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Charles River Laboratories

NHP Report

March 2026

Charles River Laboratories is and will always be steadfastly opposed to the illegal exportation or importation of NHPs. In furtherance of that objective, we are committed to dedicating our resources to collaborating with the applicable governments and our industry partners to maintain our current practices and develop and implement additional policies, processes, and procedures, as needed, while also ensuring we provide a safe and secure NHP supply chain most suitable for biopharmaceutical research.

A Letter from Craig Thompson, MD., Chair of the New Approach Methodologies and Science Committee of the Charles River Laboratories International, Inc. Board of Directors

Three years ago, Charles River Laboratories made a commitment to shareholders and other stakeholders to publish an annual report describing the efforts we have taken to reinforce confidence that the non-human primates (NHPs) we import are sourced appropriately. As the Chair of the New Approach Methodologies and Science Committee of the Board of Directors, I am pleased to share the third annual report from the Company on this topic.

As a leading non-clinical drug development partner, Charles River has a significant impact on the global pharmaceutical and biotechnology industry by supporting the research of over 80% of the drugs approved by the U.S. Food and Drug Administration in the last five years. We passionately pursue our mission of helping clients bring innovative life-saving and life-changing treatments to patients worldwide as quickly, safely, and responsibly as possible.

In operation for nearly 80 years, Charles River has and continues to take all of its responsibilities surrounding this mission seriously, including animal welfare and compliance with applicable laws and regulations. Throughout our history, we have been a market leader in creating industry standards for biomedical-research quality, animal welfare, and ethics. Our aim to advance science, driving progress for patients and animals that depend on our work, is guided by a foundationally important lens of responsibility on everything we do. This is evidenced by our extensive history of investing in and embracing the components of the 3Rs (Replacement, Reduction, and Refinement).

To this end, we have undertaken significant steps in the last few years to ensure Charles River has the appropriate strategy, focus and resources devoted to this, including the following which are described in more detail in this report:

- The New Approach Methodologies and Science Committee of our Board of Directors;
- Our cross-functional Scientific Advisory Board to guide our strategic focus on new approach methodologies; and
- Our NHP Supplier Governance Counsel.

This report provides an overview of the practices in place to ensure we are meeting our responsibilities and are properly managing related risks. As in the past, we have carefully assembled the content of this report with an eye to information that we believe is important to our various constituencies, but most importantly our shareholders, with whom we have engaged in extensive outreach to assess what disclosures would be most valuable.

We are proud to share with you the ways we have historically demonstrated our long-standing commitment to animal welfare, as well as some of the more recent initiatives we have implemented and our vision for the future. We will continue to invest and innovate to supplement these processes, procedures and practices to develop new ways to meet the high standards required of our mission.

Sincerely,

Craig

Background

At each of the prior three Annual Meetings of Shareholders of the Company, the Company's shareholders overwhelmingly agreed with management on focusing this Report on our overall NHP sourcing process (including how we assess legally-sourced status).

We are now pleased to share our 2026 report which, influenced by shareholder feedback, is separated into the following sections:

- Overall views on the utilization and need for NHPs
- Enhanced Safeguards consisting of:
  - Genetic Testing
  - NHP Supplier Risk Management Process (including Monitoring and Auditing)
- Increased Disclosure
- Diversification of Supply Chain
- NHP Transportation Regulations Review
- New Approach Methodologies (NAMs)
- Statement on Zoonosis
- Overview of CITES
- Internal Governance Structures
- Conclusion

Charles River's Position on Sourcing of NHPs and the Ongoing Importance of NHPs

Charles River Laboratories is and will always be steadfastly opposed to the illegal exportation or importation of NHPs. In furtherance of that objective, we are committed to dedicating our resources to collaborating with the applicable governments and our industry partners to maintain our current practices and develop and implement additional policies, processes, and procedures, as needed, while also ensuring we provide a safe and secure NHP supply chain most suitable for biopharmaceutical research.

Our compliance with applicable laws, regulations and global standards aids us in fulfilling our valuable mission - helping clients bring innovative, life-saving and life-changing treatments to patients worldwide as quickly, safely and responsibly as possible. Our Company, and to a large extent, the entire biopharmaceutical industry, relies on access to, transportation of, and the safe and humane handling of NHPs in biomedical research facilities to fulfill our critical responsibility to ensure that medicines, therapies, and vaccines reach the patients and providers who need them most.

