

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.

CALYXION PHARMACHEM, INC.

BOARD OF DIRECTORS / AUDIT COMMITTEE

Investigation authorization

Effective for the January 11, 2027 independent investigation engagement

The independent forensic-accounting team is authorized, under the direction of outside counsel, to investigate the hotline concerns identified in the engagement letter and reasonably related matters within the approved commercial, financial-estimate and procurement workstreams. The Committee has not made a determination about the accuracy of any allegation or the responsibility of any person.

Company records. Request relevant company-controlled documents, transactional data, business communications and process explanations through the investigation coordinator. Collections must have a defined business purpose, period, holder and scope. Authorization to collect is not permission to alter source systems or inspect unrelated private information.

Preservation. Submit reasoned preservation instructions without waiting for an interview or paid collection. An acknowledgment is not an evidence production, and an external preservation request does not compel an external holder.

External evidence and interviews. Use reviewed voluntary-cooperation or approved-process routes. Permission must cover the actual holder, records, period and use. One entity's permission cannot authorize another entity's records.

Scope. This Three-Week assignment covers the Cardevra/Bellwether commercial workstream, year-end financial estimates/rebate reserve workstream, and Vale/procurement workstream. Matters outside that teaching scope are not investigated or cleared by this assignment.

Resources. Initial authorization is **\$125,000** of simulated investigation currency. Record accepted quotes, open commitments, incurred costs, refunds/releases and remaining uncommitted authorization separately. Students do not pay these amounts.

Reserved decisions. Personnel actions, public disclosures, accounting implementation and legal process remain with authorized decision makers. Present evidence and recommendations; do not represent yourself as able to compel outsiders or bind the company beyond this mandate.

Governance. Communicate material developments and limitations promptly and preserve a contemporaneous record of work performed, evidence received, conclusions reached and changes of view. Submit all six published fictional checkpoints even when an issue remains unresolved.

Rebecca Sloan
Audit Committee Chair

Role-designated authorization text for this fictional exercise.

Hotline intake

CONFIDENTIAL / ETHICS & COMPLIANCE

Submitted	Reporter	Intake reference
05 January 2027	Anonymous	HC-2027-00418

Original narrative

I am submitting this anonymously because I do not trust that this will stay confidential if it goes through normal management.

Someone needs to look at the Cardevra orders Bellwether took in December. They already had too much inventory and Kevin kept pushing until they agreed to take a huge amount at year end. I heard people say Bellwether would be “protected” if the product did not move. I don't know exactly what that means, but those orders are not normal demand.

Finance was desperate to show at least 8% growth. Daniel kept asking what could still be done with “the estimates” and I heard that reserves were being reviewed again right before close. Finance always seems to find something when the numbers are short.

I have also heard that Kevin may have some financial interest in Bellwether, although I don't have proof.

Someone should also look at Vale Industrial at the West Virginia plant. They get an incredible amount of emergency work and Joey and Martin Vale are unusually close. People joke that Vale knows what everyone else bids before they even bid.

I don't know whether any of this is illegal, but the December numbers don't feel real.

The narrative records the reporter's allegations and representations. Intake does not constitute a finding.

CORPORATE REFERENCE

Functions and role directory

Calyxion PharmaChem, Inc. | Orientation for the January 11, 2027 engagement

This is a functional map, not a complete reporting-line chart. Grouping identifies a business function; it does not establish an individual's reporting relationship, access to a particular record, knowledge of a transaction or participation in an event. Request a formal reporting-line or role-authority record when it matters to your analysis.

BOARD AND EXECUTIVE LEADERSHIP

Rebecca Sloan	Audit Committee Chair
Elena Marlowe	Chief Executive Officer
Daniel Mercer	Chief Financial Officer

CORPORATE FUNCTIONS

Priya Nair	Chief Accounting Officer
Marcus Hale	Corporate Controller
Sophie Bennett	VP FP&A
Luis Ortega	Treasurer
Dana Whitaker	General Counsel
Miriam Chen	Chief Compliance Officer
Jonah Fields	Internal Audit Director

THERAPEUTICS AND PHARMACEUTICAL OPERATIONS

Rachel Voss	President, Therapeutics
Kevin Tran	VP Sales
Denise Crawford	VP Market Access
Tessa Monroe	Commercial Operations Director
Dr. Aaron Patel	VP Medical Affairs
Dr. Leila Armand	Head of Clinical Development
Owen Briggs	VP Supply Chain
Dr. Hannah Bell	VP Quality
Greg Dalton	Pharma Site Director

INGREDIENTS, SPECIALTY CHEMICALS AND PLANT SUPPORT

Thomas Keane	President, Chemicals
Evelyn Brooks	Chemical Plant Manager
Noah Reece	Plant Controller
Joey Haufe	Procurement Director
Erica Salazar	Senior Buyer
Jordan Kim	CAPEX/Maintenance Manager
Michael Reeves	EHS Director
Nia Okafor	Laboratory Manager
Caleb Stone	Warehouse Manager
Lily Grant	Waste Coordinator

Major locations: corporate headquarters in northern New Jersey; research center in North Carolina; pharmaceutical manufacturing campus in Indiana; specialty chemical/API plant in West Virginia; national distribution center in Pennsylvania; and European commercial subsidiary in Ireland.

External contacts already identified in the engagement materials:

Angela Ross	Bellwether Distribution Services executive
Martin Vale	Owner, Vale Industrial Services LLC
Ava Rosen	External audit partner

Request assistance through the coordinator for role-based contacts not named here. Listing a person does not guarantee an interview, make that person a subject, or identify all holders of relevant records. No direct personal contact details are supplied.

CALYXION PHARMACHEM

2025 Annual Report

Year ended December 31, 2025

Consolidated financial statements, management reports, and report of the independent registered public accounting firm.

Issued February 25, 2026
Calyxion PharmaChem, Inc.
Northern New Jersey

Company profile

Calyxion PharmaChem, Inc. is a U.S.-based pharmaceutical and specialty-chemical manufacturer with approximately 7,800 employees and operations in the United States, Europe, Latin America, and Asia. The Company develops, manufactures, and commercializes branded pharmaceuticals, active pharmaceutical ingredients, intermediates, and specialty chemicals.

Business	2025 net revenue	Primary activities
Calyxion Therapeutics	\$3,200.0 million	Branded prescription pharmaceuticals
Calyxion Ingredients & Specialty Chemicals	\$1,470.0 million	APIs, intermediates, and specialty chemicals
Other / Licensing / Research	\$160.0 million	Licensing, contract research, and other activities

Selected financial highlights

USD in thousands, except per-share data	2025	2024	2023
Net revenue	4,830,000	4,370,000	3,960,000
Operating income	675,432	578,000	504,000
Net income	402,326	331,000	282,000
Diluted earnings per share	\$6.16	\$5.08	\$4.35

Major locations. Corporate headquarters are in northern New Jersey. The Company also operates a research center in North Carolina, a pharmaceutical manufacturing campus in Indiana, a specialty chemical/API plant in West Virginia, a national distribution center in Pennsylvania, and a European commercial subsidiary in Ireland.

