

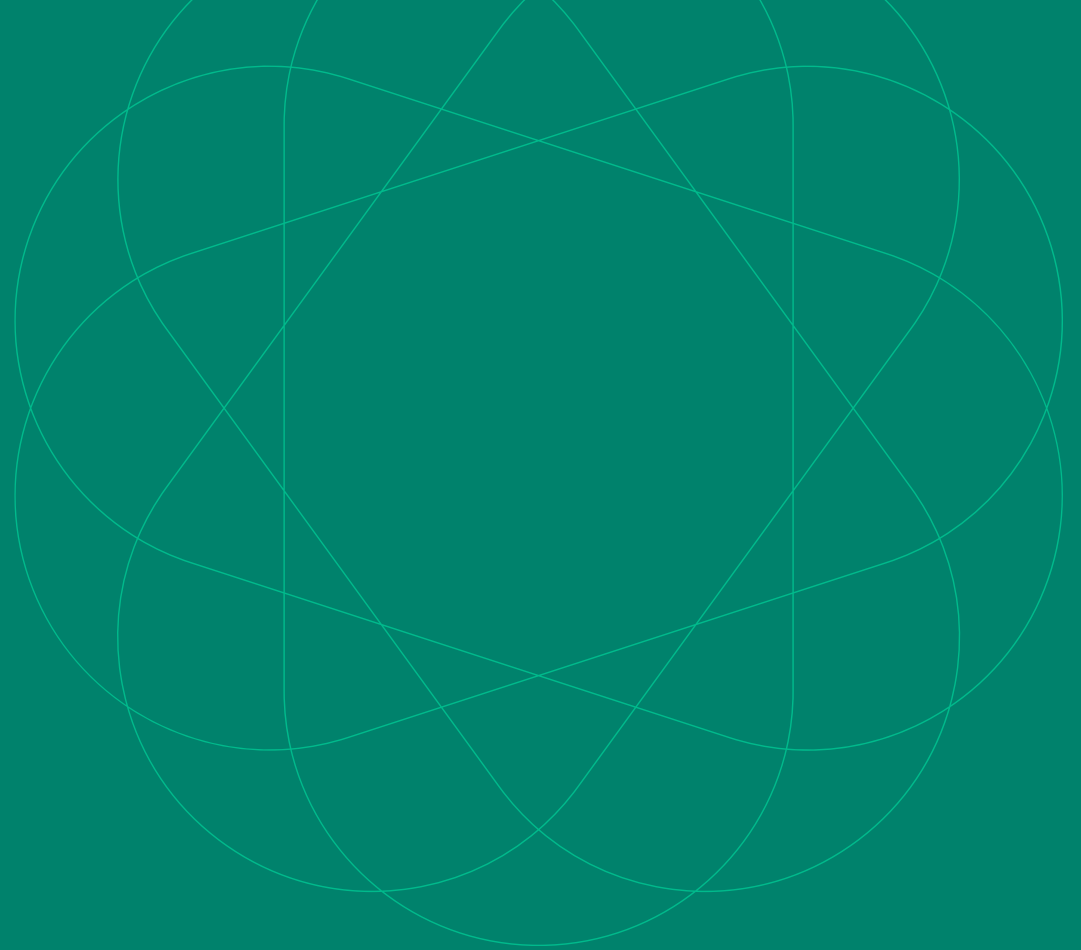
OneOnc + Cencora Functional Sync

Discussion Materials

July 16, 2026

Agenda

1. Partnering with IMO communications
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.

The challenge: message fatigue in integrations

When functions communicate independently, audiences from the acquired entity receive overwhelming, fragmented messages

