

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, DC 20549**

**FORM 8-K**

**CURRENT REPORT  
PURSUANT TO SECTION 13 OR 15(d) OF THE  
SECURITIES EXCHANGE ACT OF 1934**

Date of report (Date of earliest event reported): August 1, 2024

**CRA INTERNATIONAL, INC.**  
(Exact name of registrant as specified in its charter)

**Massachusetts**  
(State or other jurisdiction  
of incorporation)

**000-24049**  
(Commission  
file number)

**04-2372210**  
(IRS employer  
identification no.)

**200 Clarendon Street, Boston, Massachusetts**  
(Address of principal executive offices)

**02116**  
(Zip code)

Registrant's telephone number, including area code: **(617) 425-3000**

(Former Name or Former Address, if Changed Since Last Report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol	Name of each exchange on which registered
Common Stock, no par value	CRAI	Nasdaq Global Select Market

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

## Item 2.02 Results of Operations and Financial Condition

On August 1, 2024, we issued a press release reporting our financial results for our fiscal quarter ended June 29, 2024. A copy of the press release is set forth as Exhibit 99.1 and is incorporated by reference herein. On August 1, 2024, we also posted on our website supplemental financial information, including prepared CFO remarks. A copy of the supplemental financial information is set forth as Exhibit 99.2 and incorporated by reference herein.

The information contained in Item 2.02 of this report and Exhibits 99.1 and 99.2 attached hereto shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934 or otherwise subject to the liabilities of that section, nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933 or the Securities Exchange Act of 1934, except as expressly set forth by specific reference in such a filing.

## Item 7.01 Regulation FD Disclosure

On August 1, 2024, we announced that our board of directors declared a quarterly cash dividend on our common stock of \$0.42 per share to be paid on September 13, 2024 to all shareholders of record as of August 27, 2024. A copy of the press release is set forth as Exhibit 99.3 and is incorporated by reference herein.

The information contained in Item 7.01 of this report and Exhibit 99.3 attached hereto shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934 or otherwise subject to the liabilities of that section, nor shall it be deemed incorporated by reference in any filing under the Securities Act of 1933 or the Securities Exchange Act of 1934, except as expressly set forth by specific reference in such a filing.

## Item 9.01 Financial Statements and Exhibits

### (d) Exhibits

<u>Number</u>	<u>Title</u>
<a href="#">99.1</a>	<a href="#">August 1, 2024 earnings press release</a>
<a href="#">99.2</a>	<a href="#">Supplemental financial information (prepared CFO remarks)</a>
<a href="#">99.3</a>	<a href="#">August 1, 2024 dividend press release</a>
104	Cover Page Interactive Data File (embedded within the Inline XBRL document)

**SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

**CRA INTERNATIONAL, INC.**

Dated: August 1, 2024

By: /s/ DANIEL K. MAHONEY  
Daniel K. Mahoney  
Chief Financial Officer, Executive Vice President and Treasurer

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**CHARLES RIVER ASSOCIATES (CRA) REPORTS**  
**FINANCIAL RESULTS FOR THE SECOND QUARTER OF 2024**  
*Second Quarter 2024 Revenue of \$171.4 Million Up 5.9% Year Over Year*  
*Company Raises Both Revenue and Profit Guidance for Full-Year Fiscal 2024*

BOSTON, August 1, 2024 – Charles River Associates (NASDAQ: CRAI), a worldwide leader in providing economic, financial and management consulting services, today announced financial results for the fiscal second quarter ended June 29, 2024.

“CRA continued its run of strong performance into the second quarter as revenue increased 5.9% year over year to \$171.4 million,” said Paul Maleh, CRA’s President and Chief Executive Officer. “Broad-based contributions drove our results, with five practices growing revenue year over year—Antitrust & Competition Economics, Financial Economics, Intellectual Property, Labor & Employment, and Life Sciences. From this position of strength, we took steps during the quarter to further enhance the performance of our service portfolio as reflected in our increased financial guidance.”

#### Highlights for Second Quarter Fiscal 2024

- Revenue grew 5.9% year over year to \$171.4 million.
- Utilization was 74%, and quarter-end headcount decreased 0.3% year over year.
- Restructuring expense associated with portfolio optimization actions of \$8.2 million, consisting of cash severance of \$2.5 million and non-cash charges of \$5.7 million.
- Net income decreased 31.2% year over year to \$6.5 million, or 3.8% of revenue, compared with \$9.5 million, or 5.9% of revenue, in the second quarter of fiscal 2023; non-GAAP net income increased 26.4% year over year to \$12.7 million, or 7.4% of revenue, compared with \$10.0 million, or 6.2% of revenue, in the second quarter of fiscal 2023.
- Earnings per diluted share decreased 29.9% year over year to \$0.94 from \$1.34 in the second quarter of fiscal 2023; non-GAAP earnings per diluted share increased 28.9% year over year to \$1.83 from \$1.42 in the second quarter of fiscal 2023.
- Non-GAAP EBITDA increased 18.5% to \$22.3 million, or 13.0% of revenue, compared with \$18.8 million, or 11.6% of revenue, in the second quarter of fiscal 2023.
- On a constant currency basis relative to the second quarter of fiscal 2023, revenue, GAAP net income, and earnings per diluted share would have remained unchanged. Non-GAAP net income would have been lower by \$0.1 million, while earnings per diluted share and non-GAAP EBITDA would have been lower by \$0.01 per diluted share and \$0.1 million, respectively.
- CRA returned \$27.0 million of capital to its shareholders, consisting of \$2.9 million of dividend payments and \$24.1 million for share repurchases of approximately 140,000 shares.

#### Management Commentary and Financial Guidance

“Through the first two quarters of fiscal 2024, on a constant currency basis relative to fiscal 2023, CRA generated total revenue of \$342.2 million, the highest first-half revenue in CRA’s history, and non-GAAP EBITDA of \$44.5 million, achieving a margin of 13.0%,” continued Maleh. “Reflecting the strong start to the year, we are increasing our revenue and profit guidance. For full-year fiscal 2024, on a constant currency basis relative to fiscal 2023, we expect revenue in the range of \$670.0 million to \$685.0 million and non-GAAP EBITDA margin in the range of 12.2% to 13.0%. This new guidance compares with a prior revenue range of \$645.0 million to \$675.0 million and a prior non-GAAP EBITDA margin range of 10.8% to 11.5%. While we are pleased with CRA’s performance through the first half of the year, we remain mindful that uncertainties around global economic, business, health, and geopolitical conditions can affect our business.”

CRA does not provide reconciliations of its annual non-GAAP EBITDA margin guidance to GAAP net income margin because the Company is unable to estimate with reasonable certainty and without unreasonable effort: (A) unusual gains or charges, foreign

currency exchange rates, and the resulting effect of these items on CRA's taxes and (B) the impact of equity awards on CRA's taxes. These items are uncertain, depend on various factors, and may have a material effect on CRA's results computed in accordance with GAAP. A reconciliation between the historical GAAP and non-GAAP financial measures presented in this release is provided in the financial tables at the end of this release.

