

4Q25/FY25 Regulation G Financial Reconciliations & Appendix



FX Exchange (FX) Impact <i>(% of total revenue)</i>	2025 Revenue	2026E FX Rates
U.S. Dollar	66%	—
Euro	19%	1.20
British Pound	6%	1.36
Chinese Yuan (renminbi)	4%	0.14
Canadian Dollar	2%	0.74
Other currencies	3%	—

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

	Three Months Ended		Twelve Months Ended	
	December 27, 2025	December 28, 2024	December 27, 2025	December 28, 2024
Research Models and Services				
Revenue	\$ 206,264	\$ 204,257	\$ 846,082	\$ 829,377
Operating income (loss)	(69,377)	13,770	44,567	114,411
Operating income (loss) as a % of revenue	(33.6)%	6.7 %	5.3 %	13.8 %
Add back:				
Amortization related to acquisitions	8,565	11,327	44,831	38,058
Acquisition, integration, and divestiture-related adjustments ⁽³⁾	(14)	93	—	430
Severance	942	1,220	4,606	4,905
Intangible asset impairment ⁽⁴⁾	102,000	—	102,000	—
Asset impairment	501	18,317	7,959	33,226
Site consolidation charges	2,601	1,812	6,146	5,795
Total non-GAAP adjustments to operating income	\$ 114,595	\$ 32,769	\$ 165,542	\$ 82,414
Operating income, excluding non-GAAP adjustments	\$ 45,218	\$ 46,539	\$ 210,109	\$ 196,825
Non-GAAP operating income as a % of revenue	21.9 %	22.8 %	24.8 %	23.7 %
Depreciation and amortization	\$ 17,665	\$ 20,762	\$ 81,075	\$ 73,812
Capital expenditures	\$ 24,739	\$ 27,591	\$ 38,838	\$ 64,134
Discovery and Safety Assessment				
Revenue	\$ 591,568	\$ 603,349	\$ 2,402,891	\$ 2,451,280
Operating income	84,669	62,859	424,555	442,510
Operating income as a % of revenue	14.3 %	10.4 %	17.7 %	18.1 %
Add back:				
Amortization related to acquisitions	20,547	22,301	76,128	81,013
Acquisition, integration, and divestiture-related adjustments ⁽³⁾	3,995	9,636	8,750	17,133
Severance	6,744	8,095	11,812	28,558
Asset impairment	2,915	5,360	25,305	6,424
Site consolidation charges	3,873	2,094	14,563	4,698
Third-party legal and advisory costs and certain related items ⁽⁶⁾	(3,880)	38,634	21,149	49,648
Total non-GAAP adjustments to operating income	\$ 34,194	\$ 86,120	\$ 157,707	\$ 187,474
Operating income, excluding non-GAAP adjustments	\$ 118,863	\$ 148,979	\$ 582,262	\$ 629,984
Non-GAAP operating income as a % of revenue	20.1 %	24.7 %	24.2 %	25.7 %
Depreciation and amortization	\$ 45,370	\$ 49,857	\$ 174,030	\$ 191,126
Capital expenditures	\$ 54,229	\$ 37,180	\$ 132,959	\$ 128,356
Manufacturing Solutions				
Revenue	\$ 196,395	\$ 194,943	\$ 766,409	\$ 769,332
Operating loss	(227,651)	(182,552)	(184,284)	(71,453)
Operating loss as a % of revenue	(115.9)%	(93.6)%	(24.0)%	(9.3)%
Add back:				
Amortization related to acquisitions ⁽²⁾	4,103	20,108	104,778	52,471
Acquisition, integration, and divestiture-related adjustments ⁽³⁾	—	53	—	1,439
Severance	2,151	3,091	5,253	11,177
Intangible asset impairment ⁽⁴⁾	108,974	—	108,974	—
Goodwill impairment ⁽⁵⁾	165,000	215,000	165,000	215,000
Asset impairment	8,217	—	14,666	25
Site consolidation charges	2,276	206	6,515	1,773
Total non-GAAP adjustments to operating income	\$ 290,721	\$ 238,458	\$ 405,186	\$ 281,885
Operating income, excluding non-GAAP adjustments	\$ 63,070	\$ 55,906	\$ 220,902	\$ 210,432
Non-GAAP operating income as a % of revenue	32.1 %	28.7 %	28.8 %	27.4 %
Depreciation and amortization	\$ 12,875	\$ 29,788	\$ 140,218	\$ 89,964
Capital expenditures	\$ 7,796	\$ 10,320	\$ 41,427	\$ 38,500

