

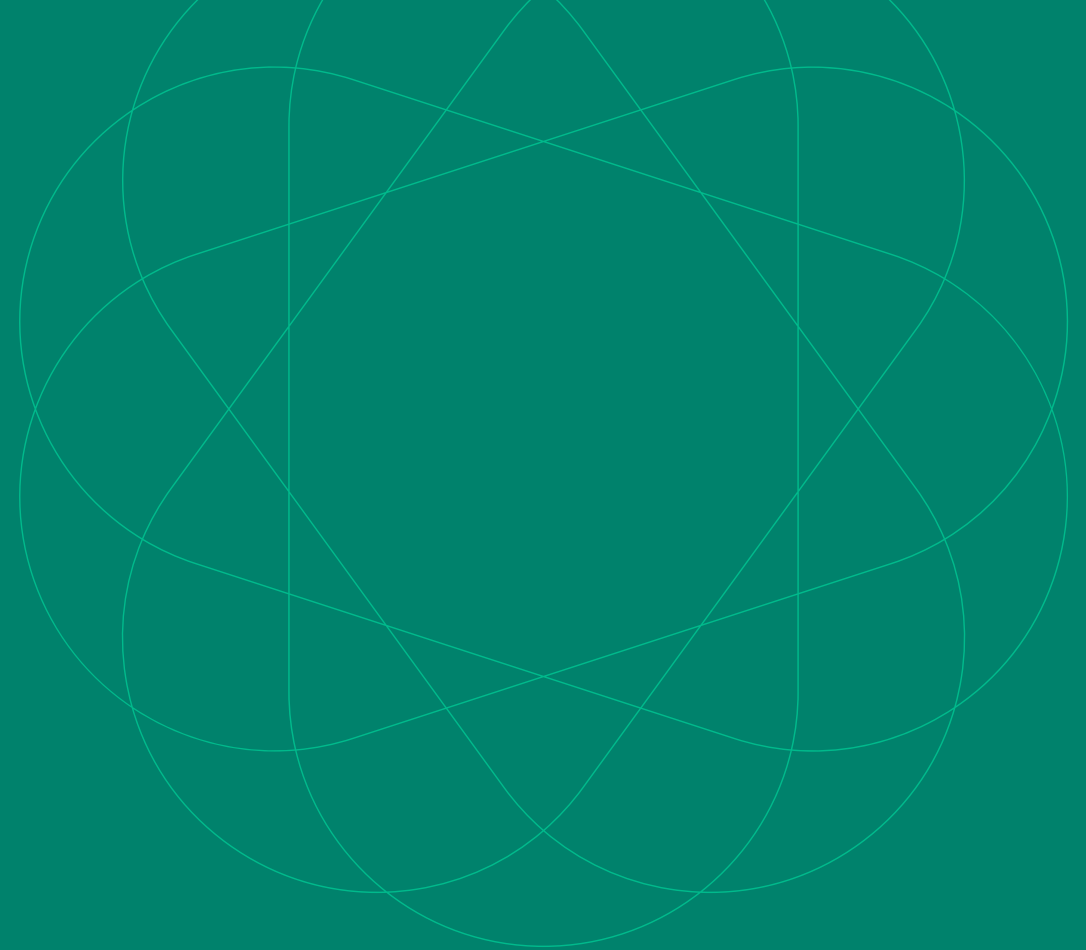
OneOnc + Cencora Functional Sync

Discussion Materials

June 18, 2026

Agenda

1. Overall Progress
2. Functional Updates
3. Next Steps



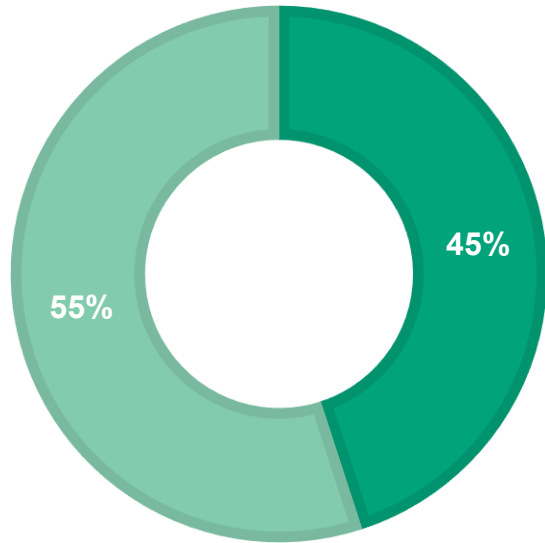
As always – feel free to message Justin Peppel or Justin Beard if there are any additional members to include to this meeting

