3Q19 Regulation G Financial Reconciliations



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

(in thousands, except percentages)

		Three Mo	nths Ended	1		Nine Mon	ths Ended		
	Septem	ber 28, 2019	Septen	nber 29, 2018	Septer	mber 28, 2019	Septen	aber 29, 2018	
Research Models and Services									
Revenue	\$	132,546	\$	126,811	\$	405,772	\$	391,195	
Operating income		34,385		32,121		103,729		104,893	
Operating income as a % of revenue		25.9 %		25.3 %		25.6 %		26.8 %	
Add back:									
Amortization related to acquisitions		341		385		1,042		1,202	
Severance		381		65		1,106		808	
Acquisition related adjustments (2)		_		_		2,201		_	
Site consolidation costs, impairments and other items				238		257		822	
Total non-GAAP adjustments to operating income	\$	722	\$	688	\$	4,606	\$	2,832	
Operating income, excluding non-GAAP adjustments	\$	35,107	\$	32,809	\$	108,335	\$	107,725	
Non-GAAP operating income as a % of revenue		26.5 %		25.9 %		26.7 %		27.5 %	
Depreciation and amortization	s	4,895	\$	4,811	s	14,198	\$	14,565	
Capital expenditures	s	5,818	\$	8,166	S	14,979	\$	18,105	
Discovery and Safety Assessment									
Revenue	\$	420,079	\$	352,257	\$	1,179,793	\$	958,665	
Operating income		64,995		62,909		175,214		160,391	
Operating income as a % of revenue		15.5 %		17.9 %		14.9 %		16.7 %	
Add back:									
Amortization related to acquisitions		21,560		16,204		58,067		39,796	
Severance		1,848		30		2,533		973	
Acquisition related adjustments (3)		4,524		269		8,516		1,466	
Site consolidation costs, impairments and other items		(207)		26		(207)		(117)	
Total non-GAAP adjustments to operating income	\$	27,725	\$	16,529	\$	68,909	\$	42,118	
Operating income, excluding non-GAAP adjustments	\$	92,720	\$	79,438	\$	244,123	\$	202,509	
Non-GAAP operating income as a % of revenue		22.1 %		22.6 %		20.7 %		21.1 %	
Depreciation and amortization	s	39,898	\$	31,433	s	111,231	\$	83,262	
Capital expenditures	s	21,141	\$	10,800	\$	45,130	\$	34,496	
Manufacturing Support									
Revenue	\$	115,326	\$	106,227	\$	344,523	\$	314,706	
Operating income		39,253		33,266		103,893		95,904	
Operating income as a % of revenue		34.0 %		31.3 %		30.2 %		30.5 %	
Add back:									
Amortization related to acquisitions		2,204		2,217		6,802		6,816	
Severance		248		-		549		870	
Acquisition related adjustments (3)		62		(15)		218		_	
Site consolidation costs, impairments and other items		180				1,485		159	
Total non-GAAP adjustments to operating income	\$	2,694	\$	2,202	\$	9,054	\$	7,845	
Operating income, excluding non-GAAP adjustments	S	41,947	\$	35,468	\$	112,947	\$	103,749	
Non-GAAP operating income as a % of revenue		36.4 %		33.4 %		32.8 %		33.0 %	
Depreciation and amortization	s	5,990	\$	5,709	\$	17,577	\$	17,313	
Capital expenditures	\$	6,421	\$	2,709	\$	14,299	s	12,731	



CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP TO NON-GAAP SELECTED BUSINESS SEGMENT INFORMATION (UNAUDITED)⁽¹⁾ (in thousands, except percentages)

			Three Mon	nths Ended	Nine Months Ended				
		Septen	ıber 28, 2019	Septe	mber 29, 2018	Septe	ember 28, 2019	Septe	mber 29, 2018
CONTI	NUED FROM PREVIOUS SLIDE								
Unalloc	ated Corporate Overhead	\$	(45,831)	\$	(43,934)	\$	(140,474)	\$	(132,287)
	Add back:								
	Severance		—		4,619		—		5,278
	Acquisition related adjustments (3)		5,296		1,801		23,188		15,698
	Other items ⁽⁴⁾	\$	379	\$		\$	1,408	\$	
	Total non-GAAP adjustments to operating expense	\$	5,675	\$	6,420	\$	24,596	\$	20,976
	Unallocated corporate overhead, excluding non-GAAP adjustments	\$	(40,156)	\$	(37,514)	\$	(115,878)	\$	(111,311)
Total									
	Revenue	\$	667,951	\$	585,295	\$	1,930,088	\$	1,664,566
	Operating income	\$	92,802	\$	84,362	\$	242,362	\$	228,901
	Operating income as a % of revenue		13.9 %		14.4 %		12.6 %		13.8 %
	Add back:								
	Amortization related to acquisitions		24,105		18,806		65,911		47,814
	Severance and executive transition costs		2,477		4,714		4,188		7,929
	Acquisition related adjustments (2)(3)		9,882		2,055		34,123		17,164
	Site consolidation costs, impairments and other items (4)		352		264		2,943		864
	Total non-GAAP adjustments to operating income	\$	36,816	\$	25,839	\$	107,165	\$	73,771
	Operating income, excluding non-GAAP adjustments	\$	129,618	\$	110,201	\$	349,527	\$	302,672
	Non-GAAP operating income as a % of revenue		19.4 %		18.8 %		18.1 %		18.2 %
	Depreciation and amortization	\$	51,758	\$	43,592	\$	146,262	\$	120,198
	Capital expenditures	\$	35,163	\$	22,439	\$	76,675	\$	71,378

