

An Overview of Charles River Associates

Q3 FY2025

CRA Charles River
Associates

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Safe Harbor Disclaimer

Statements included in this presentation which are not historical in nature, including those concerning the company's future business, operating and financial condition, are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements may include statements concerning our plans, objectives, goals, strategies, and future events, including, but not limited to, future revenues, results, growth, profitability, performance, as well as our expectations regarding revenue and non-GAAP EBITDA margin, the declaration of future quarterly dividends and capital allocation strategies. These statements that are not historical may be reflected in words, graphs or diagrams. When used in this presentation, words such as "achieve," "aim," "committed," "continue," "expect," "going forward," "intend," "pursuits," "seek," "should," "target," and variations of such words or similar expressions are intended to identify forward-looking statements. These statements are based upon management's current expectations and speak only as of the date of this presentation. CRA International, Inc. d/b/a Charles River Associates ("CRA") cautions readers that there may be events in the future that CRA is not able to accurately predict or control, and the information contained in the forward-looking statements is inherently uncertain and subject to a number of risks that could cause actual results to differ materially from those contained in or implied by the forward-looking statements or by the historical references. These risks 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; clients' ability and willingness to pay CRA's invoices; 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 exchange rate fluctuations; unanticipated expenses and liabilities; risks inherent in international operations; information or technology systems failures, including cybersecurity incidents; new or changes to laws and regulations, including U.S. and foreign tax laws, as well as accounting standards, rules, and regulations; our ability to collect on forgivable loans should any become due; professional and other legal liability settlements and the impact of the U.S. government shutdown on our business operations. Further information on various potential factors and risks that could affect CRA's financial results are included under the heading "Risk Factors" in the annual and quarterly reports we file with the Securities and Exchange Commission (SEC), as well as in the other documents we file with the SEC, which are available on the SEC's website or in the Investor Relations section of CRA's website at www.crai.com. 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. CRA cannot guarantee any future results, levels of activity, performance, or achievement and undertakes no obligation to update any of its forward-looking statements, nor does it assume any liability for any investment decisions made or not made as a result of this presentation.

In 2025, We Celebrated CRA's 60th Birthday and More Than 27 Years as a Publicly Traded Company



A Leading Global Consulting Firm



For 60 years, Charles River Associates (CRA) has been a premier consulting firm. In 1965, our founders envisioned a company that would bring the developing expertise of academia, especially in the then-burgeoning area of quantitative methods in economics, to the business world. This vision continues to resonate strongly today as we apply cutting-edge quantitative tools and microeconomic analysis to our clients' most important challenges.



Two Lines of Business

Legal & Regulatory Consulting
"Cutting Edge Approaches to High Stakes Cases" (~80% of Revenue)

Management Consulting
Sector Specialized Boutique (~20% of Revenue)



Client Base

Multinational Corporations

Law Firms

Government Regulators



Sources of Distinctiveness

Leading Experts

Client-Tailored Model

Superior Analytics

Industry Insight

Senior-Led



Geographic Footprint

More than 20 Offices
Across 10 Countries

Revenue split ~80% North
America and ~20%
International

Performance Driven by Highly Talented and Dedicated Colleagues



74% of senior staff have advanced degrees, with 40% of the advanced degrees being PhDs



CRA accepts less than 2% of campus applicants



Less than 10% voluntary turnover among top revenue generating employees over past 5 years



47% of senior staff have been at CRA more than 5 years, with 19% of senior staff exceeding 10 years



Our staff hail from over 70 countries across 6 continents



Over 35 languages spoken

Note: Figures as of year-end fiscal 2024.

Solving Complex Problems with High Value-Added Expertise

Each of our practices is *highly regarded*, and our consultants are recognized for their creative and *multidisciplinary* approach to solving clients' complex problems in the *US and throughout the world*



Antitrust & Competition



Labor & Employment



Financial Economics



Auctions & Competitive Bidding



Life Sciences



Forensic Services



Energy



Marakon



Intellectual Property



Finance



Risk, Investigations, & Analytics

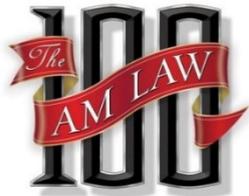
In the Past Two Years, We Have Worked with 85 of the Fortune 100

FORTUNE
100
Corporate



Note: Figures as of year-end fiscal 2024.

In the Past Two Years, We Have Partnered with 98 of the Top 100 Law Firms



Law Firm



Note: Figures as of year-end fiscal 2024.

