

AWS COST · SAMPLE DELIVERABLE

# Analysis Sponsor Readout

Week 2 of 6: Sponsor readout · prepared for Copperwick Therapeutics, Inc.

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March 6, 2026 · AWS Cost Analysis & Optimization: The Optimization (six weeks)

## **SAMPLE DELIVERABLE**

This is a sample deliverable. Copperwick Therapeutics, Inc. is a fictional company: its people, programs, products, accounts, and figures are invented for this sample, and any resemblance to a real company, person, program, or medicine is coincidental. AWS prices are list prices from the AWS Price List API retrieved on October 13, 2026, and from the public AWS Price List bulk API on October 17, 2026; Spot prices are 30-day means for September 14 to October 14, 2026.

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## The number

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**The Analysis identifies \$4,310,044 a year of savings, net of Copperwick’s 6% private pricing discount: 23.5% of the \$18,315,196 in-scope AWS bill. The owners approved 37 of the 41 changes (\$3,873,926 a year) and declined four (\$436,118 a year).** Adaeze Whitfield: this is the two-week Analysis in one document. It covers 36 findings, priced as 41 changes in 48 accounts of the AWS organization. Savings are stated net of the 6% discount because that is what Copperwick’s bill falls by; the same roadmap at AWS list prices is \$4,585,154 a year, shown as context. Every figure is an estimate from Copperwick’s Cost and Usage Report and AWS list prices, and week six measures them.

The number, net of the 6% private pricing discount. The gate is \$105,000 a year; the roadmap clears it by \$4,205,044 ([The guarantee and the stop rule](#)).

| The readout in numbers                                            | Changes | Net, a year        | Share of the bill |
|-------------------------------------------------------------------|---------|--------------------|-------------------|
| In-scope AWS bill, February run rate                              |         | \$18,315,196       | 100%              |
| Identified savings, the whole roadmap                             | 41      | <b>\$4,310,044</b> | <b>23.5%</b>      |
| Approved at the readout                                           | 37      | \$3,873,926        | 21.2%             |
| Declined at the readout                                           | 4       | \$436,118          | 2.4%              |
| Scheduled to be in place and counted by April 2, at the estimates | 23      | \$2,561,503        | 14.0%             |
| The guarantee's gate                                              |         | \$105,000          | 0.6%              |

## The baseline

The baseline is the February 2026 run rate of the 48 in-scope accounts, from Copperwick's Cost and Usage Report and the AWS price list: \$1,526,267 a month net, \$1,623,688 at list. The other 164 accounts in the organization (commercial operations, the European estate, corporate IT, the commercial manufacturing network, and patient services) run about \$1,476,000 a month and are out of scope. Of the 48 accounts, 11 are validated GxP systems and 6 are qualified infrastructure; the validated systems are 8.7% of the bill.

The in-scope bill by service group, February 2026 run rate. Net is after the 6% private pricing discount; list is context.

| Service group           | Net, a month | At list, a month | Share of the bill |
|-------------------------|--------------|------------------|-------------------|
| EC2 compute             | \$735,159    | \$782,084        | 48.2%             |
| S3                      | \$186,088    | \$197,966        | 12.2%             |
| EBS                     | \$123,015    | \$130,867        | 8.1%              |
| RDS                     | \$109,415    | \$116,399        | 7.2%              |
| Analytics and streaming | \$101,520    | \$108,000        | 6.6%              |
| FSx for Lustre          | \$62,663     | \$66,663         | 4.1%              |
| SageMaker               | \$48,601     | \$51,703         | 3.2%              |
| Networking              | \$42,001     | \$44,682         | 2.7%              |

| Service group                             | Net, a month       | At list, a month   | Share of the bill |
|-------------------------------------------|--------------------|--------------------|-------------------|
| CloudWatch                                | \$38,721           | \$41,192           | 2.5%              |
| Config, CloudTrail, and security services | \$28,576           | \$30,400           | 1.9%              |
| Redshift                                  | \$20,668           | \$21,988           | 1.3%              |
| AWS Backup                                | \$18,289           | \$19,456           | 1.2%              |
| EFS                                       | \$11,551           | \$12,288           | 0.8%              |
| <b>Total</b>                              | <b>\$1,526,267</b> | <b>\$1,623,688</b> | <b>100.0%</b>     |

Some of the bill is already well run, and the report says so. The existing three-year Compute Savings Plan (\$150 an hour, fully used, ending July 31, 2027) is on the floor of the non-GPU usage, the Direct Connect ports are sized to the instrument uploads they carry, and the EKS research analytics platform already runs on Karpenter with Spot and Graviton. None of that is a finding.

