

cencora

Corporate Responsibility Report 2025



Our Purpose
in action

Celebrating 10 years of annual reporting: highlighting Our Purpose in action



Our Purpose

At Cencora, we are united
in our responsibility to
create healthier futures.

Strengthening our impact

A message from our CEO

This report is an opportunity to pause and reflect on what it means to bring to life our purpose of being united in our responsibility to create healthier futures. It isn't a catchphrase for us. Our purpose guides our decisions and keeps us focused on the people and patients who rely on us.

In fiscal year 2025 we picked, packed, and shipped over one billion medications for patients worldwide.

Delivering care at this scale calls for a clear and disciplined approach, grounded in the people and communities we serve. We do this by prioritizing data-driven, growth-oriented investments, strengthening enterprise resilience, and supporting the wellbeing of our global teams who are essential to who we are and how we serve.

Our overall strategy sets the direction for our corporate responsibility priorities. The pillars that underpin this work – purpose-driven team members, resilient and sustainable operations, and healthy communities – reflect where we create meaningful outcomes. These efforts are deeply aligned with our business priorities, enabling us to deliver on the expectations of our customers and partners.

We've driven progress on our environmental and social impact priorities in practical and deliberate ways. We continued to take meaningful steps to deepen our relationships with customers and partners across markets. We make time to listen and truly understand

what matters and use that knowledge to guide our priorities. As the world and the healthcare industry evolves, so do the needs and expectations of those we serve. We're continuing to invest in the capabilities and expertise that help us stay closely connected.

None of this work happens in isolation. Producing this report represents thoughtful collaboration across many teams, geographies, and disciplines. I'm grateful to everyone who contributed – our team members, our customers and partners who challenge us to be better, and our Board who support and steer our commitments with clarity and accountability.

Corporate responsibility is not a once-a-year exercise for Cencora. It's an ongoing, intentional prioritization to do what's right and do it well. As you read about the progress we've made, it sets a clear foundation for the work ahead and the impact we can make when we stay true to our purpose.

With gratitude,

Robert P. Mauch Pharm.D., Ph.D.
President and Chief Executive Officer
Cencora



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About Cencora

We are a global pharmaceutical and healthcare solutions company dedicated to improving lives for people and animals. We deliver integrated, end-to-end solutions across the entire healthcare spectrum, including pharmaceutical lifecycle support, business operations and purchasing, and global supply chain logistics.



The work we do helps our partners navigate complexity with confidence so together we can bring therapies to market, improve care delivery, and provide reliable, timely access to critical treatments.

51,000+

team members worldwide

\$321B+

annual revenue

#10

on Fortune 500

#18

on Fortune Global 500

50+

countries across the globe

Everywhere healthcare happens, we're there

Cencora lights the way from drug research to delivery, connecting pharmaceutical innovation, secure supply chains, and care operations with extensive global support and local expertise.

 Pharma

 Supply chain

 Business operations



Drug research and clinical development support



Specialty logistics and warehousing



Commercialization support launching and scaling therapies



Hospital and health systems solutions



Wholesale and specialty distribution



Animal health solutions



Provider solutions



Pharmacy solutions



Patient access and adherence support

Cencora's approach to corporate responsibility

At Cencora, our commitment to creating healthier futures unites us and serves as the cornerstone of our global corporate responsibility impact strategy. By fulfilling this purpose, we enhance healthcare access and contribute to positive patient outcomes, which is why we integrate our corporate responsibility initiatives throughout our operations.

Our Corporate Responsibility team works collaboratively, engaging leaders throughout the organization to elevate our priorities and drive impactful initiatives. By aligning our business strategy with our purpose and corporate responsibility goals, we strengthen our role as a trusted partner for stakeholders, foster innovation within the pharmaceutical supply chain, and cultivate a supportive culture where every team member feels valued and empowered to thrive. This holistic approach extends to the companies we acquire, ensuring that our commitment to corporate responsibility resonates throughout our entire enterprise.

Impact pillars

We have articulated our commitment to corporate responsibility topics through three key impact pillars that guide our focus.

People

Purpose-driven team members

We put people first by collaborating openly across our organization to foster an engaged work environment and uphold high ethical and compliance standards.

Business and community

Healthy communities

We aim to broaden access to healthcare and accelerate health outcomes in communities and for our customers around the world.

Environment

Resilient and sustainable operations

We operate responsibly in our vital role at the center of the supply chain, ensuring people and animals have access to the medications they need while protecting the health of our planet.



Purpose fuels our company's performance, and our corporate responsibility approach is one way we bring that purpose to life. This year's milestone report highlights the impact our teams make together as we continue to deliver for patients, customers, and communities, and I'm inspired by the progress Cencora continues to make.

-Elizabeth S. Campbell
Executive Vice President
and Chief Legal Officer



Cencora's approach to annual reporting

Our current purpose in action report covers Cencora's fiscal year 2025 (FY25) – October 1, 2024, through September 30, 2025 – unless otherwise noted.

How does Cencora's Corporate Responsibility team determine what topics should be covered in the annual report?

Cencora conducts a comprehensive materiality assessment bi-annually to identify and prioritize the corporate responsibility topics that are most relevant to our stakeholders. This process involves engaging with key stakeholders to gather insights and ensure that our corporate responsibility reporting reflects their priorities and expectations.

By aligning our reporting with material issues, we enhance transparency and demonstrate our dedication to responsible business practices.

Cencora uses widely accepted sustainability reporting standards to transparently and credibly report on its annual corporate responsibility progress.



Global Reporting Initiative (GRI)



Sustainability Accounting Standards Board (SASB)



Task Force on Climate-related Disclosures (TCFD)

Key topics that matter most to our stakeholders, organized by impact pillar

People



Purpose-driven team members

- Talent management
- Team member health, safety, and wellbeing
- Ethics and compliance
- Purpose and corporate culture

Business and community



Healthy communities

- Community engagement
- Access to healthcare
- Corporate governance
- Transparency
- Political engagement

Environment



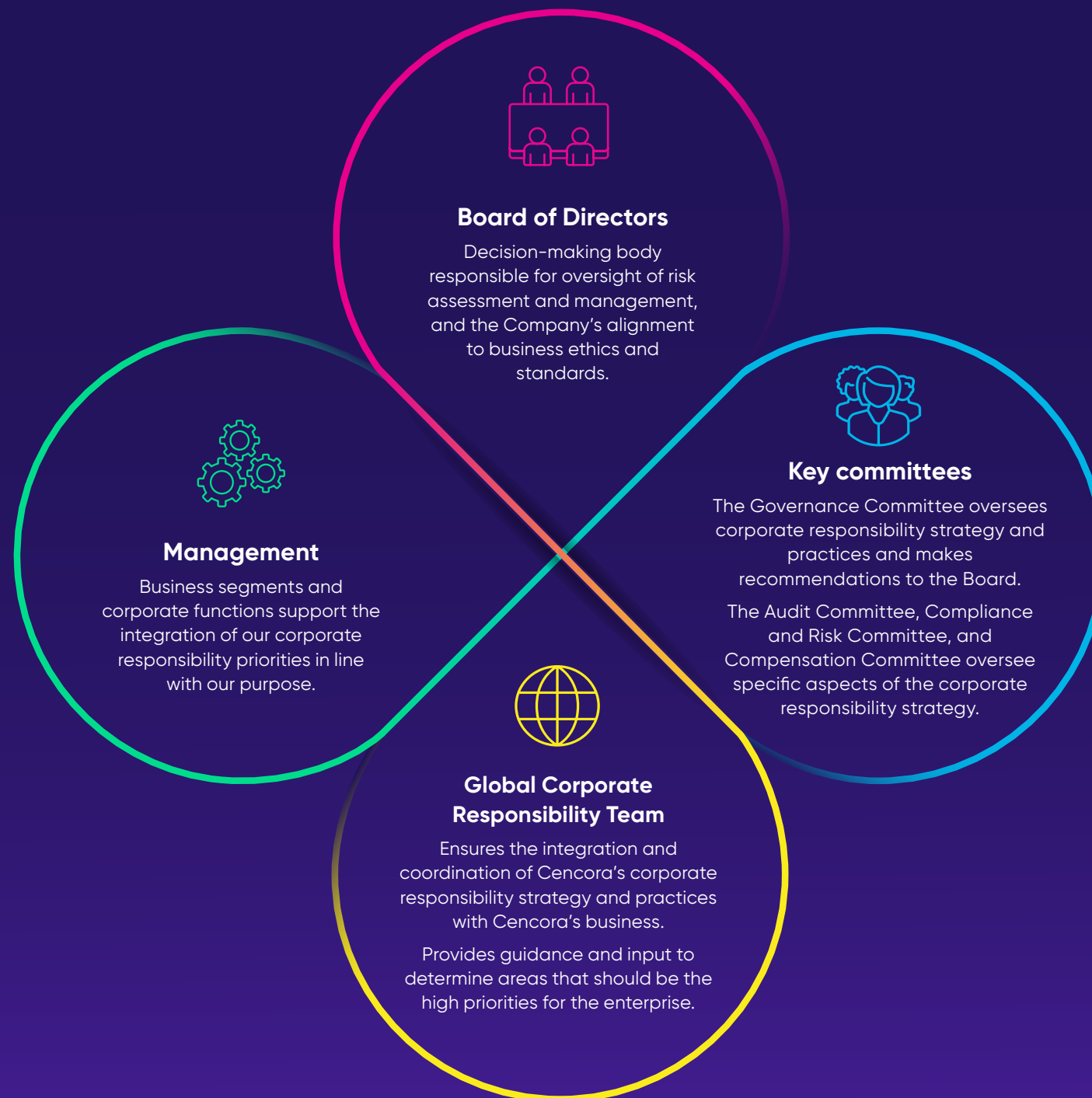
Resilient and sustainable operations

- Resilient supply chain and operations
- Sustainable logistics and energy management
- Waste management
- Responsible sourcing
- Product quality and safety
- Cybersecurity and data privacy

Oversight of corporate responsibility

We continually evolve our corporate responsibility strategy and governance approach. The ongoing growth of our business on a global scale provides meaningful opportunities to ensure that our approach remains aligned with both the current state and future vision for our business.