### **Quarterly Dividend**

On August 1, 2024, CRA announced a quarterly cash dividend of \$0.42 per common share, payable on September 13, 2024 to shareholders of record as of August 27, 2024. CRA expects to continue paying quarterly dividends, the declaration, timing and amounts of which remain subject to the discretion of CRA's Board of Directors.

### **Conference Call Information and Prepared CFO Remarks**

CRA will host a conference call today at 10:00 a.m. ET to discuss its second-quarter 2024 financial results. To listen to the live call, please visit the "Investor Relations" section of CRA's website at <http://www.crai.com>, or dial (877) 709-8155 or (201) 689-8881. An archived version of the webcast will be available on CRA's website for one year.

In combination with this press release, CRA has posted prepared remarks by its CFO, Dan Mahoney, under "Quarterly Earnings" in the "Investor Relations" section on CRA's website at <http://www.crai.com>. These remarks are offered to provide the investment community with additional background on CRA's financial results prior to the start of the conference call.

### **About Charles River Associates (CRA)**

Charles River Associates® is a leading global consulting firm specializing in economic, financial, and management consulting services. CRA advises clients on economic and financial matters pertaining to litigation and regulatory proceedings, and guides corporations through critical business strategy and performance-related issues. Since 1965, clients have engaged CRA for its unique combination of functional expertise and industry knowledge, and for its objective solutions to complex problems. Headquartered in Boston, CRA has offices throughout the world. Detailed information about Charles River Associates, a registered trade name of CRA International, Inc., is available at [www.crai.com](http://www.crai.com). Follow us on [LinkedIn](#), [Instagram](#), and [Facebook](#).

### **NON-GAAP FINANCIAL MEASURES**

In this release, CRA has supplemented the presentation of its financial results calculated in accordance with U.S. generally accepted accounting principles or "GAAP" with the following financial measures that are not calculated in accordance with GAAP: non-GAAP net income, non-GAAP earnings per diluted share and non-GAAP EBITDA. CRA believes that the non-GAAP financial measures described in this press release are important to management and investors because these measures supplement the understanding of CRA's ongoing operating results and financial condition. In addition, these non-GAAP measures are used by CRA in its budgeting process, and the non-GAAP adjustments are made to the performance measures for some of CRA's performance-based compensation.

As used herein, CRA defines non-GAAP EBITDA as net income before interest expense (net), provision for income taxes, and depreciation and amortization further adjusted for the impact of certain items that we do not consider indicative of our core operating performance, such as non-cash amounts relating to valuation changes in contingent consideration, acquisition-related costs, foreign currency losses, net, restructuring costs and related tax effects. Non-GAAP net income and non-GAAP earnings per diluted share also exclude non-cash amounts relating to valuation changes in contingent consideration, acquisition-related costs, foreign currency losses, net, restructuring costs and related tax effects. This release also presents certain current fiscal period financial measures on a "constant currency" basis in order to isolate the effect that foreign currency exchange rate fluctuations can have on CRA's financial results. These constant currency measures are determined by recalculating the current fiscal period local currency financial measure using the specified corresponding prior fiscal period's foreign exchange rates. On a constant currency basis for the fiscal year-to-date period ended June 29, 2024 relative to the fiscal year-to-date period ended July 1, 2023, revenue and non-GAAP EBITDA would have been lower by \$1.0 million and \$0.2 million, respectively.

All of the non-GAAP financial measures referred to above should be considered in conjunction with, and not as a substitute for, the GAAP financial information presented in this release. EBITDA and the financial measures identified in this release as "non-GAAP" are reconciled to their GAAP comparable measures in the financial tables appended to the end of this press release. In evaluating these non-GAAP financial measures, note that the non-GAAP financial measures used by CRA may be calculated differently from, and therefore may not be comparable to, similarly titled measures used by other companies.

## **SAFE HARBOR STATEMENT**

*Statements in this press release concerning our future business, operating results and financial condition, including those concerning guidance on future revenue and non-GAAP EBITDA margin, the impact of exchange rate fluctuations on our financial results, our expectations regarding continued growth, our expectations regarding the payment of any future quarterly dividends and the level and extent of any purchases under our expanded share repurchase program, and statements using the terms “outlook,” “expect,” or similar expressions, are “forward-looking” statements as defined in Section 21 of the Exchange Act. These statements are based upon our current expectations and various underlying assumptions. Although we believe there is a reasonable basis for these statements and assumptions, and these statements are expressed in good faith, these statements are subject to a number of additional factors and uncertainties. Our actual revenue and non-GAAP EBITDA margin in fiscal 2024 on a constant currency basis relative to fiscal 2023 could differ materially from the guidance presented herein, and our actual performance and results may differ materially from the performance and results contained in or implied by the forward-looking statements made herein, due to many important factors. These factors include, but are not limited to, the possibility that the demand for our services may decline as a result of changes in general and industry specific economic conditions; the timing of engagements for our services; the effects of competitive services and pricing; our ability to attract and retain key employee or non-employee experts; the inability to integrate and utilize existing consultants and personnel; the decline or reduction in project work or activity; global economic conditions including less stable political and economic environments; foreign currency exchange rate fluctuations; unanticipated expenses and liabilities; risks inherent in international operations; changes in tax law or accounting standards, rules, and regulations; our ability to collect on forgivable loans should any become due; and professional and other legal liability or settlements. Additional risks and uncertainties are discussed in our periodic filings with the Securities and Exchange Commission under the heading “Risk Factors.” The inclusion of such forward-looking information should not be regarded as our representation that the future events, plans, or expectations contemplated will be achieved. Except as may be required by law, we undertake no obligation to update any forward-looking statements after the date of this press release, and we do not intend to do so.*

**CRA INTERNATIONAL, INC.**  
**CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS**  
**FOR THE FISCAL QUARTERS AND FISCAL YEAR-TO-DATE PERIODS ENDED**  
**JUNE 29, 2024 COMPARED TO JULY 1, 2023**  
**(IN THOUSANDS, EXCEPT PER SHARE DATA)**