We Are Delivering Growth While Returning Capital to Shareholders



**Revenue
Growth**



**Headcount
Growth**



**EPS
Growth***



**Stock
Repurchases**



**Cash
Dividends**

**Fiscal 2025
Q3 YTD****

9%

-1%

utilization of 76%

11%

\$47M

average price of
\$187 per share

\$10M

Fiscal 2024

10%

-6%

utilization of 75%

39%

\$33M

average price of
\$162 per share

\$12M

**Fiscal Years
2020-2024**

52%

21%

utilization of 73%

142%

\$151M

average price of
\$88 per share

\$48M

*Presented on a non-GAAP basis. A reconciliation to the comparable GAAP financial measures appears at the end of this presentation.

**Growth rates are calculated on a year-over-year basis.

Investment Thesis

We are committed to being the firm of choice for our clients as they address their most important litigation, regulatory, and strategic challenges, as well as for our employees as they seek a fulfilling and exciting place to work



Leading experts in their respective fields



Management team with strong track record of operating performance



History of strong cash flows and no long-term debt

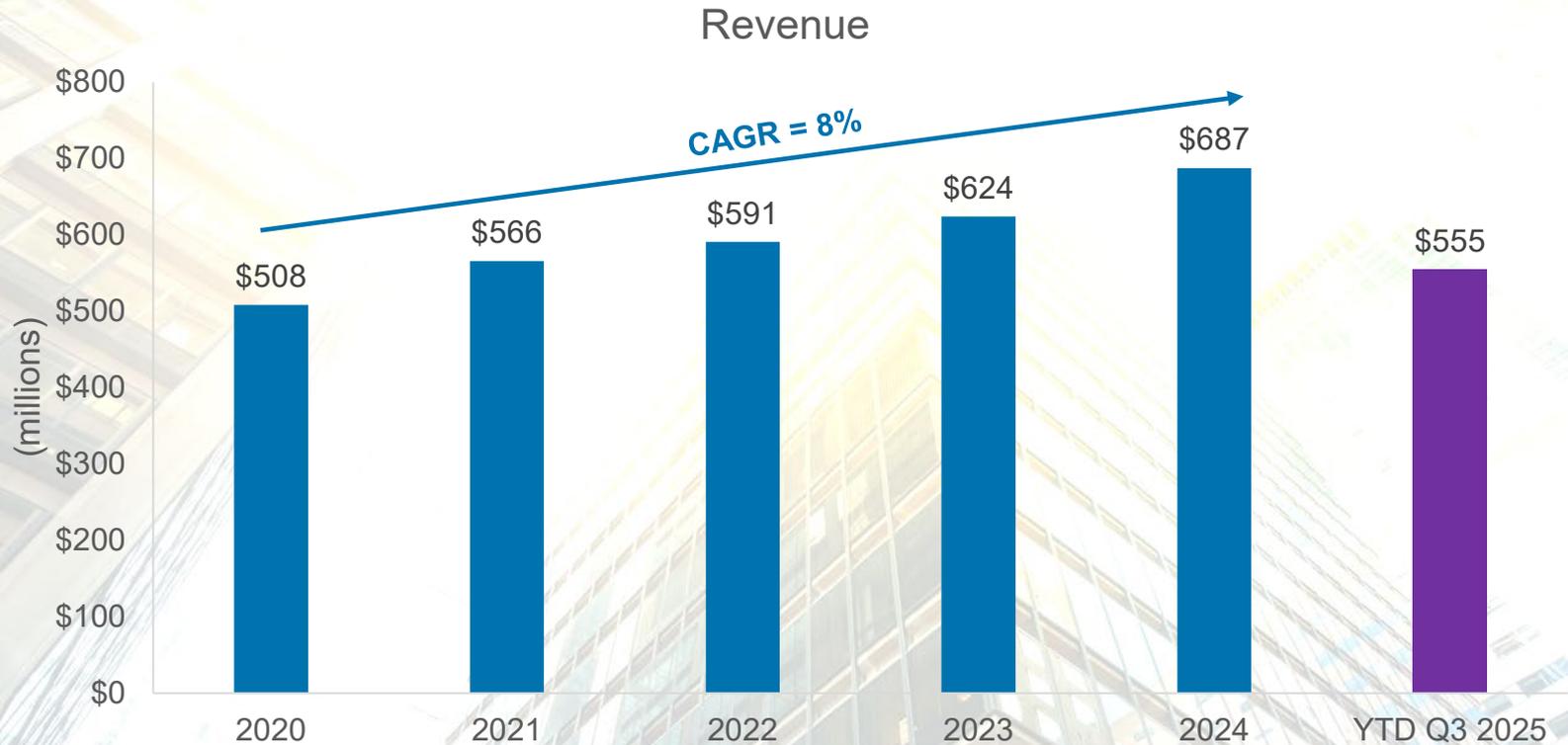


Value-based decision makers with disciplined capital allocation strategy



Our objective is to maximize CRA's long-term value per share

Consistently Strong Performance Reflects Quality of Portfolio and Breadth of Contributors



