

Contacts:

Dan Mahoney
Chief Financial Officer
Charles River Associates
617-425-3505

Nicholas Manganaro
Sharon Merrill Associates, Inc.
crai@investorrelations.com
617-542-5300

**CHARLES RIVER ASSOCIATES (CRA) REPORTS
FINANCIAL RESULTS FOR THE FIRST QUARTER OF 2022**

Broad-based Contributions Drive Record Quarterly Revenue and Continued Profit Expansion

BOSTON, May 5, 2022 – [Charles River Associates](#) (NASDAQ: CRAI), a worldwide leader in providing [economic, financial and management consulting services](#), today announced financial results for the fiscal first quarter ended April 2, 2022.

“CRA continued to build momentum in the business as revenue increased to \$148.4 million, which represents the highest quarterly revenue in the Company’s history,” said [Paul Maleh](#), CRA’s President and Chief Executive Officer. “Our performance was broad based, with five practices—Antitrust & Competition Economics, Auctions & Competitive Bidding, Intellectual Property, Labor & Employment, and Risk, Investigations & Analytics—delivering double-digit revenue growth year over year. Importantly, CRA continues to expand its margins as CRA’s net income, earnings per diluted share and EBITDA all grew faster than revenue.”

Highlights for First Quarter Fiscal 2022

- Revenue grew 1.3% year over year to \$148.4 million.
- Utilization was 74%, and quarter-end headcount increased 4.9% year over year.
- Net income increased 8.8% year over year to \$11.4 million, or 7.7% of revenue, compared with \$10.5 million, or 7.2% of revenue, in the first quarter of fiscal 2021; non-GAAP net income increased 7.2% year over year to \$11.6 million, or 7.8% of revenue, compared with \$10.8 million, or 7.4% of revenue, in the first quarter of fiscal 2021.
- Earnings per diluted share increased 13.4% year over year to \$1.52 from \$1.34 in the first quarter of fiscal 2021; non-GAAP earnings per diluted share increased 11.7% year over year to \$1.53 from \$1.37 in the first quarter of fiscal 2021.
- Non-GAAP EBITDA increased 6.2% to \$18.9 million, or 12.7% of revenue, compared with \$17.8 million, or 12.1% of revenue, in the first quarter of fiscal 2021.
- On a constant currency basis relative to the first quarter of fiscal 2021, revenue, GAAP net income, and earnings per diluted share would have been higher by \$1.0 million, \$0.1 million, and \$0.01 per diluted share, respectively. Non-GAAP net income, earnings per diluted share, and EBITDA would have been higher by \$0.1 million, \$0.01 per diluted share, and \$0.1 million, respectively.
- CRA returned \$7.4 million of capital to its shareholders, consisting of \$2.4 million of dividend payments and \$5.0 million for share repurchases of approximately 57,000 shares.
- On February 28, 2022, as previously announced, CRA acquired substantially all of the assets of Welch Consulting, Ltd., a leader in economic consulting, research, and analysis of labor and employment issues.

Management Commentary and Financial Guidance

“As these first quarter results demonstrate, we continue to see solid demand for our portfolio of services,” continued Maleh. “We are reaffirming our previous guidance for full year fiscal 2022 of revenue in the range of \$585 million to \$605 million, and non-GAAP EBITDA margin in the range of 10.8% to 11.5%, both on a constant currency basis relative to fiscal 2021. While we are pleased with CRA’s performance to begin the year, we remain mindful that uncertainties around global economic, business, health, and political 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 unusual gains or charges, foreign currency exchange rates, and the resulting effect of these items, and of equity awards, on CRA's taxes without unreasonable effort. 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 May 5, 2022, CRA's Board of Directors announced a quarterly cash dividend of \$0.31 per common share, payable on June 10, 2022 to shareholders of record as of May 31, 2022. 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 first-quarter 2022 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. Follow us on [LinkedIn](#), [Twitter](#), 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 net income per 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.

CRA defines non-GAAP EBITDA as net income before interest expense (net), 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, and related tax effects. Non-GAAP net income and non-GAAP net income per share also exclude non-cash amounts relating to valuation changes in contingent consideration, acquisition-related 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.

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 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 2022 on a constant currency basis relative to fiscal 2021 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; the impact of the COVID-19 pandemic; 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 ENDED
APRIL 2, 2022 COMPARED TO APRIL 3, 2021
(IN THOUSANDS, EXCEPT PER SHARE DATA)

	Fiscal Quarter Ended			
	April 2, 2022	As a % of Revenue	April 3, 2021	As a % of Revenue
Revenues	\$ 148,382	100.0 %	\$ 146,518	100.0 %
Cost of services (exclusive of depreciation and amortization)	104,060	70.1 %	105,374	71.9 %
Selling, general and administrative expenses	25,817	17.4 %	23,206	15.8 %
Depreciation and amortization	2,976	2.0 %	3,301	2.3 %
Income from operations	15,529	10.5 %	14,637	10.0 %
Interest expense, net	(208)	-0.1 %	(199)	-0.1 %
Foreign currency gains (losses), net	199	0.1 %	(551)	-0.4 %
Income before provision for income taxes	15,520	10.5 %	13,887	9.5 %
Provision for income taxes	4,094	2.8 %	3,386	2.3 %
Net income	<u>\$ 11,426</u>	<u>7.7 %</u>	<u>\$ 10,501</u>	<u>7.2 %</u>
Net income per share:				
Basic	<u>\$ 1.55</u>		<u>\$ 1.37</u>	
Diluted	<u>\$ 1.52</u>		<u>\$ 1.34</u>	
Weighted average number of shares outstanding:				
Basic	<u>7,360</u>		<u>7,626</u>	
Diluted	<u>7,503</u>		<u>7,831</u>	