The use of NHPs is fundamental to this work and to foundational scientific research and understanding how to prevent and treat emerging infectious diseases, including the successful development of every COVID-19 vaccine. NHPs are also necessary for the development of the thousands of drug products currently in preclinical development – including those for cancer, diabetes, neurologic and rare diseases.

Currently, before a drug can be evaluated in a clinic on humans, the FDA generally requires testing in two animal species, including one non-rodent species, to help ensure patient safety and drug efficacy. Because of their close genetic, physiological, and behavioral similarity to humans, NHPs are often the only relevant animal models for critical translational research.

For most of our lifetimes, medicines have come in the form of small molecules. Created through chemical synthesis, these drugs are usually of a low molecular weight, well characterized and relatively simple to produce. Newer types of therapies have broken down prior barriers, creating new hope for patients where none existed before. Biologics are large, complex molecules created from living organisms. These complex mixtures require asepsis through manufacture and are produced by biotechnology methods. They can be vaccines, cells, antibodies, proteins, blood, or tissues. These cutting-edge therapies are less of a "drug", and more of a therapeutic process, such as teaching the body to attack its own cancer by reprogramming the immune cells outside of the patient's body (CAR-T therapy) or delivering a functional replacement of a non-functioning gene with gene therapies.

These newer treatments for cancer, autoimmune disease, heart disease, infectious disease, post-transplant organ rejection, and genetic disorders depend upon animals closely

related to, or the same species as, the species intended to benefit from the new biologic therapy. Biologic therapies have high specificity for a species-specific target. Therefore, it is only currently possible to assess the safety and efficacy of biologics intended for human patients in other (non-human) primates.

We support efforts by global legislative and regulatory authorities and the research community to replace, reduce, and refine the use of animals in drug development, and to create new technologies to eliminate the use of animals altogether. This is why Charles River continues to engage in our Alternative Methods Advancement Project (AMAP) bringing together our research, development, investment, and partnership efforts to purposefully strive and invest in artificial intelligence (AI) and new digital technologies, new products, and new *in vitro* and ***in silico*** methods, with a goal of reducing and replacing the number of animals used in biomedical research, such as:

- In 2023, our Board of Directors established a Responsible Animal Use Committee to assist the Company in improving our impact on responsible animal utilization, including evaluating and advising scientific and technological opportunities which may appropriately reduce the impact of animals in the Company's operations.
- In May 2025, we developed Charles River's Declaration on our Culture of Care and commitment to continuous improvement to share with clients, outlining our adherence to regional and regulatory animal welfare guidelines.
- In May 2025, we consolidated our Responsible Animal Use Committee of the Board with the Science and Technology Committee of the Board to form the New Approach Methodologies and Science Committee. This new committee is responsible for duties including reviewing, evaluating, and advising the Board on the Company's impact on animal utilization and the utilization of NAMs to, among other things, reduce the impact of animals in research.
- In October 2025, we announced the creation of a cross-functional Scientific Advisory Board to guide our strategic focus on NAMs.
- In January 2026, we appointed Dr. Namandjé N. Bumpus to be our Senior Vice President, Chief Scientific and Innovation Officer. In this role, Dr. Bumpus leads the Company's scientific strategy, oversees research and development initiatives, and advances innovation to support clients in accelerating the drug development process.

In 2025, there were a number of regulatory developments signaling the further advancement in the reduction of animals needed for scientific research. In April 2025, the FDA announced its intention to reduce animal testing in preclinical safety studies with NAMs, such as organ-on-a-chip systems, computational modeling, and advanced in vitro assays; in October 2025, the FDA announced its intention to streamline the approval process for biosimilar drug development and indicated further announcements related to reducing animal testing requirements may be forthcoming; and in November 2025, the U.K. government announced a roadmap to phasing out animal testing in favor of alternative methods.