The governance and execution of Cencora's global corporate responsibility strategy are entrusted to leaders and key internal partners across the enterprise. This strategy, along with its programs and goals, is directly overseen by the Board of Directors. Through the Governance, Sustainability and Corporate Responsibility Committee, the Board provides guidance and oversight for our direction, which is led by the Vice President of Corporate Responsibility.



Cencora Board of Directors



D. Mark Durcan

Chair of the Board, and Retired Chief Executive Officer, Micron Technology, Inc.



Werner Baumann

Retired Chairman, and Chief Executive Officer, Chief Sustainability Officer Bayer AG



Frank K. Clyburn

Retired Chief Executive Officer, International Flavors and Fragrances Inc.



Ellen G. Cooper

Chairman, President, and Chief Executive Officer, Lincoln National Corporation



Lon R. Greenberg

Retired Chief Executive Officer, UGI Corporation



Lorence H. Kim, M.D.

Co-Founder, and Managing Partner, Ascenta Capital



Robert P. Mauch

President, and Chief Executive Officer Cencora, Inc.



Redonda G. Miller, M.D.

President, The Johns Hopkins Hospital



Dennis M. Nally

Retired Chairman, PricewaterhouseCoopers International Ltd.



Lori J. Ryerkerk

Retired Chairman, and Chief Executive Officer, Celanese Corporation



Lauren M. Tyler

Retired Executive Vice President, and Global Head of Human Resources J.P. Morgan Asset and Wealth Management

Fiscal 2025 Cencora highlights



October 2024

Held our inaugural Product Showcase for customers globally, highlighting our innovative solutions pipeline to meet the future of healthcare.



January 2025

Picked, packed, and shipped over one billion medications to patients worldwide.

Bob Mauch becomes President and Chief Executive Officer, Cencora, after nearly two decades with the company.

December 2024



Completed acquisition of Retina Consultants of America (RCA), adding to our specialty portfolio and expanding Management Services Organization (MSO) solutions.

By end of fiscal 2025

1B+

Managing the risk landscape

Executive summary

At Cencora, our commitment to creating healthier futures is underpinned by a robust Enterprise Risk Management (ERM) framework. This framework enables us to identify, assess, mitigate, and monitor risks that could impact our strategic objectives and operational resilience. By integrating risk management into our business practices, we ensure that our company not only achieves its goals but also remains adaptable in an evolving global landscape.

Identifying Cencora's key risks

Cencora's ERM framework is designed to provide a comprehensive and proactive approach to risk management. Our process involves collaboration across business areas and functions to identify potential risks that could affect our objectives. Key risks are identified through a combination of risk reporting, stakeholder interviews, and regular input from our Enterprise Leadership Team and Board of Directors.

These risks are consolidated into an enterprise-wide risk landscape, which is reviewed and validated by the Compliance and Risk Committee and the Governance, Sustainability, and Corporate Responsibility Committee. This ensures alignment with our corporate responsibility strategy and broader business objectives.

Managing Cencora's key risks

Cencora's Enterprise Risk Profile undergoes an annual refresh through a comprehensive assessment that evaluates both internal and external risks, as well as emerging trends. This process serves as a critical tool to inform strategic, operational, and assurance planning across the organization. The updated risk profile is presented to the Board of Directors and closely monitored by the ERM team and executive leadership throughout the year, ensuring proactive oversight and alignment with organizational priorities.

In fiscal 2025, our risk landscape reflects the following priorities:

- **Supply chain resilience:** Enhancing our ability to respond to disruptions, ensuring the consistent delivery of life-saving medications and healthcare products
- **Cybersecurity and data privacy:** Strengthening data security protocols to safeguard sensitive information amidst evolving global privacy regulations
- **Regulatory compliance:** Navigating complex global regulations, including the Corporate Sustainability Reporting Directive (CSRD) and climate-related disclosure requirements
- **Climate resilience:** Addressing the risks associated with climate change and extreme weather events, particularly their impact on supply chain continuity and operations

Coordinated governance

Cencora's risk management approach is complemented by a coordinated assurance framework.

The ERM governance model facilitates the sharing and discussion of risks at all levels of the organization, promoting transparency and a risk-aware culture. The layered structure integrates overlapping responsibilities to ensure collaboration, oversight, and execution of risk management processes.

At the business unit level, risk champions act as ERM ambassadors and subject matter experts, identifying risks specific to their areas.

The ERM Advisory Group, which includes collaborative assurance functions such as Legal, Compliance, and Corporate Responsibility, reviews emerging risks, escalates critical issues, and supports discussions on new business initiatives, fostering informed decision-making.

At the executive level, the Enterprise Operating Team aligns risk management with enterprise strategy and oversees high-priority risks and initiatives.

Finally, the Compliance and Risk Committee of the Board provides ultimate oversight of the ERM program and reviews the organization's highest risks. This structure ensures a collaborative and integrated approach to managing risks across the organization.





A letter to the industry: partnering for a healthier future

Corporate responsibility is at the heart of how we live out our purpose at Cencora: We are united in our responsibility to create healthier futures. As we reflect on fiscal year 2025, we're proud to share the progress we've made and the path we're paving for the future.

This report is more than a record of progress; it's an invitation. An invitation to join us in building a healthier, more sustainable future.

Momentum that inspires action

This year, we've made meaningful strides in advancing sustainability, expanding healthcare access, and strengthening supply chain resilience. These accomplishments reflect the power of collaboration and our shared commitment to creating healthier futures for people, animals, and communities.

But we know our work is far from done. We have some challenges ahead like driving efficiency in pharmaceutical delivery, improving access to healthcare around the world, and evolving to meet the dynamic needs of patients and the industry. These demand bold action, innovation, and partnership. At Cencora, we're ready to build on this momentum and continue driving progress, together.

Designed for stakeholders, driven by purpose

We develop our reporting communications to meet expectations and regulatory standards, with an intentional focus on ensuring you can easily find the

information you need to guide your interactions with us.

This year, we elevated our impact by further aligning with Cencora's enterprise strategy and strengthening our internal processes to track and anticipate the evolving needs of our stakeholders and customers.

Let's create the future, together

With Cencora at the center of healthcare, the opportunities ahead are exciting. The future of healthcare depends on collaboration. No single organization can effectively solve the challenges, or maximize the opportunities, alone.

That's why we're inviting you—our partners, team members, and future collaborators—to join us in building a healthier, more sustainable world:

- Discover what it means to be part of Cencora and see how our culture supports team members—today and as they grow with us—in the [Purpose-driven team members section](#).
- Partner with us on charitable giving, volunteering, and strategic community impact initiatives, to help expand access to healthcare and amplify our

collective impact. See our latest efforts in the [Healthy communities section](#).

- Check out how we're advancing our Science Based Targets and explore opportunities to align goals and create innovative solutions alongside us in the [resilient and sustainable operations section](#).

Whether you're a supplier, healthcare provider, or community organization, there's a role for you in this journey. Together, we can amplify our impact, innovate for the future, and create meaningful change for generations to come.

Thank you to everyone who has already joined us on this journey. Your partnership and dedication inspire us every day. We're excited to build on our momentum and widen our reach to see what we can accomplish—together.

In partnership,

Barbra Anderson
Vice President, Global Corporate Responsibility and Program Officer, Cencora Impact Foundation

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Purpose and corporate culture

We are united in our responsibility to create healthier futures

Our commitment to putting people first remains at the heart of everything we do. We believe that fostering a supportive work environment empowers our team members to bring their unique perspectives and experiences to everything they do, driving our collective success.

We have focused on creating clearer pathways for career development and personal growth, enabling every team member to access programs and benefits that promote their overall wellbeing. We are dedicated to providing meaningful opportunities for team members to engage with their communities, reinforcing our belief that our impact extends beyond the workplace.