CONTINUED ON NEXT SLIDE

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

	Three Months Ended		Twelve Months Ended	
	December 27, 2025	December 28, 2024	December 27, 2025	December 28, 2024
CONTINUED FROM PREVIOUS SLIDE				
Unallocated Corporate Overhead	\$ (71,081)	\$ (61,764)	\$ (259,676)	\$ (258,121)
Add back:				
Acquisition, integration, and divestiture-related adjustments ⁽³⁾	19,260	8,120	22,923	15,839
Severance	2,236	309	7,339	9,546
Asset impairment	—	1,239	184	1,239
Site consolidation charges	2,208	200	3,644	200
Third-party legal and advisory costs ⁽⁷⁾	8	—	6,238	—
Total non-GAAP adjustments to operating expense	\$ 23,712	\$ 9,868	\$ 40,328	\$ 26,824
Unallocated corporate overhead, excluding non-GAAP adjustments	\$ (47,369)	\$ (51,896)	\$ (219,348)	\$ (231,297)
Total				
Revenue	\$ 994,227	\$ 1,002,549	\$ 4,015,382	\$ 4,049,989
Operating income (loss)	(283,440)	(167,687)	25,162	227,347
Operating income (loss) as a % of revenue	(28.5)%	(16.7)%	0.6 %	5.6 %
Add back:				
Amortization related to acquisitions ⁽²⁾	33,215	53,736	225,737	171,542
Acquisition, integration, and divestiture-related adjustments ⁽³⁾	23,241	17,902	31,673	34,841
Severance	12,073	12,715	29,010	54,186
Intangible asset impairment ⁽⁴⁾	210,974	—	210,974	—
Goodwill impairment ⁽⁵⁾	165,000	215,000	165,000	215,000
Asset impairment	11,633	24,916	48,114	40,914
Site consolidation charges	10,958	4,312	30,868	12,466
Third-party legal and advisory costs and certain related items ⁽⁶⁾	(3,872)	38,634	27,387	49,648
Total non-GAAP adjustments to operating income	\$ 463,222	\$ 367,215	\$ 768,763	\$ 578,597
Operating income, excluding non-GAAP adjustments	\$ 179,782	\$ 199,528	\$ 793,925	\$ 805,944
Non-GAAP operating income as a % of revenue	18.1 %	19.9 %	19.8 %	19.9 %
Depreciation and amortization	\$ 78,277	\$ 102,104	\$ 403,312	\$ 361,741
Capital expenditures	\$ 88,950	\$ 75,616	\$ 219,152	\$ 232,967

(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) Amortization related to acquisitions for the twelve months ended December 27, 2025 and December 28, 2024 includes \$71.0 million and \$9.4 million, respectively, of accelerated amortization of certain client relationships in the Biologics Solutions reporting unit within the Manufacturing Solutions segment.

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

(4) During the fourth quarter ended December 27, 2025, a triggering event was identified for the Cell Solutions asset group within the RMS reporting segment and the CDMO Gene Therapy asset group within the Manufacturing reporting segment, due to a decline in the operating performance in fiscal year 2025. As a result, the Company recognized an intangible asset impairment charge of \$102.0 million and \$108.9 million in RMS Cell Solutions and Manufacturing CDMO Gene Therapy, respectively.

(5) In fiscal year 2025, upon completion of the quantitative impairment test, it was determined that the fair value of the Biologics Solutions reporting unit did not exceed its carrying value resulting in a goodwill impairment charge of \$165.0 million. In December 2024, a triggering event was identified for the Biologics Solutions reporting unit from a loss of key customers, ultimately resulting in a reduction in Biologics Solutions' long range financial outlook. As a result, the Company recognized a goodwill impairment charge of \$215.0 million.