	Fiscal Quarter Ended				Fiscal Year-to-Date Period Ended			
	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue
Revenues	\$ 171,442	100.0 %	\$ 161,965	100.0 %	\$ 343,230	100.0 %	\$ 314,810	100.0 %
Costs of services (exclusive of depreciation and amortization)	125,327	73.1 %	113,333	70.0 %	244,206	71.1 %	221,170	70.3 %
Selling, general and administrative expenses	32,016	18.7 %	29,846	18.4 %	62,514	18.2 %	58,218	18.5 %
Depreciation and amortization	2,811	1.6 %	2,872	1.8 %	5,603	1.6 %	5,815	1.8 %
Income from operations	11,288	6.6 %	15,914	9.8 %	30,907	9.0 %	29,607	9.4 %
Interest expense, net	(1,483)	-0.9 %	(1,616)	-1.0 %	(1,948)	-0.6 %	(2,187)	-0.7 %
Foreign currency losses, net	(191)	-0.1 %	(686)	-0.4 %	(333)	-0.1 %	(1,214)	-0.4 %
Income before provision for income taxes	9,614	5.6 %	13,612	8.4 %	28,626	8.3 %	26,206	8.3 %
Provision for income taxes	3,076	1.8 %	4,104	2.5 %	8,397	2.4 %	7,780	2.5 %
Net income	\$ 6,538	3.8 %	\$ 9,508	5.9 %	\$ 20,229	5.9 %	\$ 18,426	5.9 %
Net income per share:								
Basic	\$ 0.96		\$ 1.36		\$ 2.93		\$ 2.61	
Diluted	\$ 0.94		\$ 1.34		\$ 2.90		\$ 2.56	
Weighted average number of shares outstanding:								
Basic	6,834		6,983		6,880		7,051	
Diluted	6,911		7,080		6,961		7,166	

**CRA INTERNATIONAL, INC.**  
**RECONCILIATION OF NON-GAAP FINANCIAL MEASURES**  
**FOR THE FISCAL QUARTERS AND FISCAL YEAR-TO-DATE PERIODS ENDED**  
**JUNE 29, 2024 COMPARED TO JULY 1, 2023**  
**(IN THOUSANDS, EXCEPT PER SHARE DATA)**

	Fiscal Quarter Ended				Fiscal Year-to-Date Period Ended			
	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue
Revenues	\$ 171,442	100.0 %	\$ 161,965	100.0 %	\$ 343,230	100.0 %	\$ 314,810	100.0 %
Net income	\$ 6,538	3.8 %	\$ 9,508	5.9 %	\$ 20,229	5.9 %	\$ 18,426	5.9 %
Adjustments needed to reconcile GAAP net income to non-GAAP net income:								
Non-cash valuation change in contingent consideration	—	— %	16	— %	—	— %	36	— %
Restructuring <sup>(1)</sup>	8,176	4.8 %	—	— %	8,176	2.4 %	—	— %
Acquisition-related costs	—	— %	—	— %	—	— %	22	— %
Foreign currency losses, net	190	0.1 %	686	0.4 %	332	0.1 %	1,214	0.4 %
Tax effect on adjustments	(2,205)	-1.3 %	(165)	-0.1 %	(2,239)	-0.7 %	(304)	-0.1 %
Non-GAAP net income	\$ 12,699	7.4 %	\$ 10,045	6.2 %	\$ 26,498	7.7 %	\$ 19,394	6.2 %
Non-GAAP net income per share:								
Basic	\$ 1.85		\$ 1.44		\$ 3.84		\$ 2.75	
Diluted	\$ 1.83		\$ 1.42		\$ 3.80		\$ 2.70	
Weighted average number of shares outstanding:								
Basic	6,834		6,983		6,880		7,051	
Diluted	6,911		7,080		6,961		7,166	

<sup>(1)</sup> Includes cash severance of \$2.5M and non-cash charges of \$5.7M associated with portfolio optimization actions.



**CRA INTERNATIONAL, INC.**  
**RECONCILIATION OF NON-GAAP FINANCIAL MEASURES**  
**FOR THE FISCAL QUARTERS AND FISCAL YEAR-TO-DATE PERIODS ENDED**  
**JUNE 29, 2024 COMPARED TO JULY 1, 2023**  
**(IN THOUSANDS)**

	Fiscal Quarter Ended				Fiscal Year-to-Date Period Ended			
	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue
Revenues	\$ 171,442	100.0 %	\$ 161,965	100.0 %	\$ 343,230	100.0 %	\$ 314,810	100.0 %
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Adjustments needed to reconcile GAAP net income to non-GAAP net income:								
Non-cash valuation change in contingent consideration	—	— %	16	— %	—	— %	36	— %
Restructuring <sup>(1)</sup>	8,176	4.8 %	—	— %	8,176	2.4 %	—	— %
Acquisition-related costs	—	— %	—	— %	—	— %	22	— %
Foreign currency losses, net	190	0.1 %	686	0.4 %	332	0.1 %	1,214	0.4 %
Tax effect on adjustments	(2,205)	-1.3 %	(165)	-0.1 %	(2,239)	-0.7 %	(304)	-0.1 %
Non-GAAP net income	\$ 12,699	7.4 %	\$ 10,045	6.2 %	\$ 26,498	7.7 %	\$ 19,394	6.2 %
Adjustments needed to reconcile non-GAAP net income to non-GAAP EBITDA:								
Interest expense, net	1,483	0.9 %	1,616	1.0 %	1,948	0.6 %	2,187	0.7 %
Provision for income taxes	5,281	3.1 %	4,269	2.6 %	10,636	3.1 %	8,084	2.6 %
Depreciation and amortization	2,811	1.6 %	2,872	1.8 %	5,603	1.6 %	5,815	1.8 %
Non-GAAP EBITDA	\$ 22,274	13.0 %	\$ 18,802	11.6 %	\$ 44,685	13.0 %	\$ 35,480	11.3 %

<sup>(1)</sup> Includes cash severance of \$2.5M and non-cash charges of \$5.7M associated with portfolio optimization actions.

**CRA INTERNATIONAL, INC.**  
**CONDENSED CONSOLIDATED BALANCE SHEETS**  
**(IN THOUSANDS)**

	June 29, 2024	December 30, 2023
<b>Assets</b>		
Cash and cash equivalents	\$ 24,649	\$ 45,586
Accounts receivable and unbilled services, net	216,570	199,556
Other current assets	29,961	20,334
<b>Total current assets</b>	<b>271,180</b>	<b>265,476</b>
Property and equipment, net	36,817	38,176
Goodwill and intangible assets, net	101,836	101,185
Right-of-use assets	81,338	86,887
Other assets	54,841	61,487
<b>Total assets</b>	<b>\$ 546,012</b>	<b>\$ 553,211</b>
<b>Liabilities and Shareholders' Equity</b>		
Accounts payable	\$ 22,997	\$ 28,701
Accrued expenses	113,252	171,040
Current portion of lease liabilities	16,966	16,475
Revolving line of credit	87,000	—
Other current liabilities	12,456	19,871
<b>Total current liabilities</b>	<b>252,671</b>	<b>236,087</b>
Non-current portion of lease liabilities	84,492	92,280
Other non-current liabilities	17,100	12,743
<b>Total liabilities</b>	<b>354,263</b>	<b>341,110</b>
<b>Total shareholders' equity</b>	<b>191,749</b>	<b>212,101</b>
<b>Total liabilities and shareholders' equity</b>	<b>\$ 546,012</b>	<b>\$ 553,211</b>