However, the scientific community and Charles River have a long-standing and ongoing commitment to the 3Rs and integrating NAMs when it is scientifically appropriate and safe to do so. We are guided by sound science and will follow the best and most current evidence to ensure patient safety. While much work remains before emerging tools and alternative methods can be consistently and widely adopted, we are well positioned to lead the path forward. In addition to investing in alternatives, we will continue to develop robust and effective policies, processes and procedures to ensure that how we work with animals in general, including NHPs, is not only compliant with applicable laws, regulations, and standards but is responsible, humane, and in keeping with our longstanding commitment to the 3Rs.

In support of these collective aims, Charles River has both enhanced existing procedures and implemented new procedures.

Enhanced Safeguards to Ensure Proper Sourcing

Over the past few years, international developments have called certain aspects of the global NHP supply chain into question. In response to this and shareholder concerns,

Charles River has implemented practices above and beyond what is required by applicable laws, including practices to ensure we can continue to support our clients' vital need for NHPs in research while also ensuring we provide a safe and secure legally sourced supply chain.

Charles River continues to focus on diversifying our supply chain and finding more ways to effectively utilize our global infrastructure, while concurrently working to develop and implement enhanced safeguards to ensure stronger sourcing in compliance with applicable laws, innovate for the future, and continue to provide increased disclosures of practices and some data (including the continued publication of this report).

Genetic Testing

For over three years, Charles River has been engaging with subject matter experts in NHP population genetics to advise on the most optimal approach to identifying parent-offspring linkage, commonly referred to as "genetic testing." The expert consultants include representatives from the National Primate Centers and forensically accredited academic centers, as well as a world-leading genomics center.

Charles River evaluated three distinct technologies to support parentage testing for purpose-bred NHPs. The testing methods were evaluated using a sample set of known breeders and offspring sourced under controlled conditions from a Charles River facility. The samples were anonymized and only the unique animal identifiers and date of birth information were provided.

As a result of this research, Charles River utilizes a routinely adopted genetic testing method that, in a pilot study run by Charles River, accurately identified parent-offspring linkage in 100% of samples with confidence levels of 100%. In addition to extraordinary reliability, this method is also the most cost-efficient of the evaluated methodologies, which we anticipate would optimize resource use and further facilitate bringing NHP parentage testing to scale. We have implemented this testing program on a sample basis in Mauritius and more widely in Cambodia. We anticipate providing further updates on the progress of the implementation of this testing program in future reports.

NHP Supplier Risk Management Process – Enhanced Monitoring and Auditing Processes

While extraordinarily helpful toward ensuring confidence in the purpose-bred status of NHPs, genetic testing methods will take time, resources, and international regulatory and supplier cooperation to fully implement at scale. While working through the lengthy commercial and regulatory adoption process, Charles River implemented a new industry-leading safeguard - enhanced monitoring and auditing processes that are already a part of our dedicated ***NHP Supplier Risk Management Process***.

Starting in 2024, Charles River further increased our focus on mitigating risk and ensuring compliance through the adoption of an enhanced, cross-functional ***NHP Supplier Risk Management Process***. This process applies not only to NHP suppliers but also to other suppliers involved in the Company's procurement and delivery of NHPs, and augments our standard supplier risk management process. The ***NHP Supplier Risk Management Process*** more formally brings together internal stakeholders across Charles River to identify and mitigate risks within the NHP supply chain, with defined governance and documented processes, procedures and practices designed to ensure that we partner with trustworthy and ethical suppliers of NHPs.

The enhanced and improved ***NHP Supplier Risk Management Process*** vests oversight with an executive-level NHP Supplier Governance Council. Among its principal responsibilities, the NHP Supplier Governance Council is responsible for approving key NHP suppliers and reviewing any issues or requested exceptions to the NHP Supplier Risk Management Process. At the time of this report, members represented on the NHP Supplier Governance Council include our:

- Head of Discovery & Safety Assessment
- Chief Financial Officer
- General Counsel

On an ongoing basis, an NHP Supplier Working Group executes the ***NHP Supplier Risk Management Process***, advises the NHP Supplier Governance Council and makes

recommendations as needed. At the time of this report, stakeholders involved with, or represented on, the NHP Supplier Governance Council include senior leaders from:

- Finance
- Legal
- Legal Compliance
- NHP Operations
- Procurement

The NHP Supplier Governance Council reviews and approves the engagement of the following NHP suppliers:

- NHP farms
- Resellers
- Brokers
- Consultants

Other types of participants in the NHP supply chain, such as transportation and logistics providers (air, ground, other), undergo third party due diligence.