Against challenging comparisons, CRA has achieved record-breaking revenue in each of the past seven fiscal years

Healthy EBITDA Margin Despite Inclusion of Non-Cash Amortization of Forgivable Loans

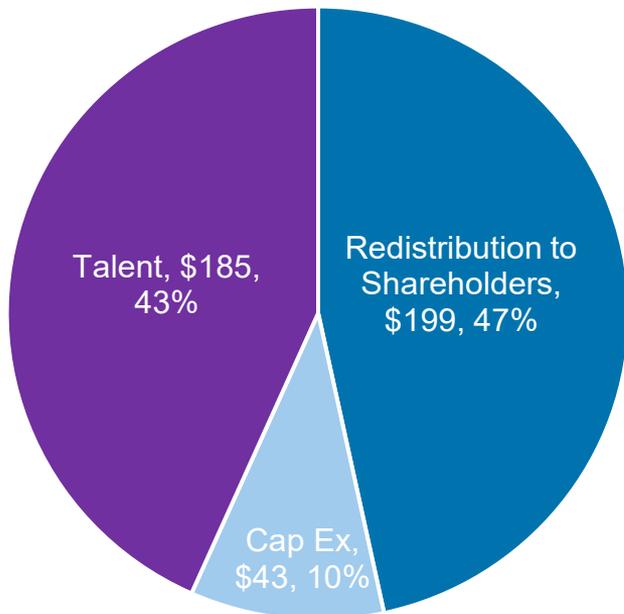
(\$ in millions)	2020	2021	2022	2023	2024	YTD Q3 2025
Revenue	\$508	\$566	\$591	\$624	\$687	\$555
EBITDA*	\$51	\$69	\$71	\$68	\$90	\$72
% of Revenue	10.0%	12.2%	12.0%	10.9%	13.2%	13.1%
Non-Cash Amortization of Forgivable Loans**	\$31	\$33	\$35	\$37	\$36	\$30
% of Revenue	6.1%	5.8%	5.9%	6.0%	5.3%	5.3%

*Presented on a non-GAAP basis. A reconciliation to the comparable GAAP financial measures appears at the end of this presentation.

**2024 excludes \$5.7 million associated with portfolio optimization actions, while YTD Q3 2025 excludes both \$1.1M in non-cash charges and the reversal of \$5.4M of non-cash charges associated with a previously recorded performance award.

Capital Allocation Philosophy: Uses of Capital

Uses of Capital (FY2020-24)



Note: Dollar figures in millions

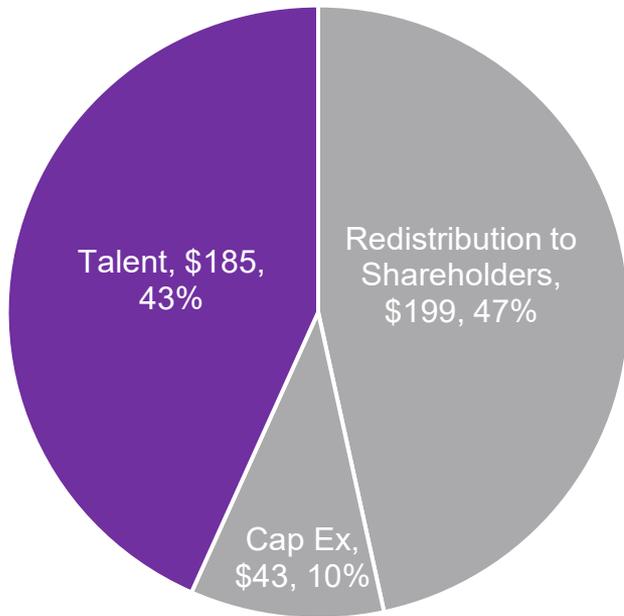
Given the strength of our business, all of our investments have been funded from operations

We always seek to deliver returns well above our cost of capital

Looking forward, we aim to return half of our adjusted net cash flows from operations to shareholders

Capital Allocation Philosophy: Talent Strategy

Uses of Capital (FY2020-24)



Note: Dollar figures in millions

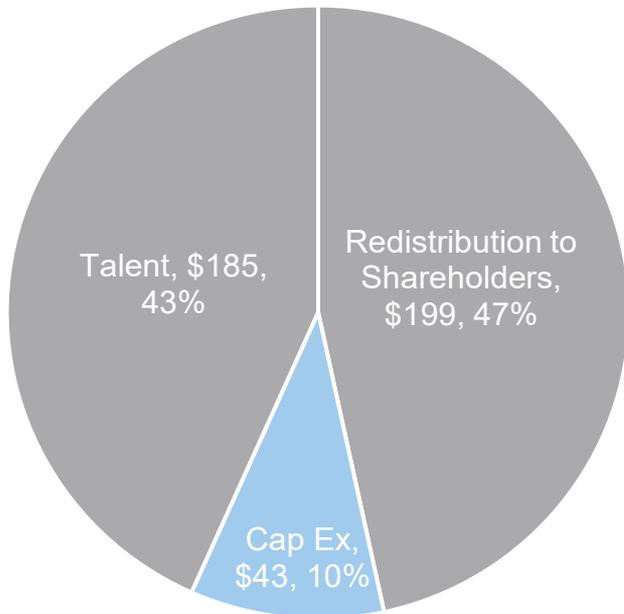
We use capital to drive growth, both in support of organic initiatives and inorganic pursuits; over this period, revenue has increased by greater than 50%, or more than \$230 million