**CRA INTERNATIONAL, INC.**  
**CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS**  
**(IN THOUSANDS)**

	<b>Fiscal Year-to-Date Period Ended</b>	
	<b>June 29, 2024</b>	<b>July 1, 2023</b>
<b>Operating activities:</b>		
Net income	\$ 20,229	\$ 18,426
Adjustments to reconcile net income to net cash used in operating activities:		
Non-cash items, net	15,769	15,200
Accounts receivable and unbilled services	(18,476)	(16,415)
Working capital items, net	(78,795)	(82,190)
Net cash used in operating activities	<u>(61,273)</u>	<u>(64,979)</u>
<b>Investing activities:</b>		
Purchases of property and equipment, net	(3,046)	(1,282)
Consideration paid for acquisition, net	(1,500)	(570)
Net cash used in investing activities	<u>(4,546)</u>	<u>(1,852)</u>
<b>Financing activities:</b>		
Borrowings under revolving line of credit	93,000	105,000
Repayments under revolving line of credit	(6,000)	(25,000)
Tax withholding payments reimbursed by shares	(1,977)	(2,009)
Cash dividends paid	(5,976)	(5,230)
Repurchase of common stock	(33,348)	(23,577)
Net cash provided by financing activities	<u>45,699</u>	<u>49,184</u>
Effect of foreign exchange rates on cash and cash equivalents	(817)	471
Net decrease in cash and cash equivalents	(20,937)	(17,176)
Cash and cash equivalents at beginning of period	45,586	31,447
Cash and cash equivalents at end of period	<u>\$ 24,649</u>	<u>\$ 14,271</u>
<b>Noncash investing and financing activities:</b>		
Increase in accounts payable and accrued expenses for property and equipment	<u>\$ 553</u>	<u>\$ 376</u>
Excise tax on share repurchases	<u>\$ (300)</u>	<u>\$ (200)</u>
Right-of-use assets obtained in exchange for lease obligations	<u>\$ 2,329</u>	<u>\$ 190</u>
<b>Supplemental cash flow information:</b>		
Cash paid for taxes	<u>\$ 12,681</u>	<u>\$ 6,218</u>
Cash paid for interest	<u>\$ 1,533</u>	<u>\$ 2,178</u>
Cash paid for amounts included in operating lease liabilities	<u>\$ 11,163</u>	<u>\$ 11,077</u>



**CHARLES RIVER ASSOCIATES (CRA)  
SECOND QUARTER FISCAL YEAR 2024  
EARNINGS ANNOUNCEMENT  
PREPARED CFO REMARKS**

CRA is providing these prepared remarks by CFO Dan Mahoney in combination with its press release. These remarks are offered to provide the investment community with additional information on CRA's financial results prior to the start of the conference call.

As previously announced, the conference call will be held August 1, 2024 at 10:00 a.m. ET. These prepared remarks will not be read on the call.

**Q2 Fiscal 2024 Summary (Quarter ended June 29, 2024)**

- Revenue: \$171.4 million
- Net income: \$6.5 million, or 3.8% of revenue; non-GAAP net income: \$12.7 million, or 7.4% of revenue
- Net income per diluted share: \$0.94; non-GAAP net income per diluted share: \$1.83
- Operating margin: 6.6%; non-GAAP operating margin 11.4%
- Non-GAAP EBITDA: \$22.3 million, or 13.0% of revenue
- Effective tax rate: 32.0%; non-GAAP effective tax rate 29.4%
- Utilization: 74%
- Consultant headcount at the end of Q2 of fiscal 2024: 968, which consists of 157 officers, 531 other senior staff and 280 junior staff
- Cash and cash equivalents: \$24.6 million at June 29, 2024
- Revolving credit facility borrowing capacity: \$158.5 million at June 29, 2024

**Revenue**

For Q2 of fiscal 2024, revenue was \$171.4 million, compared with revenue of \$162.0 million for Q2 of fiscal 2023.

**Headcount**

The following table outlines CRA's consultant headcount at the end of the stated quarters:

	Q2 2024	Q1 2024	Q4 2023	Q3 2023	Q2 2023
Officers	157	158	156	155	156
Other Senior Staff	531	544	527	529	522
Junior Staff	280	295	321	330	293
<b>Total</b>	<b>968</b>	<b>997</b>	<b>1,004</b>	<b>1,014</b>	<b>971</b>

**Utilization**

For Q2 of fiscal 2024, companywide utilization was 74%, compared with 72% for Q2 of fiscal 2023.

**Client Reimbursables**

For Q2 of fiscal 2024, client reimbursables were \$16.4 million, or 9.5% of revenue, compared with \$17.3 million, or 10.7% of revenue, for Q2 of fiscal 2023.

**Selling, General and Administrative (SG&A) Expenses**

For Q2 of fiscal 2024, SG&A expenses were \$32.0 million, or 18.7% of revenue, compared with \$29.8 million, or 18.4% of revenue, for Q2 of fiscal 2023. Commissions to non-employee experts are included in SG&A expenses. These commissions represented approximately 2.2% of revenue for Q2 of fiscal 2024, compared with 2.3% in Q2 of fiscal 2023. Excluding these commissions, SG&A expenses were 16.4% of revenue for Q2 of fiscal 2024, compared with 16.1% in Q2 of fiscal 2023.

\$ in 000's	Fiscal Quarter Ended			
	June 29, 2024		July 1, 2023	
		As a % of Revenue		As a % of Revenue
SG&A expenses	\$ 32,016	18.7 %	\$ 29,846	18.4 %
Less: commissions to non-employee experts	3,816	2.2 %	3,798	2.3 %
SG&A expenses excluding commissions	\$ 28,200	16.4 %	\$ 26,048	16.1 %

### Depreciation & Amortization

For Q2 of fiscal 2024, depreciation and amortization expenses amounted to \$2.8 million, or 1.6% of revenue, compared with \$2.9 million, or 1.8% of revenue, for Q2 of fiscal 2023.

### Forgivable Loan Amortization

For Q2 of fiscal 2024, forgivable loan amortization was \$14.4 million, or 8.4% of revenue, compared with \$9.7 million, or 6.0% of revenue, for Q2 of fiscal 2023.

### Share-Based Compensation Expense

For Q2 of fiscal 2024, share-based compensation expense was approximately \$1.4 million, or 0.8% of revenue, compared with \$1.2 million, or 0.7% of revenue, for Q2 of fiscal 2023.

### Operating Income

For Q2 of fiscal 2024, operating income was \$11.3 million, or 6.6% of revenue, compared with operating income of \$15.9 million, or 9.8% of revenue, for Q2 of fiscal 2023. Non-GAAP operating income was \$19.5 million, or 11.4% of revenue, for Q2 of fiscal 2024, compared with \$15.9 million, or 9.8% of revenue, for Q2 of fiscal 2023.