Together, we uphold the high standards of ethics, compliance, and quality, honoring our shared responsibility to fulfill our purpose. As we move forward, we remain committed to cultivating a culture where every individual feels valued, supported, and inspired to contribute to a healthier future for all.

Ethics and compliance

In our work across Cencora, we strive to uphold the highest standards as outlined in our Code of Ethics and Business Conduct. Our code helps us pursue our purpose by guiding our actions.

Reinforcing a culture of compliance through the pursuit of our purpose is foundational to our strategy and across Cencora. The Office of Compliance has evolved to support our dynamic business needs, implementing strategic initiatives to strengthen our compliance framework and ensuring robust monitoring. This year, we focused on globalizing policies, centralizing procedures, and enhancing trade controls and compliance data monitoring programs.

Looking ahead, we will continue to strengthen our global approach by driving consistency in our risk identification and tolerance, focusing on broader areas of compliance, continuing to centralizing reporting functions for all compliance officers, globalizing compliance policies, and enhancing role-based compliance training.

Our expanding network of experienced compliance professionals in the Office of Compliance manage and execute Cencora's Compliance Program throughout the global

enterprise by providing team members with proactive support, guidance, and tailored controls, enabling the business to identify and mitigate compliance risk. Leveraging this guidance, all Cencora team members are held accountable for the success of our Compliance Program.

The Office of Compliance also partners closely with experts in the Privacy Department to manage and execute Cencora's Global Privacy Operations throughout the global enterprise. This collaboration ensures that all privacy-related policies and procedures are consistently implemented and adhered to, safeguarding personal and sensitive information in compliance with regulations and standards.



[View of Code of Ethics and Business Conduct](#)



We continue to invest in the growth and development of our team members and have refined our integrated talent framework to drive alignment, support development planning, and enhance performance coaching – all aimed at empowering our team members to thrive along their career journeys.

Empowering team members in their professional paths

During fiscal 2025, we elevated talent and culture as a strategic driver of our long-range plan and developed a forward-looking 2030 Talent and Culture Strategy to align with our vision for sustainable growth while maintaining strong employee engagement, reinforcing Cencora’s commitment to fostering a culture where industry leading talent can belong, grow, and lead.



Integrated talent framework

Our Active Leading/Active Learning culture platform has been introduced to strengthen belonging, collaboration, and innovation across our organization. By cultivating an environment where every team member can belong, grow, and lead, we are fostering a workplace in which everyone can contribute to our collective success.



Learning and development

Our centralized learning experiences align with business priorities, offering targeted programs that enhance leadership skills and drive organizational effectiveness. Our digital learning platforms make resources more accessible and engaging for all employees.



Career advancement tools

We continue to offer a suite of career development resources, including coaching and mentorship offerings as well as tuition reimbursement opportunities. These resources are designed to empower our team members to take ownership of their career journey, build their skills, and unlock their full potential.



Supporting transformation and feedback

To ensure we continuously improve and adapt to the evolving needs of our workforce, we conducted our annual comprehensive Employee Experience Survey. This listening strategy creates a feedback loop that enables us to respond dynamically to the needs of our workforce, and to further refine our talent development resources and reinforcing our commitment to fostering a culture of belonging, growth, and transformation.



Team member health, safety, and wellbeing

We are dedicated to creating an environment where every team member feels valued and empowered, supporting our shared purpose of creating healthier futures.

We continued to prioritize team member health with programs like:

- **Comprehensive healthcare options:** Offering a variety of medical plans for eligible employees, tailored to meet their unique needs
- **Wellness challenges:** Encouraging participation in activities that promote physical fitness and healthy living
- **Preventive screenings:** Offering regular health assessments to support early detection and proactive care

Safety remained a top priority, with ongoing initiatives including:

- **Training and safety drills:** Regular sessions to prepare employees for emergencies and enhance workplace safety
- **Proactive reporting systems:** Empowering employees to voice safety concerns and suggestions

We also emphasized work-life balance through:

- **Flexible work arrangements:** Allowing eligible team members to tailor their schedules to better fit personal needs
- **Paid time off:** Reminding team members to use the time off they've earned, in line with local policies, to rest and recharge
- **Volunteer time off:** Cencora encourages eligible team members to support their communities by volunteering their skills and time

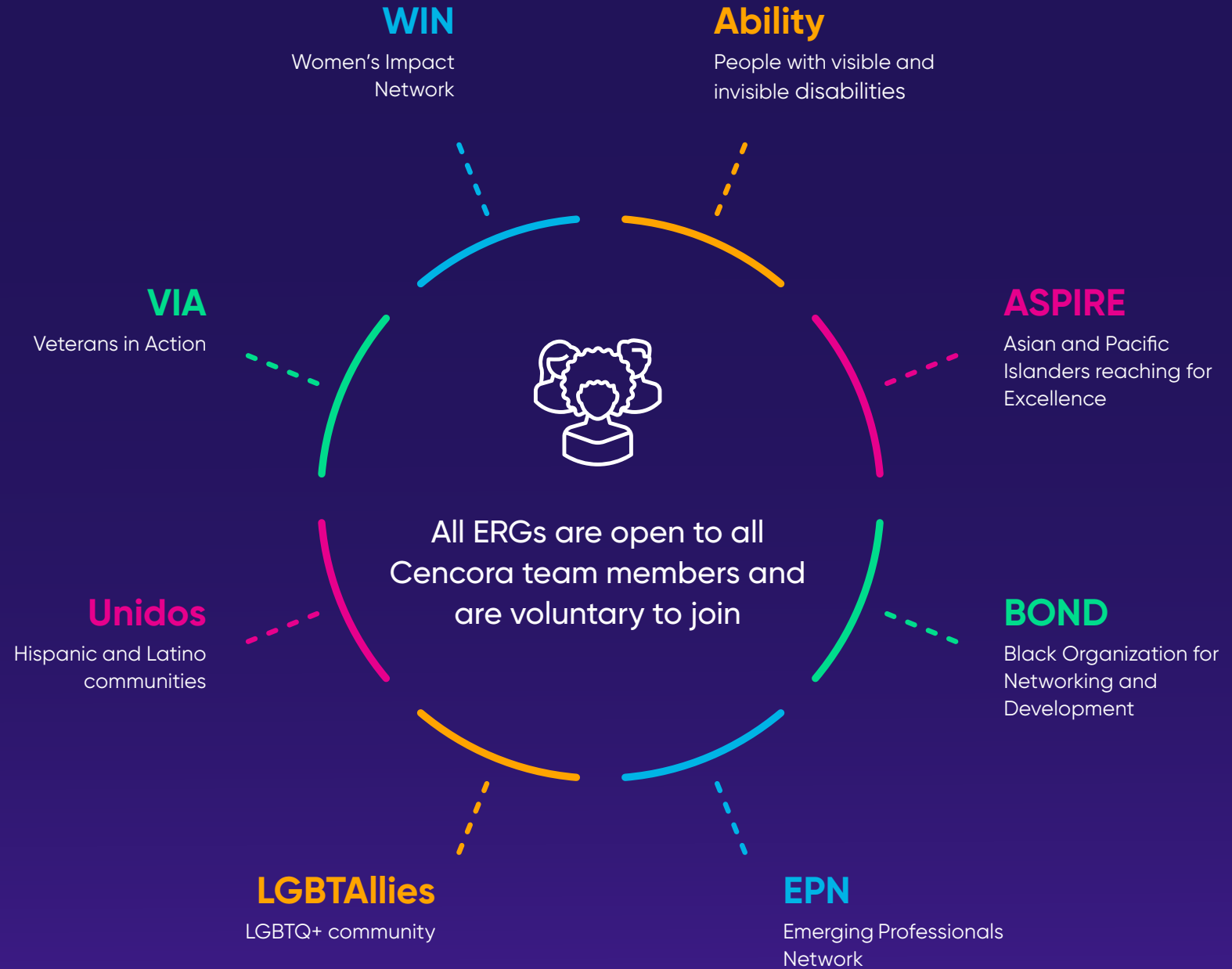
To ensure our initiatives align with employee needs, we actively sought feedback through surveys and focus groups.

Inclusion at Cencora

We know that when our team members feel included at work and connected to our purpose, we can ignite innovation, drive success, and achieve growth that makes a lasting impact. Creating communities is foundational to the culture we build every day: one where industry-leading talent can belong, grow, and lead. That's why this year we've continued creating opportunities for our global workforce to share their experiences, backgrounds, and stories in ways that spark conversation and foster understanding. Our commitment to belonging is more than a statement. It's a core part of who we are.

With 51,000+ team members and hundreds of global office locations, we have the opportunity to touch the lives of people everywhere. Creating healthier futures requires a culture that unites people and gives everyone a voice.

Our employee resource groups (ERGs) enhance our workplace by connecting team members within Cencora to explore different perspectives and experiences. Grounded in belonging, our ERGs deliver events, communications, and initiatives that build community, amplify employee voices, and contribute to a more engaged organization.