Overall Progress: Mobilizing Workstreams and Driving Execution

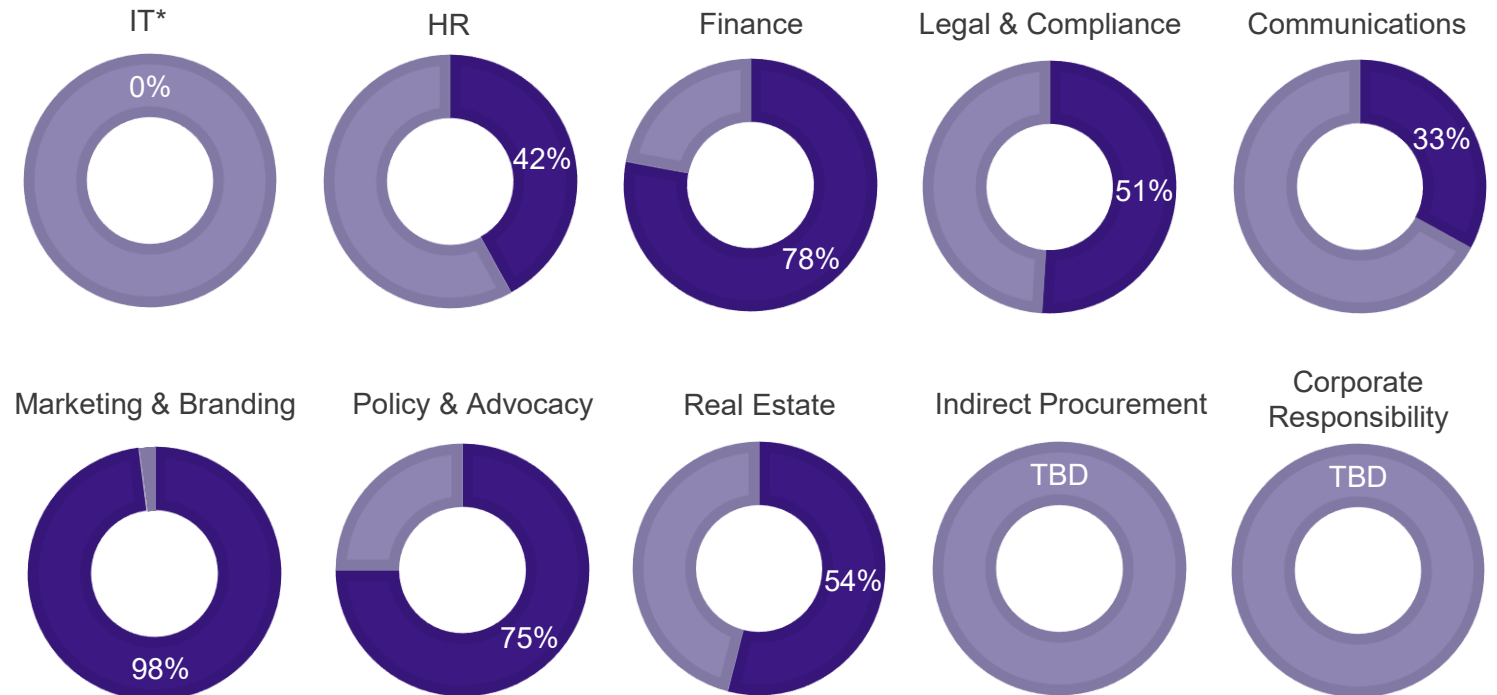
The % complete reflects a **directional estimate** based on workplans and status slides:

- The IMO will work directly with each function to **walk through all tasks completed and remaining for a true updated %**
- Note: If a standard workplan task is not necessary, **it's marked complete**

Overall Task Completion



■ % Complete ■ To Be Completed



*IT will be updated once the integration cost and plan is finalized

IT

Publish Date: 6/18/2026

Leads: Andy Corts (OO) and Lesley Cook (COR)

On Track

At Risk

Off Track

Complete

Not Started

Summary

IT Leadership has evaluated multiple IT Service Management models, including ITSM and ITSM Plus, to assess capability alignment across key security and infrastructure domains. This effort is focused on identifying the optimal solution to support scalability, cost efficiency, and integration readiness. As part of this process, the two IT teams are collaborating to conduct a comparative analysis of both models, with a focus on current versus future cost implications to inform strategic decision-making.

Key Milestones

04/28/2026
IT Leadership
Onsite

05/29/2026
Asset Refresh Strategy due
from One Oncology

05/18/2026
ITSM Services Alignment on
ITSM versus ITSM Plus

6/19/26
Direction determined
for ITSM Model

Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Legal/Sourcing	Joanna Knapp/Sedar Arun		0%	Once an ITSM model is agreed upon, there will be work that is needed to work with contract owners to adjust contracts accordingly	Post agreement of ITSM model, hold working sessions to determine go forward contract strategy and determine where changes are needed, i.e., additional Cyber Insurance	TBD
IT	Leslie Brightbill		40%	Establish standardized application and platform guardrails (e.g., identity, access, logging, encryption, data retention) enabling consistent, compliant delivery of capabilities that support drug purchasing, analytics, precision medicine, clinical trials, and value-based care.	Develop framework for ITSM options, including coverage, benefits/tradeoffs, assumptions, CapEx/OpEx impacts, renewal-driven timeline, resourcing needs, practice-level cost impacts, contractual considerations, RCA synergies, and refresh strategy.	6/19/26
Commercial	Jason Dinger		0%	Commercial will need to align on the ITSM solution and market or align with practices to move existing practices to the new solution and plan strategy around non ITSM practices	Post agreement on ITSM model, align on go forward strategy and integration plan for ITSM and Non-ITSM practices	TBD

HR

Publish Date: 6/18/2026

Leads: Karen Kizzia (OO) and Todd Hicks (COR)

On Track

At Risk

Off Track

Complete

Not Started

Summary

The HR workstream continues to progress as planned with discovery calls to assess the workforce, organizational design, HCM, compensation, benefits, and cultural norms, enabling development of an aligned HR integration strategy and roadmap.

Key Milestones

04/04/2026
HR Kickoff

04/22/2026
Job posting
ways of working

04/30/2026
Workday HR
Deep Dive

06/16/2026
Legal & Compliance MSO Operating
Model Workshop

Target Operating Model
Defined (TBD)

Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
HRIT - Workday	Lorah Newton John Heibeck		30%	OO Workday teach-in session to review configuration (Clinical and Non-Clinical)	Schedule a deeper-dive session on Workday to understand segmentation, practice level structures, and centralized platform	07/01/2026 (Ongoing)
IMO	Justin(s) Todd Hicks		50%	Define HR model "Big Rock" milestones and establish clear timelines aligned to integration phases.	Establish the critical milestones that drive operational excellence and assign owners.	07/01/2026 (Ongoing)
Communications	Shana Saquella Karen Kizzia		0%	Develop and execute a targeted communications plan to support change adoption for leaders and employees	Build awareness around the integration process and create a foundational message set to be reused. To be completed once change impacts and timing have been defined across workstreams.	TBD
Talent / Hiring	Kristen Baldwin Karen Kizzia Todd Hicks		20%	Identify talent and hiring gaps, risks, workforce demands and go-forward recruiting model strategy	Conduct Talent to Value fast start workshop with OO LT refresh critical roles and jobs to be done, validate findings, and incorporate talent strategy milestones into operating plan	08/01/2026 (Ongoing)
HR Integration Management	Kristen Baldwin Karen Kizzia Todd Hicks		10%	Future state organizational design that aligns to target operating model and drives value creation	Engage key functional and business stakeholders buy-in on future state operating model	09/01/2026