\$ in 000's	Fiscal Quarter Ended			
	June 29, 2024		July 1, 2023	
		As a % of Revenue		As a % of Revenue
Income from operations	\$ 11,288	6.6 %	\$ 15,914	9.8 %
Adjustments needed to reconcile GAAP income from operations to non-GAAP income from operations:				
Non-cash valuation change in contingent consideration	—	— %	16	— %
Restructuring <sup>(1)</sup>	8,176	4.8 %	—	— %
Non-GAAP income from operations	\$ 19,464	11.4 %	\$ 15,930	9.8 %

<sup>(1)</sup> Includes cash severance of \$2.5M and non-cash charges of \$5.7M associated with portfolio optimization actions.

### Interest Income (Expense), net

For Q2 of fiscal 2024, net interest expense was \$1.5 million, or 0.9% of revenue, compared with net interest expense of \$1.6 million, or 1.0% of revenue, for Q2 of fiscal 2023.

### Foreign Currency Losses, net

For Q2 of fiscal 2024, net foreign currency losses were \$0.2 million, or 0.1% of revenue, compared with net foreign currency losses of \$0.7 million, or 0.4% of revenue, for Q2 of fiscal 2023.

Foreign currency losses, net, is comprised of net gains and losses on foreign denominated transactions and the revaluation of working capital balances.

### Income Taxes

The following table outlines CRA's income tax provision recorded and the resulting effective tax rates:

\$ in 000's	GAAP		Non-GAAP	
	Fiscal Quarter Ended		Fiscal Quarter Ended	
	June 29, 2024	July 1, 2023	June 29, 2024	July 1, 2023
Tax Provision	\$ 3,076	\$ 4,104	\$ 5,281	\$ 4,269
Effective Tax Rate	32.0 %	30.1 %	29.4 %	29.8 %

\$ in 000's	Fiscal Quarter Ended			
	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue
Income before provision for income taxes	\$ 9,614	5.6 %	\$ 13,612	8.4 %
Adjustments needed to reconcile GAAP income before provision for income taxes to non-GAAP income before provision for income taxes				
Non-cash valuation change in contingent consideration	—	— %	16	— %
Restructuring <sup>(1)</sup>	8,176	4.8 %	—	— %
Foreign currency losses, net	190	0.1 %	686	0.4 %
Non-GAAP income before provision for income taxes	\$ 17,980	10.5 %	\$ 14,314	8.8 %
GAAP provision for income taxes	\$ 3,076		\$ 4,104	
Tax effect on non-GAAP adjustments	2,205		165	
Non-GAAP provision for income taxes	\$ 5,281		\$ 4,269	

<sup>(1)</sup> Includes cash severance of \$2.5M and non-cash charges of \$5.7M associated with portfolio optimization actions.

### Net Income

For Q2 of fiscal 2024, net income was \$6.5 million, or 3.8% of revenue, or \$0.94 per diluted share, compared with net income of \$9.5 million, or 5.9% of revenue, or \$1.34 per diluted share, for Q2 of fiscal 2023. Non-GAAP net income for Q2 of fiscal 2024 was \$12.7 million, or 7.4% of revenue, or \$1.83 per diluted share, compared with \$10.0 million, or 6.2% of revenue, or \$1.42 per diluted share, for Q2 of fiscal 2023.

### Non-GAAP EBITDA

For Q2 of fiscal 2024, non-GAAP EBITDA was \$22.3 million, or 13.0% of revenue, compared with \$18.8 million, or 11.6% of revenue, for Q2 of fiscal 2023.

### Constant Currency Basis

For Q2 of fiscal 2024, revenue was \$171.4 million, and net income was \$6.5 million, or 3.8% of revenue, or \$0.94 per diluted share. On a constant currency basis relative to Q2 of fiscal 2023, Q2 of fiscal 2024 revenue would have remained unchanged at \$171.4 million, GAAP net income have remained unchanged at \$6.5 million, or 3.8% of revenue, and earnings per diluted share would have remained unchanged at \$0.94 per diluted share.

For Q2 of fiscal 2024, revenue was \$171.4 million, and non-GAAP net income was \$12.7 million, or 7.4% of revenue, or \$1.83 per diluted share. On a constant currency basis relative to Q2 of fiscal 2023, Q2 of fiscal 2024 revenue would have remained unchanged at \$171.4 million, non-GAAP net income would have been lower by \$0.1 million at \$12.6 million, or 7.4% of revenue, non-GAAP earnings per diluted share would have decreased by \$0.01 to \$1.82 per diluted share, and non-GAAP EBITDA would have been lower by \$0.1 million to \$22.2 million, or 13.0% of revenue.

A description of the process for calculating the measures presented on a constant currency basis is contained under the heading “Non-GAAP Financial Measures” below.

### Key Balance Sheet Metrics

Billed and unbilled receivables at June 29, 2024 were \$216.6 million, compared with \$213.1 million at July 1, 2023. Current liabilities at June 29, 2024 were \$252.7 million, compared with \$239.0 million at July 1, 2023.

Total Days Sales Outstanding, or DSO, for Q2 of fiscal 2024 was 110 days, consisting of 70 days of billed and 40 days of unbilled. This compares with 115 days reported for Q2 of fiscal 2023, consisting of 74 days of billed and 41 days of unbilled.

### Cash and Cash Flow

Cash and cash equivalents was \$24.6 million at June 29, 2024, compared with \$14.3 million at July 1, 2023.

Net cash provided by operating activities for Q2 of fiscal 2024 was \$1.8 million, compared with net cash provided by operating activities of \$5.1 million for Q2 of fiscal 2023.

As of June 29, 2024, outstanding borrowings under CRA’s revolving credit facility amounted to \$87.0 million. At July 1, 2023, outstanding borrowings under CRA’s revolving credit facility amounted to \$80.0 million.

Capital expenditures totaled \$2.3 million for Q2 of fiscal 2024, compared with \$0.7 million for Q2 of fiscal 2023.

CRA repurchased approximately 140,000 shares of common stock during Q2 of fiscal 2024 for \$24.1 million, compared with Q2 of fiscal 2023, when approximately 31,000 shares of common stock were repurchased for \$3.0 million.

A quarterly cash dividend of \$0.42 per common share, for total dividends and dividend equivalents of \$2.9 million, was paid in Q2 of fiscal 2024, compared with a quarterly cash dividend of \$0.36 per common share, for total dividends and dividend equivalents of \$2.5 million paid in Q2 of fiscal 2023.

### GAAP Condensed Consolidated Statement of Cash Flows

CRA has derived the condensed consolidated statement of cash flow data for the years ended December 30, 2023 and December 31, 2022 from its audited financial statements appearing on Form 10-K for the fiscal year ended December 30, 2023, filed with the Securities and Exchange Commission on February 29, 2024. The condensed consolidated statement of cash flow data for the third quarter of fiscal year 2022 and the first, second, and third quarters of fiscal year 2023 and the first and second quarters of fiscal year 2024 have been derived from CRA's unaudited financial statements appearing on Form 10-Q for each of the respective fiscal quarters as well as the consolidated statements of cash flows appearing on Form 10-K for the fiscal years ended December 30, 2023 and December 31, 2022 and have been prepared on the same basis as CRA's audited financial statements.