## The roadmap

The roadmap is 41 changes. Each is priced from the committed price tables in a fixed order, so no dollar is counted twice: waste first, then rightsizing and schedules, batch and Spot, file systems, storage, databases, network, the data lake, logging and governance, Graviton, and commitments last, sized on the estate after every change. The total is **\$4,310,044 a year net, 23.5% of the bill; at list it is \$4,585,154**. 24 changes are rated High confidence (\$2,328,959 net a year) and 17 Medium (\$1,981,085). The full ranked list is in the Cost Analysis and Savings Roadmap report.

The roadmap by kind of change, largest first. Net of the 6% discount; list is context.

| Kind of change         | Changes | Net, a year | At list, a year | Share of the bill |
|------------------------|---------|-------------|-----------------|-------------------|
| Data lake              | 6       | \$699,194   | \$743,824       | 3.8%              |
| Waste                  | 5       | \$644,816   | \$685,973       | 3.5%              |
| Batch and Spot         | 4       | \$620,679   | \$660,298       | 3.4%              |
| File systems           | 2       | \$451,864   | \$480,707       | 2.5%              |
| Commitments            | 2       | \$413,387   | \$439,773       | 2.2%              |
| Schedules              | 4       | \$381,657   | \$406,017       | 2.1%              |
| Rightsizing            | 5       | \$326,068   | \$346,881       | 1.8%              |
| Logging and governance | 4       | \$223,807   | \$238,092       | 1.2%              |

| Kind of change | Changes   | Net, a year        | At list, a year    | Share of the bill |
|----------------|-----------|--------------------|--------------------|-------------------|
| Storage        | 4         | \$211,379          | \$224,871          | 1.1%              |
| Network        | 2         | \$141,149          | \$150,160          | 0.8%              |
| Databases      | 2         | \$130,169          | \$138,478          | 0.7%              |
| Graviton       | 1         | \$65,875           | \$70,080           | 0.4%              |
| <b>Total</b>   | <b>41</b> | <b>\$4,310,044</b> | <b>\$4,585,154</b> | <b>23.5%</b>      |

The ten largest changes are \$2,110,950 a year net, 49% of the roadmap.

The ten largest changes by net annual savings, with each owner's decision at the readout.

| Rank         | Change                                                  | Owner           | Confidence | Decision | Net, a year        |
|--------------|---------------------------------------------------------|-----------------|------------|----------|--------------------|
| 1            | B-3: Cryo-EM GPU workers scale to zero                  | Hana Lindgren   | Medium     | Approved | \$303,586          |
| 2            | C-2: EC2 Instance Savings Plan for four p4d.24xlarge    | Rafael Quintero | Medium     | Declined | \$264,705          |
| 3            | F-1: Genomics Lustre resized to 48 TiB at 500 MB/s/TiB  | Priya Okonkwo   | High       | Approved | \$255,040          |
| 4            | B-1: Genomics Batch: 40% of the work to Spot            | Priya Okonkwo   | Medium     | Approved | \$238,111          |
| 5            | S3-5: Research replicas in us-west-2 to Deep Archive    | Tomasz Reyes    | High       | Approved | \$205,899          |
| 6            | F-3: Cryo-EM Lustre: a scratch file system per campaign | Hana Lindgren   | Medium     | Approved | \$196,824          |
| 7            | W-2: SageMaker GPU notebook auto-stop                   | Mateo Varga     | High       | Approved | \$182,152          |
| 8            | W-3: One idle p4d.24xlarge released                     | Mateo Varga     | High       | Approved | \$180,808          |
| 9            | C-1: Compute Savings Plan, one year, \$50 an hour       | Rafael Quintero | High       | Approved | \$148,682          |
| 10           | N-1a: S3 gateway endpoints in research VPCs             | Grace Mbeki     | High       | Approved | \$135,143          |
| <b>Total</b> |                                                         |                 |            |          | <b>\$2,110,950</b> |

**What the roadmap does to the private pricing agreement.** The agreement carries a \$27.0 million a year commitment across the whole organization. Organization-wide spend is about \$35.0 million a year net; with every change landed it is about \$30.7 million, still \$3.7 million above the commitment. The roadmap does not strand it.