Amounts in the financial statements that follow are presented in U.S. dollars in thousands, except per-share data, unless otherwise indicated. Certain totals may differ slightly from calculations using rounded amounts.

Financial reporting contents

Management reports	Management responsibilities and internal control over financial reporting
Independent auditor report	Financial-statement opinion, ICFR opinion, and critical audit matter
Consolidated financial statements	Operations, comprehensive income, balance sheets, cash flows, and stockholders' equity
Notes to consolidated financial statements	Organization, accounting policies, revenue, assets, debt, taxes, equity, contingencies, and business information

Basis of presentation

The accompanying consolidated financial statements include the accounts of Calyxion PharmaChem, Inc. and its controlled subsidiaries. Intercompany balances and transactions are eliminated. The fiscal year ends December 31. The financial statements have been prepared on the basis described in the accompanying notes.

The 2025 financial statements are presented as issued on February 25, 2026. Comparative statements of operations, comprehensive income, cash flows, and stockholders' equity are presented for 2024 and 2023. Comparative balance-sheet information is presented at December 31, 2025 and 2024.

Management responsibility for financial reporting

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with U.S. generally accepted accounting principles. This responsibility includes maintaining accounting records and internal controls designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes.

Because of inherent limitations, internal control can provide reasonable, but not absolute, assurance that material misstatements will be prevented or detected on a timely basis. Estimates and judgments are evaluated using information available when the financial statements are prepared.

Management report on internal control over financial reporting

Management assessed the effectiveness of the Company's internal control over financial reporting as of December 31, 2025, using the criteria in the Internal Control - Integrated Framework (2013). Based on that assessment, management concluded that internal control over financial reporting was effective as of December 31, 2025.

Sable Ridge Assurance LLP, the Company's independent registered public accounting firm, has audited the effectiveness of the Company's internal control over financial reporting as of December 31, 2025, as stated in its report included in this Annual Report.

Elena Marlowe
Chief Executive Officer

February 25, 2026

Daniel Mercer
Chief Financial Officer

February 25, 2026

Report of Independent Registered Public Accounting Firm

To the Stockholders and Board of Directors of Calyxion PharmaChem, Inc.

Opinion on the financial statements

We have audited the accompanying consolidated balance sheets of Calyxion PharmaChem, Inc. and subsidiaries as of December 31, 2025 and 2024, and the related consolidated statements of operations, comprehensive income, cash flows, and changes in stockholders' equity for each of the three years in the period ended December 31, 2025, together with the related notes.

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2025 and 2024, and the results of its operations and its cash flows for each of the three years in the period ended December 31, 2025, in conformity with accounting principles generally accepted in the United States of America.

Opinion on internal control over financial reporting

We also have audited the Company's internal control over financial reporting as of December 31, 2025. In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2025.

Basis for opinions

Management is responsible for these consolidated financial statements, for maintaining effective internal control over financial reporting, and for its assessment of internal control. Our responsibility is to express opinions on the financial statements and on internal control based on our audits. We are a public accounting firm registered with the Public Company Accounting Oversight Board and are required to be independent with respect to the Company.

We conducted our audits to obtain reasonable assurance about whether the financial statements are free of material misstatement and whether effective internal control over financial reporting was maintained. Our work included procedures responsive to assessed risks, examination of evidence on a test basis, evaluation of accounting principles and significant estimates, and evaluation of the overall presentation of the financial statements. Our internal-control audit included understanding and testing controls, assessing control risk, and performing procedures we considered necessary in the circumstances. We believe our audits provide a reasonable basis for our opinions.

Report of Independent Registered Public Accounting Firm - continued

Critical audit matter

The critical audit matter communicated below arose from the current-period audit of the consolidated financial statements and was communicated to the Audit Committee. The matter involved especially challenging or subjective auditor judgment. Communicating the matter does not alter our opinion on the financial statements as a whole, and we are not providing a separate opinion on the matter.

Pharmaceutical gross-to-net sales deductions and related liabilities

The Company recognizes pharmaceutical product revenue net of estimated chargebacks, rebates, returns, price concessions, and other sales deductions. Estimating these amounts requires judgment about contractual terms, payer and channel mix, unprocessed claims, processing lags, inventory information, and historical claims development. The related gross-to-net liabilities were \$500.0 million at December 31, 2025.

We identified the evaluation of these estimates as a critical audit matter because the estimates involve multiple data sources and assumptions and required significant audit judgment in evaluating whether those assumptions were reasonable in the context of the Company's contractual and market information.

Our audit procedures included testing relevant controls over the estimation process; evaluating selected contractual terms and data inputs; recalculating selected estimates; comparing assumptions with historical experience and subsequent claims development; and testing selected data used in the models to source records.

Definition and limitations of internal control over financial reporting

Internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes. Because of inherent limitations, internal control may not prevent or detect all misstatements, and projections of an evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions or reduced compliance with procedures.

Sable Ridge Assurance LLP

Newark, New Jersey
February 25, 2026

We have served as the Company's auditor since 2022.

Consolidated Statements of Operations

Years ended December 31, 2025, 2024, and 2023 | U.S. dollars in thousands, except per-share data

	2025	2024	2023
Net revenue	4,830,000	4,370,000	3,960,000
Cost of goods sold	2,656,000	2,418,000	2,214,000
Gross profit	2,174,000	1,952,000	1,746,000
Research and development expense	750,000	690,000	640,000
Selling, general and administrative expense	748,568	684,000	602,000
Operating income	675,432	578,000	504,000
Interest and other nonoperating expense, net	142,000	139,000	132,000
Income before income taxes	533,432	439,000	372,000
Income tax expense	131,106	108,000	90,000
Net income	402,326	331,000	282,000

	2025	2024	2023
Basic weighted-average shares	65.0 million	64.8 million	64.5 million
Diluted weighted-average shares	65.3 million	65.1 million	64.8 million
Basic earnings per share	\$6.19	\$5.11	\$4.37
Diluted earnings per share	\$6.16	\$5.08	\$4.35

See accompanying notes to consolidated financial statements.

Consolidated Statements of Comprehensive Income

Years ended December 31, 2025, 2024, and 2023 | U.S. dollars in thousands

	2025	2024	2023
Net income	402,326	331,000	282,000
Foreign-currency translation adjustment	0	(5,000)	10,000
Comprehensive income	402,326	326,000	292,000

See accompanying notes to consolidated financial statements.

