JP Morgan 38th Annual Healthcare Conference

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Charles River Laboratories

James C. Foster
Chairman, President & Chief Executive Officer

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Safe Harbor Statement

Caution Concerning Forward-Looking Statements. This presentation includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by the use of words such as “anticipate,” “believe,” “expect,” “intend,” “will,” “may,” “estimate,” “plan,” “outlook,” and “project” and other similar expressions that predict or indicate future events or trends or that are not statements of historical matters. These statements also include statements regarding risks and uncertainties associated with the unauthorized access into our information systems reported on April 30, 2019, including the timing and effectiveness of adding enforced security features and monitoring procedures, the percentage of clients affected by the unauthorized access, and the potential revenue and financial impact related to the incident; our projected 2019 and other future financial performance whether reported, constant currency, organic, and/or factoring acquisitions including, with respect to Charles River as a whole and/or any of our reporting or operating segments or business units, revenue and revenue growth rates, operating margin, earnings per share, capital expenditures, operating and free cash flow, specified costs (including unallocated corporate expenses), net interest expense, effective tax rate, average diluted share count, global efficiency initiatives, cost increases, the impact of wage adjustments, pricing, foreign exchange rates, leverage ratios, days sales outstanding, and the operating results of our businesses; the expected performance of our venture capital investments; the future demand for drug discovery and development products and services, and our intentions to expand those businesses, including our investments in our portfolio; the impact of our facility realignments; our expectations regarding stock repurchases and debt repayment; the development and performance of our services and products; market and industry conditions including industry consolidation, outsourcing of services and identification of spending trends by our clients and funding available to them; the potential outcome of, and impact to, our business and financial operations due to litigation and legal proceedings and tax law changes; our success in identifying, consummating, and integrating, and the impact of, our acquisitions, on the Company, our service offerings, client perception, strategic relationships, revenue, revenue growth rates, earnings, and synergies; our expectations regarding HemaCare’s financial performance and the cell therapy market generally; our strategic agreements with our clients and opportunities for future similar arrangements; our ability to obtain new clients in targeted market segments and/or to predict which client segments will be future growth drivers; the impact of our investments in specified business lines, products, sites and geographies; and Charles River’s future performance as otherwise delineated in our forward-looking guidance. Forward-looking statements are based on Charles River’s current expectations and beliefs, and involve a number of risks and uncertainties that are difficult to predict and that could cause actual results to differ materially from those stated or implied by the forward-looking statements. Those risks and uncertainties include, but are not limited to: the ability to successfully integrate businesses we acquire; the ability to execute our cost-savings actions and the steps to optimize returns to shareholders on an effective and timely basis; the timing and magnitude of our share repurchases; negative trends in research and development spending, negative trends in the level of outsourced services, or other cost reduction actions by our clients; the ability to convert backlog to revenue; special interest groups; contaminations; industry trends; new displacement technologies; continued availability of products and supplies; loss of key personnel; interest rate and foreign currency exchange rate fluctuations; changes in regulations by the FDA, USDA, or other global regulatory agencies; changes in law; changes in tax regulation and laws; changes in generally accepted accounting principles; and any changes in business, political, or economic conditions due to the threat of future terrorist activity in the U.S. and other parts of the world, and related U.S. military action overseas. A further description of these risks, uncertainties, and other matters can be found in the Risk Factors detailed in Charles River's Annual Report on Form 10-K as filed on February 13, 2019 and in its Quarterly Report on Form 10-Q as filed on November 6, 2019, as well as other filings we make with the Securities and Exchange Commission. Because forward-looking statements involve risks and uncertainties, actual results and events may differ materially from results and events currently expected by Charles River, and Charles River assumes no obligation and expressly disclaims any duty to update information contained in this presentation except as required by law.

Regulation G

This presentation includes discussion of non-GAAP financial measures. We believe that the inclusion of these non-GAAP financial measures provides 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, consistent with the manner in which management measures and forecasts the Company’s performance. The non-GAAP financial measures included in this presentation are not meant to be considered superior to or a substitute for results of operations prepared in accordance with GAAP. The company intends to continue to assess the potential value of reporting non-GAAP results consistent with applicable rules and regulations. In accordance with Regulation G, you can find the comparable GAAP measures and reconciliations to those GAAP measures on our website at ir.criver.com.

Quiet Period Disclaimer

The Company is presently in quiet period pending its fourth-quarter and full-year 2019 earnings and 2020 guidance release in mid-February 2020. As a result, the Company will not comment on financial performance for the fourth quarter of 2019 or guidance for 2020.

The Leading, Early-Stage Contract Research Organization

CRL Worked on

85%

of FDA-approved drugs in 2019

Doubled

revenue and non-GAAP EPS since 2014(1)

#1

Market position in Research Models, Safety Assessment & Microbial Solutions

>$15B

Outsourced addressable market

High-Single-Digit

CRL organic revenue growth(2)

80

Novel molecules originated for clients since 1999

>$2.5B

Invested in M&A(3)

>10%

ROIC on M&A since 2015(4)

(1) Revenue and non-GAAP EPS increases from 2014-LTM Sept. 2019.
(2) Represents 2-year organic revenue growth target and 2015-YTD Sept. 2019 average.
(3) Cumulative purchase prices for acquisitions from 2015-January 2020, including Citoxlab and HemaCare.
(4) ROIC on acquisitions since 2015 excludes Citoxlab (April 2019) and HemaCare (January 2020).