## What change control and the freezes allow

Copperwick validates its GxP computerized systems under 21 CFR Part 11 and GAMP 5, and the cloud platform underneath is qualified infrastructure. Dr. Lorraine Osei set four rules at kickoff, and every change carries its class.

**The 41 changes by GxP class.** A standard change is like-for-like, reversible, and has no effect on a GxP function, with notice to QA and no date moved. gp2 to gp3 on a validated server is one, and so is a log, Config, or CloudTrail change made from a qualified account.

| Class                                | What it takes                                                                                                                                                 | Changes   | Approved  | Declined | Net, a year        |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|----------|--------------------|
| <b>Not GxP</b>                       | The platform team's normal change process                                                                                                                     | 26        | 24        | 2        | \$3,600,171        |
| <b>GxP standard change</b>           | A ticket, an executed installation checklist, and notice to QA; no new validation                                                                             | 4         | 4         | 0        | \$138,332          |
| <b>GxP change request</b>            | A validation impact assessment, risk-based testing, QA approval, the Tuesday change advisory board, and a release window                                      | 7         | 6         | 1        | \$381,543          |
| <b>Frozen by the clinical freeze</b> | Nothing until the freeze ends, with no exception for cost; then the route the change takes outside a freeze (a change request, or a standard change for E-2b) | 4         | 3         | 1        | \$189,998          |
| <b>Total</b>                         |                                                                                                                                                               | <b>41</b> | <b>37</b> | <b>4</b> | <b>\$4,310,044</b> |

Two freezes stop every change to the systems in their scope, with no exception for cost; the one exception is a security change, such as removing a supplier's access. A change request waits for the GxP change advisory board, which meets on Tuesdays; March 10, March 17, March 24, and March 31 are still ahead, and Copperwick's team watched the March 3 meeting to learn the board's evidence bar.

The two freezes and the systems each one covers.

| Freeze                     | Dates               | What it stops                                                                                                                                                                                                                                                                                                                 |
|----------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Clinical freeze</b>     | March 2 to April 24 | The clinical systems (the SCE in production and val, the clinical data repository, and the biomarker pipelines: <code>clin-sce-prod</code> , <code>clin-sce-val</code> , <code>clin-cdr-prod</code> , <code>clin-biomarker-prod</code> ), through Program Basalt's database lock on Friday, March 13, and topline on April 24 |
| <b>GMP campaign freeze</b> | March 16 to 27      | The manufacturing systems in production (LIMS, MES, the chromatography data system, and the process historian: <code>gmp-lims-prod</code> , <code>gmp-mes-prod</code> , <code>gmp-cds-prod</code> , <code>gmp-historian-prod</code> ), during the campaign of three clinical-supply batches for Basalt's open-label extension |

A freeze covers systems, not families of accounts. Development accounts (all of them, including the `clin-` and `gmp-` development accounts), the GMP val environments, and clinical operations are in no freeze. The GMP val environments are still validated systems, so a change to them needs a change request and a release window, but the GMP freeze does not stop it.

**What this does to the numbers.** Of the 41 changes, 15 touch validated or qualified systems, worth \$709,873 a year net (16.5% of the roadmap). Five of them, \$225,872 a year, proceed in the next two weeks: S-3a (GMP val environments on a weekday schedule), E-2a (gp2 to gp3, GMP systems before their freeze), L-2 (Research log retention of 90 days), L-3 (Config daily recording in three accounts), and L-4 (CloudTrail data events: writes only on research buckets). Eight are approved and wait on a freeze, a change request, or a release window (\$349,550), and two (R-5 and D-2, \$134,451) were declined. Records keep their retention: no change deletes, shortens, or weakens a GxP record, an audit trail, or a backup of a validated system, GxP buckets keep Object Lock and versioning, and snapshots in validated accounts stay out of the waste work.