GAAP Condensed Consolidated Statement of Cash Flows (\$ in 000's)	LTM Q2 2024	Q2 2024	Q1 2024	Q4 2023	Q3 2023
Net cash provided by (used in) operating activities	\$ 63,778	\$ 1,807	\$ (63,080)	\$ 60,099	\$ 64,952
Net cash used in investing activities	(5,637)	(3,816)	(730)	(358)	(733)
Net cash provided by (used in) financing activities	(47,967)	(10,353)	56,052	(43,092)	(50,574)
Effect of foreign exchange rates on cash and cash equivalents	204	(111)	(706)	1,333	(312)
Net increase (decrease) in cash and cash equivalents	\$ 10,378	\$ (12,473)	\$ (8,464)	\$ 17,982	\$ 13,333
Cash and cash equivalents at beginning of period	14,271	37,122	45,586	27,604	14,271
Cash and cash equivalents at end of period	\$ 24,649	\$ 24,649	\$ 37,122	\$ 45,586	\$ 27,604

GAAP Condensed Consolidated Statement of Cash Flows (\$ in 000's)	LTM Q2 2023	Q2 2023	Q1 2023	Q4 2022	Q3 2022
Net cash provided by (used in) operating activities	\$ 38,954	\$ 5,072	\$ (70,051)	\$ 60,136	\$ 43,797
Net cash used in investing activities	(7,765)	(720)	(1,132)	(4,981)	(932)
Net cash provided by (used in) financing activities	(31,868)	(25,664)	74,848	(48,212)	(32,840)
Effect of foreign exchange rates on cash and cash equivalents	(671)	64	407	411	(1,553)
Net increase (decrease) in cash and cash equivalents	\$ (1,350)	\$ (21,248)	\$ 4,072	\$ 7,354	\$ 8,472
Cash and cash equivalents at beginning of period	15,621	35,519	31,447	24,093	15,621
Cash and cash equivalents at end of period	\$ 14,271	\$ 14,271	\$ 35,519	\$ 31,447	\$ 24,093

### Adjusted Net Cash Flows from Operations

Below are the quarterly and last twelve-month reconciliations of GAAP net cash provided by (used in) operating activities for each of the periods presented to non-GAAP adjusted net cash flows from operations. The reconciling items are forgivable loan advances and repayments for each period, which are reported as a component of GAAP net cash provided by (used in) operating activities, along with other non-recurring cash items.

Adjusted Net Cash Flows from Operations (\$ in 000's)	LTM Q2 2024	Q2 2024	Q1 2024	Q4 2023	Q3 2023
GAAP net cash provided by (used in) operating activities	\$ 63,778	\$ 1,807	\$ (63,080)	\$ 60,099	\$ 64,952
Forgivable loan advances	29,880	18,880	5,250	2,000	3,750
Forgivable loan repayments	(1,488)	(288)	—	(1,200)	—
Adjusted net cash flows from operations	\$ 92,170	\$ 20,399	\$ (57,830)	\$ 60,899	\$ 68,702
Net revenue	\$ 652,397	\$ 171,442	\$ 171,789	\$ 161,613	\$ 147,553
GAAP net cash provided by (used in) operating activities as a percentage of net revenue	9.8 %	1.1 %	(36.7)%	37.2 %	44.0 %
Adjusted net cash flows from operations as a percentage of net revenue	14.1 %	11.9 %	(33.7)%	37.7 %	46.6 %

<b>Adjusted Net Cash Flows from Operations</b> <b>(\$ in 000's)</b>	<b>LTM</b> <b>Q2 2023</b>	<b>Q2</b> <b>2023</b>	<b>Q1</b> <b>2023</b>	<b>Q4</b> <b>2022</b>	<b>Q3</b> <b>2022</b>
GAAP net cash provided by (used in) operating activities	\$ 38,954	\$ 5,072	\$ (70,051)	\$ 60,136	\$ 43,797
Forgivable loan advances	30,422	750	16,842	9,517	3,313
Forgivable loan repayments	(616)	—	(616)	—	—
Other non-recurring cash items (1)	121	—	22	69	30
<b>Adjusted net cash flows from operations</b>	<b>\$ 68,881</b>	<b>\$ 5,822</b>	<b>\$ (53,803)</b>	<b>\$ 69,722</b>	<b>\$ 47,140</b>
<b>Net revenue</b>	<b>\$ 608,227</b>	<b>\$ 161,965</b>	<b>\$ 152,845</b>	<b>\$ 144,976</b>	<b>\$ 148,441</b>
GAAP net cash provided by (used in) operating activities as a percentage of net revenue	6.4 %	3.1 %	(45.8)%	41.5 %	29.5 %
Adjusted net cash flows from operations as a percentage of net revenue	11.3 %	3.6 %	(35.2)%	48.1 %	31.8 %

(1) Other non-recurring cash items includes acquisition-related costs.

### **NON-GAAP FINANCIAL MEASURES**

In these remarks, CRA has supplemented the presentation of its financial results calculated in accordance with U.S. generally accepted accounting principles or “GAAP” with the following financial measures that were not calculated in accordance with GAAP: non-GAAP net income, non-GAAP earnings per diluted share, non-GAAP EBITDA, non-GAAP income from operations (and non-GAAP operating margin), non-GAAP provision for income taxes (and non-GAAP effective tax rate), SG&A expenses excluding commissions and adjusted net cash flows from operations. CRA believes that these non-GAAP financial measures are important to management and investors because these measures supplement the understanding of CRA’s ongoing operating results, financial condition and cash flows. Non-GAAP adjusted net cash flows from operations is used by management to assess CRA’s ability to fund items such as the acquisition of talent, office expansions, debt repayment and distributions to shareholders. In addition, non-GAAP net income and non-GAAP EBITDA are used by CRA in its budgeting process, and the non-GAAP adjustments described below are made to the performance measures for some of CRA’s performance-based compensation.

As used herein, CRA defines non-GAAP EBITDA as net income before interest expense (net), provision for income taxes, and depreciation and amortization further adjusted for the impact of certain items that we do not consider indicative of its core operating performance, such as non-cash amounts relating to valuation changes in contingent consideration, acquisition-related costs, foreign currency losses, net, restructuring costs and related tax effects. Non-GAAP net income, non-GAAP income from operations and non-GAAP provision for income taxes also exclude non-cash amounts relating to valuation changes in contingent consideration, acquisition-related costs, foreign currency losses, net, restructuring costs and related tax effects. The adjustments made to non-GAAP adjusted net cash flows from operations add back forgivable loan issuances, net of repayments, along with other non-recurring cash items. These remarks also present certain current fiscal period financial measures on a “constant currency” basis in order to isolate the effect that foreign currency exchange rate fluctuations can have on CRA’s financial results. These constant currency measures are determined by recalculating the current fiscal period local currency financial measure using the specified corresponding prior fiscal period’s foreign exchange rates.