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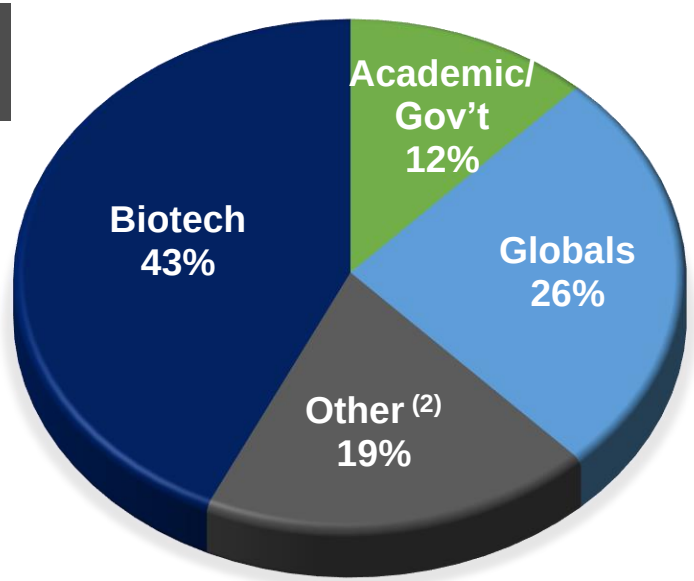
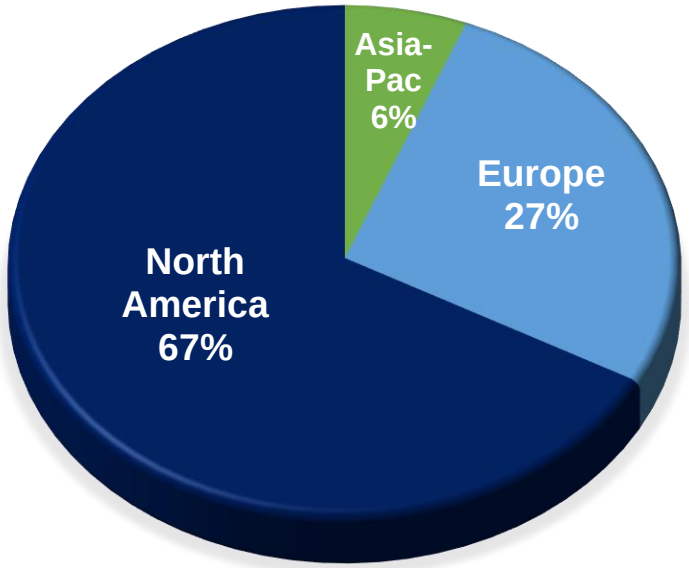
Charles River Overview

- A leading, full-service drug discovery and early-stage development company
  - Revenue of **$2.53B** (LTM Sept. 2019)
- Ability to work with clients to discover new drugs and move downstream with them throughout early-stage development and to support their safe manufacture
- No single commercial client accounts for **>2.5%** of total revenue
- A multinational company with **~17,000** employees worldwide
- Facilities strategically located in >20 countries, proximate to our major client hubs

Client Base(1)



Geographic Revenue(1)



See ir.criver.com for reconciliations of GAAP to non-GAAP results.

(1) Based on CRL's LTM September 2019 revenue including Citoxlab from the date of acquisition.
(2) Other clients include agricultural & industrial chemical, CRO, animal health, life science, CMO, consumer product, and medical device companies.

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Our Unique Role in Drug Research

Research & Development Continuum

Discovery | Preclinical | Phase 1 | Phase 2 | Phase 3 | Commercial

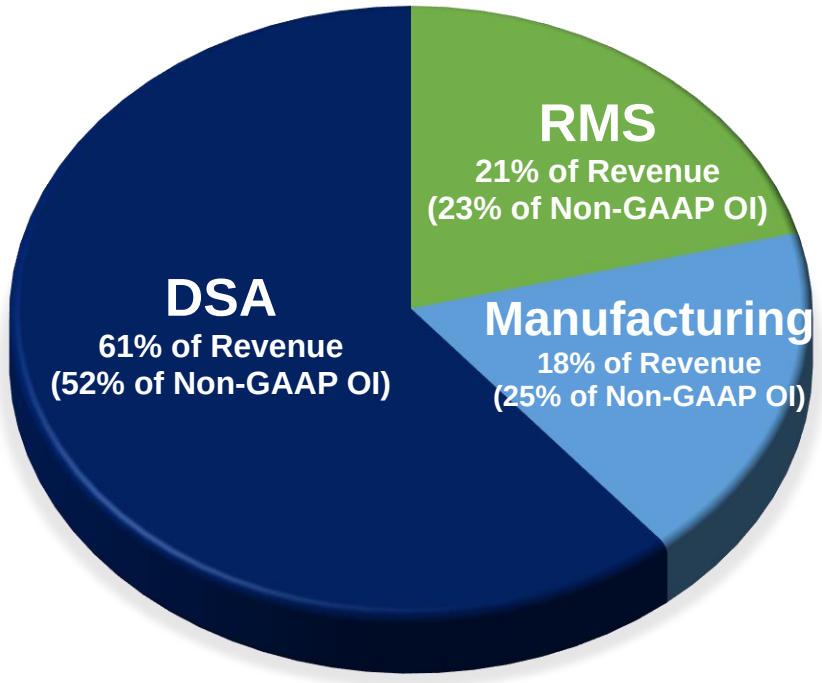
Research Models → **RMS with HemaCare**

Discovery Services

Safety Assessment

Manufacturing Support

Business Segments(1)



Only CRO with an integrated portfolio that spans the drug research process from target discovery through nonclinical development

See ir.criver.com for reconciliations of GAAP to non-GAAP results.