## What you decided on March 6

The savings review on Thursday, March 5, put every change in front of its owner and QA, and the owners decided at the table. **The owners approved 37 of the 41 changes (\$3,873,926 a year net) and declined four (\$436,118 a year net). The declined changes count for nothing toward the gate.** They stay on the roadmap with the revisit condition each owner gave.

The four changes declined at the readout, with each owner's reason. At list they are \$463,956 a year.

| ID           | Change                                          | Decided by                      | Reason                                                                                                                  | Net, aWhat happens now<br>year                                     |
|--------------|-------------------------------------------------|---------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| C-2          | EC2 Instance Savings Plan for four p4d.24xlarge | Mateo Varga and Rafael Quintero | The training fleet moves to a newer accelerator within the year, and a family-locked plan would strand.                 | \$264,705Revisit when the new accelerator is chosen                |
| D-2          | Multi-AZ off on the LIMS and MES val databases  | Dr. Lorraine Osei               | The val environments' performance qualification includes failover tests, and val must match production's configuration. | \$80,763Not revisited: the val configuration must match production |
| R-5          | Clinical data repository from 8 to 6 nodes      | Ines Halvorsen                  | "The CDR feeds unblinding. Nobody touches it until topline, and after topline it grows for the integrated summaries."   | \$53,688Revisit in the fall, after the integrated summaries        |
| B-2          | Genomics Batch pinned to one Availability Zone  | Priya Okonkwo                   | "One zone means a third of the Spot pools. I'd rather pay the cross-AZ toll than eat interruptions."                    | \$36,962Revisit if Spot interruptions in the zone fall             |
| <b>Total</b> |                                                 |                                 |                                                                                                                         | <b>\$436,118</b>                                                   |

We did not push. Each reason is a fact about the workload that the Analysis did not have, and none of the four changes the gate.

## Approved, and will wait

Thirteen of the approved changes, \$1,192,737 a year net (6.5% of the bill), cannot go in before April 2. Each is approved, and each waits for an event its owner named. They count for nothing toward the gate, and the handover gives them dates and owners.

The 13 approved changes that wait, earliest first. Dates are from the deferral calendar; each is a plan, and a freeze or a failed test moves it.

| ID    | Change                                             | Owner             | When     | Waiting on                                                       | Net, a year |
|-------|----------------------------------------------------|-------------------|----------|------------------------------------------------------------------|-------------|
| B-3   | Cryo-EM GPU workers scale to zero                  | Hana Lindgren     | April 6  | The next cryo-EM campaign                                        | \$303,586   |
| F-3   | Cryo-EM Lustre: a scratch file system per campaign | Hana Lindgren     | April 6  | The next cryo-EM campaign                                        | \$196,824   |
| N-1b  | S3 gateway endpoints in validated VPCs             | Grace Mbeki       | April 14 | Approved change requests (S3-3 with a documented retrieval test) | \$6,006     |
| S3-3  | GxP raw data to Glacier Instant Retrieval          | Daniel Achterberg | April 14 | Approved change requests (S3-3 with a documented retrieval test) | \$84,451    |
| G-1   | Molecular dynamics to Graviton                     | Hana Lindgren     | April 20 | The molecular dynamics benchmark                                 | \$65,875    |
| S3-1b | Remaining sequencer runs (0.3 PB) to Deep Archive  | Tomasz Reyes      | April 20 | The tar job's second pass                                        | \$71,003    |
| S3-5  | Research replicas in us-west-2 to Deep Archive     | Tomasz Reyes      | April 21 | The disaster-recovery test                                       | \$205,899   |
| E-2b  | gp2 to gp3, clinical systems in the freeze         | Ines Halvorsen    | April 27 | Topline: S-3b by change request, E-2b as a standard change       | \$12,706    |
| S-3b  | SCE val environment on a weekday schedule          | Ines Halvorsen    | April 27 | Topline: S-3b by change request, E-2b as a standard change       | \$45,819    |
| B-1b  | Biomarker pipelines: 40% of the work to Spot       | Ines Halvorsen    | May 11   | Biomarker pipeline revalidation                                  | \$42,020    |
| R-3   | LIMS database to db.r6i.4xlarge                    | Daniel Achterberg | May 18   | The LIMS release, with operational qualification regression      | \$30,698    |
| R-4   | MES database to db.r5.2xlarge                      | Daniel Achterberg | June 15  | The MES maintenance window after the periodic review             | \$50,065    |
| R-2   | SCE grid from 8 to 6 nodes                         | Ines Halvorsen    | June 22  | After the post-topline analyses, by change request               | \$77,785    |

| ID    | Change | Owner | When | Waiting on | Net, a year |
|-------|--------|-------|------|------------|-------------|
| Total |        |       |      |            | \$1,192,737 |