The *NHP Supplier Risk Management Process* applies to both new and existing NHP Suppliers, and includes enhanced controls, monitoring and auditing across the entire NHP supplier lifecycle, including during:

- Identification and sourcing of NHP suppliers
- NHP supplier due diligence
- Review and approval of NHP suppliers
- Contracting with NHP suppliers
- Adverse events involving NHP suppliers
- Payment, renewal and termination of NHP supplier contracts

As a part of these enhanced monitoring and audit processes, and consistent with our *NHP Supplier Risk Management Process*, all NHP Suppliers are subject to due diligence, documentation, monitoring and auditing across three separate functions of the business – NHP Operations, Legal Compliance and Procurement. The table below illustrates potential areas of review for our multi-layered, risk-based approach for in-scope NHP suppliers, depending on their particular function and risk profile:

NHP Operations	Legal Compliance	Procurement
• Business Overview • Permits & Licenses • Inventory (including requirements of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), production statistics, breeder inventory, stock / commercial stock count) • Infrastructure (including Environment, Health, Safety and Sustainability, site / personnel security, facilities, staff) • Animal Care (including veterinary care, animal health and recordkeeping) • Import, Export and Transportation (including import documentation, farm packing / loading, feed and water, offloading, vehicle inspection, duties)	• Compliance Screening (including adverse media, sanctions / watchlists and Politically Exposed Persons (PEP) lists) • Compliance Questionnaire (including business information, financial information, government interaction, compliance with laws, trade compliance, conflicts of interest, and compliance certification) • Compliance Due Diligence Report (including legal / regulatory violations, operational risks, compliance, ethics, sustainability and governance risks, and reputational risks)	• Denied parties and debarment screening • Adverse media and litigation monitoring • Financials (including financial stability scoring)

For each NHP Supplier, the *NHP Supplier Risk Management Process* will be repeated in full at least every three (3) years or more frequently based on identified risks and other factors. In addition, the *NHP Supplier Risk Management Process* is used to identify opportunities for improvement among NHP suppliers and incentivize action by suppliers to address those improvement opportunities.

Collectively, these measures represent a broad-based, multi-layered, cross-functional approach that includes genetic testing to more certainly confirm parentage (where available), and more frequent supplier visits with enhanced audit procedures.

During 2025, the NHP Supplier Governance Council convened six times to discuss and advise on NHP supplier matters. In alignment with the Company's *NHP Supplier Risk Management Process*, the NHP Supplier Governance Council also reviewed and approved ongoing business with multiple NHP Suppliers in between formal meetings.

Increased Disclosure

In talking to our shareholders (and other constituencies) it has become clear that it is important for us to promote greater transparency and disclosure around our NHP supply practices and usage. Accordingly, we have continued to increase the amount of disclosure provided in several areas.

Examples include:

- This comprehensive third annual report on NHP supply to shareholders and other stakeholders
- Continued financial and supply data on NHPs provided annually during earnings results calls and presentation

Safety Assessment Study NHPs

	2022	2023	2024	2025
Charles River Global NHP Usage	15,272	10,874	11,646	12,852

Starting in early 2023, we had disclosed that - in connection with civil and criminal investigations by the U.S. Department of Justice related to several NHP shipments from Cambodia in late 2022 and early 2023 - we committed to voluntarily caring for these NHPs pending the outcome of the investigations, and we had suspended future shipments of non-human primates from Cambodia to the United States until such time that we and USFWS were able to agree upon and implement additional procedures to reasonably ensure that non-human primates imported from Cambodia are purpose-bred. In summer 2025, we disclosed that the investigations by the U.S. Department of Justice were closed, and that USFWS cleared the shipments for legal entry in the United States. In November 2025, we similarly announced that the U.S Securities and Exchange Commission's Division of Enforcement had concluded its investigation primarily related to the sourcing of non-human primates and related disclosures, with no recommendation of any enforcement action. Concurrently, the independent investigation into these matters conducted by outside counsel directed by the Company's Audit Committee of the Board of Directors also concluded, with no material findings. In November 2025, USFWS CITES cleared importation of Cambodia NHPs into the United States, and the Company has since resumed such activity.