(1) Based on CRL's LTM September 2019 revenue and non-GAAP operating income including Citoxlab from the date of acquisition

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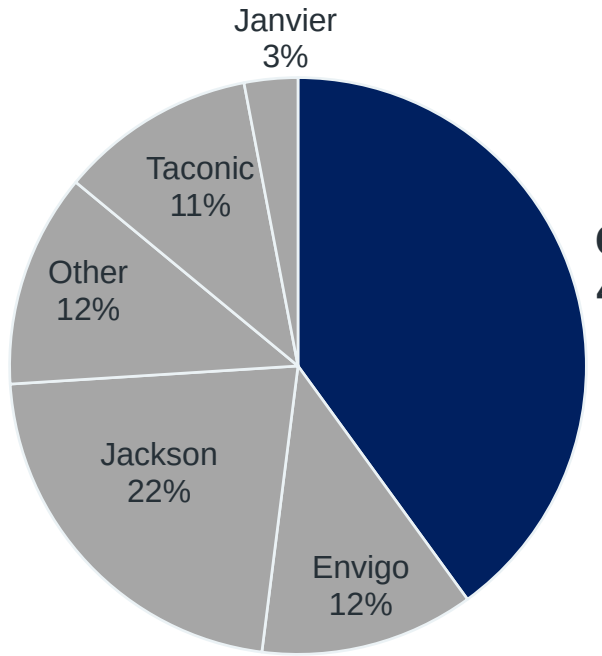
Research Models & Services (RMS)

- Global leader in breeding and distribution of research models
  - **~1 of every 2 small models** sold in Western markets comes from Charles River
    - Largest selection of the most widely used strains in the world
  - Expertise in **biosecurity** supports production of animals free of known contaminants, reducing risk to critical research
- **Global footprint** with facilities strategically located in close **proximity** to clients
- Increasing presence in high-growth **China** market
- Premier provider of services that support the use of research models in discovery/development of new molecules
  - Genetically Engineered Models and Services (**GEMS**)
  - Research Animal Diagnostic Services (**RADS**)
  - Insourcing Solutions (**IS**)
- Completed acquisition of **HemaCare** on January 3rd for ~$380M
  - Enhances RMS segment's growth profile and ability to supply **critical research tools** to **cell therapy** developers

RMS Market Share
(Excludes IS & HemaCare)



RMS Market Opportunity: ~$1.5B
(Includes IS; Excludes HemaCare)

Sources: CRL management estimates.

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HemaCare Acquisition Expands Scientific Capabilities in the High-Growth Cell Therapy Market

ENHANCES SCIENTIFIC CAPABILITIES

- A premier provider of **human-derived cellular products used in cell therapies**
  - Human primary cell types for both **allogeneic** (donor-derived cells) and **autologous** (patient-derived cells) programs
- Differentiated by its customizable, reliable, and recallable **donor network** and ability to supply of **cGMP-quality** human primary cells

INCREASES EXPSOSURE TO HIGH-GROWTH MARKET SECTOR

- Addressable market for HemaCare's products expected to increase from **~$200M today** to **nearly $2B in 10 years**
- Driven by expected rapid increase in cell therapy product approvals

CREATES A COMPREHESIVE CELL THERAPY SOLUTION

- Cell therapy developers can work with **one scientific partner** iteratively throughout the discovery, development, and manufacturing processes
  - **Enhances client retention** and accelerates biopharmaceutical clients' **speed-to-market**

EXPECTED TO DRIVE PROFITABLE GROWTH

- Expected to immediately **drive profitable revenue growth**
  - Expect **at least $50M in FY 2020 revenue**
  - Estimated revenue growth of **at least 30%** annually over the next five years
- Expected to be **neutral to 2020** non-GAAP EPS and **increasingly accretive** thereafter

HemaCare Opportunity

~1,350
cell therapy programs in development today (Preclinical-Phase 3); >60% in preclinical stage

~75%(1)
of these cell therapy programs addressable by HemaCare

~$1.5M(2)
est. spend per program on human biomaterials for **autologous cell therapies** (Preclinical-Phase 3)

~$3-$4M(2)
est. spend per program on human biomaterials for **allogeneic cell therapies** (Preclinical-Phase 3)

Sources: CRL management estimates, PwC Strategy&, L.E.K., and PharmaProjects.
(1) Based on analysis of ~900 cell therapy compounds in development excluding Asia-Pacific.
(2) Assumes $0.3-$0.5M spent per development phase for research and process development; For allogeneic cell therapies only, assumes an additional $0.5M-$1M per clinical development phase for manufacturing (does not include potential commercial manufacturing spend).

RMS Business Drivers

Research Models and Services (RMS):
21% of Revenue (1)
23% of Non-GAAP Operating Income (1)

- Increased demand in **China** for models and services
  - RMS China slightly less than 10% of RMS revenue
- Demand for **RM Services** to support use of models in research
- **DSA** segment is **RMS's largest client** by a wide margin
  - ~5% of global RM unit volume
- **Price** and **mix** offsetting lower demand for research models in mature markets outside of China
- Use of **technology** to drive **efficiency**
- Build portfolio of **innovative research tools** to address emerging opportunities, such as cell and gene therapies

(1) Based on CRL's LTM September 2019 results. See ir.criver.com for reconciliations of GAAP to Non-GAAP results.

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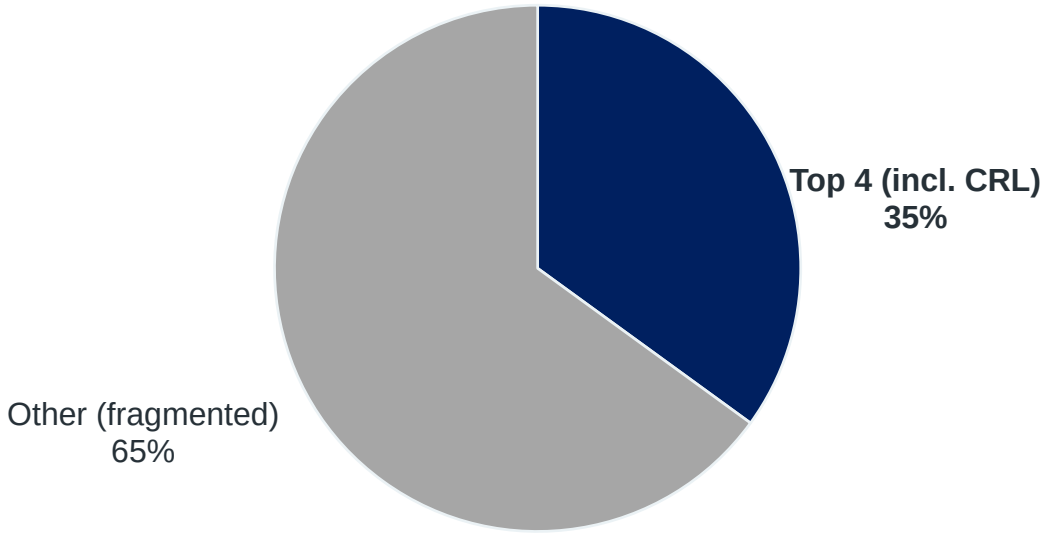
Discovery Services