Globalizing our employee resource groups allows us to create consistent, inclusive experiences across areas while honoring local voices, WIN UK's transition from pilot to formalized ERG is a powerful example of how community-driven initiatives can scale impact.

-Hallam Sargeant,
Vice President, Inclusion
and Global Inclusion Officer

Cleared for takeoff: WIN UK's transition from pilot to formalized ERG

When Cencora began expanding its global footprint, the importance of creating meaningful communities across geographies was widely understood. When Cencora began expanding its global footprint, our teams recognized that the mission of our employee resource groups – fostering connection, growth, and belonging – needed to reflect the unique needs and cultures of each region.

Leading the way in this effort was the Women's Impact Network (WIN), which launched an incredible pilot chapter for our team members in the United Kingdom, serving as a testing ground to understand member needs, assess engagement, and demonstrate the value of a dedicated community outside the United States focused on connection, wellbeing, and growth.

"Every successful journey begins with a strong runway," shared Lucie Massart, VP and Associate General Counsel, and pilot chapter ERG Chair. "As a pilot chapter, WIN UK served as a platform for employees across the UK to connect, learn, share experiences, and collaborate on ideas."

Through intentional programming designed to support employees holistically, including sessions on work-life balance, imposter syndrome, and guided meditation for wellness, the chapter fostered an

environment where team members could come together to learn from and appreciate their varied experiences. Anchored in connection, education, and collaboration, WIN UK's pilot phase demonstrated how employee-led communities can create space for open dialogue, reflection, and shared learning – and reinforce the importance of wellbeing alongside professional development.

Reflecting on the transition from pilot to formal ERG, Lucie Massart noted, "Having the foundation from our other ERGs in place gave us the ability to move quickly from pilot to being a formal ERG. The structure and support already in place allowed us to focus on what mattered most: building a community that reflects the unique needs of our team members in the UK."

With its strong foundation in place, WIN UK transitioned into a formalized ERG in fiscal 2025 and is preparing to expand its reach across Europe.

While WIN UK's scope is growing, its mission remains the same: to be a safe space where employees can show up authentically, build community, and engage in networking opportunities. As the group looks ahead, the focus shifts toward scaling impact while maintaining purpose – connecting employees across borders, amplifying shared learning, and strengthening representation throughout Europe.

Total rewards

Our total rewards strategy is thoughtfully planned with the unique needs of our team members and their loved ones in mind. From competitive compensation that drives performance to benefits that support holistic wellbeing, every offering is guided by team member feedback and data to provide meaningful support for today and help plan for tomorrow.

Comprehensive benefits

Eligible team members have access to a robust suite of benefits, including healthcare, life and other insurance options, a retirement plan with company match, an employee stock purchase program, and an employee assistance program. We also offer tuition assistance including scholarships for dependents, commuter benefits, tobacco cessation support, medical coverage for same-sex partners and domestic partnerships, as well as holidays and paid time off.

- **Confidential counseling:** Six free sessions per year to help with stress, anxiety, grief, relationship challenges, and more.
- **Digital therapy:** Personalized support for stress, anxiety, chronic pain, and more available globally in multiple languages.
- **Work-life solutions:** Referrals and resources for child care, elder care, moving, pet care, home repair, and more.
- **Legal and financial support:** Licensed professionals to assist with legal concerns, budgeting, debt management, and financial planning.

Meaningful mental health support

Mental health is a vital part of overall wellbeing, and we're deeply committed to providing meaningful resources and accessible support. Our team members and their loved ones have access to a range of offerings, which we highlight throughout the year by sharing authentic, personal stories that inspire connection and encourage their use.



Digital transformation at Cencora

Enhancing experiences for our customers and our people

Cencora’s commitment to digital excellence is an important part of our corporate responsibility to enhance our products and services, support patient outcomes, optimize efficiency, and drive workforce engagement.

Our digital transformation includes modernizing technology, enhancing digital commerce, advancing data and AI, and strengthening cybersecurity, all in an attempt to create a seamless, secure, and more adaptive pharmaceutical supply chain, while empowering our team to work smarter, faster, and more collaboratively.

Building better ways of working

By adopting product and agile practices, we believe we are creating better ways of working that enable us to deliver digital products and services that are easier to use, more reliable, and better aligned with the changing needs of our customers and partners. Simultaneously, we expect that this approach helps our team members foster innovation, accountability, a culture of active learning, and supports their growth.

Modernizing our core technology

To support long-term growth and operational excellence of working, Cencora is modernizing its core enterprise systems by transitioning to SAP S/4HANA. We anticipate this transformation will streamline business processes, and improve real-time visibility across our organization.

For our customers and partners, we believe this will mean faster order processing, improved service reliability, and a more transparent pharmaceutical supply chain.

For our internal teams, we believe this will mean simplified workflows, better access to insights, and tools that support smarter decision-making.

Elevating the digital commerce experience

We are modernizing our e-commerce architecture by consolidating and enhancing our digital storefronts to create a more dynamic, user-friendly experience for customers across the healthcare ecosystem.

We believe our new approach offers improved navigation, greater personalization, and more efficient ordering, making it faster and easier for customers. We anticipate that our investment in a modern digital experience is reducing friction, increasing accessibility, and strengthening the pharmaceutical supply chain.

Advancing data and AI capabilities

Cencora is transforming our data infrastructure to improve integration, quality,

and accessibility. Data is at the heart of our digital strategy, which we believe will enable advanced analytics and artificial intelligence (AI) solutions that support smarter forecasting, better inventory management, and more informed decision-making.

Our AI investments are focused on creating practical, responsible solutions that improve efficiency, enhance service, and empower team members with insights that help them serve customers more effectively.

Strengthening cybersecurity and trust

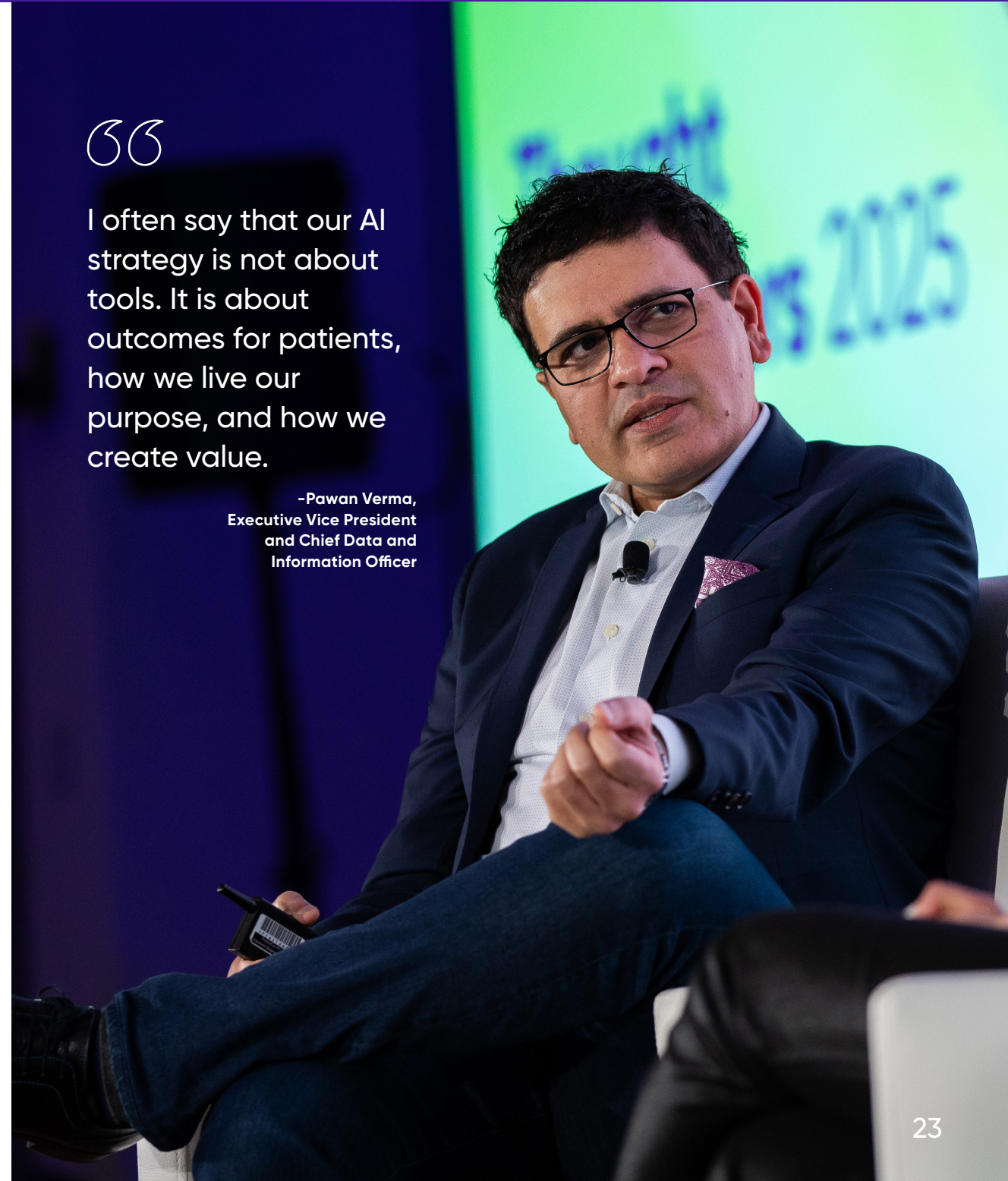
Protecting sensitive healthcare and business information is a core responsibility at Cencora. We continue to invest in strengthening our cybersecurity posture to safeguard our systems, data, and partners.