Diversification of NHP Supply Chain

Charles River maintains a diverse and secure NHP supply chain through various supplier relationships. In recent years, we acquired a 90% controlling interest in Noveprim, a highly-regarded NHP supplier in Mauritius. The investment in Noveprim carries benefits beyond simply the supply chain, giving us operational control and direct insight into animal welfare and greater ability to monitor to ensure NHPs are sourced in accordance with applicable laws.

In January 2026, we acquired the assets of K.F. (Cambodia) Ltd., a Cambodia-based provider of NHPs for regulatory required biomedical, pharmaceutical, and toxicological research purposes. This asset acquisition is a part of our continuing long-term strategy to diversify supply and secure sources of high-quality, purpose-bred NHPs for Safety Assessment studies. We have been working with K.F. Cambodia Ltd. for more than five years, importing animals, consulting and collaborating on operations, and supporting their compliance and biosecurity efforts and high-quality, purpose-bred supply and related services. This acquisition further strengthens and secures our supply chain and enables increased oversight and operational control of a key

supply source, including a continued focus on biosecurity, regulatory compliance, and audit practices.

Additionally, we commit to annually disclose when a country of origin exceeds 30% of our globally sourced NHPs for use in our Safety Assessment business. In 2025, Mauritius and Cambodia exceeded the 30% threshold. Other countries from which we import NHPs but that did not meet the 30% threshold in 2025 include, but are not limited to, Vietnam. The respective NHPs sourced from each country of origin will fluctuate annually based on the timing of shipments, age of the model colonies, and other factors.

NHP Transportation Regulations Review

During 2024, Charles River engaged an international law firm to conduct a detailed review, and to provide a comprehensive summary of applicable laws, orders, rules, regulations and permit requirements governing the export, transportation and importation of NHPs, with a focus on laws relating to animal welfare. This project also included review of two international guidelines – the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the International Air Transport Association (IATA) – and their applicability to domestic regulatory structures. Charles River will leverage the output of this review to identify opportunities for improvement in its NHP transportation process.

New Approach Methodologies (NAMs) – Investing in Alternatives

While the scientific community recognizes the indispensable need for NHPs for biopharmaceutical discovery and development, Charles River shares a vision with many others for finding new and innovative ways to reduce the numbers of animals used in medical research. We are actively innovating toward a future where our industry becomes less reliant on NHPs to discover and develop new medicines and treatments through the pursuit of alternative technology.

Charles River's initiative, the Alternative Methods Advancement Project (AMAP), brings together our research, development, investment, and partnership efforts in this exciting area of development. AMAP is the centerpiece of fulfilling the company's commitment to the 3Rs - the Replacement of animal models, Reduction of the use of animal models, and the Refinement of procedures to reduce impact on animals, all through an overall lens of responsibility as the industry leader in shaping the future of safe and effective medicines and treatments.

In May 2025, the Board formed the New Approach Methodologies and Science Committee. This new committee is responsible for such duties as reviewing, evaluating, and advising the Board on the Company's impact on animal utilization and the utilization of new approach methodologies (NAMs) to, among other things, reduce the impact of animals in research. In October 2025, we announced the creation of a cross-functional Scientific Advisory Board to guide our strategic focus on NAMs. The Scientific Advisory Board focuses on integrating NAMs technologies and compatible testing platforms across therapeutic, preventive, and chemical substances. These innovative approaches include in vitro models, in silico techniques, and in chemico methods, modern solutions designed to accelerate safe, effective treatments for patients.

Charles River has invested millions in alternatives, primarily through partnerships, strategic acquisitions, and internal investments. Currently, we or our partners are actively developing, investing in, and partnering with companies pursuing new approaches such as:

- AI and Biosimulation
- Digital technologies
- Data, mathematical and computational models (Virtual Control Groups)
- In vitro and In silico methods
- Organ-on-a-chip
- Diagnostic imaging and 3D modeling

Recent developments include:

- Endosafe® Trillium™, a recombinant bacterial endotoxin test that reduces reliance on horseshoe crab-derived limulus amoebocyte lysate (LAL). LAL is derived from the blood of the Atlantic Horseshoe Crab and used in manufacturing quality-control testing products to detect endotoxins.