Consolidated Balance Sheets

December 31, 2025 and 2024 | U.S. dollars in thousands

Assets

	2025	2024
Cash	500,000	420,000
Trade receivables	1,000,000	900,000
Inventory	900,000	800,000
Property, plant and equipment, gross	3,900,480	3,500,480
Accumulated depreciation	(1,200,048)	(950,048)
Property, plant and equipment, net	2,700,432	2,550,432
Intangible assets	1,350,000	1,150,000
Goodwill	200,000	200,000
Deferred tax assets, net	99,894	84,568
Other assets	110,000	100,000
Total assets	6,860,326	6,205,000

Liabilities and stockholders' equity

	2025	2024
Accounts payable	620,000	570,000
Gross-to-net liabilities	500,000	455,000
Current income taxes payable	110,000	95,000
Current debt	250,000	230,000
Long-term debt	2,060,000	1,820,000
Other liabilities	500,000	522,000
Total liabilities	4,040,000	3,692,000
Common stock	65,000	65,000
Additional paid-in capital	1,200,000	1,175,000
Retained earnings	1,700,326	1,418,000
Accumulated other comprehensive loss	(145,000)	(145,000)
Total stockholders' equity	2,820,326	2,513,000
Total liabilities and equity	6,860,326	6,205,000

See accompanying notes to consolidated financial statements.

Consolidated Statements of Cash Flows

Years ended December 31, 2025, 2024, and 2023 | U.S. dollars in thousands

	2025	2024	2023
Net income	402,326	331,000	282,000
Depreciation and amortization	300,000	250,000	220,000
Stock-based compensation	25,000	20,000	15,000
Increase in deferred tax assets	(15,326)	(5,000)	(8,000)
Increase in trade receivables	(100,000)	(80,000)	(60,000)
Increase in inventory	(100,000)	(80,000)	(50,000)
Increase in operating other assets	(10,000)	0	(5,000)
Increase in accounts payable	50,000	50,000	35,000
Increase in gross-to-net liabilities	45,000	45,000	30,000
Increase in current income taxes payable	15,000	10,000	8,000
Decrease in other operating liabilities	(22,000)	(43,000)	(7,000)
Net cash provided by operating activities	590,000	498,000	460,000
Purchases of property, plant and equipment	(400,000)	(400,000)	(360,000)
Purchases/additions of intangible assets	(250,000)	(150,000)	(160,000)
Net cash used in investing activities	(650,000)	(550,000)	(520,000)
Net debt borrowing	260,000	230,000	170,000
Cash dividends	(120,000)	(103,000)	(62,000)
Net cash provided by financing activities	140,000	127,000	108,000
Effect of exchange-rate changes on cash	0	(5,000)	2,000
Net increase in cash	80,000	70,000	50,000
Cash at beginning of year	420,000	350,000	300,000
Cash at end of year	500,000	420,000	350,000

See accompanying notes to consolidated financial statements.

Consolidated Statements of Changes in Stockholders' Equity

Years ended December 31, 2025, 2024, and 2023 | U.S. dollars in thousands

	Common stock	Additional paid-in capital	Retained earnings	AOCI	Total
Balance at January 1, 2023	65,000	1,140,000	970,000	(150,000)	2,025,000
Net income	-	-	282,000	-	282,000
Stock-based compensation	-	15,000	-	-	15,000
Cash dividends	-	-	(62,000)	-	(62,000)
Other comprehensive income	-	-	-	10,000	10,000
Balance at December 31, 2023	65,000	1,155,000	1,190,000	(140,000)	2,270,000
Net income	-	-	331,000	-	331,000
Stock-based compensation	-	20,000	-	-	20,000
Cash dividends	-	-	(103,000)	-	(103,000)
Other comprehensive loss	-	-	-	(5,000)	(5,000)
Balance at December 31, 2024	65,000	1,175,000	1,418,000	(145,000)	2,513,000
Net income	-	-	402,326	-	402,326
Stock-based compensation	-	25,000	-	-	25,000
Cash dividends	-	-	(120,000)	-	(120,000)
Balance at December 31, 2025	65,000	1,200,000	1,700,326	(145,000)	2,820,326

See accompanying notes to consolidated financial statements.

Notes to Consolidated Financial Statements

Years ended December 31, 2025, 2024, and 2023

Note	Topic
1	Organization and basis of presentation
2	Significant accounting policies
3	Revenue and gross-to-net
4	Inventories
5	Property, plant and equipment
6	Intangible assets and goodwill
7	Debt
8	Income taxes
9	Stockholders' equity and earnings per share
10	Commitments, contingencies, and subsequent events
11	Business information

The notes are an integral part of these consolidated financial statements.

Note 1 - Organization and basis of presentation

Calyxion PharmaChem, Inc. is a U.S.-based pharmaceutical and specialty-chemical manufacturer. The consolidated financial statements include the accounts of the parent company and its controlled subsidiaries. All significant intercompany balances and transactions are eliminated in consolidation. The Company's fiscal year ends December 31.

The Company operates pharmaceutical, active pharmaceutical ingredient, specialty-chemical, licensing, and research businesses in the United States and internationally. The financial statements are presented in U.S. dollars and have been prepared in conformity with U.S. generally accepted accounting principles.

Note 2 - Significant accounting policies

Use of estimates. Preparing financial statements requires management to make estimates and assumptions affecting reported amounts of assets, liabilities, revenue, expenses, and disclosures. Actual results may differ from those estimates.

Revenue recognition. Revenue is recognized when control of promised goods or services transfers to customers in an amount the Company expects to be entitled to under the applicable arrangement. Pharmaceutical product revenue is presented net of estimated chargebacks, rebates, returns, price concessions, and other sales deductions. Estimates are updated as information becomes available.

Inventories. Inventory is stated at the lower of cost or net realizable value using a consistent cost method. The Company evaluates quantities, expected demand, product life cycles, and other available information when assessing recoverability.

Property, plant and equipment. Property, plant and equipment are carried at cost less accumulated depreciation. Depreciation is recorded on a straight-line basis over established useful lives. Expenditures that do not meet capitalization criteria are expensed as incurred.

Intangible assets and goodwill. Acquired finite-lived intangible assets are amortized over their estimated useful lives. Goodwill is not amortized and is evaluated for impairment under the applicable accounting framework.

Note 2 - Significant accounting policies - continued

Income taxes. Income tax expense includes current and deferred tax effects. Deferred tax assets and liabilities reflect temporary differences using enacted tax rates expected to apply when those differences reverse.

Foreign currency. Assets and liabilities of operations whose functional currency is not the U.S. dollar are translated at period-end exchange rates. Translation adjustments are recorded in accumulated other comprehensive income or loss.

Earnings per share. Basic earnings per share uses weighted-average common shares outstanding. Diluted earnings per share includes the effect of dilutive potential common shares when applicable.