(6) Third-party legal and advisory costs incurred within Unallocated Corporate are associated with the execution of the Cooperation Agreement with a shareholder. Within our DSA business, third-party legal costs incurred are associated with investigations by the U.S. government into the NHP supply chain. In fiscal year 2024, a \$27 million inventory charge was incurred within DSA to write down inventory associated with the Cambodia-sourced non-human primate matter from February 16, 2023. Additionally included within DSA, due to the utilization of NHPs, are reductions to the previous \$27 million inventory charge, as a result of the resolution of the case during fiscal year 2025.

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

	Three Months Ended		Twelve Months Ended	
	December 27, 2025	December 28, 2024	December 27, 2025	December 28, 2024
Net income (loss) available to Charles River Laboratories International, Inc. common shareholders	\$ (276,555)	\$ (215,699)	\$ (144,338)	\$ 10,297
Add back:				
Adjustment of redeemable noncontrolling interest ⁽²⁾	—	(1,081)	—	—
Incremental dividends attributable to noncontrolling interest holders ⁽³⁾	—	2,285	—	11,906
Non-GAAP adjustments to operating income ⁽⁴⁾	461,994	365,993	764,098	575,324
Venture capital and strategic equity investment (gains) losses and impairments, net	(9,359)	21,690	22,235	12,519
(Gain) loss on divestitures ⁽⁵⁾	—	—	(3,376)	658
Tax effect of non-GAAP adjustments:				
Non-cash tax provision ⁽⁶⁾	8,156	314	8,156	1,818
Enacted tax law changes	—	230	3,236	3,826
Tax effect of the remaining non-GAAP adjustments	(65,401)	(37,122)	(137,731)	(83,445)
Net income available to Charles River Laboratories International, Inc. common shareholders, excluding non-GAAP adjustments	<u>\$ 118,835</u>	<u>\$ 136,610</u>	<u>\$ 512,280</u>	<u>\$ 532,903</u>
Weighted average shares outstanding - Basic	49,216	51,138	49,564	51,380
Effect of dilutive securities:				
Stock options, restricted stock units and performance share units	<u>416</u>	<u>219</u>	<u>245</u>	<u>248</u>
Weighted average shares outstanding - Diluted	<u><u>49,632</u></u>	<u><u>51,357</u></u>	<u><u>49,809</u></u>	<u><u>51,628</u></u>
Earnings (loss) per share attributable to common shareholders:				
Basic	\$ (5.62)	\$ (4.22)	\$ (2.91)	\$ 0.20
Diluted ⁽⁷⁾	\$ (5.62)	\$ (4.22)	\$ (2.91)	\$ 0.20
Basic, excluding non-GAAP adjustments	\$ 2.41	\$ 2.67	\$ 10.34	\$ 10.37
Diluted, excluding non-GAAP adjustments	\$ 2.39	\$ 2.66	\$ 10.28	\$ 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) This amount represents accretion adjustments of the Noveprim redeemable noncontrolling interest.

(3) This amount represents incremental declared dividends attributable to Noveprim noncontrolling interest holders who receive preferential dividends for fiscal year 2024.

(4) This amount excludes non-GAAP adjustments attributable to noncontrolling interest holders.

(5) The amount included in 2025 relates to a gain on the sale of a DSA site while the amount included in 2024 relates to a loss on the sale of a DSA site.

(6) The amount included in 2025 relates to the derecognition of certain deferred tax assets due to the CDMO Gene Therapy intangible asset impairment charge. The amount included in 2024 relates to the recognition of deferred tax assets expected to be utilized as a result of changes to the Company's international financing structure.

(7) Net loss available to Charles River Laboratories International, Inc. per common share excludes the effect of dilution and is computed using basic weighted-average number of shares outstanding for the three and twelve month periods ended December 27, 2025 and the three month period ended December 28, 2024.