- Next-Generation Sequencing (NGS), in partnership with PathoQuest S.A.S., an animal-free alternative for pathogen testing as well as genetic characterization of cell lines and drug substances/products produced under GMP conditions. NGS services replace conventional methods with faster, lower-risk, animal-free alternatives in biologics testing
- PathogenBinder™, a novel testing method for detecting pathogens without the use of a sentinel animal, reducing the need for approximately one million research models annually.
- The Retrogenix® Platform, a first-in-class non-human protein library, helps biopharmaceutical clients assess off-target binding to a non-human proteome to de-risk in vivo studies and aid in non-human species selection.
- The development of nonclinical Virtual Control Groups (VCG) with Sanofi, offer potential reduction of animals used in nonclinical safety studies by leveraging historical control data from previous, standardized studies, rather than conducting an on-study control group.
- A microfluid liver-on-chip model which provides a cutting-edge solution for regulated genotoxicity testing, delivering high accuracy and human-relevant results while reducing the need for animal testing.

Additionally, Charles River also uses its voice to support the evaluation and advocacy of regulatory acceptance of alternative models to modify the reliance on NHPs where scientifically appropriate.

On Zoonotic Disease Concerns

In the course of shareholder consultations, we have also determined it useful that we address the issue of zoonotic disease, which are infections potentially spread between people and animals. Charles River takes the health of our research animals, our employees, and the general public very seriously and has numerous safeguards in place to protect them. In the context of biomedical research, concerns regarding zoonotic disease are commonly recognized as emanating from animal rights activists.

Our facilities are highly regulated and robustly designed to prevent the transmission of any zoonotic disease. Charles River facilities and processes are designed to comply with state, local, and federal health and environmental material requirements. All NHPs imported into our quarantine facilities first undergo a quarantine in the country of origin. The pre-export quarantine includes several pathogen screens and a thorough physical exam conducted by veterinarians. Charles River veterinarians help to conduct this pre-export screening. NHPs must meet or exceed the health regulations of the exporting country, the importing country, and Charles River's contract specifications in order to be eligible for export. Imported animals are then further quarantined in our quarantine facilities as regulated by government agencies and retested to ensure they meet both the government mandates and Charles River's own specifications for pathogen exclusion and health of the animals.

In the United States, as described above, every NHP must clear a comprehensive quarantine period in the country of origin. Upon arrival in the US, the NHPs then go through a second, minimum 31-day, quarantine period where they go through additional tests prior to release by the Centers for Disease Control and Prevention (CDC).

In the U.S., quarantine facilities are licensed and permitted by the CDC. Prior to issuing permits, the CDC conducts a thorough and complete inspection of the site and reviews and approves all procedures and processes conducted onsite. After becoming a CDC-approved site, there is a bi-annual permit renewal process, as well as annual visits to maintain permits. In addition, the CDC can conduct inspections at any time. As confirmed by the CDC in 2024, no member of the public has ever contracted a zoonotic disease from a CDC regulated quarantine facility, including Charles River facilities.

Our U.S. quarantine sites are inspected by the United States Department of Agriculture (USDA) and the CDC. Since 2021, our U.S. sites have been inspected 14 times by the USDA, and 10 times by the CDC.

Besides importing animals into the U.S., Charles River also imports animals to Canada and Europe. In each case we follow the same practices regarding pre-export quarantine in the source country, importing only into facilities meeting the country's own standards, and equipped with health testing that meets both governmental and Charles River requirements. Our Canadian quarantine sites are inspected by the Canadian Council on Animal Care (CCAC) triennially and by the Canadian Food Inspection Agency (CFIA) with each import.

CITES Process

The international trade of NHPs is subject to compliance with CITES, a global treaty enacted to ensure international trade in wild animals is legal, traceable, and biologically sustainable.

To import or export NHPs from a participating state, a CITES-compliant permit is required to be issued from the exporting country. The export permit is only granted when: (1) the NHP was legally obtained and the export will not be detrimental to the survival of that species; (2) relevant government officials of the exporting state are satisfied that the animal was not obtained in contravention of laws for the protection of fauna; and (3) relevant government officials of the exporting state are satisfied that the animal will be prepared and shipped so as to minimize the risk of injury, damage to health, or cruel treatment. All Charles River NHP shipments are conducted pursuant to CITES permits.