Historically, our revenue growth has been balanced between organic and inorganic opportunities; our goal is to have a growth engine tilted toward organic initiatives and supplemented by inorganic pursuits

Our talent investments will be focused on service offerings within our existing lines of business and related adjacencies

Capital Allocation Philosophy: Capital Expenditures

Uses of Capital (FY2020-24)



Note: Dollar figures in millions

Outlays associated with lease expirations and office expansions to accommodate growth accounted for \$19 million of total capital expenditures

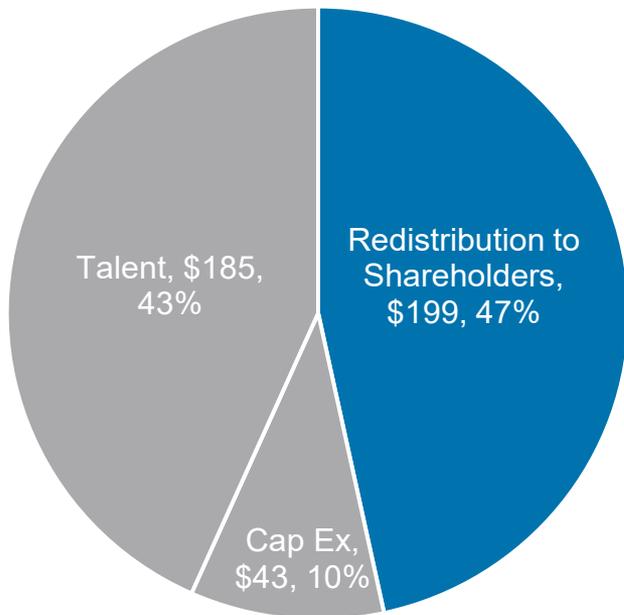
Our investments in office buildouts have focused on efficient space planning, reducing our footprint per employee while at the same time offering an attractive destination for top talent

Occupancy of approximately 75% across our offices provides for future expansion without the need for significant capital outlays

Our non-real estate capital expenditures are typically modest, averaging less than \$5 million per year

Capital Allocation Philosophy: Redistribution to Shareholders

Uses of Capital (FY2020-24)



Note: Dollar figures in millions

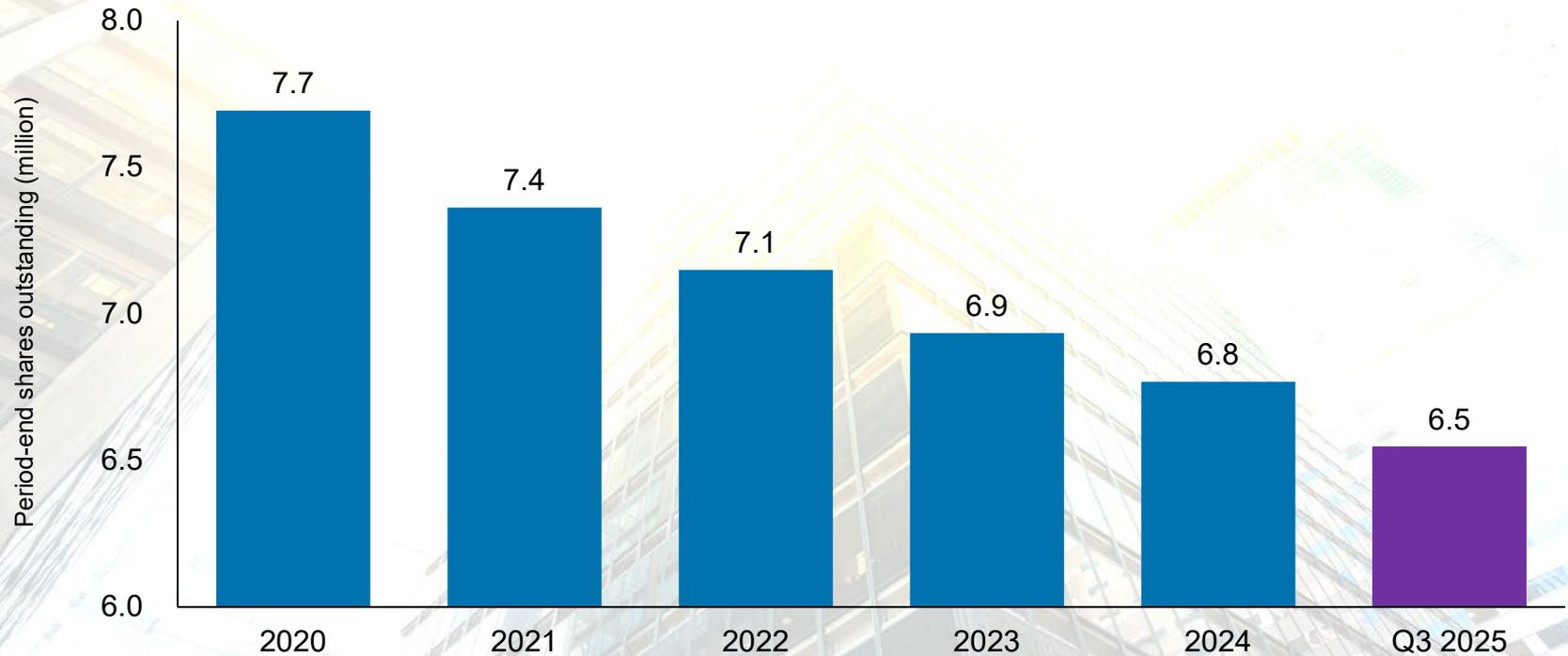
Redistributions to shareholders have consisted of \$151 million of share repurchases and \$48 million of dividend payments