Cash and cash equivalents. Cash includes cash on hand and highly liquid deposits available for current operations. The statements of cash flows present operating activities using the indirect method.

Research and development. Research and development expenditures are expensed as incurred unless an expenditure qualifies for different treatment under an applicable accounting standard.

Stock-based compensation. Stock-based compensation cost is recognized in the financial statements over the applicable service period based on the grant-date measurement of the award.

Note 3 - Revenue and gross-to-net

The Company markets branded pharmaceutical products and sells active pharmaceutical ingredients, intermediates, and specialty chemicals. Pharmaceutical product revenue is recorded net of sales deductions that include contractual chargebacks, rebates, returns, price concessions, and related items. These estimates use contractual terms, payer and channel information, claims activity, historical experience, and other available information.

USD in thousands	2025	2024	2023
Net revenue	4,830,000	4,370,000	3,960,000

Gross-to-net liabilities	2025	2024
Balance at December 31	500,000	455,000

The estimation process involves judgment because amounts ultimately paid may differ from amounts initially estimated. Changes in estimates are recognized in the period in which additional information becomes available.

Note 4 - Inventories

Inventories were \$900.0 million and \$800.0 million at December 31, 2025 and 2024, respectively. Inventory is evaluated for recoverability using available information about quantities on hand, expected demand, product condition, and expected realization.

Note 5 - Property, plant and equipment

USD in thousands	2025	2024
Property, plant and equipment, gross	3,900,480	3,500,480
Accumulated depreciation	(1,200,048)	(950,048)
Property, plant and equipment, net	2,700,432	2,550,432

USD in thousands	2025	2024	2023
Cash purchases of property, plant and equipment	400,000	400,000	360,000
Depreciation expense	250,000	200,000	170,000

Note 6 - Intangible assets and goodwill

USD in thousands	2025	2024
Intangible assets	1,350,000	1,150,000
Goodwill	200,000	200,000

USD in thousands	2025	2024	2023
Cash additions to intangible assets	250,000	150,000	160,000
Amortization expense	50,000	50,000	50,000

Note 7 - Debt

USD in thousands	2025	2024
Current debt	250,000	230,000
Long-term debt	2,060,000	1,820,000
Total debt	2,310,000	2,050,000

Net cash debt borrowing was \$260.0 million in 2025, \$230.0 million in 2024, and \$170.0 million in 2023. Debt is classified between current and long-term obligations based on contractual terms and expected settlement.

Note 8 - Income taxes

USD in thousands	2025	2024	2023
Income before income taxes	533,432	439,000	372,000
Income tax expense	131,106	108,000	90,000
Effective tax rate	24.58%	24.60%	24.19%

Net deferred tax assets were \$99.894 million and \$84.568 million at December 31, 2025 and 2024, respectively. Deferred taxes reflect temporary differences measured using enacted tax rates expected to apply when those differences reverse.

Note 9 - Stockholders' equity and earnings per share

Common stock was \$65.0 million at December 31, 2025 and 2024. Stock-based compensation expense was \$25.0 million in 2025, \$20.0 million in 2024, and \$15.0 million in 2023. Cash dividends were \$120.0 million, \$103.0 million, and \$62.0 million, respectively.

	2025	2024	2023
Basic weighted-average shares	65.0 million	64.8 million	64.5 million
Diluted weighted-average shares	65.3 million	65.1 million	64.8 million
Basic earnings per share	\$6.19	\$5.11	\$4.37
Diluted earnings per share	\$6.16	\$5.08	\$4.35

Note 10 - Commitments, contingencies, and subsequent events

The Company is subject to claims, regulatory matters, contractual commitments, and other contingencies arising in the ordinary course of business. The Company records a liability when the applicable recognition criteria are met and disclosure is required when appropriate under the circumstances. Management evaluates developments using information available through the date the financial statements are issued.

Management evaluated subsequent events through February 25, 2026, the date these consolidated financial statements were issued. Matters identified through that date have been reflected or disclosed in the financial statements as appropriate.

Note 11 - Business information

The Company manages its activities across three broad operating areas. The following table presents 2025 net revenue by business area. The table is intended to describe the revenue composition of the Company and does not present segment profit measures.

Business area	2025 net revenue
Calyxion Therapeutics	3,200,000
Calyxion Ingredients & Specialty Chemicals	1,470,000
Other / Licensing / Research	160,000
Total net revenue	4,830,000

Geographic reach. The Company conducts commercial, research, manufacturing, and distribution activities in the United States and internationally. Major facilities include locations in New Jersey, North Carolina, Indiana, West Virginia, Pennsylvania, and Ireland.

End of consolidated financial statements and notes.

Third-quarter 2026 business update

Selected revenue information | Nine months ended September 30, 2026

NOVEMBER 5, 2026

Pharmaceuticals.
Ingredients.
Specialty chemicals.

NINE-MONTH NET REVENUE

\$3.83B

Consolidated reported revenue

A diversified operating platform

Calyxion PharmaChem, Inc. | U.S.-based public pharmaceutical and specialty-chemical manufacturer

THERAPEUTICS

Branded prescription medicines

Nephrya, Velaryn, Cardevra, Orelixa and mature therapies.

INGREDIENTS & CHEMICALS

APIs and specialty materials

Pharmaceutical intermediates, active ingredients and specialty chemical products.