Enhancing our security controls, monitoring capabilities, and resilience should help increase trust, reliability, and compliance to secure data and operations across the healthcare ecosystem.



I often say that our AI strategy is not about tools. It is about outcomes for patients, how we live our purpose, and how we create value.

-Pawan Verma,
Executive Vice President
and Chief Data and
Information Officer





A responsible path forward

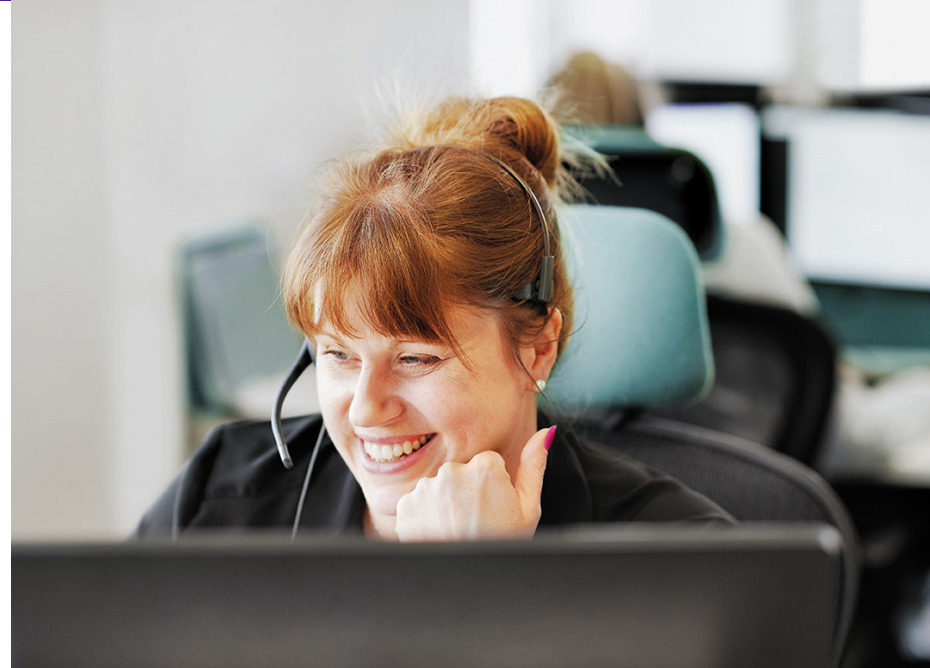
Cencora's digital transformation is about more than technology, it's about people. By improving our platforms, processes, and capabilities, we hope to create better experiences for our customers, empower team members, and strengthen our ability to serve the global healthcare community responsibly.

As we continue to modernize, innovate, and invest in secure, data-driven solutions, we remain committed to delivering meaningful value today and into the future.



Prioritizing human rights

We aim to uphold fundamental human rights as an aspect of our corporate responsibility and ethical practices. We understand that respect for human rights is crucial for the wellbeing of our employees and stakeholders, as well as for the sustainability and integrity of our operations worldwide.



Our focus on human rights in fiscal 2025

Respect for human rights is fundamental to our business, and we are dedicated to responsible sourcing across our global operations. We are proud to uphold sound human rights and responsible sourcing practices supported by our third-party risk management program. Our established ethics hotline reinforces a culture of integrity and accountability across our operations. In addition, our Covered Business Partner Program for high risk third parties helps provide oversight and responsible engagement throughout our value chain.

Through our ongoing commitment to good corporate citizenship, we will continue to strengthen our alignment with leading human rights best practices by investing resources in developing more rigor in our governance and refining our human rights strategy. We continue to strengthen and to support consistent and proactive management of human rights risks across the enterprise.

Team member perspectives

We are real-life superheroes, knowing that what we do here is saving lives. We're making sure patients are getting their medication in a timely fashion, and it's safe for them to use.



Cindy Aviles
Inventory
Manager



Dan Fritsch
Warehouse
Supervisor

When it all comes together and everybody's on the same page, great things happen. And that's what I'm experiencing with the coworkers that I have here. We really have a shared sense of purpose, and it's evident in our results.

The culture at Cencora is all about belonging. We have so many different walks of life in this building. Nobody passes by each other without saying hello or goodbye.



Denesha Thompson
Quality and
Regulatory
Manager

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Healthy communities

Cencora aims to make an impact on communities around the world by broadening access to healthcare and accelerating positive outcomes. We're able to make significant progress in improving the health and wellbeing of people and animals through our team members' dedication to our purpose, as well as our strategic combination of business and charitable initiatives that focus on reducing barriers to healthcare and providing resources to promote prescription drug safety.

Access to healthcare

We are committed to supporting individuals and communities obtain the care they need. Our initiatives focus on addressing disparities in healthcare access by partnering with local organizations, supporting educational programs, and advocating for policy changes that promote health access. Through our dedicated efforts, we strive to remove obstacles that prevent people from receiving timely and effective medical care. By working collaboratively with stakeholders across the healthcare landscape, we aim to accelerate positive health outcomes and empower individuals to take charge of their wellbeing, ultimately creating healthier communities for all.

Flying toward healthier futures: Our partnership with Angel Flight East

The Cencora Impact Foundation has partnered with Angel Flight East, a charitable organization that provides free air transportation for patients traveling over 100 miles for specialized medical care. This service helps patients can access the treatment they need without transportation concerns.

Angel Flight East works with rural healthcare centers, community hospitals, and urban treatment facilities to expand patients' treatment options and health outcomes. Patients can access free flights for as long as they require treatment, and compassion flights are also available for friends and family members to provide support.

This organization is a perfect fit for our *Good Neighbor Pharmacy* customers in the Northeastern region of the U.S. who know their communities well and can help identify patients in need.



Christie's journey with Angel Flight East

Powered by more than 400 volunteer pilots, Angel Flight East (AFE) is transformative for patients like Christie, diagnosed with advanced colon cancer at just 44 years old. "We could never manage this without Angel Flight," Christie shared. "It's not just a flight. It's hope, relief, and kindness all wrapped into one."

Christie and her husband, David, rely on AFE for regular flights to participate in a clinical trial for treatment. She credits AFE's pilots for helping her rediscover optimism and strength. "Cancer wants you to be miserable, but Angel Flight showed me the grace in cancer – the goodness and generosity that still exists in the world."

Since 2017, the Cencora Impact Foundation has proudly supported AFE, connecting patients, like Christie, to life-saving care and reducing the stress of long-distance travel when it matters most.

Our stories of purpose

Across the enterprise, our team members collaborate with each other and our partners to advance access to healthcare and save lives. Here are several highlights from fiscal 2025 that show how we lived our purpose and created meaningful impact.



Delivering hope: ICS ships 5,100 emergency drug vials to Rwanda

Following an outbreak of the fatal Marburg virus disease in Rwanda, ICS, a part of Cencora that offers integrated logistics solutions, was tasked with shipping 5,100 vials of Remdesivir for emergency use. The ICS team came together to deliver an emergency shipment across the globe in the hopes of combating a newly discovered virus with an alarming fatality rate.



Empowering refugee communities in Kenya to combat antimicrobial resistance

The International Rescue Committee helps people affected by humanitarian crises to survive, recover, and rebuild their lives. Through grant funding from the Cencora Impact Foundation, this project will strengthen healthcare workers' diagnostic capabilities and prescription habits, provide community health education, and increase awareness of antimicrobial resistance (AMR) with the goal of mitigating AMR's long-term negative effects on patients in two refugee camps as well as among the host communities in Kenya.

© The International Rescue Committee Photo: Patrick Meinhardt for the IRC



Strengthening health systems in Eastern Africa to create healthier lives

USA for UNHCR, the UN Refugee Agency, is dedicated to saving lives, protecting rights, and building a better future for people forced to flee their homes because of conflict and persecution. UNHCR's Healthy Lives for Children programming strengthens health systems for refugees and host communities. Focused in Ethiopia and Uganda, support from the Cencora Impact Foundation is helping UNHCR deliver essential health services, including medical care, vaccinations, and nutritional support, implementing health education programs, and strengthening the capacity of host country health systems.