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

Three Months Ended December 27, 2025	<u>Total CRL</u>	<u>RMS Segment</u>	<u>DSA Segment</u>	<u>MS Segment</u>
Revenue growth, reported	(0.8)%	1.0 %	(2.0)%	0.7 %
(Increase) decrease due to foreign exchange	(1.9)%	(1.9)%	(1.5)%	(2.8)%
Impact of divestitures ⁽²⁾	0.1 %	— %	0.2 %	— %
Non-GAAP revenue growth, organic ⁽³⁾	<u>(2.6)%</u>	<u>(0.9)%</u>	<u>(3.3)%</u>	<u>(2.1)%</u>
Twelve Months Ended December 27, 2025	<u>Total CRL</u>	<u>RMS Segment</u>	<u>DSA Segment</u>	<u>MS Segment</u>
Revenue growth, reported	(0.9)%	2.0 %	(2.0)%	(0.4)%
(Increase) decrease due to foreign exchange	(0.8)%	(0.8)%	(0.8)%	(1.2)%
Impact of divestitures ⁽²⁾	0.1 %	— %	0.2 %	— %
Non-GAAP revenue growth, organic ⁽³⁾	<u>(1.6)%</u>	<u>1.2 %</u>	<u>(2.6)%</u>	<u>(1.6)%</u>

(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) Impact of divestitures relates to the sale of a site within DSA.

(3) Organic revenue growth is defined as reported revenue growth adjusted for divestitures 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 26, 2026E

2026 GUIDANCE (1)	
Revenue growth/(decrease), reported	At Least Flat to +1.5%
Impact of divestitures/(acquisitions), net	0.0% - (0.5)%
(Favorable)/unfavorable impact of foreign exchange	(1.0)% - (1.5)%
Revenue growth/(decrease), organic (2)	(1.0)% to At Least Flat
GAAP EPS estimate	\$6.30 – \$6.80
Acquisition-related amortization and other acquisition- and integration-related costs (3)	\$3.50 – \$3.60
Costs associated with restructuring actions (4)	\$0.80 – \$0.85
Non-GAAP EPS estimate	\$10.70 – \$11.20

Footnotes to Guidance Table:

(1) Revenue and earnings per share of the planned divested businesses remain embedded in the Company's guidance for the full-year 2026.

(2) Organic revenue growth is defined as reported revenue growth adjusted for completed acquisitions and divestitures (as well as the planned acquisition of PathoQuest SAS), as well as foreign currency translation.

(3) These adjustments primarily include amortization related to intangible assets, as well as the purchase accounting step-up on inventory and certain long-term biological assets. In addition, these adjustments include some costs related to the evaluation and integration of acquisitions and divestitures.

(4) These adjustments primarily include site consolidation (including site transition costs), severance, impairment, and other costs related to the Company's restructuring actions.

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 27, 2025	September 27, 2025	December 28, 2024	December 27, 2025	December 28, 2024
Income (loss) before income taxes & noncontrolling interests	\$ (294,099)	\$ 87,200	\$ (216,791)	\$ (99,503)	\$ 93,114
Add back:					
Amortization related to acquisitions ⁽²⁾	33,215	40,368	53,736	225,737	171,542
Acquisition, integration, and divestiture-related adjustments ⁽³⁾	23,241	3,179	17,902	31,673	34,841
Severance	12,073	4,796	12,715	29,010	54,186
Intangible asset impairment ⁽⁴⁾	210,974	—	—	210,974	—
Goodwill impairment ⁽⁵⁾	165,000	—	215,000	165,000	215,000
Asset impairments	11,633	5,419	24,916	48,114	40,914
Site consolidation charges	10,958	7,068	4,312	30,868	12,466
Third-party legal and advisory costs and certain related items ⁽⁶⁾	(3,872)	3,096	38,634	27,387	49,648
Venture capital and strategic equity investment (gains) losses and impairments, net	(9,359)	20,201	21,690	22,235	12,519
(Gain) loss on divestitures ⁽⁷⁾	—	—	—	(3,376)	658
Income before income taxes & noncontrolling interests, excluding specified charges (Non-GAAP)	<u>\$ 159,764</u>	<u>\$ 171,327</u>	<u>\$ 172,114</u>	<u>\$ 688,119</u>	<u>\$ 684,888</u>
Provision for (benefit from) income taxes (GAAP)	\$ (17,809)	\$ 31,644	\$ (3,044)	\$ 42,660	\$ 67,823
Non-cash tax provision ⁽⁸⁾	(8,156)	—	(314)	(8,156)	(1,818)
Enacted tax law changes	—	(3,236)	(230)	(3,236)	(3,826)
Tax effect of the remaining non-GAAP adjustments	65,401	20,148	37,122	137,731	83,445
Provision for income taxes (Non-GAAP)	<u>\$ 39,436</u>	<u>\$ 48,556</u>	<u>\$ 33,534</u>	<u>\$ 168,999</u>	<u>\$ 145,624</u>
Total rate (GAAP)	6.1 %	36.3 %	1.4 %	(42.9)%	72.8 %
Total rate, excluding specified charges (Non-GAAP)	24.7 %	28.3 %	19.5 %	24.6 %	21.3 %