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(2) This amount represents a \$2.2 million charge recorded in connection with the modification of the option to purchase the remaining 8% equity interest in Vital River.

(3) These adjustments are related to the evaluation and integration of acquisitions, which primarily include transaction, third-party integration, and certain compensation costs, and fair value adjustments associated with contingent consideration.

(4) This amount relates to third-party costs, net of insurance reimbursements, associated with the remediation of the unauthorized access into the Company's information systems which was detected in March 2019.



CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP EARNINGS TO NON-GAAP EARNINGS (UNAUDITED)⁽¹⁾ (in thousands, except per share data)

		Three Mor	ths Ended			Nine Mon	nths Ended	
	Septen	nber 28, 2019	Septen	nber 29, 2018	Septen	nber 28, 2019	1,671 \$	nber 29, 2018
Net income attributable to common shareholders	\$	72,810	\$	60,368	\$	171,671	\$	166,708
Less: Income from discontinued operations, net of income taxes								1,506
Net income from continuing operations attributable to common shareholders		72,810		60,368		171,671		165,202
Add back:								
Non-GAAP adjustments to operating income (Refer to Schedule 4)		36,816		25,839		107,165		73,771
Write-off of deferred financing costs and fees related to debt refinancing		_		_		_		5,060
Venture capital (gains) losses		598		(5,376)		(5,724)		(22,760)
Tax effect of non-GAAP adjustments:								
Tax effect from U.S. Tax Reform ⁽²⁾		_		(2,800)		_		(2,800)
Tax effect from divestiture of CDMO business		_		(1,000)		_		(1,000)
Non-cash tax benefit related to international financing structure (3)		(20,368)		_		(20,368)		_
Tax effect of the remaining non-GAAP adjustments		(6,073)		(5,476)		(18,443)		(11,822)
Net income from continuing operations attributable to common shareholders, excluding non-GAAP								
adjustments	\$	83,783	\$	71,555	\$	234,301	\$	205,651
Weighted average shares outstanding - Basic		48,818		48,310		48,682		48,098
Effect of dilutive securities:								
Stock options, restricted stock units, performance share units and restricted stock		897		1,016		945		1,020
Weighted average shares outstanding - Diluted		49,715		49,326		49,627		49,118
Earnings per share from continuing operations attributable to common shareholders								
Basic	\$	1.49	\$	1.25	\$	3 53	\$	3.43
Diluted	\$	1.46	\$	1.22	\$			3.36
2	Ψ	1.40	Ψ	1.22	Ψ	5.40	4	5.50
Basic, excluding non-GAAP adjustments	\$	1.72	\$	1.48	\$	4.81	\$	4.28
Diluted, excluding non-GAAP adjustments	\$	1.69	\$	1.45	\$	4.72	\$	4.19

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(2) This adjustment is related to the refinement of one-time charges associated with the enactment of U.S. Tax Reform related to the transition tax on unrepatriated earnings (also known as the toll tax), and the revaluation of U.S. federal net deferred tax liabilities.