© UNHCR/Ssozi Mukasa Daniel



Team member engagement

It has been amazing to witness team members across our distribution center network come together to volunteer and give back this year. From supporting our veterans and making care kits for chemotherapy patients to making toys for shelter animals and assembling hygiene kits for those impacted by Hurricanes Helene and Milton, it has truly been a year of putting purpose into action.

-Ken Hardy, SVP, U.S. Supply Chain Operations

Volunteerism

We believe that giving back to our communities is essential to our purpose and values. Our volunteerism initiatives empower employees to engage with local organizations and contribute their time and skills to meaningful causes. From organizing food drives to participating in community clean-ups, our team members are dedicated to making a positive impact. By fostering a culture of volunteerism, we not only support the needs of our communities but also strengthen our team's bonds and enhance our collective sense of purpose.



Eight countries. 27 projects. 30 nonprofit partners. One powerful purpose.

More than 1,000 team members across the globe came together in June to bring our purpose to life during Cencora's Month of Impact.

From assembling chemotherapy care kits for cancer patients at Royal Surrey Cancer Centre (Royal Surrey NHS Foundation Trust) to preparing hygiene essentials for those facing housing insecurity with Project HOME, to packing emergency essentials kits for families of premature babies with NEIŠNEŠIOTUKAS - nuo Nulio iki Mėnulio, and serving dinner to patients and caregivers with American Cancer Society, our teams proved that when we unite around purpose, we create real change.

Our Purpose in action

Partnering with Alex's Lemonade Stand Foundation

For the fourth year, Cencora team members across the U.S. came together to support Alex's Lemonade Stand Foundation (ALSF) and its mission to fight childhood cancer. Team members hosted 50 stands that raised more than \$72,000, all of which is matched 2:1 by the Cencora Impact Foundation, bringing our grand total to more than \$216,000 that will go to fund ALSF's life changing work.



Global CBS centers making a difference

Cencora Business Services (CBS) centers worldwide took action to support their communities during the Month of Impact.

CBS India: Volunteers assembled school kits for 100 children, empowering education and fostering positive change.

CBS Lithuania: Team members created 55 essentials kits for families of premature infants, offering critical support during challenging times.

CBS Costa Rica: Volunteers improved conditions at a local animal shelter through hands-on work and donations, including a \$5,000 contribution.

These efforts highlight CBS centers' dedication to creating healthier futures through education, family support, and community care.

Tour D'Alliance: Cycling from London to Paris

Eight Alliance Healthcare team members cycled 300 miles from London to Paris to raise more than £60,000 for Theodora Children's Charity. Additionally made its inaugural grant award to support Theodora Children's Charity's Giggle Doctors program, which uses the proven power of laughter to improve the hospital experience for children.



myCommunityImpact

Through myCommunityImpact – our matching gifts and volunteer/board service grant programs supported by the Cencora Impact Foundation – team members and the Foundation collectively donated more than \$2.1 million to qualified nonprofit organizations in fiscal 2025.

Volunteer/board service grants

The Cencora Impact Foundation provides a \$750 grant for every 20 hours of volunteer time and \$1,500 for 40 hours of volunteer time by team members with qualified organizations. Team members serving on a nonprofit board can also receive a \$1,500 grant to that organization.

Matching gifts

The Cencora Impact Foundation matches 100 percent of team member donations to any qualified nonprofit organization, and up to 200 percent to select organizations during special campaigns throughout the year, such as the annual Season of Giving winter holiday campaign, or in response to emergencies like the floods in Texas, United States.



\$2.1M+

donated together with our team members through myCommunityImpact in fiscal 2025



1,100+

organizations supported by team members



\$167k

in grants to nonprofits for team members' volunteering and board service

The Cencora Impact Foundation

The Cencora Impact Foundation is a charitable organization, with a mission to improve the health and wellbeing of patient populations – both human and animal. Through partnerships, projects, and grants, we work together with nonprofit organizations to advance access to healthcare around the world.

Celebrating 10 years of partnership between Cencora and International Health Partners

As the frequency of humanitarian crises and disasters increase, the gap is widening between the healthcare many people in the world need and their access to it. International Health Partners (IHP) works to bridge this gap by delivering vital healthcare where it is needed most. Over 20 years, IHP has reached over 100 million patients worldwide with the goal that everyone, everywhere, be able to access the healthcare they need regardless of their circumstances.

Cencora and the Cencora Impact Foundation have collectively supported IHP in reaching over one million patients.

Expanding our impact globally

\$7M+

donated to our nonprofit partners in fiscal 2025



The Cencora Impact Foundation conference focuses on how to break down barriers to healthcare access

The Cencora Impact Foundation conference brings together our nonprofit partners and business leaders for a unique experience focused on breaking down healthcare barriers and creating healthier futures.

Throughout the conference, engaging case study panels, discussions, and workshops explored how community activation, data and artificial intelligence, and effective storytelling can amplify impact, enhance narratives, and clarify organizational goals. The connections formed over the two days among like-minded leaders create a multiplying effect and leave a lasting impact on healthcare.



“

When we create space to listen and learn from each other, innovative solutions can be born from those collaborative engagements and that's exactly what occurred at this year's Cencora Impact Foundation annual conference.

-Barbra Anderson,
Vice President, Global Corporate Responsibility and
Program Officer, Cencora Impact Foundation

Grants that expand healthcare access

Partnering with nonprofits to reach communities in need through the Cencora Healthier Futures Grant Program

In 2023, the Cencora Impact Foundation launched the Healthier Futures Grant Program to fund bold, innovative ideas from nonprofits addressing critical gaps in healthcare access and infrastructure to create long-term impact on communities.

Today, three Cencora Healthier Futures Grant Program recipients are making strides in global health aligned with our purpose to create healthier futures together.

Watch the video to hear more about the impactful work of Direct Relief, International Rescue Committee, and Project HOPE and learn more about how the Cencora Impact Foundation improves healthcare access globally.

\$2+ million awarded

via Cencora's Healthier Futures Grant Program



cencora

Impact Foundation

Community engagement

Our community engagement takes the form of financial contributions, product donations, and meaningful acts of service that strengthen our connections with the communities we serve. These are some of the ways that we make a difference in communities, consistent with our beliefs, values, and company purpose.

Cencora and Jefferson Health: Expanding access to cancer diagnosis and treatment

Challenge: Many patients who come to the emergency department lack timely access to cancer screenings and follow-up care, and unmet health-related social needs (HRSNs) can create additional barriers to diagnosis and treatment.

Action: Cencora and Jefferson Health launched an initiative to expand access to cancer and HRSN screenings in emergency departments across Jefferson Health’s network. Community health workers in each emergency department provide education and support, while a centralized hub of case managers, social workers, and project managers manages cases and leverages electronic medical record (EMR) systems to coordinate patient care and expedite appointments for potential cancer diagnoses.

CBS Lithuania: Top Corporate Social Responsibility (CSR) initiative of the year

Challenge: Many communities lack outdoor spaces that support wellbeing and are accessible for people with sensory processing challenges, limiting opportunities for therapeutic engagement and connection with nature.

Action: CBS Lithuania developed the sensory gardens project to create inviting spaces that engage the senses and provide therapeutic benefits to everyone, especially individuals with sensory processing challenges. Through a thoughtful selection of plants and features that stimulate sight, sound, smell, and touch, the gardens offer a welcoming sanctuary for relaxation, wellbeing, and community connection. This effort was recognized with the Top CSR Initiative of the Year award at the CEE Business Services Summit and Awards.

Product donations

In addition to financial contributions, Cencora donated over-the-counter products valued at nearly \$2.3M to nonprofit organizations. Our in-kind donations of excess inventory enabled medical teams to dispense supplies and medications to underserved populations in need while also providing critical resources to parts of the world impacted by natural disasters and other crises.

HDA recognizes Cencora, Dispensary of Hope, and Viatrix with the 2025 Distribution Management Award

Challenge: Traditional donation pathways can make it difficult for manufacturers to efficiently and compliantly donate channel inventory to support patients in need.

Action: Cencora, Dispensary of Hope, and Viatrix developed and implemented a first-of-its-kind manufacturer channel inventory donation model, helping enable more efficient inventory donation to support access. In recognition of this work, the Healthcare Distribution Alliance (HDA) awarded the partners the 2025 Distribution Management Award (DMA) at the 2025 Distribution Management Conference and Expo in Tampa, Florida.

In fiscal 2025, Cencora provided more than

\$8.6 million

in financial contributions to community-based organizations and global nonprofits.



Supporting youth in our communities

At Cencora, we believe that nurturing the potential of young leaders is vital for fostering innovation and driving positive change in our communities. We are committed to providing the tools, mentorship, and opportunities necessary for the next generation to thrive. By investing in education, skill development, and leadership training, we aim to inspire young people to step forward, embrace their unique talents, and lead with purpose.

Work-study program with Cristo Rey Philadelphia High School

Cristo Rey Philadelphia High School is one of Cencora’s long-term partners supported via our Educational Improvement Tax Credit program (EITC) funding. The Cristo Rey Network is comprised of 41 career-focused, college-preparatory schools across the United States with an innovative approach to education that equips students from low- to moderate-income families with the knowledge and skills to achieve their aspirations.