Finance

Publish Date: 6/2/2026

Leads: Jon Billington (OO) and Robert Diamond (COR)

On Track

At Risk

Off Track

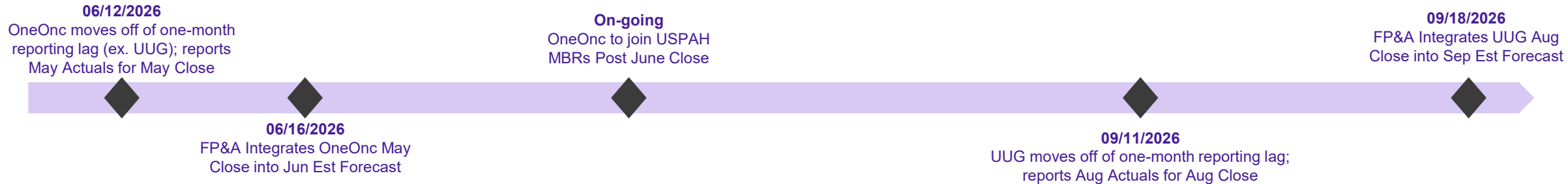
Complete

Not Started

Summary

The Finance workstream remains on track, with continued focus on quarter close, supported by bi-weekly IMO governance cadence.

Key Milestones



Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Accounting	Karen Kelley	On Track	33%	RCM Vendor Fedora posting delays (risk of closing date delay)	Sync on Cencora accounting close of FY	07/01/2026
FP&A	Ryan Rew	On Track	33%	Reconciling & analyzing EBIDTA to AOI walk	May Actuals, Jun Est, and Plan FY27 kick-off	07/01/2026
Risk	Martin Smith Becky Beers	On Track	90%	Aligned with OO Policies	Continuing to monitor for any variances	12/12/2027
Tax	Bob Norton	On Track	40%	Continue aligning FY reporting	TBD	07/01/2026
Treasury	Julie Frantz	On Track	90%	Completed all Priority items	Looking at new ways to add value through FY27	01/01/2027

Legal and Compliance

Leads: Vinay Bhupathy (OO) and Theresa Langschultz (COR)

On Track

At Risk

Off Track

Complete

Not Started

Summary

Compliance/Legal Leadership summit at OneOnc HQ April 28th-30th Team engaged in discovery on key activities and initiatives to best support OO.

Key Milestones

04/28/2026
Legal / Compliance
Onsite

Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Legal	Jen Healey			Understand key legal activities between organization	- Develop milestone timelines - Engage key functional stakeholders for workstream support	Ongoing
Compliance	Shane Freedman			Understand key compliance activities between organization	- Develop milestone timelines - Engage key functional stakeholders for workstream support	Ongoing
Quality, Privacy, Patient Safety	Gail Augustine and Todd Baxter			Understand how organization's structure impacts quality management	Engage in discovery regarding quality to best provide support	Ongoing

Communications

Publish Date: 6/2/2026

Leads: Karen Kizzia (OO) and Shana Saquella (COR)

On Track

At Risk

Off Track

Complete

Not Started

Summary

The communications workstream officially kicked off with aligning on overall communications approach for OneOncology MSO employees only at this time. Upcoming communications deliverables are being drafted. Will continue to assess areas for communication needs across the functional workstreams.

Key Milestones

May 2026

Align on communications
approach for MSO employees

XX

Early June 2026

Welcome gift distribution

XX

Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Comms	Shana Saquella		0%	TBD	TBD	06/01/2026 (Ongoing)
HR	Todd Hicks Karen Kizzia		0%	Develop and execute a targeted communications plan to support change adoption for leaders and employees	Build awareness around the integration process and create a foundational message set to be reused	06/05/2026 (Ongoing)

Marketing and Branding

Publish Date: 6/2/2026

Leads: Emily Fox (OO) and Clair Poletti (COR)

On Track

At Risk

Off Track

Complete

Not Started

Summary

The Marketing and Brand workstream has completed initial discovery and synergy conversations with a mutual understanding of OneOncology's operating model and priorities including brand strategy, capability priorities, digital infrastructure, and their platform and product visibility.