CRA INTERNATIONAL, INC.
RECONCILIATION OF NON-GAAP FINANCIAL MEASURES
FOR THE FISCAL QUARTERS ENDED
APRIL 2, 2022 COMPARED TO APRIL 3, 2021
(IN THOUSANDS, EXCEPT PER SHARE DATA)

	Fiscal Quarter Ended			
	April 2, 2022	As a % of Revenue	April 3, 2021	As a % of Revenue
Revenues	\$ 148,382	100.0 %	\$ 146,518	100.0 %
Net income	\$ 11,426	7.7 %	\$ 10,501	7.2 %
Adjustments needed to reconcile GAAP net income to non-GAAP net income:				
Non-cash valuation change in contingent consideration	—	— %	380	0.3 %
Acquisition-related costs	171	0.1 %	—	— %
Tax effect on adjustments	(46)	— %	(103)	-0.1 %
Non-GAAP net income	\$ 11,551	7.8 %	\$ 10,778	7.4 %
Non-GAAP net income per share:				
Basic	\$ 1.56		\$ 1.41	
Diluted	\$ 1.53		\$ 1.37	
Weighted average number of shares outstanding:				
Basic	7,360		7,626	
Diluted	7,503		7,831	

CRA INTERNATIONAL, INC.
RECONCILIATION OF NON-GAAP FINANCIAL MEASURES
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(IN THOUSANDS)

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Acquisition-related costs	171	0.1 %	—	— %
Tax effect on adjustments	(46)	— %	(103)	-0.1 %
Non-GAAP net income	\$ 11,551	7.8 %	\$ 10,778	7.4 %
Adjustments needed to reconcile non-GAAP net income to non-GAAP EBITDA:				
Interest expense, net	208	0.1 %	199	0.1 %
Provision for income taxes	4,140	2.8 %	3,489	2.4 %
Depreciation and amortization	2,976	2.0 %	3,301	2.3 %
Non-GAAP EBITDA	\$ 18,875	12.7 %	\$ 17,767	12.1 %

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

	April 2, 2022	January 1, 2022
Assets		
Cash	\$ 43,702	\$ 66,130
Accounts receivable and unbilled services, net	173,651	162,057
Other current assets	24,795	21,160
Total current assets	242,148	249,347
Property and equipment, net	51,836	53,612
Goodwill and intangible assets, net	99,045	93,117
Right-of-use assets	107,655	110,475
Other assets	50,158	48,809
Total assets	\$ 550,842	\$ 555,360
Liabilities and Shareholders' Equity		
Accounts payable	\$ 20,252	\$ 23,511
Accrued expenses	103,640	156,314
Current portion of lease liabilities	15,023	14,337
Revolving line of credit	60,000	—
Other current liabilities	10,031	18,924
Total current liabilities	208,946	213,086
Non-current portion of lease liabilities	120,231	124,464
Other non-current liabilities	12,440	11,976
Total liabilities	341,617	349,526
Total shareholders' equity	209,225	205,834
Total liabilities and shareholders' equity	\$ 550,842	\$ 555,360

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

	Fiscal Quarter Ended	
	April 2, 2022	April 3, 2021
Operating activities:		
Net income	\$ 11,426	\$ 10,501
Adjustments to reconcile net income to net cash used in operating activities, net of effect of acquired business:		
Non-cash items, net	7,086	6,149
Accounts receivable and unbilled services	(7,110)	(3,030)
Working capital items, net	(73,240)	(53,468)
Net cash used in operating activities	(61,838)	(39,848)
Investing activities:		
Purchases of property and equipment, net	(1,346)	(692)
Consideration paid for acquisition	(10,639)	—
Net cash used in investing activities	(11,985)	(692)
Financing activities:		
Issuance of common stock, principally stock options exercises	341	1,113
Borrowings under revolving line of credit	60,000	42,000
Repayments under revolving line of credit	—	(2,000)
Tax withholding payments reimbursed by shares	(897)	(588)
Cash paid for contingent consideration	—	(2,357)
Cash dividends paid	(2,377)	(2,061)
Repurchase of common stock	(4,956)	(9,642)
Net cash provided by financing activities	52,111	26,465
Effect of foreign exchange rates on cash and cash equivalents	(716)	27
Net decrease in cash and cash equivalents	(22,428)	(14,048)
Cash and cash equivalents at beginning of period	66,130	45,677
Cash at end of period	\$ 43,702	\$ 31,629
Noncash investing and financing activities:		
Increase (decrease) in accounts payable and accrued expenses for property and equipment	\$ (211)	\$ (294)
Right-of-use assets obtained in exchange for lease obligations	\$ 1,210	\$ 1,070
Restricted common stock issued for contingent consideration	\$ —	\$ 2,250
Supplemental cash flow information:		
Cash paid for taxes	\$ 1,622	\$ 844
Cash paid for interest	\$ 97	\$ 24
Cash paid for amounts included in operating lease liabilities	\$ 5,285	\$ 5,157