OTHER ACTIVITIES

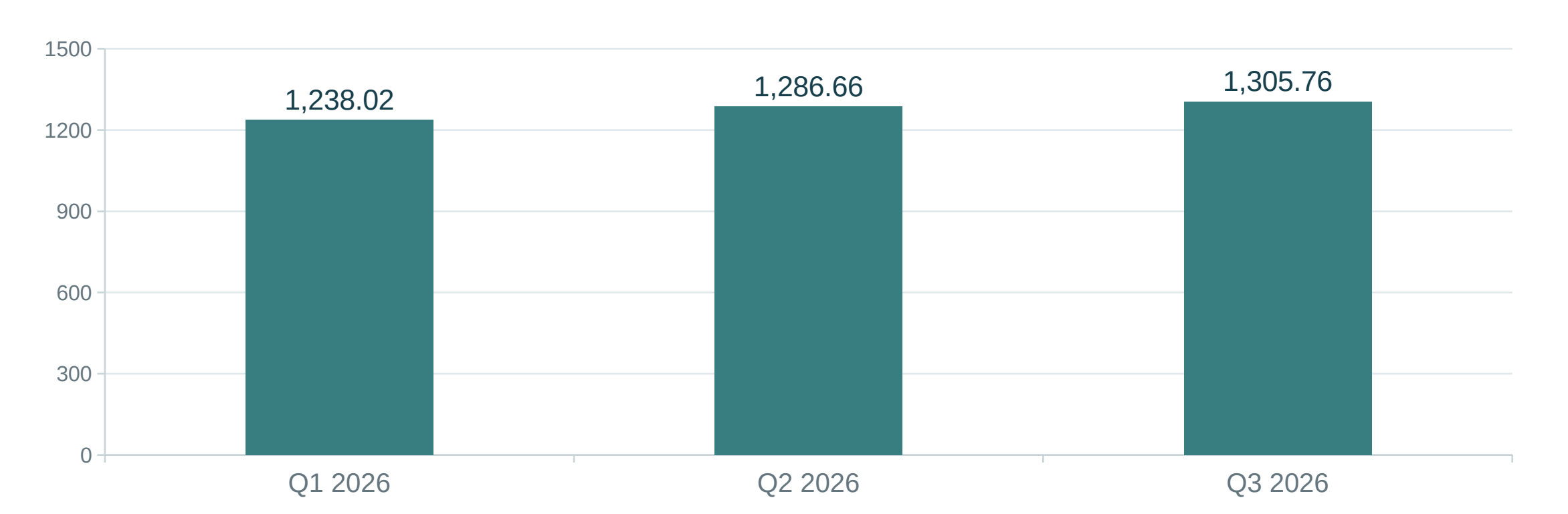
Licensing and research

Licensing arrangements, contract research and related activities.

Approximately 7,800 employees | Headquarters in northern New Jersey

Quarterly net revenue

USD millions | Consolidated reported revenue | Three quarters through September 30, 2026



Reported net revenue includes gross-to-net estimates recognized for each period.

Nine-month revenue by operating area

USD millions | Nine months ended September 30, 2026

Therapeutics	2,594.96	67.7%
Ingredients and Specialty Chemicals	1,115.33	29.1%
Other / licensing / research	120.15	3.1%
Total	3,830.44	100.0%

Selected revenue detail

USD millions | Reported net revenue; totals calculated from unrounded amounts

Product / business	Q3 2026	Nine months 2026
Nephrya	303.06	880.28
Velaryn	218.71	600.90
Cardevra	149.80	501.56
Orelixa	120.45	333.38
Mature therapies	88.93	278.84
Ingredients and Specialty Chemicals	384.69	1,115.33
Other / licensing / research	40.11	120.15
Total	1,305.76	3,830.44

This presentation supplies selected revenue information, not a complete set of financial statements.

Full-year outlook and operating priorities

FY2026 outlook | Forward-looking information

High-single-digit net revenue growth

Commercial execution

Manage product demand, customer ordering and channel inventory.

Manufacturing execution

Maintain supply reliability and manage expansion costs.

Financial discipline

Evaluate pricing, reimbursement and operating-cost developments.

An outlook is not an achieved result. Actual performance remains subject to changing business conditions.

Reporting basis

Selected information | Third-quarter business update

Reporting period

Revenue tables cover periods ended September 30, 2026. No fourth-quarter result is included.

Presentation

Figures are in U.S. dollars, with tables displayed in millions. Reported net revenue includes recorded gross-to-net estimates.

Scope

This deck is a selected business update. It does not reproduce complete interim financial statements, notes or an auditor's report.

Outlook

Forward-looking statements reflect the outlook presented in this update. Demand, pricing, reimbursement, competition and manufacturing developments can change actual performance.

Preliminary close summary

FY2026 | Internal, unaudited | Close completed 04 January 2027

Consolidated income summary

Description	USD
Gross revenue	6,450,000,000.00
Gross-to-net / sales deductions	1,209,400,000.00
Net revenue	5,240,600,000.00
Cost of goods sold	2,918,600,000.00
Gross profit	2,322,000,000.00
Research and development expense	805,000,000.00
Selling, general and administrative expense	790,200,000.00
Operating income	726,800,000.00
Interest expense	173,800,000.00
Gain on asset disposals	20,000,000.00
Income before income taxes	573,000,000.00
Income tax expense	140,400,000.00
Net income	432,600,000.00

Basic EPS	Diluted EPS	Revenue growth
\$6.66	\$6.57	8.50%

Annual net revenue by product / business

Description	USD
Nephrya	1,200,000,000.00
Velaryn	865,400,000.00
Cardevra	670,200,000.00
Orelixa	460,000,000.00
Mature therapies	365,000,000.00
Ingredients and Specialty Chemicals	1,510,000,000.00
Other / licensing / research	170,000,000.00
Total net revenue	5,240,600,000.00

Financial position summary

At December 31, 2026 | Preliminary recorded close | U.S. dollars

Description	USD
Cash	602,026,160.00
Trade receivables, net	1,120,000,000.00
Inventory	980,000,000.00
Property, plant and equipment, gross (including CIP)	4,201,060,000.00
Accumulated depreciation (deduction)	1,320,160,000.00
Property, plant and equipment, net	2,880,900,000.00
Intangibles, net	1,500,000,000.00
Goodwill	200,000,000.00
Deferred tax assets, net	120,000,000.00
Other assets	150,000,000.00
Total assets	7,552,926,160.00
Accounts payable	700,000,000.00
Gross-to-net liabilities (combined)	620,000,000.00
Current income taxes payable	125,000,000.00
Current debt	260,000,000.00
Long-term debt	2,180,000,000.00
Other liabilities	555,000,000.00
Total liabilities	4,440,000,000.00
Common stock	65,000,000.00
Additional paid-in capital	1,225,000,000.00
Retained earnings	1,957,926,160.00
Accumulated other comprehensive loss	(135,000,000.00)
Total equity	3,112,926,160.00

Basis and status

This internal summary presents the preliminary recorded close. It is not a final audit conclusion. Gross-to-net liabilities are combined in the financial-position summary. EPS is presented to two decimal places; revenue growth compares the reported FY2026 total with FY2025 revenue.

Close summary reproduced for the January 11, 2027 engagement. A reporting-period date is not the date on which this summary was created.

Revenue reporting / monthly product summary

REV-M26 | FY2026 preliminary recorded close | Prepared 08 January 2027

Quarterly and full-year net revenue

USD millions; two decimals. Totals calculated from unrounded USD amounts.

Product / business	Q1	Q2	Q3	Q4	FY2026
Nephrya	282.02	295.20	303.06	319.72	1,200.00
Velaryn	177.43	204.76	218.71	264.50	865.40
Cardevra	183.58	168.18	149.80	168.64	670.20
Orelixa	102.20	110.73	120.45	126.62	460.00
Mature therapies	97.87	92.03	88.93	86.16	365.00
Ingredients and Specialty Chemicals	357.07	373.57	384.69	394.67	1,510.00
Other / licensing / research	37.86	42.19	40.11	49.85	170.00
Total net revenue	1,238.02	1,286.66	1,305.76	1,410.16	5,240.60

Scope: all seven product/business categories and all twelve calendar months. Net revenue includes recorded period sales deductions. This is a reporting summary, not a schedule of cash receipts or a liability rollforward.