Alignment opportunities – as the MSO platform continues to stand up value center creation, there's an opportunity to connect marketing synergy opportunities across MSO entities and Cencora Enterprise Marketing.

Key Milestones



Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Marketing / Brand synergies	Clair Poletti		[X%]	Collaborating with OneOncology team during exploration phase	- Continue discussions on marketing support model for OneOncology - Develop plan for scaling capability priorities and platform & product visibility as discussed with the team - Identify key quarterly forums and emerging governance meetings to improve cross-practice connectivity and consistency	Ongoing
MSO Platform – Marketing value center forum	Paula Barg / Clair Poletti		[X%]	Initial conversation held in the context of both RCA and OneOncology	Value center forums under discussion – Creation TBD at discretion of MSO platform team	TBD

Real Estate

Publish Date: 6/17/2026

Lead: Michael Kline (COR)

On Track

At Risk

Off Track

Complete

Not Started

Summary

- Real Estate Team is presently working on abstracting and uploading all the lease documents into LeaseCalcs (Cencora's lease database). The original portfolio list included 265 locations, but during our document review, that count increased significantly to **560 locations** (this is still changing daily).

Key Milestones

Phase 1 covers 360 locations. Abstracting and uploading will be completed by **June 19th in LeaseCalcs**.

Phase 2 covers 220 locations. A large number of subleases, satellite pay-per-use locations and unconsolidated business units that Finance does not report on.

Phase 3 Document issues such as expired leases, conditional commencement dates, unsigned paperwork, tenancy gaps and missing Amendments.



Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
RE	Leah Mason		85%	Phase 1 - Abstracting 360 Locations	Phase 2	06/19//2026
RE	Leah Mason		0%	Phase 2 – Abstracting 200 Locations	Phase 3	08/01//2026
RE	Leah Mason		0%	Phase 3 – Document issues	Completion	09/01/2026

Policy and Advocacy

On Track	At Risk	Off Track	Complete	Not Started
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Summary

The US Public Policy and Advocacy team is forming relationships with OneOncology in order to integrate and align MSO policy priorities and existing advocacy work. We will be working with OneOncology employees and partnered physicians to find key advocates and to schedule fly-ins. We have selected a Global Policy Committee (GPC) MSO workgroup and scheduled regular meetings. The GPC Workgroup will review a MSO scorecard developed by the Policy team that will help to keep all stakeholders informed and aligned. Our team is developing a MOU to integrate advocacy efforts with OneOncology, and State Advocacy has hired and is onboarding a multi-state lobbying group.

Key Milestones



Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Policy	Whitley Quan Corey McGee		[33%]	- Identify GPC MSO Workgroup members and invite to first meeting. - Through GPC workgroup, establish alignment on policy priorities - Track regulatory and legislative environment and keep all stakeholders informed.	- Schedule and hold first GPC MSO workgroup meeting - Finalize MSO scorecard - Approve collateral for Hill meetings and education of legislators and regulators - Finalize MSO Playbook for internal use.	6/1/2026 (Ongoing)
Advocacy	Shelly Mui-Lipnik Luke Roling Corey McGee		[50%]	- Develop advocacy strategy - Build network of allies through OneOncology, focusing on AIMPA, COA, PACT Coalition - Outreach to targeted legislators - Contracting multi-state lobbying group	- Alignment of Cencora and OneOncology advocacy and priorities (Meeting with Peter Anderson, OO Strategy) - Identify key leaders within OneOncology and OneOncology physicians; meeting with Dr. Lowentritt (urology) - Collaborate on fly in - Onboarding The 51 Group multi-state lobbying group - MSO deep dive with Comms, Marketing, Legal	6/1/2026 (Ongoing)
Comms	Mike Iorfino Shana Saquella Corey McGee		[50%]	- Develop list of key advocates and spokespeople - Develop messaging and outreach	Continue to work with OneOncology to identify key advocates among staff and physicians	6/1/2026 (Ongoing)

Indirect Procurement

Publish Date: 6/17/2026

Leads: Todd Doyle & Michelle Maxim (COR)

On Track

At Risk

Off Track

Complete

Not Started

Summary

The GIP team has done an initial review of the OneOnc spend dashboard and have identified potential synergy opportunities both in shared and non-shared contracts. We are pending identification of OneOncology Indirect Procurement counterparts and receipt of contracts.



Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
TBD	Name		[X%]	TBD	TBD	XX/XX/2026
TBD	Name		[X%]	TBD	TBD	XX/XX/2026
TBD	Name		[X%]	TBD	TBD	XX/XX/2026

Table to be populated upon identification of validated synergy opportunities.

Corporate Responsibility

Publish Date: 6/18/2026

Leads: Winston Bibee (COR) and Barbra Anderson, VP of Global CR (COR)

On Track	At Risk	Off Track	Complete	Not Started
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Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Environmental Data and Targets	Winston Bibee and Molly Mulhern		[X%]	Establish baseline for GHG, energy, waste, and water and define reporting scope, data sources, and integration approach	Determine state of ESG reporting, access to energy data (Justin B/Justin P)	XX/XX/2026
Reporting and Governance	Anna Pettus and Giulia Ferrati		[X%]	Define ESG governance model, reporting cadence, KPI definitions, and controls to ensure disclosures are credible and auditable; assess regulatory exposure in partnership with legal and compliance	TBD	XX/XX/2026
Human Rights & Supplier ESG Engagement	Nicole Gordon and Devin Zeller		[X%]	Assess human rights risks and align supplier ESG expectations, including policies, screening, and third-party risk processes	Inventory supplier and labor-related risks; define engagement and compliance approach	XX/XX/2026
Community Impact	Kate Laepple Hertzog and Melanie Bermudez		[0%]	- Integrate employee engagement strategy (volunteer time off, volunteer/board service grants, matching gifts) + tracking - Integrate charitable giving strategy (grantmaking, sponsorships) + data tracking for reporting	- Inventory current engagement programs; determine integration approach (<i>team members in Workday</i>) - Inventory current budget/ commitments & governance/ approval; determine integration approach	XX/XX/2026

Next Steps

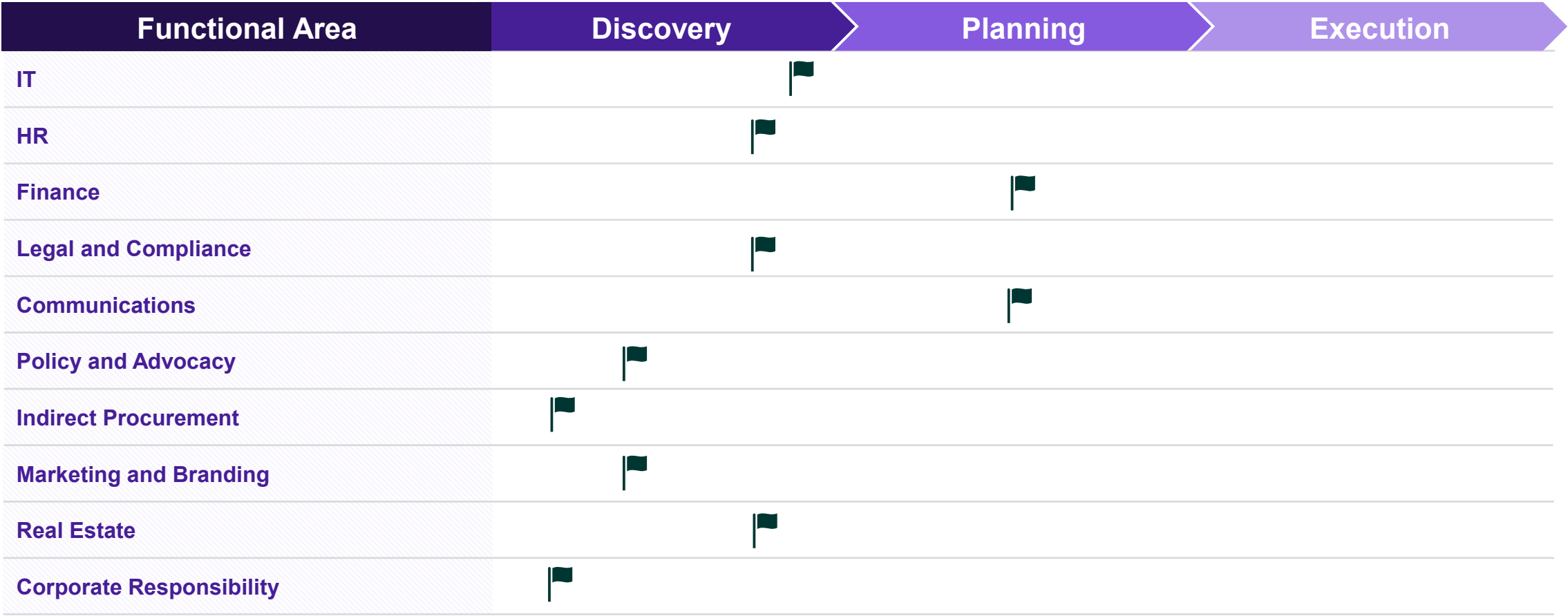
- **IMO to schedule connects** with each function next week to refine workplans and tracking
- **Continue to keep us posted** on OneOnc + Cencora meetings
- Our next Functional Sync is **Thursday, July 2nd at 11:00 AM ET**