What is happening today



Multiple functions sending independent communications to the same audience



No coordination on timing, tone, or volume of messages



Acquired team members receive overlapping or contradictory updates



Audience attention is fragmented, reducing the impact of critical messages

Functional workstream messages



GDATS

System & email migration, cyber security, trainings



HR

Payroll, benefits, HR systems, policies & procedures



Legal & compliance

New entity name, compliance training, code of ethics



Finance

Fiscal year, physician valuation, compensation



Marketing

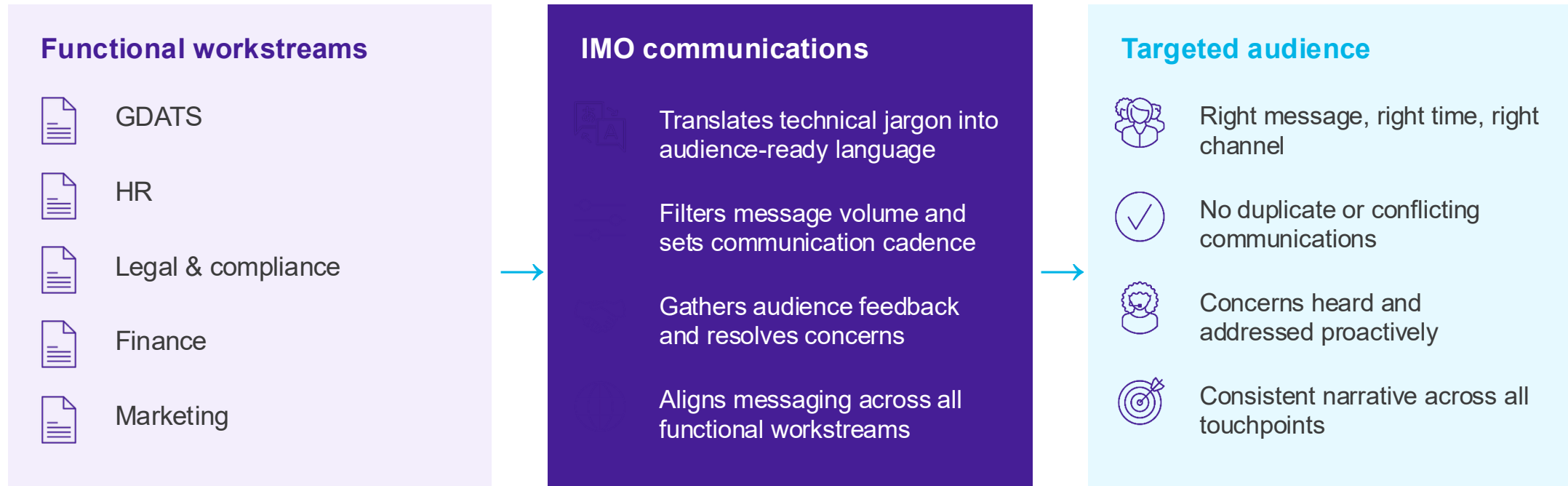
Brand migration, events, marketing technology

*Illustrative – not an exhaustive list

Without a coordinated approach, even well-intentioned communications create noise — not clarity

The solution: IMO communications as the bridge

A single communications partner that translates functional complexity into clear, audience-first messaging



IMO communications acts as the air traffic controller ensuring every message lands accurately and on time

The benefit: a unified experience for acquired audiences

Partnering with IMO communications drives measurable outcomes for both functions and the audiences

For functional teams



Clear intake process

A structured channel to submit communications needs without guessing the right approach



Shared ownership

Functions stay focused on their workstream while IMO handles the audience experience



Consistent brand voice

All communications reflect Cencora standards regardless of the originating function



Predictable cadence

Scheduled windows reduce last-minute requests and reactive messaging

For acquired team members



Reduced message fatigue

Fewer, more relevant communications that respect the audience's time and attention



Clarity during change

One consistent story across GDATS, HR, Finance, Legal, and Marketing



Voices are heard

Feedback loops ensure concerns are captured and addressed by the right function



Trust is built

A professional, coordinated experience signals that Cencora is investing in the transition

When functions partner with IMO communications, everyone wins with clear messages, accurate audiences, and smoother integrations

How it works: the role of the communications partner

A structured process that connects functional teams to audiences through a coordinated communication



Intake & alignment

- Functions submit communications needs to IMO
- Objectives, audience, and timing are clarified upfront
- Priorities are set to avoid message collisions