- A **unique CRO**, offering clients a single source for services across the discovery spectrum
  - Engages with clients earlier in the discovery process
- Integrates **chemistry, *in vitro,* and *in vivo*** capabilities
  - Extensive **medicinal chemistry** and **structural biology** expertise
  - Comprehensive **tumor** and **HTS** (high-throughput screening) libraries
  - **Pharmacology** models for all disease areas
  - Expertise centered around all major therapeutic areas, including **oncology** and **CNS**
- Early Discovery has discovered **80 novel molecules** for clients since its founding in 1999
- Continuing to expand discovery capabilities through M&A, partnerships, and internal investment
  - Exclusive partnership with **Distributed Bio** to enhance large molecule discovery capabilities
  - Expanded services at our **South San Francisco biohub site** to better support West Coast clients

Outsourced Global Discovery Services Market



~$5B Outsourced Market
Low-Double-Digit Growth
~25% Outsourcing Penetration

Sources: Citeline (Pharmaprojects), Visiongain, Kalorama, L.E.K. Consulting, Factiva, Wall Street research, and CRL management estimates.

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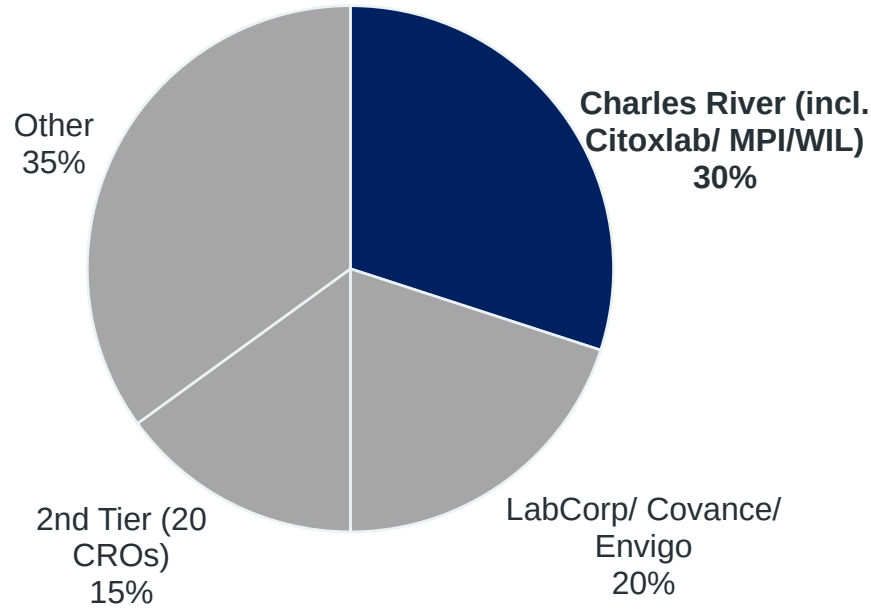
Safety Assessment Services

- **Global leader** in both non-regulated (non-GLP) and regulated (GLP) safety assessment services
- Providing clients with expertise for **integrated drug development**
  - **Non-GLP** efficacy studies
  - **Safety Assessment (SA)**
    - **General** toxicology
    - **Specialty** toxicology
      - Inhalation, infusion, developmental and reproductive, juvenile/ neonatal, ocular, bone, immunotoxicology, and phototoxicology
  - Comprehensive suite of **bioanalytical services**
  - Expert **pathology** services
- Acquisitions of **Citoxlab** (2019), **MPI Research** (2018), and **WIL Research** (2016) have further enhanced CRL's leading market position and solidified our scientific capabilities and global scale in order to fully support our clients' needs

Outsourced Safety Assessment Market



~$4.5B Outsourced Market
Mid- to High-Single-Digit Growth
55%+ Outsourcing Penetration

Sources: Wall Street research, L.EK. Consulting, and CRL management estimates.

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DSA Business Drivers

Discovery and Safety Assessment (DSA):
61% of Revenue [(1)]
52% of Non-GAAP Operating Income [(1)]

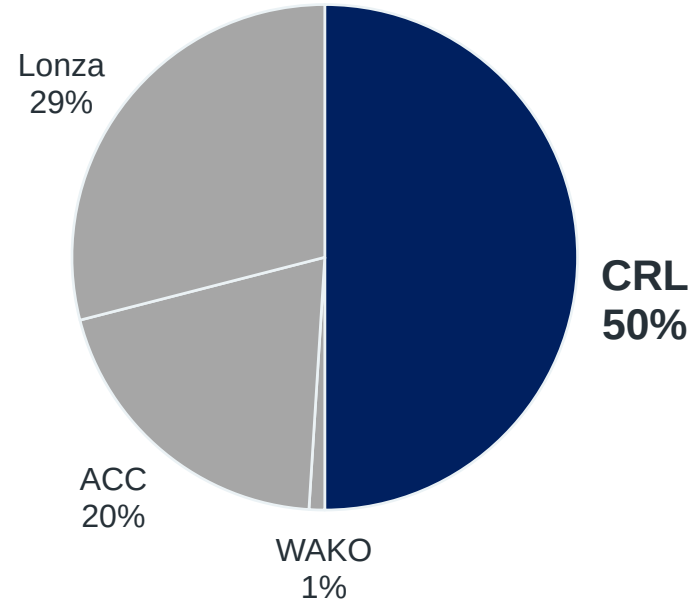
- Robust demand as biopharma clients **augment discovery and safety assessment capabilities**
  - Biotech leveraging CRO expertise to drive **innovation**, instead of building in-house capabilities
  - Large biopharma utilizing CROs like CRL, in place of maintaining internal resources
- CRL **expanding therapeutic area focus** around significant areas of research investment
- Importance of **global network** for clients working in multiple regions
- **~20%** of DSA clients utilize both Discovery & SA capabilities with **significant opportunity** to increase client overlap