CRA has repurchased 1.7 million shares at an average cost of \$88 per share during 2020-2024, reducing net shares outstanding by 13%

We initiated a quarterly dividend of \$0.14 per share in Q4 of 2016, with subsequent increases in each year 2017-2025, resulting in a current quarterly dividend of \$0.57 per share

During 2020-2024, stock repurchases and dividend payments have combined to deliver an average shareholder yield of approximately 6% relative to our average market capitalization

Shareholder Distributions Significantly Reduced Shares Outstanding, Magnifying Per Share Value Gains



Over the past decade, shares outstanding have shrunk by more than 25%

Expectations for the Future



For FY2025, we have provided the following annual financial guidance on a constant currency basis

Revenue range of
\$740 – \$748 million*

Non-GAAP EBITDA margin range
of 12.6% – 13.0%*



Over the next several years and consistent with past performance, we intend to continue targeting the following metrics

Average annual revenue growth
in the mid-single digits driven
primarily from organic pursuits

Utilization in the mid-70s

Return approximately 50% of
adjusted cash flows from
operations to shareholders

*FY2025 guidance as of October 30, 2025. Guidance is presented on a constant currency basis relative to fiscal 2024. 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.

Evergreen End Markets and Primary Demand Drivers



Legal Spend



Mergers & Acquisitions



Regulatory & Public Policy



Strategy & Operations Consulting

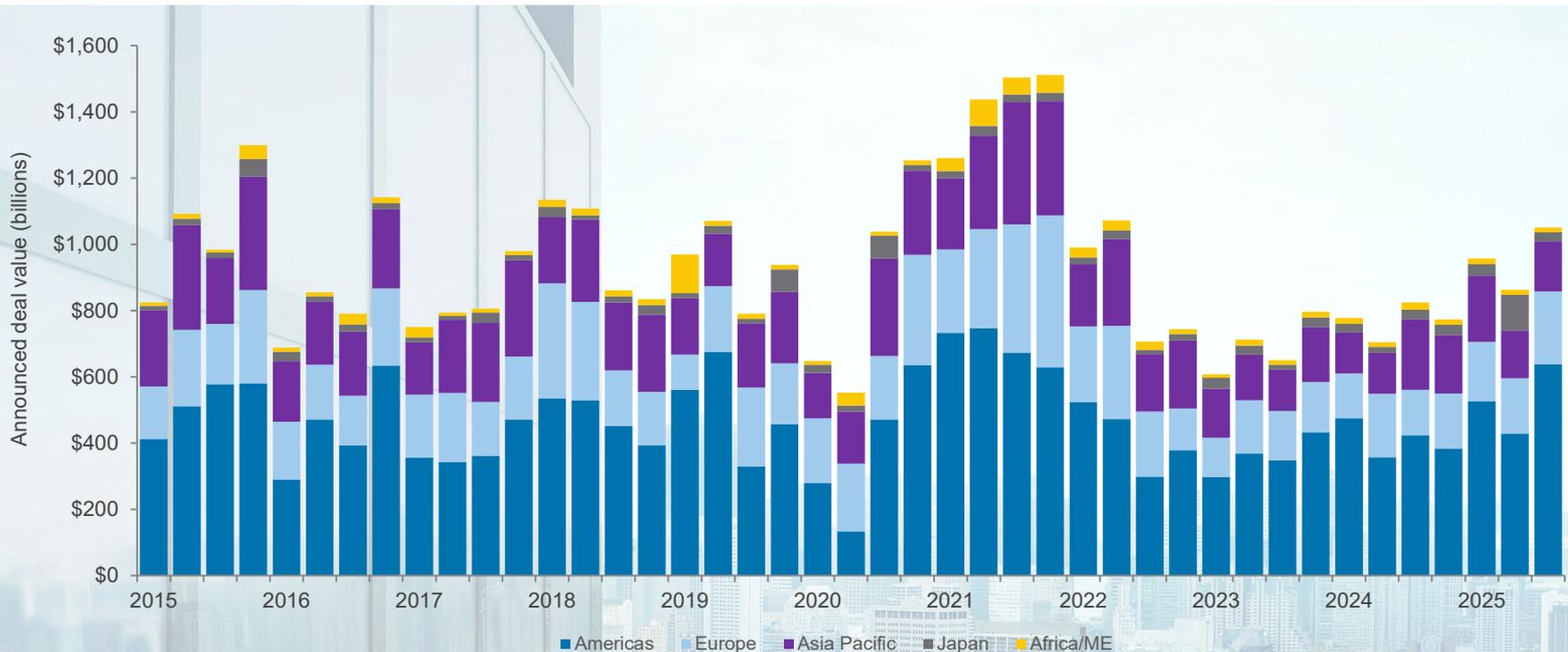
Strong Performance in Legal & Regulatory Services Despite Modest Growth in Legal Spending