Message development

- IMO translates technical content into plain language
- Messaging is tailored to the specific audience segment
- Tone and format align with Cencora brand standards



Coordination & scheduling

- Messages are sequenced across functional workstreams
- Timing is optimized to prevent audience overload
- Cross-functional review ensures consistency



Delivery & feedback

- Communications are delivered via the right channels
- Audience feedback is collected and shared with functions
- The approach is refined based on response and outcomes

Every communication is intentional: reviewed, coordinated, and delivered with the audience's experience in mind

[Function Template] *Example*

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	Requires stakeholder communication (Y/N)	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

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

07/24/2026
Decision on ITSM+
Go-Forward Plan

7/1/26
ITSM+ options
presented to OneOnc

TBD
CER Submission
(Target-Sept.)

Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Legal/Sourcing	Joanna Knapp/Sekar Arun		0%	Pending ITSM model agreements, 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		24%	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.	Internal alignment on the go-forward plan for ITSM+	TBD
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

04/30/2026
Workday HR
Deep Dive

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

09/15/2026
Future State Operating
Model Defined

Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
HRIT - Workday	Lorah Newton John Heibeck		100%	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)
Talent	Kristen Baldwin Karen Kizzia Todd Hicks		10%	Identify the talent, capability, leadership, and operating model decisions that will accelerate business value creation and future growth for the OneOncology platform	- Scheduling a T2V deep-dive session with Karen to review the methodology, key outputs, and feedback, and to align on next steps and implementation priorities. - Conduct T2V fast start workshop with OO LT refresh critical roles and jobs to be done, validate findings, and incorporate talent strategy milestones into operating plan	09/01/2026 (Ongoing)
HR Integration Management	Kristen Baldwin Karen Kizzia Todd Hicks		25%	- Define HR quick wins and establish critical milestones and timelines - Design the future-state organization to enable the target operating model and accelerate value creation.	Engage key functional and business stakeholders buy-in on future state operating model	09/15/2026

Finance

Publish Date: 6/2/2026

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

On Track

At Risk

Off Track

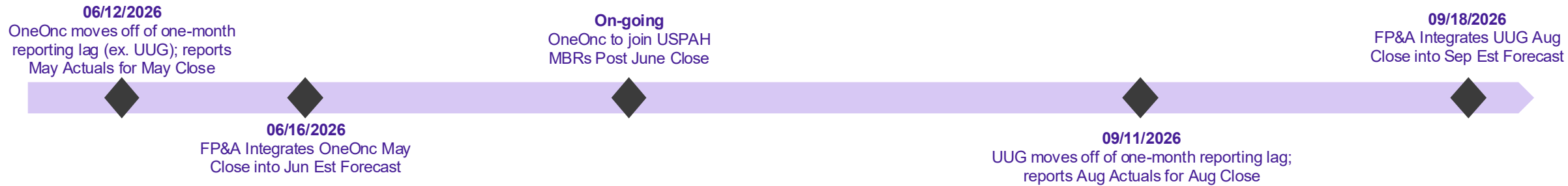
Complete

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

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: 7/14/2026

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: 257 Completed abstractions in LeaseCalcs. 16 locations pending miscellaneous document issue resolution (i.e. missing master lease, missing amendments, etc). David and Team working to resolve. 60+ locations removed from scope (expired prior to acquisition).

Phase 2: Document review complete for 74 locations. Started Issue Resolution – estimated completion July 3rd. Estimated Full Abstraction Completion Date July 31st. 10% completion as of 6/29

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		100%	Phase 1 - Abstracting 257 Locations	Phase 2	06/19/2026	
RE	Leah Mason		10%	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

Publish Date: 7/16/2026
Lead: Corey McGee (COR)