Appendix



Journey Snapshot by Functional Area

Incremental engagement will come as the **Steering Committee** continues to prioritize areas of the business.



Note: CBS discovery efforts are currently paused. To be resumed Summer 2026.

June Team Engagement

Please continue sharing this month's **regular meetings and site visits** with the IMO.

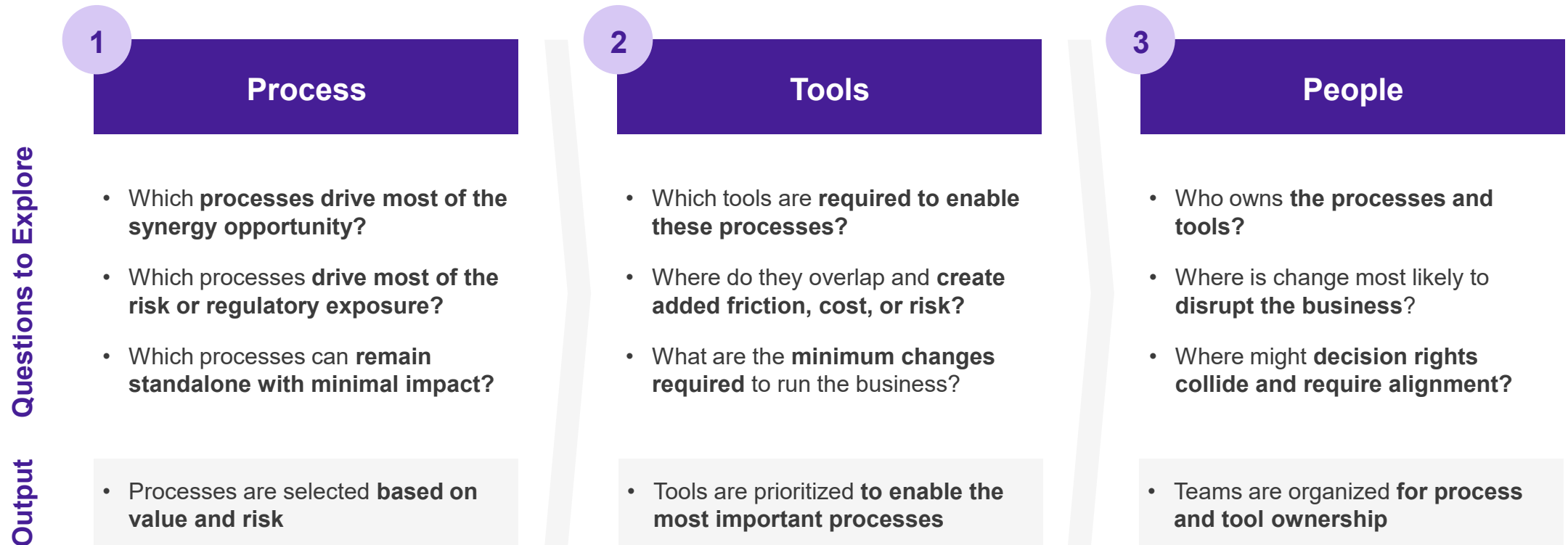
Mon	Tue	Wed	Thu	Fri
1	2	3	4 Functional Sync IT Sync	5 Finance + IMO Sync
8	9	10 HR + IMO Sync	11 IT Sync	12
15	16	17 SteerCo HR + IMO Sync	18 Functional Sync IT Sync	19 Finance + IMO Sync
22	23	24 HR + IMO Sync	25 IT Sync	26
29	30			