Source: BTI 24th Annual Survey of Top Legal Decision Makers, October 2025

**CRA's litigation growth has come from taking market share
and successfully targeting faster growing segments**

Our Business Has Performed Well Through Fluctuations in Global M&A Activity



Source: LSEG, October 2025

Both lines of business benefit from M&A activity as companies face changing competitive landscapes

Growing Complexity in Regulatory Markets Benefits Our Legal & Regulatory and Management Consulting Businesses



“

“But make no mistake: we won't be soft on mergers that only benefit companies or vested interests. We will oppose mergers that enrich shareholders but hurt consumers, that concentrate market power, kill innovation or make strong companies even stronger while Europeans pay the price.”

Teresa Ribera, Executive Vice President, European Commission

Remarks at the 52nd Annual Conference on International Antitrust Law and Policy, and Antitrust Economics at Fordham Law School, 18 September 2025



“

“Effective regulation must keep pace with market and technological developments. Keeping pace, though, may mean grounding rules in principles, rather than attempting to prescribe custodial practices. Even prescriptions that sounded eminently rational when adopted, can quickly lose their relevance and even impede efforts to protect investor assets.”

Hester M. Peirce, Commissioner, U.S. Securities and Exchange Commission

Cultivating Confidence: The Role of Custody in Institutional Confidence – Public Trust and Oversight, 30 September 2025

CRA's clients benefit from our ability to keep pace with the evolving focus of legal and regulatory proceedings around the world

Consulting Services Remain in Demand During Both Positive and Challenging Economic Environments



Key Trends in Management Consulting

The anticipated increase in business sentiment and aggregate private investment will boost demand

Ease of entry allows consultants to meet and benefit from external shocks

Expert knowledge of industry advances is crucial for providing sound advice and overseeing the implementation of client processes and procedures

Diversifying client types across various markets can reduce revenue volatility and help companies weather economic disruptions

Given recent trends, we are maintaining our sector focus and increasing our analytical capabilities to position CRA for future growth

Representative Client Matters



Legal & Regulatory Consulting



CRA was retained by Cisco, a leading global technology company, to provide economic analyses across worldwide jurisdictions in support of its \$28 billion acquisition of Splunk, a cybersecurity leader. Cisco received unconditional clearance from the European Commission, while the US Department of Justice declined to issue a Second Request.

Legal & Regulatory Consulting



A multi-national insurance broker faced a severe ransomware attack, triggering a partial network shutdown and massive data exfiltration. CRA leveraged sophisticated endpoint management, detection and response tools to provide comprehensive asset visibility and to accelerate the hunt for threats, while also supporting timely notifications to alert impacted individuals.

Legal & Regulatory Consulting



The European Commission fined Teva €462.6 million for delaying competition for its blockbuster drug, Copaxone. CRA advised various third parties on this case culminating in the Commission's decision against Teva's conduct. Specifically, the Commission found that Teva had abused its dominant position by misusing the patent system to artificially extend the patent protection of Copaxone and by disseminating misleading information about the safety and efficacy of a competing product.