(3) 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)⁽¹⁾

Three Months Ended September 28, 2019	Total CRL	RMS Segment	DSA Segment	MS Segment		
Revenue growth, reported	14.1 %	4.5 %	19.3 %	8.6 %		
Decrease (increase) due to foreign exchange	1.3 %	1.3 %	1.1 %	2.2 %		
Contribution from acquisitions ⁽²⁾	(7.5)%	%	(12.5)%	(0.2)%		
Non-GAAP revenue growth, organic ⁽³⁾	7.9 %	5.8 %	7.9 %	10.6 %		
Nine Months Ended September 28, 2019	Total CRL	RMS Segment	DSA Segment	MS Segment		
Revenue growth, reported	16.0 %	3.7 %	23.1 %	9.5 %		
Decrease (increase) due to foreign exchange	1.9 %	2.3 %	1.4 %	3.1 %		
Contribution from acquisitions ⁽²⁾	(8.9)%	%	(15.4)%	(0.2)%		
Non-GAAP revenue growth, organic ⁽³⁾	9.0 %	6.0 %	9.1 %	12.4 %		

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- (2) The contribution from acquisitions reflects only completed acquisitions. Manufacturing Support includes an immaterial acquisition of an Australian Microbial Solutions business.
- ⁽³⁾ Organic revenue growth is defined as reported revenue growth adjusted for acquisitions 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 28, 2019E

2019 GUIDANCE	CURRENT	PRIOR
Revenue growth, reported	15.0% - 15.5%	16% - 17%
Less: Contribution from acquisitions (1)	8.5% - 9.0%	8.5% - 9.0%
Add: Negative impact of foreign exchange	1.5% - 2.0%	1.0% - 1.5%
Revenue growth, organic (2)	8.25% - 8.75%	8.5% - 9.5%
GAAP EPS estimate	\$4.65-\$4.75	\$4.65-\$4.80
Amortization of intangible assets (3)	~\$1.35	\$1.35-\$1.40
Charges related to global efficiency initiatives (4)	\$0.20-\$0.25	~\$0.07
Acquisition-related adjustments (5)	\$0.72-\$0.75	\$0.40-\$0.45
Other items (6)	~\$0.05	~\$0.03
Venture capital investment (gains)/losses (7)	(~\$0.08)	(~\$0.09)
Discrete tax benefit (8)	(\$0.41)	
Non-GAAP EPS estimate	\$6.50 - \$6.60	\$6.45 - \$6.60
Free cash flow (9)	\$310 - \$320 million	\$310 - \$320 million

Footnotes to Guidance Table:

(1) The contribution from acquisitions reflects only those acquisitions which have been completed.

(2) Organic revenue growth is defined as reported revenue growth adjusted for acquisitions and foreign currency translation.

(3) Amortization of intangible assets includes an estimate of approximately \$0.20 for the impact of the Citoxlab acquisition based on the preliminary purchase price allocation.

(4) These charges, which primarily include severance and other costs, relate primarily to the Company's planned efficiency initiatives. Other projects in support of global productivity and efficiency initiatives are expected, but these charges reflect only the decisions that have already been finalized.

(5) These adjustments are related to the evaluation and integration of acquisitions, and primarily include transaction, advisory, and certain third-party integration costs, as well as certain costs associated with acquisition-related efficiency initiatives. In addition, these adjustments include a charge associated with modification of a purchase option for the remaining 8% equity interest in Vital River. These costs are partially offset by the net impact of discrete tax benefit items.

(6) Other items include third-party costs, net of insurance reimbursements, associated with the remediation of the unauthorized access into the Company's information systems, which was detected in March 2019. In addition, other items include the write-off of deferred financing costs and fees related to debt financing.

(7) Venture capital investment performance only includes recognized gains or losses. The Company does not forecast future venture capital investment gains or losses.

(8) This item includes a non-cash, discrete tax benefit related to the Company's international financing structure. The Company recorded a \$20.4 million deferred tax asset relating to foreign indefinite-lived tax loss carryforwards, which it now expects to utilize in the future.

(9) The reconciliation of the current 2019 free cash flow guidance is as follows: Cash flow from operating activities of \$450-\$460 million, less capital expenditures of approximately \$140 million, equates to free cash flow of \$310-\$320 million.



CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF FREE CASH FLOW (NON-GAAP)⁽¹⁾ (in thous ands)

		Three Mo	nths E	nded		Nine Mon	ths E	Inded	Fiscal Year Ended		
	1	ember 28, 2019	3, September 29, 2018		1 /		-	September 28, 2019		tember 29, 2018	December 28, 2019E
Net cash provided by operating activities Less: Capital expenditures	\$	155,847 (35,163)	\$	117,244 (22,439)	\$	300,259 (76,675)	\$	301,167 (71,378)	\$450,000-\$460,000 (~140,000)		
Free cash flow	\$	120,684	\$	94,805	<u>\$</u>	223,584	\$	229,789	\$310,000-\$320,000		

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CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP TAX RATE TO NON-GAAP TAX RATE (UNAUDITED)⁽¹⁾ (in thousands)