(1) Based on CRL's LTM September 2019 results. See ir.criver.com for reconciliations of GAAP to Non-GAAP results.

Microbial Solutions

- Premier global provider of **quality control (QC) testing products** and **services** for **sterile and non-sterile applications**
  - **FDA-mandated** lot release testing for sterile biopharmaceutical products
  - **Product release testing** required by the FDA and other regulatory agencies for non-sterile products
- Product/Service lines:
  - Endosafe® **endotoxin** detection products and services
    - Conventional or rapid (PTS™ platform)
  - Celsis® **rapid microbial** detection
  - Accugenix® **microbial identification** products and services
- Addressable market estimated at nearly **$3B**
  - Microbial Solutions focuses on higher-value testing markets
  - No competitors have a similar comprehensive rapid testing portfolio

Endotoxin Testing Market by Test Volume (~80M tests)



Source: Strategic Consulting, Inc., Industrial Microbiology Market Review, and CRL management estimates.

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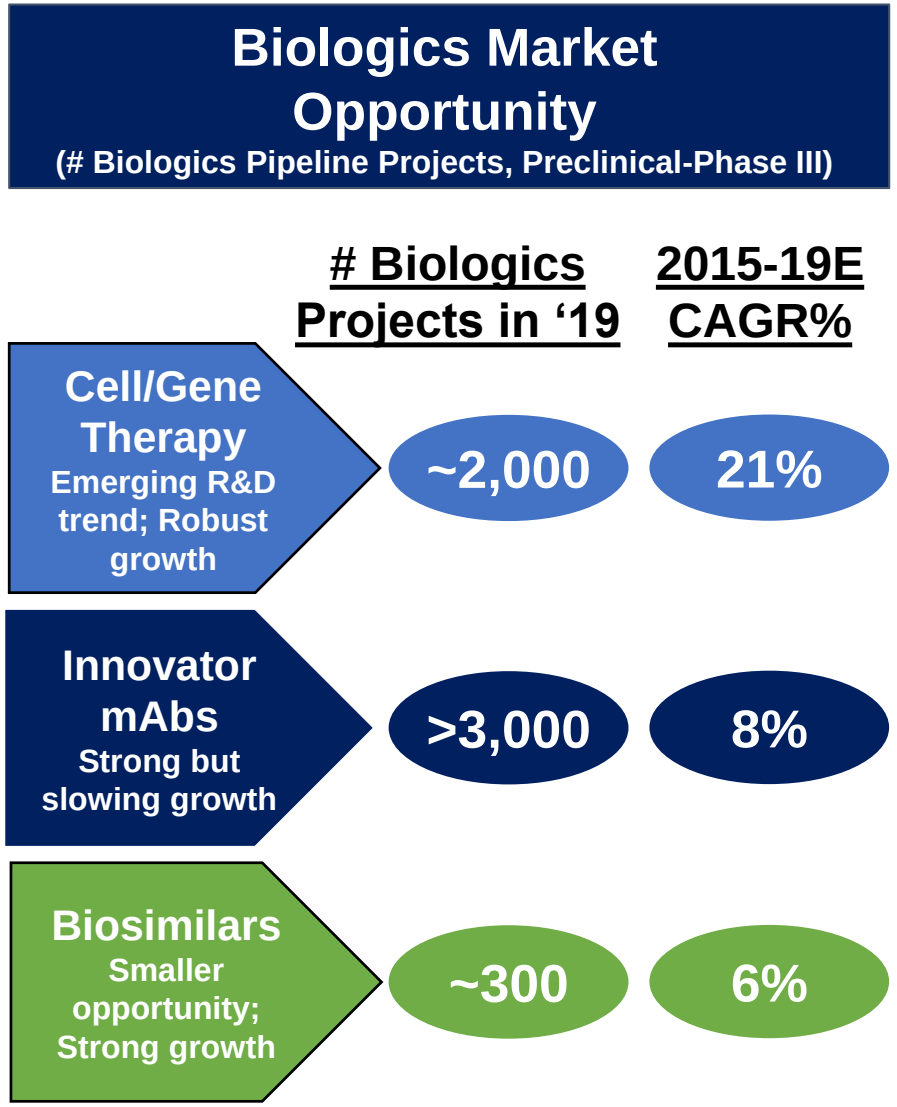
Biologics Testing Solutions

- Premier global CRO providing services that support the manufacture of **biologics and biosimilars**, including process development and quality control
- Supports developers and manufacturers with their testing, characterization, and cell bank manufacturing needs
  - Providing **testing and assay development** throughout drug development, clinical and commercial manufacturing, and for final commercial drug product release
- Leveraging our scientific expertise, regulatory compliance, and extensive portfolio to provide **fast, reliable results**
- Outsourced addressable market estimated at **$1.4-$1.7B**
  - Biologics market is growing in the **low-double digits**



Source: Citeline, Visiongain CG&T Report 2018, Biopharma International, Biosimilarpipeline.com, managedcaremag.com, Bioprocess Int. Jrnl., BPTC estimates, CRL management estimates.