							On Track	At Risk	Off Track	Complete	Not Started
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											
07/13/2026 First GPC MSO WG meeting Summer/Q3 2026 Approval of MOU Q3/Q4 2026 Integrate OneOncology Fly In											
Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)					
Policy	Whitley Quan Corey McGee		[75%]	- Regular GPC MSO Workgroup meetings. - Through GPC workgroup, establish alignment on policy priorities - Track regulatory and legislative environment and keep all stakeholders informed.	- Follow ups to GPC MSO WG, OneOnc engagement - Keep MSO scorecard updated - Approve collateral for Hill meetings and education of legislators and regulators - Distribute MSO playbook internally.	8/1/2026 (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 - Coordinate with HDA MSO Task Force and consultants	- Alignment of Cencora and OneOncology advocacy and priorities (LDA, MOU, etc.) - Identify key leaders within OneOncology and OneOncology physicians (Dr. Johnetta Blakely) - Collaborate on fly in, leadership meetings - Continued engagement of multi-state consultant	8/1//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 - Attend organized medicine conferences/meetings	8/1/2026 (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 have received OneOncology Indirect Procurement contracts. We are aligned that PwC represents the most opportunity for potential value in the non-IT space. Additionally, OneOnc has requested information on Cencora market intelligence/analysis and pharma analysis subscriptions (e.g. EvaluatePharma, Endpoints News) which they could leverage.

Key Milestones



Workstream	POC(s)	Status	% Complete	Description	Next Step(s)	Target Date(s)
Non-IT	Todd Doyle. Heather Williams, Katie Brown		[0%]	Analysis of value opportunity from consolidation of PwC spend.	Review contract structures, rebates, pricing, tiering, etc.	08/15/2026
Non-IT	Todd Doyle		[0%]	Identification of market intelligence/analysis, pharma analysis subscriptions for OneOnc to leverage	Research spend reporting in category, query category managers in direct lines of business	08/15/2026
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



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 operational control of different OneOnc locations - Have access to Electricity, Natural Gas, Generator diesel, refrigerant use, and any vehicle fuel or distance (or associated spend) data	10/1//2026 4/1/2027
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

- **Continue to keep us posted** on OneOnc + Cencora meetings
- Our next Functional Sync is **Thursday, July 30th at 11:00 AM ET**