Cencora has served as a job partner to Cristo Rey Philadelphia for more than 11 years, hosting nearly 70 students during that time through their unique work-study program.

During the 2024–25 school year, 15 students came on-site to Cencora’s headquarters one day every week, working with mentors in various departments including corporate responsibility, IT, security, finance, legal, compliance, communications, and workplace solutions.

Cencora’s partnership with Covenant House in Philadelphia, PA

Did you know that 4.2 million youth experience homelessness each year? At Cencora, we are proud to partner with Covenant House Pennsylvania, located near our headquarters in Philadelphia, to support their mission of providing vital resources and opportunities to young people facing homelessness. Each year, Covenant House PA offers safe shelter, essential items, and long-term support to help over 1,000 youth build brighter futures.

This partnership reflects Cencora’s commitment to creating healthier futures by empowering vulnerable communities, providing critical resources, and making a meaningful difference in the lives of young people in need.



I believe my purpose here, and wherever I may go in life, is to be the blueprint. Consider those you lead without knowing, those who are going to come after. Consider the future in everything you do, because what you do today dictates what happens tomorrow.

-Quamere,
a Cristo Rey intern with
Cencora since 2022



\$72K

donated to Covenant House in fiscal 2025 by Cencora team members, including matching gifts from the Cencora Impact Foundation

Advocating to advance healthier futures for our patients

Our purpose to create healthier futures aligns to the public policy issues we prioritize and help shape at the federal and state level. Given our unique role in healthcare, we connect with key stakeholders, including healthcare coalitions and government partners, to enhance public health infrastructure and outcomes.

Cencora distributes therapies efficiently and safely through the supply chain to pharmacies, community physician practices, veterinary clinics, health systems, long-term care facilities, and additional sites of care.

Key policy priorities include:

- Legislation and policy that give patients access to the right care where it is most accessible and affordable
- Mitigating and preventing generic drug shortages
- Reimbursing providers adequately and fairly for patient care and services
- Ensuring a safe, secure, and resilient pharmaceutical supply chain

When we work together, we can make a greater impact on human and animal health.

“

Collaboration and persistence are essential in today's evolving healthcare landscape. Every effort and every conversation matter as we work together to ensure access to affordable care, strengthen public health, and advance policies that help accelerate positive outcomes for patients and communities. With creativity, determination, and unity, we can drive meaningful, lasting change.

– Beth Mitchell,
Vice President, U.S. Public
Policy and Advocacy



Resilient and sustainable operations

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We operate at the center of the human and animal health pharmaceutical supply chain, enabling the safe, efficient, and responsible delivery of lifesaving medications and healthcare services. To strengthen business continuity, we prioritize resilience by implementing advanced forecasting systems, equipping facilities with backup power sources, and conducting regular emergency preparedness training to mitigate the impact of severe weather on our operations.

Guided by our commitment to operating sustainably, we invest in innovative solutions for our buildings, product packaging, and transportation, collaborating with partners to amplify our impact. We align our corporate responsibility reporting with leading global frameworks.





ALWAYS ADHERE TO THE GREEN WALK WAYS WHEN WALKING IN OPERATIONAL AREAS
 CONSIDERATION SHOULD BE GIVEN, BY THE DRIVER, TO ALL PEDESTRIANS
 AS A DRIVER ALWAYS MAKE OTHER PERSONS AWARE OF YOUR PRESENCE
 THE FLY DRIVER SHOULD SOUND THEIR HORN REGULARLY WHILE MANOEUVRING

Supply chain and stewardship

Business resilience

Our supply chain is more than a network – it is the foundation of our purpose. In fiscal 2025, we strengthened this critical infrastructure through innovative practices, technology investments, and a commitment to resilience, ensuring efficiency and security from the moment a product enters the supply chain to its final destination. As the distributor of tens of thousands of products, our robust systems enable secure, daily ordering and distribution to meet the evolving needs of our customers and the communities we serve.

Building a resilient and sustainable supply chain

We recognize that the global healthcare supply chain is defined by complexity and rapid change. In fiscal 2025, we continued to invest in infrastructure and partnerships to proactively manage this dynamic environment, to permit uninterrupted access to critical medications and healthcare products. Through innovative practices, technology investments, and a commitment to sustainability, we are creating a supply chain that supports healthier futures for people and the planet.

Responsible sourcing: A foundation for resilience

Our approach to responsible sourcing reflects our belief that every decision in the supply chain has a ripple effect on global health and wellbeing. Our Supplier Engagement and Resiliency Program (SE&R) is an essential part of our approach to responsible sourcing. It reflects our commitment to fostering innovation in the global communities we serve. This program, embedded within our Strategic Global Sourcing (SGS) Team, partners with small and disadvantaged businesses, aiming to drive economic growth, create opportunities, and deliver impactful change.

Sustainability at the core

We advanced our sustainability strategy by embedding environmental stewardship into our supply chain operations. From optimizing transportation routes to collaborating on innovative packaging solutions, we focused on reducing emissions and minimizing environmental impact. These efforts not only support our Science Based Targets (SBTs) but also contribute to the long-term resilience of our operations.



Explore the supplier code of conduct



I'm so proud of how our Cencora team has led the DSCSA conversations with everyone from policymakers and regulators to our customers. They've listened carefully to thoughtfully collaborate and solve issues all along the way.

—Heather Zenk,
President, U.S. Supply Chain



Product integrity and patient safety

Cencora's global infrastructure and technology support product integrity, prioritize patient safety, and drive a secure pharmaceutical supply chain. In fiscal 2025, we advanced product traceability, optimized storage conditions, and enhanced reusable packaging with temperature monitoring to safeguard shipments. Through proactive partnerships and innovative solutions, we look every day for both micro and macro opportunities to improve our operations, support healthcare providers, and protect patients worldwide.

Cencora's leadership in DSCSA implementation

After more than 12 years of preparation, Cencora is proud to be at the forefront of implementing the Drug Supply Chain Security Act (DSCSA) in our U.S. operations.

What is DSCSA?

This federal law enhances the traceability of prescription drugs across the supply chain, protecting patients from counterfeit and illegitimate products.

How has Cencora prepared?

Our teams have worked purposefully to prepare for this milestone by installing new equipment, advancing systems, educating the industry, and collaborating with partners, including manufacturers, distributors, and providers.

A decade of industry leadership

Cencora has consistently taken an industry-leading approach to DSCSA. In 2016, we partnered with manufacturers to test barcode scanning and provide feedback, and by 2017, we piloted data transfers with select partners to assess system capabilities. In December 2022, we achieved another milestone by successfully sending the first production Electronic Product Code Information Services (EPCIS) file, and in 2025, we began piloting data transfers with customers to meet new returns requirements. These efforts reflect our commitment to patient safety and industry innovation.



[View DSCSA resources](#)

Helping combat the opioid addiction

Cencora's wholesale pharmaceutical distribution business plays a key, but specific, role of providing safe access to thousands of important medications to enable healthcare providers to serve patients with a wide array of clinical needs across the healthcare spectrum. A small part of this includes the distribution of opioids and other controlled substances from manufacturers to neighborhood pharmacies and pharmacy chains, as well as to hospitals, nursing homes, hospices, and other clinical settings. As opioid addiction continues to impact patients and families, we are taking a proactive, collaborative approach to help combat opioid misuse and abuse while also seeking to ensure access for patients with legitimate medical needs.

We have taken substantial steps to help prevent the diversion of controlled substances. Cencora has a sophisticated diversion control program through which the Company provides daily reports to the United States Drug Enforcement Administration about the quantity, type, and receiving pharmacy of every order of controlled substances that we distribute. We also work closely with other healthcare stakeholders, government entities, civic organizations, law enforcement agencies, individuals our nonprofit partners to support prescription drug safety and mental health resources in local communities. We continuously evaluate, enhance, strengthen and expand the proven measures that we have implemented to maintain the integrity of every order we ship.

Distributors such as Cencora do not manufacture or create supply or demand for opioids. The distribution of opioid medicines represents less than one percent of our annual revenue, and we do not offer our sales team members incentives based on opioid sales.

More details on our efforts to ensure safe and secure distribution, maintain operational integrity, and support legislation can be found in our periodic reports filed with the U.S. Securities and Exchange Commission at www.sec.gov and on the investor relations section of our website at investor.cencora.com/overview/default.aspx



Environmental awareness

We understand the importance of protecting the planet and minimizing our environmental impact because, as a healthcare company, we understand the effects of climate change on human and animal health. By prioritizing responsible practices, we aim to deliver value while safeguarding the environments where we live and work, creating a lasting positive impact for future generations.

As a leading healthcare company rooted in pharmaceutical distribution and supported by a growing portfolio of solutions for manufacturers, pharmacies, and providers, Cencora is uniquely positioned to drive environmental sustainability across the supply chain. Through initiatives within our own operations, and collaboration with customers and supply chain partners, we amplify our global impact.