Legal & Regulatory Consulting



CRA was retained by Colombia in an international arbitration dispute brought by Eco Oro Minerals Corp. that alleged Colombia had expropriated its gold-silver mining project in the Andes. CRA experts testified on the market value of the mining project. Based in part on the testimony of the CRA experts, the Tribunal decided to award \$0 to the claimant.

Legal & Regulatory Consulting



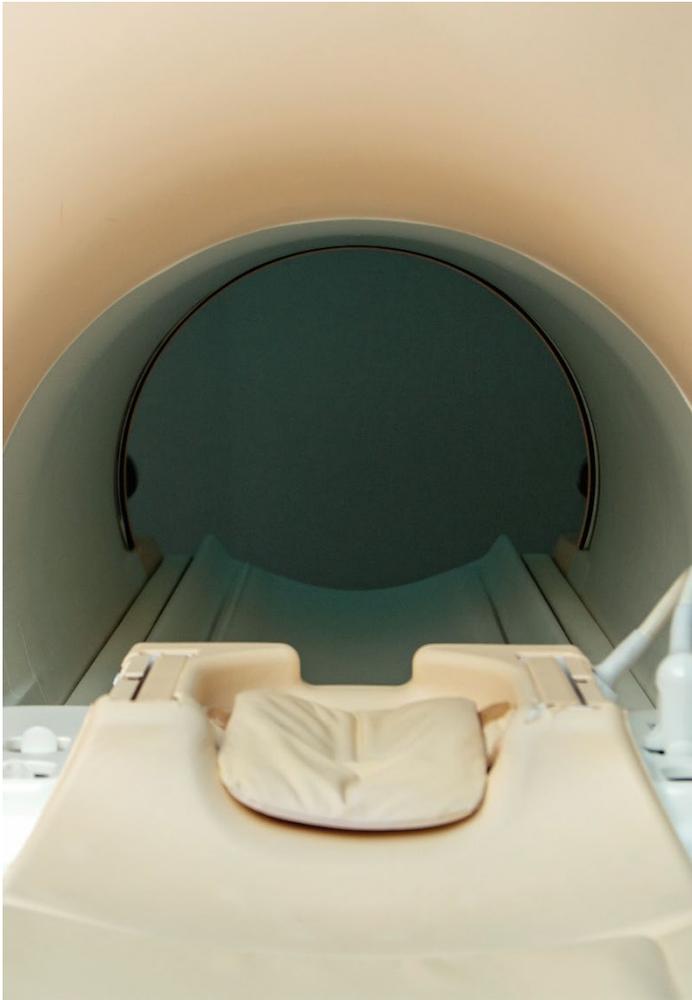
CRA conducted an investigation on behalf of a European tax authority into an alleged \$2 billion fraud connected to the distribution of government funds. CRA's team performed extensive trading and market practice analysis, investigative research, forensic accounting, flow of funds analyses, and ultimately trial testimony in several jurisdictions. These analyses leveraged data analytics to review millions of financial records, emails, and other supporting documentation.

Legal & Regulatory Consulting



CRA was engaged as an economic damages and licensing expert on behalf of Cloudflare, a global Internet cloud services provider. CRA's team contributed to Cloudflare's successful defense by helping demonstrate that the plaintiff's "licensing program" was not legitimate, and that its outdated patents were irrelevant to Cloudflare's modern infrastructure. The jury sided with Cloudflare, declaring no infringement and invalidating the plaintiff's asserted patents.

Management Consulting



A leading pharmaceutical company sought support from CRA's Life Sciences experts in the clinical development of several cancer therapy products. We developed a detailed evaluation of the tumor types that were of interest to our client and helped map the anticipated clinical changes in the treatment paradigms and performed forward-looking analyses of expected health technology assessments and pricing decision drivers. From these efforts, our client is now able to make critical business decisions using a payer-validated perspective.

Management Consulting



A major international renewable and hydrogen developer was seeking support in developing a North American hydrogen market entry strategy. The CRA team worked closely with the client team to develop a foundational fact set, conduct a clean hydrogen global production cost analysis, and chart out the path towards participation within the new market based on the client's competitive advantage and unique skill set.

