

COUNSEL COMMUNICATION

Engagement letter

Calyxion PharmaChem, Inc. | Independent investigation

Issued for the January 11, 2027 engagement

From: Outside counsel to the Audit Committee

To: The independent forensic-accounting team

The Audit Committee has engaged this firm and your team to investigate the concerns reported through Calyxion's hotline. Your work is to establish what the available evidence supports, assess financial-reporting and control implications, and identify what remains unresolved. You are not engaged to confirm a predetermined accusation or to defend management's existing position.

The initial mandate covers the December Cardevra transactions involving Bellwether Distribution Services, year-end financial estimates referred to in the complaint, and procurement concerns involving Vale Industrial Services at the West Virginia facility. It includes reasonably related matters within the approved mandate. Start with FY2026 and the surrounding periods needed to understand a transaction, policy, balance or relationship. Explain any proposed extension of the substantive scope or review period.

Calyxion is a U.S.-based public pharmaceutical and specialty-chemical manufacturer with a December 31 fiscal year. It has approximately 7,800 employees and operations spanning pharmaceuticals, ingredients and specialty chemicals, and other licensing/research activities. Its preliminary year-end results are not conclusions about the allegations. Normal business and external audit work continue while this investigation proceeds.

Your immediate responsibilities are to identify the separate allegations, recommend proportionate preservation, develop a defensible investigation plan, and obtain the records and explanations needed to test both adverse and innocent explanations. Identify urgent matters promptly; do not wait for a scheduled report to raise a preservation concern or a potentially consequential reporting issue.

Report to outside counsel for the Audit Committee. Rebecca Sloan is the Audit Committee Chair. Dana Whitaker, General Counsel, and Miriam Chen, Chief Compliance Officer, are company coordination contacts, not substitutes for independent investigative judgment. Route sensitive concerns about a proposed recipient through outside counsel before disclosing them to that person.

You may request relevant company-controlled records through authorized custodians. This engagement gives you no governmental subpoena power and no automatic access to outsiders' bank accounts, private devices, personal records or confidential information. Do not contact real people or institutions in connection with this classroom simulation. All interviews, external requests and communications occur through the designated simulation channels.

Prepare factual, supported findings; distinguish allegations, observations, estimates, inferences and legal questions. Preserve contradictory evidence and explain scope limitations. Where warranted, quantify financial effects by period and account, propose entries for review, and recommend proportionate controls. A proposal does not post an accounting entry, suspend an employee, change a product's status or authorize a public statement.

The accompanying authorization, protocol, budget and published reporting calendar govern your work. They do not certify the accuracy of a witness account or the completeness of any record set.

Outside counsel to the Audit Committee

Role-designated communication for this fictional exercise; no signature, law-firm identity or legal opinion is represented by this draft.