A Journey Grounded in Understanding, Planning, and Execution



Sequencing the Decisions That Drive Value

Attention is on the **decisions that matter most** - maximizing value capture while mitigating risk.



Watch-out: Prioritization must reflect scope, dependencies, and capacity - **recognizing resource bandwidth can vary across teams.**

Our Partnership Approach

- **Steering Committee continues regular alignment** on priorities and opportunities
- Staggered functional engagement enables prioritization, strong foundation, and **sustained leadership involvement without overburdening teams**
- Any **functional engagement between OneOncology and Cencora should be shared with the IMO** to ensure alignment and consistency
- Please also **communicate any travel to OneOncology to the IMO** to ensure sufficient lead time for required notifications

Discovery Resources from Teach-Ins

Date	Topic	Links to Recording and Deck
February 24	OneOncology Business Overview	Recording: IMO teach in series Deck: 02.2026 OneOncology Overview for Cencora.pdf
February 26	Cencora Business Overview	Recording: IMO teach in series Deck: Cencora-Core-Capabilities-Deck-Nov25.pdf
March 4	Cencora Quality Overview	Recording: Upload Pending Deck: EQ 2026 Overview for OneOnc March_Gail.pptx
March 18	OneOncology Operating Models	Recording: IMO teach in series Deck: Operating Models overview.pdf

If you are unable to access any materials, please reach out to Justin B. and Justin P.

Future Communications Tactics

Deliverable	Description	Audience	Timing	Status
Microsite	Provide real-time updates as needed, supplemented by a quarterly content refresh that highlights partnership benefits beyond immediate changes.	MSO employees	Ongoing	Live
Quarterly newsletter	- Highlight Cencora to build connection and showcase partnership benefits beyond immediate changes, including highlighting Cencora MSO value teams, resources, and how they can support day-to-day work as available. - Share big wins, such as acquisitions that grow the OneOncology network, key hires, and other positive announcements. - Distribute to leaders and employees, encouraging leader cascade to relevant internal audiences.	MSO employees	Kickoff in June	Not started
Quarterly town hall	In-person and virtual sessions to communicate high-level updates	MSO employees	Late June	In progress
Leadership meeting	Virtual session to communication Cencora MSO platform updates and answer questions	OneOnc leadership	TBD	Not started
Leader toolkit	Equip leaders with the tools to answer questions, important updates to cascade, and lead through the first year of the partnership.	OneOnc leadership	TBD	Not started
CEO note	Sent from Dr. Patton to reinforce partnership messaging and drive ongoing awareness	MSO employees <i>(to confirm)</i>	Biweekly on Friday	Live
Ad hoc	Email for need to know information that doesn't fit into current communications cadence/strategy.	TBD	TBD	N/A

[Function Template]

Publish Date: XX/XX/2026

Lead: [Name] (OO) and [Name] (COR)

On Track

At Risk

Off Track

Complete

Not Started

Summary
TBD



Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
TBD	Name		[X%]	TBD	TBD	XX/XX/2026
TBD	Name		[X%]	TBD	TBD	XX/XX/2026
TBD	Name		[X%]	TBD	TBD	XX/XX/2026