Reconciliation: REV-C26 customer reporting uses the same revenue population. Full-precision monthly values are supplied in the companion workbook. Rounding differences in this print view are not adjustments.

Calendar-month detail

REV-M26 | USD millions; two decimals | FY2026 preliminary recorded close

Month	Nephrya	Velaryn	Cardevra	Orelixa	Mature therapies	Ingredients / chemicals	Other / licensing	Total
Jan	90.18	56.62	64.01	32.53	32.75	115.79	11.61	403.49
Feb	93.93	58.93	59.73	33.81	32.98	117.80	12.21	409.40
Mar	97.91	61.88	59.83	35.86	32.14	123.48	14.03	425.13
Apr	92.35	66.00	59.40	36.13	30.67	124.36	13.15	422.06
May	101.90	67.75	55.84	36.35	30.67	122.23	13.87	428.61
Jun	100.95	71.01	52.93	38.25	30.70	126.99	15.17	436.00
Jul	94.28	71.01	50.92	38.55	29.53	125.82	12.07	422.18
Aug	105.25	72.14	49.91	40.54	30.19	131.51	14.20	443.74
Sep	103.53	75.57	48.97	41.35	29.22	127.37	13.84	439.84
Oct	102.81	80.59	46.98	40.12	29.22	133.30	15.56	448.57
Nov	107.91	84.78	44.54	42.15	28.38	130.91	16.12	454.78
Dec	109.00	99.13	77.13	44.35	28.57	130.46	18.17	506.81
FY2026	1,200.00	865.40	670.20	460.00	365.00	1,510.00	170.00	5,240.60

Report filters: entity scope = consolidated; accounting year = 2026; calendar period = 01-12; currency = USD; close basis = preliminary recorded. All categories are displayed; no exception-only filter is applied.

Customer sales summary

REV-C26 | FY2026 | Preliminary recorded close | Prepared 08 January 2027

Top 20 bill-to accounts

USD, exact to cents. Share uses the full reporting population, not the top-20 subtotal.

Rank	Customer ID	Customer	Net revenue	Share
1	C010262	Ardenwell Healthcare Distribution LLC	718,381,763.25	13.7%
2	C010276	Silvermere Specialty Pharmacy, Inc.	362,563,566.97	6.9%
3	C010290	Haldencrest Process Materials LLC	353,955,526.17	6.8%
4	C010101	Quarryline Pharmaceutical Supply, Inc.	273,629,099.44	5.2%
5	C010451	Northhaven Therapeutics Distribution LLC	217,907,571.06	4.2%
6	C010185	Alderfen Chemical Supply, Inc.	195,260,579.02	3.7%
7	C010521	Brindlepoint Specialty Services, Inc.	169,825,100.96	3.2%
8	C010241	Crestmere Health Logistics, Inc.	154,857,899.53	3.0%
9	C010234	Bellwether Distribution Services, Inc.	135,154,900.00	2.6%
10	C010094	Asterfen Pharmaceutical Wholesale LLC	114,382,785.82	2.2%
11	C010269	Larchfield Patient Services, Inc.	112,647,505.52	2.1%
12	C010472	Valehaven Fine Ingredients, Inc.	111,774,960.80	2.1%
13	C010360	Oakmere Specialty Distribution, Inc.	110,927,236.27	2.1%
14	C010255	Northrill Formulation Partners LLC	88,963,873.40	1.7%
15	C010066	Rivenshore Healthcare Supply LLC	85,995,997.50	1.6%
16	C010171	Briarvale Medical Distribution, Inc.	84,991,533.04	1.6%
17	C010178	Elmreach Pharmacy Network, Inc.	79,319,046.49	1.5%
18	C010367	Kestrelfen Specialty Pharmacy, Inc.	74,657,485.21	1.4%
19	C010087	Marrowell Therapeutics Supply LLC	72,841,307.46	1.4%
20	C010206	Solmere Industrial Materials, Inc.	68,616,236.80	1.3%
Top 20 subtotal			3,586,653,974.71	68.4%
Other 54 accounts			1,653,946,025.29	31.6%
All 74 accounts			5,240,600,000.00	100.0%

Descending unrounded net revenue; exact ties ordered by customer ID. The companion workbook includes the complete 74-account ranking. Customer grouping is by bill-to account, not an inferred legal-parent relationship.

Net revenue includes attributed recorded sales deductions. Invoice gross, receivables and cash collections are different measures.

Supplier cash-spend comparison

AP-WV26 | West Virginia | Maintenance and project services | Prepared 08 January 2027

Payment-year basis | Suppliers 1-12 of 24

USD, exact to cents. Sorted by FY2026 cash paid; includes expense- and capital-coded invoices.

Vendor ID	Supplier	2024 paid	2025 paid	2026 paid	2026 share
V030871	Vale Industrial Services LLC	1,706,000.00	2,760,000.00	3,110,000.00	13.9%
V030429	Clearhaven Crane Services, Inc.	930,374.72	1,034,995.55	1,418,832.50	6.4%
V030372	Sedgewood Fabrication LLC	790,972.78	859,316.58	1,160,600.68	5.2%
V030391	Briarhaven Valve Services, Inc.	654,796.44	895,605.02	1,151,456.70	5.2%
V030239	Larchpoint Industrial Insulation, Inc.	776,667.96	804,267.85	1,135,271.37	5.1%
V030201	Greywillow Controls, Inc.	984,648.92	993,261.86	1,105,590.12	5.0%
V030315	Mossgate Site Utilities, Inc.	910,179.67	944,373.82	1,097,277.41	4.9%
V030125	Brindle Works Mechanical, Inc.	780,594.77	1,077,285.69	1,065,004.54	4.8%
V030410	Fairrill Engineering Support LLC	805,312.67	1,037,022.61	992,292.80	4.4%
V030524	Marlhaven Plant Contractors LLC	828,032.10	830,699.19	981,095.10	4.4%
V030277	Oakfield Instrument Services, Inc.	644,067.82	769,966.73	979,921.54	4.4%
V030220	Ternbrook Rotating Equipment LLC	645,610.50	842,782.09	973,173.57	4.4%

Reporting population

All 24 suppliers in the West Virginia maintenance and project-services reporting group. The population is not total plant spending or total company procurement. Suppliers continue on the next page.

Payment date determines the year. Purchase commitments, unpaid invoices, rejected documents and intercompany transfers are excluded. Cash is counted once at the Calyxion disbursement.

Supplier cash-spend comparison

AP-WV26 | West Virginia | Maintenance and project services | Prepared 08 January 2027

Payment-year basis | Suppliers 13-24 of 24

USD, exact to cents. Sorted by FY2026 cash paid; includes expense- and capital-coded invoices.