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Manufacturing Support Business Drivers

Manufacturing Support:
18% of Revenue (1)
25% of Non-GAAP Operating Income (1)

- **Microbial Solutions**
  - Increased demand for **rapid testing** for both microbial detection and identification
  - Continuing to drive growth in both sterile biopharma market and non-sterile markets
- **Biologics**
  - Increased number of **biologics** in development
    - Rapid growth of **cell and gene therapies**
  - Increased demand for outsourced services
- **Avian:** Stable demand for **SPF eggs**

(1) Based on CRL's LTM September 2019 results. See ir.criver.com for reconciliations of GAAP to Non-GAAP results.

Biotech Innovation Driving Robust Funding Environment

- Multiple sources of biotech funding provide balanced access to capital
  - Biotechs estimated to have **at least 3 years**(1) **of cash** on hand today due to broad-based investment in the sector
- Biotech continues to benefit from a **robust funding** environment from **capital markets/IPOs** and **VCs**
  - FY 2019 biotech funding remained on pace with record levels achieved over the last 4 years
- Biotech industry has become the **innovation engine** for large biopharma
  - Large biopharma partnering has funded many of the virtual, small, and mid-size biotech companies

Biotech Funding (Capital Markets/VCs)

~$25B	~$80B
2005-09 (avg.)	2014-18 (avg.)

$83B
FY 2019

Source: Wall Street research, BioWorld.

Companies with Active Biopharma R&D Pipelines

~2,000	~5,200
2008	2019

Source: PharmaProjects/PAREXEL R&D Sourcebook.

Biotechs have limited to no internal infrastructure; Rely on outsourcing to early-stage CROs like CRL as flexible and efficient R&D partners

(1) Source: Wall Street research and CRL management estimates.

Biopharma R&D Fundamentals Remain Strong

- Biopharma R&D investments continue to **deliver innovative new therapies**
  - FDA drug approvals and preclinical pipelines have significantly increased
    - Driven by oncology research, rare/orphan disease, and cell & gene therapies
- Large **biopharma** has **increasingly externalized R&D** for efficiency, productivity, and speed to market
- Large biopharma **focusing less** on **who discovers the molecule** and more on whether the molecule addresses a significant medical need
  - Sourcing molecules from biotech, academia/NGOs, and early discovery CROs
  - More than half of all large biopharma pipelines are externally sourced

Average FDA Drug Approvals Per Year

22	40
2005-09 (avg.)	2014-18 (avg.)

48
FY 2019

Source: FDA.gov, industry reports.

Preclinical Compounds in the Pipeline

~5,000	~9,500
2009	2019

Source: PharmaProjects/Citeline.

Large biopharma continues to reduce internal capabilities and increase reliance on outsourcing to CROs like CRL

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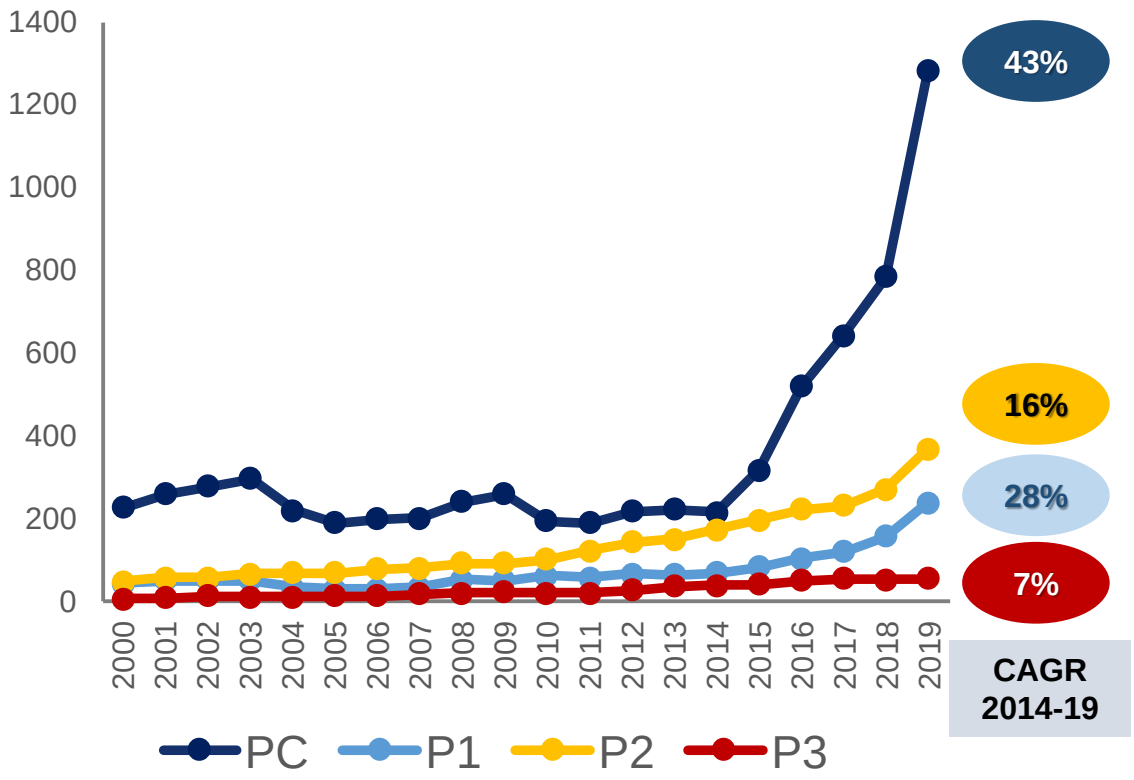
Strategic Imperatives

1. Strengthen Portfolio

- **Innovate scientifically** to find, assess, validate and access new capabilities and technologies
- Stay abreast of **emerging therapies** and **new modalities** to continue to address clients' evolving scientific needs
  - Leverage portfolio to address shift towards novel biologics, including **cell & gene therapy**, RNA, and antibodies
- Invest in areas with greatest potential for growth through **M&A**, collaboration via **strategic alliances**, and internal investment
  - Licensing and partnership arrangements beneficial in this environment of rapidly evolving technologies
    - **Large molecule discovery** and **AI/artificial intelligence**