Appendix

Supplemental Financial Disclosures

CRA Charles River
Associates

Reconciliation of Non-GAAP Financial Measures

	Fiscal Years						Fiscal YTD	
	2019	2020	2021	2022	2023	2024	Q3 2025	Q3 2024
(\$ in millions, except per share data)								
Revenues	\$ 451.4	\$ 508.4	\$ 565.9	\$ 590.9	\$ 624.0	\$ 687.4	\$ 554.6	\$ 511.0
Income from operations	29.3	34.8	55.7	58.7	57.5	70.8	62.5	49.3
Operating margin (%)	<u>6.5 %</u>	<u>6.8 %</u>	<u>9.8 %</u>	<u>9.9 %</u>	<u>9.2 %</u>	<u>10.3 %</u>	<u>11.3 %</u>	<u>9.6 %</u>
Net income	\$ 20.7	\$ 24.5	\$ 41.7	\$ 43.6	\$ 38.5	\$ 46.7	\$ 41.6	\$ 31.7
Net income margin (%)	<u>4.6 %</u>	<u>4.8 %</u>	<u>7.4 %</u>	<u>7.4 %</u>	<u>6.2 %</u>	<u>6.8 %</u>	<u>7.5 %</u>	<u>6.2 %</u>
Weighted average shares outstanding (diluted) in millions	8.2	7.9	7.6	7.4	7.1	6.9	6.7	6.9
Diluted earnings per share	<u>\$ 2.53</u>	<u>\$ 3.07</u>	<u>\$ 5.45</u>	<u>\$ 5.91</u>	<u>\$ 5.39</u>	<u>\$ 6.74</u>	<u>\$ 6.16</u>	<u>\$ 4.57</u>
Reconciliation of GAAP net income to non-GAAP net income:								
GAAP net income	\$ 20.7	\$ 24.5	\$ 41.7	\$ 43.6	\$ 38.5	\$ 46.7	\$ 41.6	\$ 31.7
Other	5.4	3.0	0.4	0.3	(0.8)	8.0	(0.5)	8.2
Foreign currency (gains) losses, net	1.3	-	0.5	(1.9)	1.4	0.1	0.5	1.2
Tax effect of non-GAAP adjustments	(1.7)	(0.8)	(0.2)	0.3	(0.1)	(2.1)	-	(2.5)
Non-GAAP adjustments, net of tax	5.0	2.2	0.7	(1.3)	0.5	6.0	-	6.9
Non-GAAP net income	<u>\$ 25.7</u>	<u>\$ 26.7</u>	<u>\$ 42.4</u>	<u>\$ 42.3</u>	<u>\$ 39.0</u>	<u>\$ 52.6</u>	<u>\$ 41.6</u>	<u>\$ 38.6</u>
Non-GAAP net income margin (%)	<u>5.7 %</u>	<u>5.2 %</u>	<u>7.5 %</u>	<u>7.2 %</u>	<u>6.2 %</u>	<u>7.7 %</u>	<u>7.5 %</u>	<u>7.6 %</u>
Non-GAAP net income per diluted share outstanding	<u>\$ 3.14</u>	<u>\$ 3.35</u>	<u>\$ 5.54</u>	<u>\$ 5.74</u>	<u>\$ 5.46</u>	<u>\$ 7.60</u>	<u>\$ 6.16</u>	<u>\$ 5.57</u>

Note:

Adjustments referred to as "Other" include non-cash valuation change in contingent consideration, restructuring costs, and acquisition-related costs.

Reconciliation of Non-GAAP Financial Measures (cont.)

(\$ in millions)	Fiscal Years						Fiscal YTD	
	2019	2020	2021	2022	2023	2024	Q3 2025	Q3 2024
Reconciliation of net income to non-GAAP EBITDA:								
Net Income	\$ 20.7	\$ 24.5	\$ 41.7	\$ 43.6	\$ 38.5	\$ 46.7	\$ 41.6	\$ 31.7
Adjustments needed to reconcile GAAP net income to non-GAAP net income:	5.0	2.2	0.7	(1.3)	0.5	6.0	—	6.9
Non-GAAP net income	\$ 25.7	\$ 26.7	\$ 42.4	\$ 42.3	\$ 39.0	\$ 52.6	\$ 41.6	\$ 38.6
Interest expense (income), net	1.3	1.2	1.0	1.8	3.8	4.4	4.0	3.4
Provision (benefit) for income taxes	7.8	10.0	12.8	14.9	13.9	21.7	16.4	15.5
Depreciation and amortization	10.6	12.8	12.8	12.0	11.6	11.7	10.4	8.5
Non-GAAP EBITDA	\$ 45.4	\$ 50.7	\$ 68.9	\$ 71.0	\$ 68.3	\$ 90.4	\$ 72.5	\$ 66.0
Non-GAAP EBITDA margin	10.1 %	10.0 %	12.2 %	12.0 %	10.9 %	13.2 %	13.1 %	12.9 %

	GAAP	Non-GAAP	Difference
Revenue growth (Fiscal Years 2020-2024)	52 %	52 %	— %
Earnings per diluted share (EPS) growth (Fiscal Years 2020-2024)	166 %	142 %	(24)%
Revenue growth (Fiscal Year 2024)	10 %	10 %	— %
Earnings per diluted share (EPS) growth (Fiscal Year 2024)	25 %	39 %	14 %
Revenue growth (Fiscal YTD 2025)	9 %	9 %	— %
Earnings per diluted share (EPS) growth (Fiscal YTD 2025)	35 %	11 %	(24)%

Investor Relations



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