Following a CITES meeting on December 4, 2025, it was agreed that Cambodia, the Philippines, and Vietnam would be removed from the review of trade for captive-bred M*acaca fascicularis*. Cambodia was moved from proposed trade suspension to removal from "under review" in an expeditious manner, and from that point on, U.S.-Cambodia trade in cynomolgus monkeys has been considered open.

Governance

It is clear to us that shareholders are also keenly interested in our internal governance processes around these issues, including Board and management oversight responsibilities and involvement and responsibility in developing, implementing, and complying with our processes and procedures. Over the past few years, we have augmented our previously strong oversight structure as follows:

- In May 2025, we established a new committee of our Board - the New Approach Methodologies and Science Committee (NAMS). The NAMS responsibilities include the following:
  - Review, evaluate and advise the Board and Company management regarding the Company's impact on responsible animal utilization and the utilization of new approach methodologies to, among other things, reduce the impact of animals in research.
  - Identify and discuss new and emerging research and development ("R&D") and science and technology trends and ensure that the Company factors these trends into its ongoing business decisions and long-term strategy, including, but not limited to, technologies to advance alternatives that reduce the impact on animals while protecting patient safety and supporting efforts by global regulatory bodies.
  - Review, evaluate and advise the Board and Company management regarding the Company's progress in developing, investing in and/or acquiring the scientific and technological resources and expertise required to achieve its long-term strategic goals, including the objective to appropriately reduce the impact of animals in Company operations, including assessing the risks and benefits associated with the underlying methods and technologies.
  - Review, evaluate and advise the Board on the Company's efforts to ensure effective governance and oversight of responsible animal utilization practices and operating standards of care to foster the continuous improvement of such practices; and
  - Review, evaluate, and make recommendations to the Board and Company management on the Company's internal and external stakeholder messaging (including coordination and dialogue with industry groups and associations) in order to more fully, transparently and accurately convey the Company's commitment to responsible new approach methodologies. This includes responsible animal utilization, contributions to the research community with respect to alternative and innovative approaches to reduce the impact of animals in research, and implementation of the 3Rs (Replacement, Reduction, Refinement).
  - Review and make recommendations to the Board on the Company's internal and external investments in science and technology.
  - Review the Company's approaches to acquiring and/or gaining access to a range of distinct science and technology resources (including but not limited to contracts, grants, collaborative efforts, alliances and venture capital investments).

  - Review, evaluate, and advise the Board regarding the Company's assessment of the risks and benefits associated with technologies in which the Company is currently or potentially investing, or those that represent a significant portion of its research and development efforts.
- As discussed above, we have enhanced our NHP Supplier Risk Management Process by creating a more robust NHP Supplier Risk Management Working Group with oversight by our NHP Supplier Governance Council.
- In October 2025, we announced the creation of a cross-functional Scientific Advisory Board. The Scientific Advisory Board is an interdisciplinary, global collaboration between Charles River's leading scientists. The Board is focused on embedding NAMs technologies and compatible testing platforms across therapeutic, preventive, and chemical substances. This includes:
  - In vitro models, such as human cell-based assays, organoids, and organ-on-a-chip systems that replicate human tissue responses.
  - In silico techniques, including computational toxicology, machine learning-based predictive modeling, and virtual screening to simulate biological interactions.
  - In chemico methods, such as direct peptide reactivity assays (DPRA) and oxidative stress response assays that assess chemical reactivity without the use of live cells or animals.

These structures, together with our general approach to enterprise risk management, collectively provide comprehensive oversight of all NHP supply related issues relevant to Charles River.

Conclusion

We believe this report provides an in-depth view for shareholders and other stakeholders of the extensive processes, procedures, and practices Charles River Laboratories has already implemented and, with respect to our NHP supply chain, is investing in for the future. We take our responsibilities to all stakeholders seriously and strive to fully meet the expectations of all who rely on our Company to perform its vital mission.

We look forward to continuing to engage shareholders and other stakeholders on this topic and the importance of biomedical research in the future so that we can continue to help bring new breakthrough medicines, treatments and vaccines to patients worldwide who need them.