	Three Mo	nths Ended	Nine Mon	ths Ended	
Income from continuing operations before income taxes & noncontrolling interest Add back: Amortization related to acquisitions Severance and executive transition costs Acquisition related adjustments ⁽²⁾⁽³⁾ Site consolidation costs, impairments and other items ⁽⁴⁾ Write-off of deferred financing costs and fees related to debt refinancing Venture capital (gains) losses Income before income taxes & noncontrolling interest, excluding specified charges (Non-GAAP) (Benefit) provision for income taxes (GAAP) Tax effect from U.S. Tax Reform (5) Tax effect from divestiture of CDMO business Non-cash tax benefit related to international financing structure (6) Tax effect of the remaining non-GAAP adjustments Provision for income taxes (GAAP)	September 28, 2019	September 29, 2018	September 28, 2019	September 29, 2018	
Income from continuing operations before income taxes & noncontrolling interest	73,235	73,305	198,519	206,633	
Add back:					
Amortization related to acquisitions	24,105	18,806	65,911	47,814	
Severance and executive transition costs	2,477	4,714	4,188	7,929	
Acquisition related adjustments (2)(3)	9,882	2,055	34,123	17,164	
Site consolidation costs, impairments and other items (4)	352	264	2,943	864	
Write-off of deferred financing costs and fees related to debt refinancing	_	_	_	5,060	
Venture capital (gains) losses	598	(5,376)	(5,724)	(22,760)	
Income before income taxes & noncontrolling interest, excluding specified charges (Non-GAAP)	\$ 110,649	\$ 93,768	\$ 299,960	\$ 262,704	
(Benefit) provision for income taxes (GAAP)	(317)	12,403	24,970	39,613	
Tax effect from U.S. Tax Reform (5)	_	2,800	_	2,800	
Tax effect from divestiture of CDMO business	_	1,000	_	1,000	
Non-cash tax benefit related to international financing structure (6)	20,368	_	20,368	_	
Tax effect of the remaining non-GAAP adjustments	6,073	5,476	18,443	11,822	
Provision for income taxes (Non-GAAP)	26,124	21,679	63,781	55,235	
Total rate (GAAP)	-0.4%	16.9%	12.6%	19.2%	
Total rate, excluding specified charges (Non-GAAP)	23.6%	23.1%	21.3%	21.0%	

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(2) This amount includes a \$2.2 million charge recorded in connection with the modification of the option to purchase the remaining 8% equity interest in Vital River.

(3) These adjustments are related to the evaluation and integration of acquisitions, which primarily include transaction, third-party integration, and certain compensation costs, and fair value adjustments associated with contingent consideration.

(4) This amount relates to third-party costs, net of insurance reimbursements, associated with the remediation of the unauthorized access into the Company's information systems which was detected in March 2019.

(5) This adjustment is related to the refinement of one-time charges associated with the enactment of U.S. Tax Reform related to the transition tax on unrepatriated earnings (also known as the toll tax), and the revaluation of U.S. federal net deferred tax liabilities.

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CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP TAX RATE TO NON-GAAP TAX RATE (UNAUDITED)⁽¹⁾

(in thousands)

	Three M	Months Ended
	June	e 29, 2019
Income from continuing operations before income taxes & noncontrolling interest	\$	58,994
Add back:		
Amortization related to acquisitions		22,395
Severance and executive transition costs		1,311
Acquisition related adjustments (2)(3)		16,515
Site consolidation costs, impairments and other items (4)		1,402
Write-off of deferred financing costs and fees related to debt refinancing		-
Venture capital (gains) losses		4,254
Income before income taxes & noncontrolling interest, excluding specified charges (Non-GAAP)	\$	104,871
Provision for income taxes (GAAP)	\$	14,685
Tax effect of non-GAAP adjustments		8,491
Provision for income taxes (Non-GAAP)	\$	23,176
Total rate (GAAP)		24.9%
Total rate, excluding specified charges (Non-GAAP)		22.1%

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

	<u>Fiscal Year Ended</u> December 28, 2019E
GAAP Tax Rate	16.0%-17.0%
Non-cash discrete tax benefit related to international financing structure	7.2%
Amortization of intangible assets, acquisition related adjustments, charges related to global efficiency initiatives and other items	(~1.2%)
Non-GAAP Tax Rate	22.0%-23.0%

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CHARLES RIVER LABORATORIES INTERNATIONAL, INC.

RECONCILIATION OF GAAP TO NON-GAAP

SELECTED BUSINESS SEGMENT INFORMATION (UNAUDITED)⁽¹⁾

(in thousands)

	Three Months Ended					
	Jun	June 29, 2019				
Unallocated Corporate Overhead Add back:	\$	(48,399)				
Acquisition related adjustments ⁽²⁾		12,470				
Other items ⁽³⁾		1,029				
Total non-GAAP adjustments to operating expense	\$	13,499				
Unallocated corporate overhead, excluding non-GAAP adjustments	\$	(34,900)				

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- (3) This amount relates to third-party costs, net of insurance reimbursements, associated with the remediation of the unauthorized access into the Company's information systems which was detected in March 2019.