(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) Amortization related to acquisitions for the twelve months ended December 27, 2025 and December 28, 2024 includes \$71.0 million and \$9.4 million, respectively, of accelerated amortization of certain client relationships in the Biologics Solutions reporting unit within the Manufacturing Solutions segment.

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

(4) During the fourth quarter ended December 27, 2025, a triggering event was identified for the Cell Solutions asset group within the RMS reporting segment and the CDMO Gene Therapy asset group within the Manufacturing reporting segment, due to a decline in the operating performance in fiscal year 2025. As a result, the Company recognized an intangible asset impairment charge of \$102.0 million and \$108.9 million in RMS Cell Solutions and Manufacturing CDMO Gene Therapy, respectively.

(5) In fiscal year 2025, upon completion of the quantitative impairment test, it was determined that the fair value of the Biologics Solutions reporting unit did not exceed its carrying value resulting in a goodwill impairment charge of \$165.0 million. In December 2024, a triggering event was identified for the Biologics Solutions reporting unit from a loss of key customers, ultimately resulting in a reduction in Biologics Solutions' long range financial outlook. As a result, the Company recognized a goodwill impairment charge of \$215.0 million.

(6) Third-party legal and advisory costs incurred within Unallocated Corporate are associated with the execution of the Cooperation Agreement with a shareholder. Within our DSA business, third-party legal costs incurred are associated with investigations by the U.S. government into the NHP supply chain. In fiscal year 2024, a \$27 million inventory charge was incurred within DSA to write down inventory associated with the Cambodia-sourced non-human primate matter from February 16, 2023. Additionally included within DSA, due to the utilization of NHPs, are reductions to the previous \$27 million inventory charge, as a result of the resolution of the case during fiscal year 2025.

(7) The amount included in 2025 relates to a gain on the sale of a DSA site while the amount included in 2024 relates to a loss on the sale of a DSA site.

(8) The amount included in 2025 relates to the derecognition of certain deferred tax assets due to the CDMO Gene Therapy intangible asset impairment charge. The amount included in 2024 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 GROSS/NET LEVERAGE RATIO, INCLUDING GAAP NET INCOME TO ADJUSTED EBITDA (UNAUDITED) ⁽¹⁾
(dollars in thousands, except for per share data)

	December 27, 2025	December 28, 2024	December 30, 2023	December 31, 2022	December 25, 2021	December 26, 2020
DEBT ⁽²⁾:						
Total Debt & Finance Leases	\$ 2,139,754	\$ 2,243,134	\$ 2,652,717	\$ 2,711,208	\$ 2,666,359	\$ 1,979,784
Plus: Other adjustments per credit agreement	30,000	49,311	33,265	13,431	37,244	2,328
Less: Unrestricted Cash and Cash Equivalents up to \$150M	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	—
Total Indebtedness per credit agreement	\$ 2,019,754	\$ 2,142,445	\$ 2,535,982	\$ 2,574,639	\$ 2,553,603	\$ 1,982,112
Less: Cash and cash equivalents (net of \$150M above)	(63,770)	(44,606)	(126,771)	(83,912)	(91,214)	(228,424)
Net Debt	\$ 1,955,984	\$ 2,097,839	\$ 2,409,211	\$ 2,490,727	\$ 2,462,389	\$ 1,753,688