Appendix



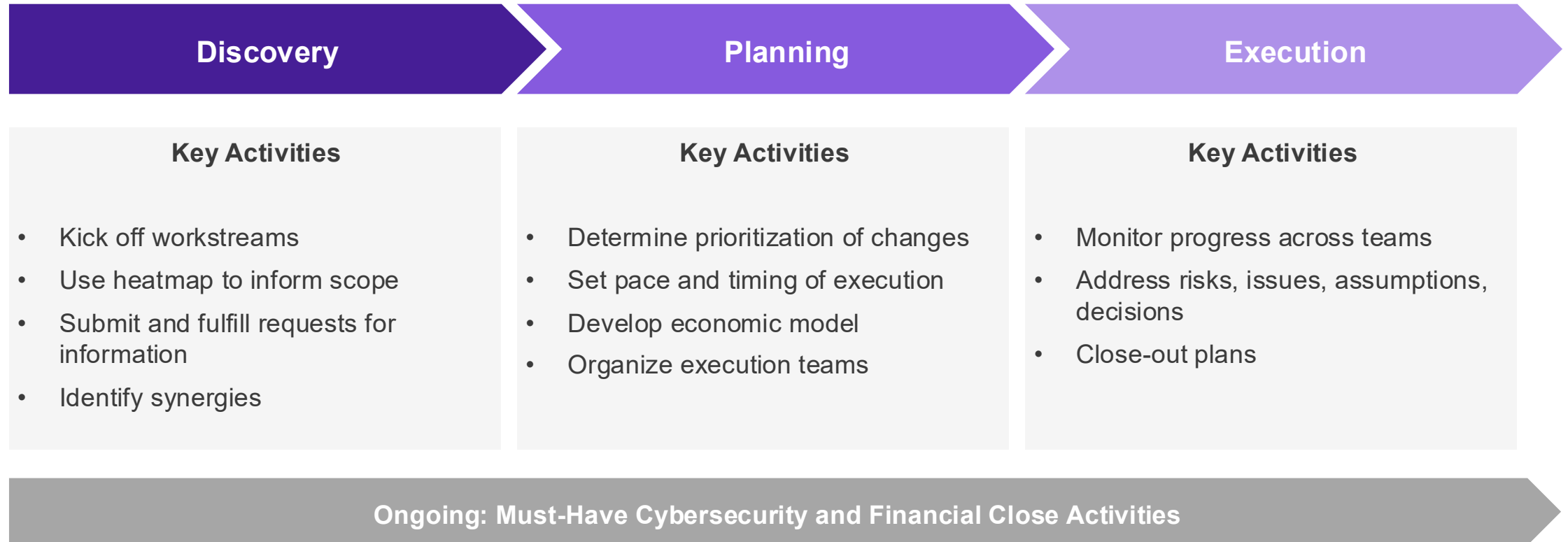
Journey Snapshot by Functional Area

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

Functional Area	Discovery	Planning	Execution
IT			
HR			
Finance			
Legal and Compliance			
Communications			
Policy and Advocacy			
Indirect Procurement			
Marketing and Branding			
Real Estate			
Corporate Responsibility			

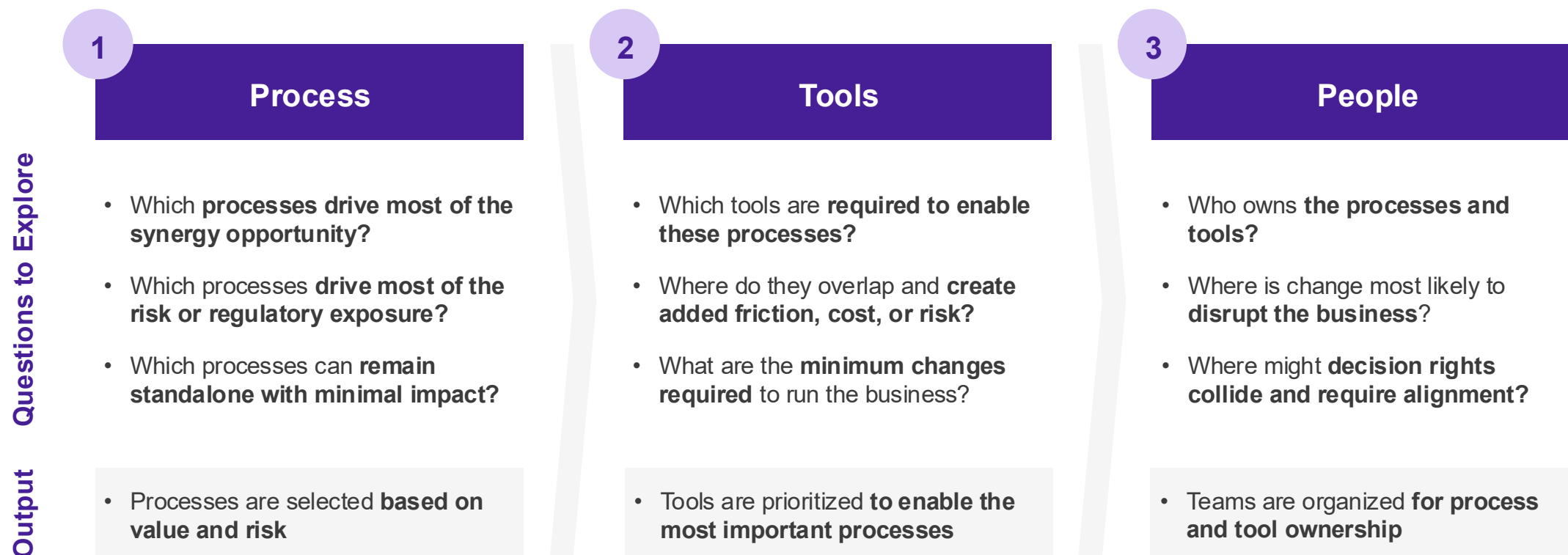
Note: CBS discovery efforts are currently paused. To be resumed Summer 2026.

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 (to confirm)	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	Requires stakeholder communication (Y/N)	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