Two of the dates carry a condition. E-2b is a standard change on Monday, April 27, after topline, with no board vote. R-2 waits for the post-topline analyses for the clinical study report, the weeks the grid is busiest: its scripted operational qualification regression runs in the SCE val environment first, after topline, then the change request goes to the board on Tuesday, June 2, and the cut is Monday, June 22.

## The plan for weeks three to six

If you approve the roadmap, the Optimization carries it out through Copperwick's own change processes, with each workload's owner. Vantalect has no write access to production: the analysis role is read-only, Copperwick's supplier assessment (Thursday, February 12) and the access approval (Thursday, February 19) were done before kickoff, and Copperwick removes the role on Thursday, April 2, by a dated standard change. That day is inside the clinical freeze, and the freeze rules allow it: removing a supplier's access is a security change, which Copperwick's GxP change control permits during a freeze because it changes nothing a validated system does, so the role leaves the frozen clinical accounts the same day as every other account. We write the change and its evidence, and a Copperwick engineer merges or runs it. Weeks three and four put the changes in place, week five builds the guardrails, and week six measures.

The Optimization week by week, with the net savings each week puts in place at the estimates. Week 3 includes S3-4 (\$119,686), which counts \$0 toward the gate.

| Week | Dates               | What goes in                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Changes | Net, a year |
|------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------|
| 3    | March 9 to 13       | Everything non-GxP and outside a freeze: waste removal under a signed register, idle GPUs, schedules, gp2 to gp3 in research accounts, gateway endpoints, Multi-AZ off on development databases, EFS and log lifecycles, and the data lake. The tar job for the oldest sequencer runs goes March 9 to March 12, and gp2 to gp3 on the GMP systems (E-2a) goes in on Thursday, March 12, as a standard change, before the GMP freeze begins on Monday, March 16. The log retention and Config changes in the qualified log-archive and security-tooling accounts (L-2 and L-3) are standard changes too, with notice to QA. Program Basalt's database lock is Friday, March 13 | 20      | \$1,951,816 |
| 4    | March 16 to 20      | The GMP campaign freezes the manufacturing systems in production from Monday. B-1's Spot environments go live on Monday, March 16; F-1's new Lustre file system takes over on Tuesday, March 17, and the old one is deleted only after a full pipeline batch has run on the new one; S-3a (the GMP val environments, outside the GMP freeze) goes to the change advisory board on the same Tuesday and executes in the Thursday release window, March 19; the commitment decision is Thursday, March 19                                                                                                                                                                       | 4       | \$729,373   |
| 5    | March 23 to 27      | Nine guardrails and the data-class lifecycle standard. Every deferred GxP change but E-2b (a standard change after topline) goes to the change advisory board as a change request on March 24. No savings by design                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 0       | \$0         |
| 6    | March 30 to April 2 | Every change measured on Copperwick's Cost and Usage Report on Wednesday, April 1, on data through March 30; the handover and the closing readout on Thursday, April 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 0       | \$0         |

**Counting toward the gate.** Of these changes, 23 are scheduled to be in place by April 2 and counted: \$2,561,503 a year net at the estimates (\$2,725,002 at list). That is the plan, not a result. One more change goes in during week three and counts nothing: S3-4 (Analysis results to Intelligent-Tiering), \$119,686 a year net. Objects move tiers only after 30 days without access, so nothing can be measured before week six; it is reported separately and first measured over the seven days from Monday, May 11, to May 17, with the result ready May 19.

Week five builds nine guardrails, each with one owner, so the bill stays down after we leave.