Cell & Gene Therapy: Significant Growth Opportunity

C&GT Pipeline by Phase: ~2,000 Active Programs



Biopharma industry investing heavily in this class of research due to its **broad clinical application** to treat a wide range of **diseases with unmet needs**

6 **total**
Therapies approved by FDA today; address key delivery, safety, and efficacy challenges

10-20 **per year**
C&GTs expected to be approved per year by 2025

>600
Active programs for C&GT in clinical trials worldwide

~75%
Programs in **Phase I or earlier**, setting the stage for massive growth

>200 **per year**
IND filings for C&GT expected to be received by 2020

$10.6B
Funding for **C&GT companies** in 2018 alone

Source: FDA, PricewaterhouseCoopers, PharmaProjects, Citeline, SVB.
FDA: https://www.fda.gov/news-events/press-announcements/statement-fda-commissioner-scott-gottlieb-md-and-peter-marks-md-phd-director-center-biologics

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CRL Cell & Gene Therapy Capabilities

Research Models & Services

- **Immunodeficient rodent models**, large models, surgically altered models, and **tumor/syngeneic** models
- **HemaCare's cellular products** used as critical inputs in research, process development, and manufacture of cell therapies

Biologics Testing

- **Analytical testing** services for the **viral gene therapy** or viral vector needed to perform the **efficacy/ safety testing** for **C&GT therapies**
- **Cell bank creation**/storage; process evaluation for viral clearance; cell bank and product characterizations, as well as release testing

Microbial Solutions

- **Advanced rapid screening technologies** to detect and identify microbial-sourced contaminants to support the manufacturing scalability of C&GT and ensuring safety

~$140-$160M
of CRL CG&T annual revenue with HemaCare

Discovery

- **"Combo" pharmacology and safety** studies collaborating across multiple **DSA** sites
- **Range** of ***in vivo*** proof-of-concept models

Safety Assessment

- **Bioanalytical, immunogenicity,** and/or **biodistribution assessments** that CRL can perform across **multiple SA sites**
- Specialized services for C&GT programs ranging from **efficacy evaluations** to **surgical services** and **GLP toxicology** and **tumorgenicity** studies
- GLP pathology with potential to **pull through** from **nonclinical** to **clinical lab** work
- Ability to **standardize C&GT processes** and protocols

Leverage synergies across CRL portfolio and invest in new capabilities to enhance scientific expertise in this emerging, high-growth sector

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Strategic M&A Remains Top Priority

Acquisitions (Date / Purch. Price)	**Strategic Rationale**
WIL Research April 2016 / $577M	➢ Expanded global footprint in **safety assessment** and exposure to biotech
Agilux Laboratories September 2016 / $62M	➢ Established a more comprehensive suite of **integrated bioanalytical, DMPK, and pharmacology services**
Brains On-Line August 2017 / $20M	➢ Established CRL as the premier single-source provider for a broad portfolio of **CNS discovery services**
KWS BioTest January 2018 / $22M	➢ Established CRL as a premier source for **immuno-oncology discovery services**
MPI Research April 2018 / $801M	➢ Enhanced our position as **the premier, global, early-stage CRO** and provided **needed capacity** to meet current and future demand
Citoxlab April 2019 / $491M	➢ Further solidifies **CRL's leading, global DSA market position** and enhances presence in Europe
HemaCare January 2020 / $380M	➢ Expands our scientific capabilities in the **high-growth cell therapy market**

- Invested **>$2.5B** in 14 strategic acquisitions since 2015
  - **~One-third** of current annual revenue generated from these acquisitions(1)
- Managing acquisition and integration process to **achieve expected returns**
  - Generated **>10% return** (ROIC) on acquisitions since 2015(2)

(1) Revenue for acquisitions from 2015-2019. Excludes HemaCare acquisition.
(2) ROIC for acquisitions from 2015-2018. Excludes Citoxlab (April 2019) and HemaCare (January 2020). Updated January 2020.

Strategic Imperatives

2. Drive Efficiency

- Maximize **synergies across entire portfolio** to promote best practices and add value to clients' integrated drug research programs
- Remain focused on continuous improvement to drive further **process optimization and harmonization**
- Enhance **scalability of operating model** and **optimize cost structure** to drive greater productivity and economies of scale
  - Committed to **meaningful operating margin improvement** over the next 2 years

Strategic Plan Targets: 2-Year Goals

	2-Year Targets	
	Organic Revenue Growth	**Non-GAAP Operating Margin**
RMS	Low- to mid-single digits	Above 25%
DSA	High-single digits	Mid-20% range
Manufacturing	Low-double digits	Mid-30% range
Consolidated	High-single digits	20%
Consolidated with acquisitions	At least low-double digits	20%

Goal to achieve 20% operating margin in FY 2021

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Strategic Imperatives

3. Enhance Speed

- **Decentralize decision making** to become more agile and strike proper balance between organizational structure, processes, and culture
- Strive to be faster and more **responsive** at every step of the early-stage R&D process
  - Leverage our **scientific expertise, regulatory compliance, and extensive portfolio** to provide clients with fast, reliable scientific results on a cost-effective basis
- Develop industry's **fastest** drug development turnaround times by reducing hand-offs and further simplifying and standardizing processes
  - Targeting to reduce early-stage timelines by an **additional year**

Strategic Imperatives

4. Champion Technology

- Transform industry with a **best-in-class technology** platform
  - Build a **digital enterprise**/operating model
  - Enhance **cybersecurity** to better protect client information
- Enable clients with **real-time access to scientific data** and self-service options
  - Digitize the end-to-end client experience
  - Build the right **e-commerce** solution for our unique needs
- Technology is a key to transform faster
  - Embrace **automation/robotics** and **AI/machine learning** to enhance client experience, operational effectiveness, and provide better science