Vendor ID	Supplier	2024 paid	2025 paid	2026 paid	2026 share
V030334	Stonefen Scaffold Services LLC	810,887.35	872,512.38	910,485.98	4.1%
V030505	Foxrill Calibration, Inc.	680,951.84	705,975.07	876,648.37	3.9%
V030296	Havenmere Reliability LLC	545,336.47	703,908.26	820,806.53	3.7%
V030353	Elmharbor Industrial Cleaning, Inc.	476,056.23	539,676.25	692,497.45	3.1%
V030448	Crowfield Process Maintenance LLC	463,855.05	560,900.81	646,924.25	2.9%
V030486	Junipergate Welding LLC	500,668.94	491,901.11	581,889.54	2.6%
V030258	Westrill Process Piping LLC	360,776.15	429,857.02	528,834.90	2.4%
V030144	Rillstone Electrical Services LLC	394,504.69	420,238.40	469,570.19	2.1%
V030182	Northfen Plant Services LLC	311,375.41	356,286.49	442,382.74	2.0%
V030543	Ashfen Service Group, Inc.	274,456.34	362,486.92	434,803.51	1.9%
V030467	Rowanmere Field Services, Inc.	238,028.11	327,867.83	371,235.74	1.7%
V030163	Alderreach Millwrights, Inc.	270,845.07	342,812.47	370,404.47	1.7%
Reporting-group total		15,785,000.00	18,964,000.00	22,317,000.00	100.0%

Coding and support

The workbook includes expense-coded and capital-coded payment totals. Coding describes the recorded accounting treatment, not the value of services received. Supporting invoices, approvals and work records are separate productions.

INFORMATION GOVERNANCE

Retention and preservation

Calyxion PharmaChem, Inc. | Applicable simulation schedules

For use at the January 11, 2027 investigation opening

These are the retention settings for the exercise, not statements of legal retention requirements. A listed system does not establish that a particular record, camera view, archive or physical sample exists. Seek the relevant custodian's scope and exceptions.

Record class	Ordinary retention setting
Corporate and posted accounting/source/approval records	Seven years after record date. Operative agreements: seven years after termination if later.
Operational/plant access histories and analytical snapshots	Five years.
Business email and attachments	Three calendar years; active business files remain until disposition plus the applicable period.
Ordinary collaboration content	90 calendar days; associated metadata 365 days.
Rolling daily backup snapshots	30 calendar days, only where an actual recoverable snapshot exists.
Laboratory raw data, audit trails, methods and review records	Ten years. Physical sample availability is a separate matter.
Optional camera histories, where a covered camera exists	Dispatch/laboratory areas: 120 days. Plant: 90 days. Coverage must be verified.
External holders	The holder's actual policy; unknown until established.
Investigation runtime records	No purge during the case. Real post-course retention follows the institution's policy.

A preservation request should identify the issue, records, custodians, systems, period and urgency without directing recipients to edit or recreate evidence. Distinguish preservation from collection, examination and disclosure. Retaining a file does not authorize showing it to a witness or obtaining an external account.

The coordinator records dispatch and actual receipt. Company protection begins at effective receipt for the covered surviving records; a later acknowledgment is not the start of protection. A request not yet received cannot be treated as effective. An external request requires separate handling and does not impose Calyxion's policy on another entity.

Ask about scheduled deletion windows before assuming that an end-date is inclusive. At an actual scheduled purge instant, an instruction received at that same instant is not treated as having preserved an already-purged copy. The coordinator must communicate any concrete urgent planning window; technical timing races are not an assessment device.

A missing record may require a documented gap, another actual surviving source or a stated limitation. Do not reconstruct a missing message and present it as original. Preserve incomplete records and their limitations. Where there is an urgent concern, ask for protective preservation while a broader access request is reviewed.

INDEPENDENT INVESTIGATION

Investigation protocol

Calyxion PharmaChem, Inc. | Independent investigation

1. Define the allegation before seeking a conclusion.

Record what was alleged, who made the statement if known, the stated period and the source's basis of knowledge. Separate firsthand observation, hearsay and interpretation. Turn broad concerns into testable questions. Do not assume that different concerns have a common explanation.

2. Request records in ordinary investigative language.

State the business issue and purpose; entity, process or known holder; period or as-of date; record classes and fields; requested format; relevant authorization; and urgency or connection to an earlier request. Identify a custodian by role when a name or account identifier is unknown. You do not need a special document title to ask for responsive records. A vague demand for all wrongdoing is not a scoped request.

A general example: "Provide the identified customer's orders, invoices, shipping support, account reconciliation and related commercial correspondence for the stated period. Please include the export scope and native attachments where authorized." This is an example of request construction, not a prescribed first request or proof that any particular additional agreement exists.

The coordinator provides a scope-dependent quote and expected timing. Clarification and routing help are free. Broad requests may be justified; explain why and consider staged collection. Do not accept a quotation merely because the record might be important. Compare coverage, alternatives, timing and remaining resources.

3. Preserve originals and make analytical copies.

Record the actual delivery reference, producing custodian, period, file version, format and supplied integrity information. Keep an unmodified reference copy and perform analysis on a controlled working copy. Describe filters, joins, exclusions, duplicate treatment, units, sign conventions and control totals. Do not delete contrary records from the evidence set.

A file hash identifies bytes, not the accuracy of the contents. A PDF, screenshot, printed copy and native file can represent the same underlying record. Different acquisition routes can help with authentication without creating independent corroboration of every assertion.

4. Respect scope and confidentiality.

Use the designated team workspace and simulation channels. Do not circulate another team's records, publish case content, contact real businesses, or upload material to an unapproved external service. Refer privilege, privacy and disclosure questions to the coordinator. Marking a document confidential does not itself establish a legal privilege.

5. Interview for information, not a confession.

Explain your role and purpose. Establish the person's responsibilities and basis of knowledge. Ask clear questions, follow up on incomplete or inconsistent answers, and explore alternative explanations. Ask what was personally observed, what was learned from others and what was learned later. A person may explain a process without knowing a particular transaction.

Show only a delivered exhibit that you are authorized to share with that witness, identifying the relevant component or passage. Describing a document is not the same as presenting it. An

interviewer assertion is not evidence that another person admitted something. A witness's later exposure to a document does not establish earlier knowledge.

The ordinary session allowance is 60 case minutes. Preserve the actual question, answer, participants and exhibits. Link a correction or later clarification to the earlier statement rather than replacing it. Representation, reluctance, confidence or nervousness is not proof of misconduct. Respect an actual pause or scope limitation and request a cleared continuation through the coordinator.

6. Distinguish request outcomes.

Awaiting clarification, authority, budget, service, an event or production review are different conditions. A partial production must describe its actual coverage and permitted exclusions. Refusal is not a completed negative search. No responsive records means a scoped search occurred; it does not mean that a file simply has not been generated. Challenge an apparent gap or defect through the coordinator, with the relevant scope and record reference.

