considered superior to, or a substitute for results of operations prepared in accordance with U.S. GAAP. The Company intends to continue to assess the potential value of reporting non-GAAP results consistent with applicable rules, regulations and guidance.

(2) Free cash flow has been adjusted to exclude the cash tax impact related to the divestiture of our Avian business, which is recorded in Net cash provided by operating activities, because divestitures are outside of our normal operations, the corresponding cash proceeds from the divestiture are reflected in Cash Flows relating to Investing Activities, and the impact of the Avian divestiture is large, which can adversely affect the comparability of our results on a period-to-period basis.



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