All of the non-GAAP financial measures referred to above should be considered in conjunction with, and not as a substitute for, the GAAP financial information presented in these remarks. EBITDA and the financial measures identified in these remarks as “non-GAAP” are reconciled to their GAAP comparable measures either in these remarks or in the attached financial tables. In evaluating these non-GAAP financial measures, note that the non-GAAP financial measures used by CRA may be calculated differently from, and therefore may not be comparable to, similarly titled measures used by other companies.



**CRA INTERNATIONAL, INC.**  
**CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS**  
**FOR THE FISCAL QUARTERS AND FISCAL YEAR-TO-DATE PERIODS ENDED**  
**JUNE 29, 2024 COMPARED TO JULY 1, 2023**  
**(IN THOUSANDS, EXCEPT PER SHARE DATA)**

	Fiscal Quarter Ended				Fiscal Year-to-Date Period Ended			
	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue
Revenues	\$ 171,442	100.0 %	\$ 161,965	100.0 %	\$ 343,230	100.0 %	\$ 314,810	100.0 %
Costs of services (exclusive of depreciation and amortization)	125,327	73.1 %	113,333	70.0 %	244,206	71.1 %	221,170	70.3 %
Selling, general and administrative expenses	32,016	18.7 %	29,846	18.4 %	62,514	18.2 %	58,218	18.5 %
Depreciation and amortization	2,811	1.6 %	2,872	1.8 %	5,603	1.6 %	5,815	1.8 %
Income from operations	11,288	6.6 %	15,914	9.8 %	30,907	9.0 %	29,607	9.4 %
Interest expense, net	(1,483)	-0.9 %	(1,616)	-1.0 %	(1,948)	-0.6 %	(2,187)	-0.7 %
Foreign currency losses, net	(191)	-0.1 %	(686)	-0.4 %	(333)	-0.1 %	(1,214)	-0.4 %
Income before provision for income taxes	9,614	5.6 %	13,612	8.4 %	28,626	8.3 %	26,206	8.3 %
Provision for income taxes	3,076	1.8 %	4,104	2.5 %	8,397	2.4 %	7,780	2.5 %
Net income	<u>\$ 6,538</u>	<u>3.8 %</u>	<u>\$ 9,508</u>	<u>5.9 %</u>	<u>\$ 20,229</u>	<u>5.9 %</u>	<u>\$ 18,426</u>	<u>5.9 %</u>
Net income per share:								
Basic	<u>\$ 0.96</u>		<u>\$ 1.36</u>		<u>\$ 2.93</u>		<u>\$ 2.61</u>	
Diluted	<u>\$ 0.94</u>		<u>\$ 1.34</u>		<u>\$ 2.90</u>		<u>\$ 2.56</u>	
Weighted average number of shares outstanding:								
Basic	<u>6,834</u>		<u>6,983</u>		<u>6,880</u>		<u>7,051</u>	
Diluted	<u>6,911</u>		<u>7,080</u>		<u>6,961</u>		<u>7,166</u>	

**CRA INTERNATIONAL, INC.**  
**RECONCILIATION OF NON-GAAP FINANCIAL MEASURES**  
**FOR THE FISCAL QUARTERS AND FISCAL YEAR-TO-DATE PERIODS ENDED**  
**JUNE 29, 2024 COMPARED TO JULY 1, 2023**  
**(IN THOUSANDS, EXCEPT PER SHARE DATA)**

	Fiscal Quarter Ended				Fiscal Year-to-Date Period Ended			
	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue
Revenues	\$ 171,442	100.0 %	\$ 161,965	100.0 %	\$ 343,230	100.0 %	\$ 314,810	100.0 %
Net income	\$ 6,538	3.8 %	\$ 9,508	5.9 %	\$ 20,229	5.9 %	\$ 18,426	5.9 %
Adjustments needed to reconcile GAAP net income to non-GAAP net income:								
Non-cash valuation change in contingent consideration	—	— %	16	— %	—	— %	36	— %
Restructuring <sup>(1)</sup>	8,176	4.8 %	—	— %	8,176	2.4 %	—	— %
Acquisition-related costs	—	— %	—	— %	—	— %	22	— %
Foreign currency losses, net	190	0.1 %	686	0.4 %	332	0.1 %	1,214	0.4 %
Tax effect on adjustments	(2,205)	-1.3 %	(165)	-0.1 %	(2,239)	-0.7 %	(304)	-0.1 %
Non-GAAP net income	\$ 12,699	7.4 %	\$ 10,045	6.2 %	\$ 26,498	7.7 %	\$ 19,394	6.2 %
Non-GAAP net income per share:								
Basic	\$ 1.85		\$ 1.44		\$ 3.84		\$ 2.75	
Diluted	\$ 1.83		\$ 1.42		\$ 3.80		\$ 2.70	
Weighted average number of shares outstanding:								
Basic	6,834		6,983		6,880		7,051	
Diluted	6,911		7,080		6,961		7,166	

<sup>(1)</sup> Includes cash severance of \$2.5M and non-cash charges of \$5.7M associated with portfolio optimization actions.

**CRA INTERNATIONAL, INC.**  
**RECONCILIATION OF NON-GAAP FINANCIAL MEASURES**  
**FOR THE FISCAL QUARTERS AND FISCAL YEAR-TO-DATE PERIODS ENDED**  
**JUNE 29, 2024 COMPARED TO JULY 1, 2023**  
**(IN THOUSANDS)**

	Fiscal Quarter Ended				Fiscal Year-to-Date Period Ended			
	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue	June 29, 2024	As a % of Revenue	July 1, 2023	As a % of Revenue
Revenues	\$ 171,442	100.0 %	\$ 161,965	100.0 %	\$ 343,230	100.0 %	\$ 314,810	100.0 %
Net income	\$ 6,538	3.8 %	\$ 9,508	5.9 %	\$ 20,229	5.9 %	\$ 18,426	5.9 %
Adjustments needed to reconcile GAAP net income to non-GAAP net income:								
Non-cash valuation change in contingent consideration	—	— %	16	— %	—	— %	36	— %
Restructuring <sup>(1)</sup>	8,176	4.8 %	—	— %	8,176	2.4 %	—	— %
Acquisition-related costs	—	— %	—	— %	—	— %	22	— %
Foreign currency losses, net	190	0.1 %	686	0.4 %	332	0.1 %	1,214	0.4 %
Tax effect on adjustments	(2,205)	-1.3 %	(165)	-0.1 %	(2,239)	-0.7 %	(304)	-0.1 %
Non-GAAP net income	\$ 12,699	7.4 %	\$ 10,045	6.2 %	\$ 26,498	7.7 %	\$ 19,394	6.2 %
Adjustments needed to reconcile non-GAAP net income to non-GAAP EBITDA:								
Interest expense, net	1,483	0.9 %	1,616	1.0 %	1,948	0.6 %	2,187	0.7 %
Provision for income taxes	5,281	3.1 %	4,269	2.6 %	10,636	3.1 %	8,084	2.6 %
Depreciation and amortization	2,811	1.6 %	2,872	1.8 %	5,603	1.6 %	5,815	1.8 %
Non-GAAP EBITDA	\$ 22,274	13.0 %	\$ 18,802	11.6 %	\$ 44,685	13.0 %	\$ 35,480	11.3 %

<sup>(1)</sup> Includes cash severance of \$2.5M and non-cash charges of \$5.7M associated with portfolio optimization actions.