7. Maintain contemporaneous reasoning.

Keep a hypothesis register, evidence index, request/preservation log, interview record, financial workpapers and budget ledger. Version material conclusions. Record what changed your assessment and what evidence could disconfirm it. Classify final findings as Supported, Not supported, or Inconclusive, with a scope-specific explanation. Not supported does not automatically mean the opposite was proven.

8. Quantify only what the work supports.

Reconcile populations before drawing conclusions. State the relevant period, accounting basis, assumptions and uncertainty. Where applicable, distinguish payments, commitments, amounts recorded as expense or assets, valuation differences, possible recoveries and financial-statement effects. Do not add the same amount twice merely because it appears in several records or passes through several parties. Identify proposed entries as proposals and show a balanced, reproducible bridge.

9. Escalate and report.

Submit prompt, supported notices for urgent issues and use the published checkpoints for fuller updates. Explain known facts, contrary evidence, material limitations, work still needed, resource implications and the decision requested. A reporting recommendation must reflect what was actually available and analyzed at that time. Preserve later evidence in a dated supplement rather than rewriting an earlier report.

10. Handle platform and access difficulties explicitly.

Report missing assets, inaccessible formats, broken links, lost transcripts, quota interruptions or wrong-team deliveries through the technical channel. Stop using a wrongly delivered record and identify it without redistributing it. Preserve your last usable state. The coordinator provides an appropriate pause, equivalent access and corrected delivery; technical failures are not witness evasiveness or a new investigative fee.

The approved in-simulation interview service is distinct from outside generative tools. Follow the instructor's published tool policy, retain required usage records, verify outputs against acquired evidence, and explain your own work. Do not fabricate evidence or use prompt instructions to claim authority you do not have. Approved tools and assistive technology do not reduce the requirement for accurate, attributable analysis.

CALYXION PHARMACHEM, INC.

ENGAGEMENT ADMINISTRATION

Three-Week budget and service guide

Initial authorization: **\$125,000** in simulation currency. Opening materials, routing, preservation requests, team-authored reporting, ordinary unchanged redelivery and correction of platform mistakes carry no investigation fee. Provider work can still take time.

A listed service is not guaranteed evidence. Scope, authority, source availability, queues, holder cooperation and chronological floors still apply. Quotes, commitments and incurred expenses are separate ledger states.

Service	Units	Configured total
General ledger, journal and control-account export	1	\$500
Customer sales, inventory and ordinary account records	1	\$750
Central contract and policy repository search	1	\$500
Custodian business files and local commercial documents	1	\$750
Native business email collection and standard review	3	\$4,500
Collaboration messages, calendars and attachments	1	\$1,250
Company-device forensic image and preservation	1	\$1,500
Authorized company-device examination	1	\$3,000
Corporate account banking production	1	\$1,000
Bellwether voluntary commercial or logistics production	1	\$2,000
External audit record-sharing and status request	1	\$750
Estimate workbooks, close versions and accounting review	1	\$750
Rebate contractual inputs and population support	1	\$1,000
Reserve rollforward, provision and settlement posting detail	1	\$500
Subsequent collections, claims and inventory runoff	1	\$500
Vendor master and purchase-to-pay export	1	\$750
Purchase-to-pay source document bundle	1	\$1,500
Invoice intake, rejection and replacement history	1	\$350
Plant work, equipment, outage and access records	1	\$1,250
Procurement bids, rate agreements and scope aggregation	1	\$750
Asset, depreciation, tax and reporting support	1	\$750
Internal Audit workpapers and existing exception reports	1	\$500
Conflicts, compensation and role/access records	1	\$750
Public registry and corporate ownership inquiry	2	\$600
Full Vale vendor audit-record production	1	\$7,500
Targeted vendor, equipment or consulting record inquiry	1	\$2,000
External account-period bank production	3	\$4,500
External bank permission or approved-process referral	3	\$750
Recipient payment application inquiry	2	\$3,000
Property, obligation and beneficial-link inquiry	1	\$1,000
Independent job-valuation engagement	1	\$6,000
Internal witness interview	6	\$3,000
External witness interview	2	\$3,000

Configured baseline basket total: **\$57,200**. This is not mandatory workload, not a minimum-cost path, and does not include every defensible supplemental request or branch-specific charge.

CALYXION PHARMACHEM

INFORMATION SERVICES

Records access directory - Three-Week assignment

Route requests through the investigation coordinator. Contacts identify functional routes, not exclusive custodians, permission grants, personal knowledge or guaranteed interviews. Do not request live credentials.

General ledger and close records

Records: GL, journal headers/lines, approvals, close support and control-account reconciliations.

Route: Corporate Accounting / Marcus Hale; accounting-policy questions through Priya Nair.

Receivables, customer sales and shipping

Records: Orders, invoices, customer master, collections, shipment and inventory movement records.

Route: Revenue Accounting; supply-chain and distribution records through Owen Briggs.

Commercial operations and CRM

Records: Channel reports, sales analytics, forecasts and customer communications.

Route: Commercial Operations / Tessa Monroe; Sales / Kevin Tran.

Market Access and pharmaceutical revenue

Records: Rebate/chargeback models, contracts, claims-development and utilization support.

Route: Market Access / Denise Crawford; posting records through Corporate Accounting.

Planning and performance reporting

Records: Budgets, forecast versions, variance bridges and performance reporting.

Route: FP&A; / Sophie Bennett.

Purchasing, payables and vendor records

Records: Vendor master, requisitions, purchase orders, receipts, invoices, approvals and payment records.

Route: Procurement / Joey Haufe; buying process / Erica Salazar; Accounts Payable by role.

Plant operations and capital projects

Records: Work orders, maintenance logs, asset/project records, operational and completion support.

Route: Jordan Kim; plant accounting / Noah Reece; site administration.

Treasury and company banking

Records: Company-account records, cash management, debt and payment reconciliation.

Route: Treasury / Luis Ortega. Outside accounts require separate authority.

Business email, collaboration and devices

Records: Native business messages, attachments, calendars and authorized company-device collections.

Route: IT/records administrators by role; Legal for collection scope.

Governance, compliance and policy

Records: Hotline intake, policies, mandate and authorized investigation communications.

Route: Outside counsel; Miriam Chen; Dana Whitaker.

Internal Audit

Records: Prior audit work, testing scope, completed observations and relevant process records.

Route: Jonah Fields.

Human resources and role authority

Records: Role histories and approved responsibility, compensation and conflicts records.

Route: HR by role, through counsel where appropriate.

External counterparties and auditor

Records: Responsive records held by counterparties, banks, recipients or external audit.

Route: Coordinator routes through the appropriate authority and agreed scope.

This directory is limited to the Three-Week A1+A2+B assignment. Omitted corporate matters are neither investigated nor cleared by omission from this routing reference.