	December 27, 2025	December 28, 2024	December 30, 2023	December 31, 2022	December 25, 2021	December 26, 2020
ADJUSTED EBITDA ⁽²⁾:						
Net income (loss) available to Charles River Laboratories International, Inc. common shareholders	\$ (144,338)	\$ 10,297	\$ 474,624	\$ 486,226	\$ 390,982	\$ 364,304
Adjustments:						
Adjust: Non-cash gains/losses of VC partnerships & strategic investments	27,628	20,627	(79,288)	35,498	66,004	—
Less: Aggregate non-cash amount of nonrecurring gains	—	—	—	(32,638)	(42,247)	(1,361)
Plus: Interest expense	107,029	126,288	136,710	108,870	107,224	76,825
Plus: Provision for income taxes	42,660	67,823	100,914	130,379	81,873	81,808
Plus: Depreciation and amortization	403,312	361,741	314,124	303,870	265,540	234,924
Plus: Non-cash nonrecurring losses	427,286	299,976	44,077	16,572	8,573	16,810
Plus: Non-cash stock-based compensation	71,083	69,891	72,048	73,617	71,461	56,341
Plus: Permitted acquisition-related costs	25,376	11,612	15,639	34,453	51,256	18,750
Plus: Pro forma EBITDA adjustments for permitted acquisitions	—	—	18,542	5,306	4,008	8
Adjusted EBITDA (per the calculation defined in compliance certificates)	\$ 960,036	\$ 968,255	\$ 1,097,390	\$ 1,162,153	\$ 1,004,675	\$ 848,408

	December 27, 2025	December 28, 2024	December 30, 2023	December 31, 2022	December 25, 2021	December 26, 2020
LEVERAGE RATIO:						
Gross leverage ratio per credit agreement (total debt divided by adjusted EBITDA)	2.10	2.21	2.31	2.22	2.54	2.34
Net leverage ratio (net debt divided by adjusted EBITDA)	2.0	2.2	2.2	2.1	2.5	2.1

	December 27, 2025	December 28, 2024	December 30, 2023	December 31, 2022	December 25, 2021
INTEREST COVERAGE RATIO:					
Capital Expenditures	219,152	232,967	323,050	326,338	232,149
Cash Interest Expense	107,329	127,119	139,545	110,731	107,389
Interest Coverage ratio per the credit agreement (Adjusted EBITDA minus Capital Expenditures divided by cash interest expense)	6.9x	5.78x	5.55x	7.55x	7.19x

⁽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 December 13, 2024, 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 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 and divestiture-related expenses including transaction and advisory costs; asset impairments; changes in fair value of contingent consideration obligations; employee stock compensation; historical EBITDA of companies acquired during the period; and other items identified by the company.

Total Debt and EBITDA have not been restated for periods prior to Q4 2024 for the most recent amendment or any previous amendments.

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

	<u>Three Months Ended</u>		<u>Twelve Months Ended</u>	
	<u>December 27, 2025</u>	<u>December 28, 2024</u>	<u>December 27, 2025</u>	<u>December 28, 2024</u>
Net cash provided by operating activities	\$ 147,520	\$ 159,362	\$ 737,646	\$ 734,577
Less: Capital expenditures	(88,950)	(75,616)	(219,152)	(232,967)
Free cash flow	<u>\$ 58,570</u>	<u>\$ 83,746</u>	<u>\$ 518,494</u>	<u>\$ 501,610</u>

⁽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.

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

	Three Months Ended
	September 27, 2025
Unallocated Corporate Overhead	\$ (63,833)
Add back:	
Acquisition, integration, and divestiture-related adjustments ⁽²⁾	772
Severance	3,527
Site consolidation charges	767
Third-party legal and advisory costs ⁽³⁾	(146)
Total non-GAAP adjustments to operating expense	\$ 4,920
Unallocated corporate overhead, excluding non-GAAP adjustments	\$ (58,913)

- ⁽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 and divestitures, and primarily include transaction, advisory, certain third-party integration, certain compensation costs, and related costs; as well as fair value adjustments associated with contingent consideration arrangements.
- ⁽³⁾ Third-party legal and advisory costs incurred within Unallocated Corporate are associated with the execution of the Cooperation Agreement with a shareholder.

CRL

LISTED

NYSE


charles river