Strategic Imperatives

5. Sustain Culture

- Strive to be an **employer of choice** in the life sciences industry to attract, onboard, and retain the best people
- Drive **employee engagement** to enhance our culture of commitment and longevity
- Reward talent and encourage career development to further **develop broad bench strength** and deep expertise
- Embedding **sustainability** and good **corporate citizenship** in our culture throughout CRL

The Leading, Early-Stage Contract Research Organization

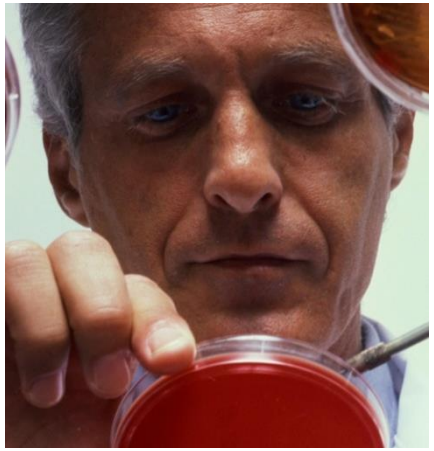
Strengthen portfolio by enhancing scientific expertise and adding innovative capabilities

Drive productivity and efficiency gains

Enhance speed and responsive to provide clients with fast, reliable solutions

Focus on strategic, profitable growth

Disciplined capital deployment with a focus on M&A



Maintain and enhance our early-stage market leadership and achieve our long-term financial goals

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Regulation G
Financial Reconciliations

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CHARLES RIVER LABORATORIES INTERNATIONAL, INC.
RECONCILIATION OF LAST TWELVE MONTHS (LTM) REVENUE & NON-GAAP OPERATING INCOME (1)
(dollars in thousands)

Revenue	**RMS**	**DSA**	**Manufacturing**	**Total CRL**
Fiscal Year Ended December 29, 2018	$519,682	$1,316,854	$429,560	$2,266,096
Nine Months Ended September 28, 2019	405,772	1,179,793	344,523	1,930,088
Less: Nine Months Ended September 29, 2018	(391,195)	(958,665)	(314,706)	(1,664,566)
Last Twelve Months (LTM) Ended September 28, 2019	**$534,259**	**$1,537,982**	**$459,377**	**$2,531,618**
Segment % of Total	*21%*	*61%*	*18%*	*100%*

Non-GAAP Operating Income (2)	**RMS**	**DSA**	**Manufacturing**	**Unallocated Corp.**	**Total CRL**
Fiscal Year Ended December 29, 2018	$140,013	$285,464	$146,745	($147,280)	$424,942
Nine Months Ended September 28, 2019	108,335	244,123	112,947	(115,878)	349,527
Less: Nine Months Ended September 29, 2018	(107,725)	(202,509)	(103,749)	111,311	(302,672)
Last Twelve Months (LTM) Ended September 28, 2019	**$140,623**	**$327,078**	**$155,943**	**($151,847)**	**$471,797**
Total LTM 2019 Non-GAAP OI excluding Unallocated Corp.					*$623,644*
Segment % of Total excluding Unallocated Corp.	*23%*	*52%*	*25%*		*100%*

(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, 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 GAAP. The Company intends to continue to assess the potential value of reporting non-GAAP results consistent with applicable rules and regulations.

(2) See Financial Reconciliations section of the Company's Investor Relations web site at ir.criver.com for a reconciliation of GAAP to Non-GAAP Operating Income for each period.

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

	Three Months Ended		Nine Months Ended	
	September 28, 2019	September 29, 2018	September 28, 2019	September 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	$ 4,895	$ 4,811	$ 14,198	$ 14,565
Capital expenditures	$ 5,818	$ 8,166	$ 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	$ 39,898	$ 31,433	$ 111,231	$ 83,262
Capital expenditures	$ 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	$ 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	$ 5,990	$ 5,709	$ 17,577	$ 17,313
Capital expenditures	$ 6,421	$ 2,709	$ 14,299	$ 12,731

CONTINUED ON NEXT SLIDE

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

	Three Months Ended		Nine Months Ended	
	September 28, 2019	**September 29, 2018**	**September 28, 2019**	**September 29, 2018**
CONTINUED FROM PREVIOUS SLIDE				
Unallocated 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

(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 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 TO NON-GAAP OPERATING INCOME [1]

(dollars in thousands)

	Twelve Months Ended			
	December 29, 2018	December 30, 2017 [2]	December 31, 2016 [2]	December 26, 2015 [2]
Revenue	$ 2,266,096	$ 1,857,601	$ 1,681,432	$ 1,363,302
Operating income	331,383	288,282	237,552	205,090
Operating income as a % of revenue	14.6 %	15.5 %	14.1 %	15.0 %
Add back:				
Amortization related to acquisitions	64,831	41,370	42,746	29,374
Severance and executive transition costs	8,680	3,278	8,472	6,173
Acquisition-related adjustments [3]	19,184	6,687	21,887	14,513
Government billing adjustment and related expenses	—	150	634	477
Operating losses [4]	—	—	—	5,517
Site consolidation costs, impairments and other items	864	18,645	11,849	2,240
Total non-GAAP adjustments to operating income	$ 93,559	$ 70,130	$ 85,588	$ 58,294
Operating income, excluding non-GAAP adjustments	$ 424,942	$ 358,412	$ 323,140	$ 263,384
Non-GAAP operating income as a % of revenue	18.8 %	19.3 %	19.2 %	19.3 %

(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) Prior-year operating income and operating income margin amounts have been recast to reflect the retrospective adoption of a new accounting standard in 1Q18 (ASU 2017-07).

(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 item includes operating losses related primarily to the Company's DSA facility in Massachusetts.

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