**CRA INTERNATIONAL, INC.**  
**CONDENSED CONSOLIDATED BALANCE SHEETS**  
**(IN THOUSANDS)**

	June 29, 2024	December 30, 2023
<b>Assets</b>		
Cash and cash equivalents	\$ 24,649	\$ 45,586
Accounts receivable and unbilled services, net	216,570	199,556
Other current assets	29,961	20,334
<b>Total current assets</b>	<b>271,180</b>	<b>265,476</b>
Property and equipment, net	36,817	38,176
Goodwill and intangible assets, net	101,836	101,185
Right-of-use assets	81,338	86,887
Other assets	54,841	61,487
<b>Total assets</b>	<b>\$ 546,012</b>	<b>\$ 553,211</b>
<b>Liabilities and Shareholders' Equity</b>		
Accounts payable	\$ 22,997	\$ 28,701
Accrued expenses	113,252	171,040
Current portion of lease liabilities	16,966	16,475
Revolving line of credit	87,000	—
Other current liabilities	12,456	19,871
<b>Total current liabilities</b>	<b>252,671</b>	<b>236,087</b>
Non-current portion of lease liabilities	84,492	92,280
Other non-current liabilities	17,100	12,743
<b>Total liabilities</b>	<b>354,263</b>	<b>341,110</b>
Total shareholders' equity	191,749	212,101
<b>Total liabilities and shareholders' equity</b>	<b>\$ 546,012</b>	<b>\$ 553,211</b>

**CRA INTERNATIONAL, INC.**  
**CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS**  
**(IN THOUSANDS)**

	<b>Fiscal Year-to-Date Period Ended</b>	
	<b>June 29, 2024</b>	<b>July 1, 2023</b>
<b>Operating activities:</b>		
Net income	\$ 20,229	\$ 18,426
Adjustments to reconcile net income to net cash used in operating activities:		
Non-cash items, net	15,769	15,200
Accounts receivable and unbilled services	(18,476)	(16,415)
Working capital items, net	(78,795)	(82,190)
Net cash used in operating activities	<u>(61,273)</u>	<u>(64,979)</u>
<b>Investing activities:</b>		
Purchases of property and equipment, net	(3,046)	(1,282)
Consideration paid for acquisition, net	(1,500)	(570)
Net cash used in investing activities	<u>(4,546)</u>	<u>(1,852)</u>
<b>Financing activities:</b>		
Borrowings under revolving line of credit	93,000	105,000
Repayments under revolving line of credit	(6,000)	(25,000)
Tax withholding payments reimbursed by shares	(1,977)	(2,009)
Cash dividends paid	(5,976)	(5,230)
Repurchase of common stock	(33,348)	(23,577)
Net cash provided by financing activities	<u>45,699</u>	<u>49,184</u>
Effect of foreign exchange rates on cash and cash equivalents	(817)	471
Net decrease in cash and cash equivalents	<u>(20,937)</u>	<u>(17,176)</u>
Cash and cash equivalents at beginning of period	45,586	31,447
Cash and cash equivalents at end of period	<u>\$ 24,649</u>	<u>\$ 14,271</u>
<b>Noncash investing and financing activities:</b>		
Increase in accounts payable and accrued expenses for property and equipment	<u>\$ 553</u>	<u>\$ 376</u>
Excise tax on share repurchases	<u>\$ (300)</u>	<u>\$ (200)</u>
Right-of-use assets obtained in exchange for lease obligations	<u>\$ 2,329</u>	<u>\$ 190</u>
<b>Supplemental cash flow information:</b>		
Cash paid for taxes	<u>\$ 12,681</u>	<u>\$ 6,218</u>
Cash paid for interest	<u>\$ 1,533</u>	<u>\$ 2,178</u>
Cash paid for amounts included in operating lease liabilities	<u>\$ 11,163</u>	<u>\$ 11,077</u>

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**CHARLES RIVER ASSOCIATES (CRA) DECLARES QUARTERLY CASH DIVIDEND OF \$0.42 PER COMMON SHARE**

BOSTON, August 1, 2024 – Charles River Associates (NASDAQ: CRAI), a worldwide leader in providing economic, financial and management consulting services, today announced that its Board of Directors has declared a quarterly cash dividend of \$0.42 per common share to be paid on September 13, 2024 to shareholders of record of CRA's common stock as of the close of business on August 27, 2024. The Company expects to continue paying quarterly dividends, the declaration, timing and amounts of which remain subject to the discretion of CRA's Board of Directors.

**About Charles River Associates (CRA)**

Charles River Associates® is a leading global consulting firm specializing in economic, financial and management consulting services. CRA advises clients on economic and financial matters pertaining to litigation and regulatory proceedings, and guides corporations through critical business strategy and performance-related issues. Since 1965, clients have engaged CRA for its unique combination of functional expertise and industry knowledge, and for its objective solutions to complex problems. Headquartered in Boston, CRA has offices throughout the world. Detailed information about Charles River Associates, a registered trade name of CRA International, Inc., is available at [www.crai.com](http://www.crai.com). Follow us on [LinkedIn](#), [Instagram](#), and [Facebook](#).

**SAFE HARBOR STATEMENT**

*Statements in this press release concerning our expectations regarding the payment of future quarterly dividends are “forward-looking” statements as defined in Section 21 of the Exchange Act. These statements are based upon our current expectations and various underlying assumptions. Although we believe there is a reasonable basis for these statements and assumptions, and these statements are expressed in good faith, these statements are subject to a number of additional factors and uncertainties. These factors include, but are not limited to, the possibility that the demand for our services may decline as a result of changes in general and industry specific economic conditions; the timing of engagements for our services; the effects of competitive services and pricing; our ability to attract and retain key employee or non-employee experts; the inability to integrate and utilize existing consultants and personnel; the decline or reduction in project work or activity; global economic conditions including less stable political and economic environments; foreign currency exchange rate fluctuations; unanticipated expenses and liabilities; risks inherent in international operations; changes in tax law or accounting standards, rules, and regulations; our ability to collect on forgivable loans should any become due; and professional and other legal liability or settlements. Additional risks and uncertainties are discussed in our periodic filings with the Securities and Exchange Commission under the heading “Risk Factors.” The inclusion of such forward-looking information should not be regarded as our representation that the future events, plans, or expectations contemplated will be achieved. Except as may be required by law, we undertake no obligation to update any forward-looking statements after the date of this press release, and we do not intend to do so.*