The guardrails built in week five, with one owner each.

| ID   | Guardrail                                                                                                        | Owner           |
|------|------------------------------------------------------------------------------------------------------------------|-----------------|
| GR-1 | The VPC template with S3 gateway endpoints                                                                       | Grace Mbeki     |
| GR-2 | An SCP that refuses new gp2 volumes                                                                              | Grace Mbeki     |
| GR-3 | Spot-by-default Batch compute environments; On-Demand needs an exception tag                                     | Priya Okonkwo   |
| GR-4 | Log class and retention in the account baseline, with SOP retention on every GxP-tagged log group in any account | Grace Mbeki     |
| GR-5 | The data-class lifecycle standard, co-signed by Dr. Lorraine Osei for its GxP class                              | Tomasz Reyes    |
| GR-6 | A throughput and capacity review before any new Lustre file system                                               | Priya Okonkwo   |
| GR-7 | Idle-GPU alarms on every GPU instance                                                                            | Mateo Varga     |
| GR-8 | Notebook auto-stop and workstation idle-stop as account defaults                                                 | Mateo Varga     |
| GR-9 | Budgets and anomaly monitors per account family, routed to each owner                                            | Rafael Quintero |

**The commitment has a date and a design.** We recommend a one-year No Upfront Compute Savings Plan of \$50 an hour (C-1, \$148,682 a year net at the estimate), bought in cw-cicd, a member account inside the Savings Plans sharing group, by Rafael Quintero on Thursday, March 19, after the decision with Adaeze Whitfield. Sharing is restricted to the 48 in-scope accounts, so the floor is sized on those accounts and the plan is measured on the usage it covers there. After every deferred change, the non-GPU usage left uncovered is \$99.73 an hour On-Demand. The plan covers \$68.06 an hour of usage at the one-year rate (26.5% off), which is 68.2% of that gap. It is sized below the floor on purpose: a plan of \$100 an hour or less can be returned within seven days in the same calendar month, and after that it cannot be canceled, so it has to stay fully used after the deferred changes land. The p4d plan (C-2) was declined at this readout. Your team buys; Vantalect never does.

# The guarantee and the stop rule

## The guarantee

Copperwick pays \$35,000 in total for the Optimization, in two invoices of \$17,500. The Analysis is its first two weeks, so there is no separate Analysis fee (\$25,000 is the price if the Analysis is bought alone). The second invoice is issued only if the annualized savings in place at the end of week six, measured on Copperwick's Cost and Usage Report net of the 6% discount, are at least **\$105,000 a year**. There is no contingency fee and no share of what you save. If the gate is not met, the second invoice is not issued, and you keep everything delivered.

The terms say how it is counted: savings are "measured change by change on the client's Cost and Usage Report: the daily cost of each changed resource or commitment in the week before the change against the week after it, annualized," and "a change the client approved at the week-two readout and later declines counts at the savings the roadmap estimated for it." They also carry this week's stop rule: if the week-two savings roadmap does not total at least the gate, the engagement ends at the readout unless both parties agree in writing to continue.

**The roadmap totals \$4,310,044 a year net against a gate of \$105,000, so it clears the gate by \$4,205,044 and the engagement continues.** The 37 approved changes alone total \$3,873,926, \$3,768,926 over the gate.

**What counts:** each change in place by April 2, 2026, measured seven days before against seven days after with the change day excluded, times 365, net of the 6% discount; a change approved at this readout and declined later, at its estimate; and the Savings Plan, by its own fee, the usage it covers, and its utilization. One-time charges are listed beside the result and never annualized into it.

**What does not count:** the 13 approved changes that wait (\$1,192,737 a year net); the 4 changes declined at this readout (\$436,118); S3-4 until it is first measured; the fall in AWS Enterprise Support that follows any saving (a 3% marginal rate on this organization's usage); and cost avoidance on planned growth of \$260,000 a month (a long-read sequencing core in June, a second cryo-EM microscope in August, Feldspar's Phase 2 biomarker work, ML growth), which is \$250,000 to \$410,000 a year, not measured, not counted toward the gate, and not a saving on the bill.

## What we ask of you now

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Two things. Hold the freeze plan: no change in a frozen system until its freeze ends, and every GxP change through the route its class sets. And keep Thursday, March 19, for the commitment decision with Rafael Quintero. The owners already decided everything else at the table.

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