CHARLES RIVER LABORATORIES INTERNATIONAL, INC. RECONCILIATION OF GAAP TO NON-GAAP NET INTEREST EXPENSE ⁽¹⁾ (in thousands)

	Three Months Ended									
	-	September 28, 2019 June 29, 2019			September 29, 2018					
GAAP Interest expense, net	\$	5,313	\$	20,561	\$	16,967				
Non-GAAP Interest expense, net Adjustments for foreign exchange forward contract and related interest expense ⁽²⁾	\$	12,087	\$	20,561 (3,713)	\$	16,967 —				
Adjusted Interest expense, net	\$	17,400	<u>\$</u>	16,848	\$	16,967				

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⁽²⁾ Amounts reported in total adjusted interest expense include \$14.3 million gain on a forward contract and \$1.8 million of additional interest expense.



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

(dollars in thousands)

DEBT (2):	Sep	tember 28, 2019		ember 29, 2018	De	ecember 30, 2017	D	ecember 31, 2016	De	ecember 26, 2015	D	ecember 27, 2014	De	ecember 28, 2013
Total Debt & Capital Leases	\$	1,916,204	\$	1,668,014	\$	1,145,104	\$	1,235,009	\$	863,031	\$	777,863	\$	663,789
Plus: Other adjustments per credit agreement	\$	692	\$	3,033	\$	298	\$	3,621	\$	1,370	\$	2,828	\$	9,787
Total Indebtedness per credit agreement	\$	1,916,896	\$	1,671,047	\$	1,145,402	\$	1,238,630	\$	864,401	\$	780,691	\$	673,576
Less: Cash and cash equivalents		(165,614)		(195,442)		(163,794)		(117,626)		(117,947)		(160,023)		(155,927)
Net Debt	\$	1,751,282	\$	1,475,605	\$	981,608	\$	1,121,004	\$	746,454	\$	620,668	\$	517,649

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	September 28, 2019		December 29, 2018		December 30, 2017		December 31, 2016		December 26, 2015		December 27, 2014		December 28, 2013		
ADJUSTED EBITDA (2):															
Net income attributable to common shareholders	\$	231,337	\$	226,373	\$	123,355	\$	154,765	\$	149,313	\$	126,698	\$	102,828	
Adjustments:															
Less: Aggregate non-cash amount of nonrecurring gains		(207)		_		_		(685)		(9,878)		(2,048)		_	
Plus: Interest expense		76,405		65,258		29,777		27,709		15,072		11,950		20,969	
Plus: Provision for income taxes		39,821		54,996		171,369		66,835		43,391		46,685		32,142	
Plus: Depreciation and amortization		187,843		161,779		131,159		126,658		94,881		96,445		96,636	
Plus: Non-cash nonrecurring losses		76		559		17,716		6,792		10,427		1,615		4,202	
Plus: Non-cash stock-based compensation		54,867		47,346		44,003		43,642		40,122		31,035		24,542	
Plus: Permitted acquisition-related costs		31,886		19,181		6,687		22,653		13,451		6,285		1,752	
Plus: Pro forma EBITDA adjustments for permitted acquisitions		24,773		15,648		690		18,573		9,199		10,787		_	
Adjusted EBITDA (per the calculation defined in compliance certificates)	\$	646,799	\$	591,140	\$	524,756	\$	466,942	\$	365,978	\$	329,452	\$	283,071	
LEVED A CE DA TRO	Sept	ember 28, 2019		,		December 30, 2017		December 31, 2016		December 26, 2015		December 27, 2014		December 28, 2013	
LEVERAGE RATIO:			1												

Gross leverage ratio per credit agreement (total debt divided by adjusted							
EBITDA)	2.96x	2.83x	2.2x	2.7x	2.4x	2.4x	2.4x
Net leverage ratio (net debt divided by adjusted EBITDA)	2.7x	2.5x	1.9x	2.4x	2.0x	1.9x	1.8x

- (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) Pursuant to the definition in its credit agreement dated March 26. 2018, the Company has defined its pro forma leverage ratio as total debt divided by adjusted EBITDA for the trailing-twelve-month period following the close of, and pro forma for, the acquisition of CTL International. 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, acquisition-related expenses including transaction and advisory costs; asset impairments; changes in fair value of contigent consideration bigations; employee stock compensation; BITDA for companies acquired during the period; and other items identified by the company.



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