To maximize these efforts, we work collaboratively across the enterprise to share best practices in energy efficiency, greenhouse gas (GHG) emissions management, waste reduction, and responsible packaging. We also remain focused on accessing and sharing more comprehensive data to enhance transparency and accountability.

Our approach to corporate responsibility governance reflects our commitment to tracking progress on environmental initiatives, while our sustainability mindset continues to shape our business decisions and drive meaningful, global change.

Climate strategy and emissions management

Progress on our Science-Based Targets

Cencora's climate strategy is guided by validated near-term Science Based Targets (SBTs), with the following goals:

54.6%

Reduce absolute Scope 1 and 2 market-based emissions by 54.6 percent by fiscal 2032, compared to our re-baselined fiscal 2019 values. The recalculation of base year emissions in 2025 was to reflect improved data accuracy and integration across global operations, enhancing the integrity and comparability of our targets over time.

In addition, Alliance Healthcare UK, a part of Cencora that offers wholesale distribution and healthcare provider solutions, has committed to achieving net zero Scope 1 and 2 emissions by 2040, setting a bold example of leadership in sustainability. The organization is pursuing BREEAM (Building Research Establishment Environmental Assessment Method) certification for its latest facility, further aligning with global environmental standards.

To address supply chain emissions, we completed a supplier materiality assessment to identify top-emitting suppliers and developed a roadmap for engagement. This roadmap segments suppliers by maturity and provides tailored initiatives to help them set their own Science Based Targets, reinforcing our view of suppliers as partners in our decarbonization journey.

82%

Engage 82 percent of our suppliers by spend to set their own Science Based Targets by 2027, recognizing that the vast majority of our emissions come from our global supply chain.



Driving decarbonization forward: Successful pilot of electric vans in the UK

In Summer 2025, Alliance Healthcare piloted five electric vehicles (EVs) at its Swansea Service Center, marking a significant step toward decarbonizing its delivery fleet.

The EVs exceeded expectations, achieving an average of 250 miles per day on a single charge and reducing emissions by 17.5 tons of CO₂. The vehicles maintained temperature compliance, meeting the Medicines and

Healthcare products Regulatory Agency (MHRA) standards, and drivers praised their ease of use, quiet operation, and reliability.

Learnings from the pilot are now shaping Alliance Healthcare's long-term EV rollout strategy, which will help us progress toward a cleaner, greener future for logistics operations.

Sustainable operations through energy stewardship

Building design with energy and emissions management in mind

World Courier, a part of Cencora that offers full-service logistics and storage solutions across a global network, has set a new benchmark for sustainable logistics with the opening of its state-of-the-art facility in Stuttgart, Germany. Designed with climate neutrality in mind, the facility features fossil-free heating, CO₂ cooling technology, and solar photovoltaic systems.

Key innovations include:

- Energy-efficient, air-to-water heat pumps and Variable Refrigerant Flow (VRF) systems for heating and cooling
- Skylights and ventilation systems that maximize natural light and reduce energy consumption
- Electric vehicle charging stations and retention basins for responsible water management

This facility not only enhances operational capabilities but also prioritizes team member wellbeing and sustainable practices. It serves as a model for future logistics properties, highlighting World Courier's commitment to advancing sustainability and fostering healthier communities. We categorize suppliers by maturity and provide tailored guidance to help them set their own science-based targets (SBTs), reinforcing our view of suppliers as partners in our decarbonization journey.

Operational sustainability in action

Two of our Alliance Healthcare sites, Chessington Service Center and Plymouth Community Diagnostic Center (CDC), continue to pursue initiatives that reduce energy consumption, lower emissions, and improve operational efficiency.

Chessington Service Center

- Timers on warehouse heaters ensure energy is used only when needed, reducing waste and cutting costs.
- Transitioning to online processes has streamlined operations, significantly reducing our environmental footprint.

Plymouth CDC

- A lights-off policy conserves energy in unused spaces, promoting mindful energy use.
- Delivery vehicle routes have been optimized to minimize emissions and improve efficiency.
- Energy-efficient upgrades, including a new boiler and window replacements, have reduced heating needs while enhancing sustainability.

These initiatives showcase how sustainable operations drive innovation and collaboration across our organization.





Re-Hale Program recovers 72,930 inhalers across Kent and Medway in 12 months

Re-Hale is a collaborative effort between Alliance Healthcare and the NHS Kent and Medway ICB. Alliance Healthcare supports the program by distributing scheme materials, onboarding pharmacies, dispensing doctors, hospitals, and MOD sites, and coordinating inhaler collections for recycling through a specialist third-party partner. Over the 12 months to September 2025, the initiative recovered 72,930 inhalers from 109 dispensing sites across the Kent and Medway ICB region.

Waste, circularity, and sustainable packaging

Recognizing the deep connection between the health of our planet and the health of the communities we serve, we've continued to advance efforts in waste reduction, circularity, and sustainable packaging. As expectations evolve, customers, team members, and partners increasingly seek more sustainable solutions. From reducing waste to optimizing packaging and rethinking material reuse, we continue to look for solutions to balance environmental responsibility with the rigorous safety standards of the pharmaceutical and healthcare industries.




PenCycle® – A circular recycling initiative

Circular recycling initiatives are helping to reduce healthcare waste by keeping device materials in use for longer and diverting plastics from landfill and incineration.

In the Netherlands, a collaboration between TerraCycle, Cencora Alliance Healthcare and Sanofi shows that recycling insulin pens in the Netherlands is possible and desirable. During the pilot in which pharmacies collected used insulin pens, 91 percent of them turned out to be recyclable. Participating organizations, pharmacies, and patients responded enthusiastically. This first step towards structural recycling contributes to a more sustainable healthcare sector.

In the UK, Cencora Alliance Healthcare partnered with Novo Nordisk on PenCycle, a recycling scheme for pre-filled injection pens aimed to tackle the end-of-life waste for these devices, with a focus on plastic waste avoidance.

In 2025 (January–December) the number of returned pens via PenCycle, totalled 613,000 collected within the devolved nations. This represents a return-rate of around three percent. The equivalent recycled plastic from these devices were 6.5 metric tons which was diverted from landfill and incineration. The carbon reduction from recycling these devices were 7.2 metric tons CO₂e. Since its launch in 2021 by December 2025 over 4,500 healthcare settings have registered to participate within the scheme. Alliance Healthcare supports the program by distributing scheme materials, onboarding pharmacies, dispensing doctors, hospitals, and MOD sites, and coordinating collections of empty returned pens from participating pharmacies for recycling.

 [View Content index](#)

Transportation efficiency: Delivering critical care across the globe

Transportation efficiency is more than just optimizing routes and managing logistics – it’s about ensuring that critical medications and healthcare solutions reach patients when and where they’re needed most. Our global efforts focus on reducing environmental impact, improving operational precision, and leveraging innovative technology to enhance the reliability and sustainability of our supply chain.

We have continued to prioritize initiatives that not only improve transportation efficiency but also underscore our commitment to patient outcomes and environmental stewardship. From optimizing cold-chain logistics to implementing cutting-edge tracking systems, our work reflects a balance between operational excellence and the profound responsibility of delivering life-saving care.



Global impact through transportation efficiency: A life-saving mission in Australia

When a patient in Brisbane faced rapid kidney failure during chemotherapy, the Peter MacCallum Cancer Centre in Melbourne urgently needed to deliver a cold-chain antidote to save their life. The time-sensitive situation required precise logistics and immediate action.

World Courier mobilized quickly, using a 4L Global Transport Container (GTC) to maintain a consistent +4°C temperature and equipping the shipment with real-time location monitoring (RTLTM) for continuous tracking. Despite late-hour challenges, the team secured the last flight from Melbourne to Brisbane and delivered the antidote to the

hospital the same night, enabling timely treatment.

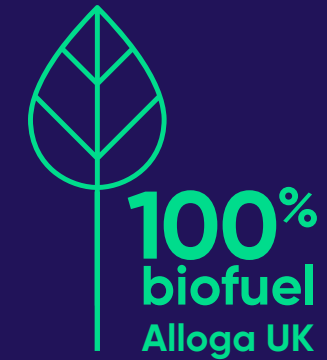
This delivery exemplifies the expertise and dedication of our team

This story is just one example of how Cencora’s transportation efficiency efforts make a tangible impact on patient care around the world. By combining innovative technologies, precise logistics, and a deep sense of purpose, we’re able to:

- Optimize cold-chain logistics to ensure the safe transport of temperature-sensitive medications.

- Reduce delays and disruptions through real-time tracking and advanced planning tools.
- Minimize waste and environmental impact by streamlining routes and leveraging sustainable solutions.

As we look to fiscal 2026, we remain committed to advancing our transportation efficiency strategy to support healthcare providers, patients, and communities worldwide.



Introduced bio-fuel HVO

During fiscal 2025, Alloga UK introduced the bio-fuel – Hydrotreated Vegetable Oil 100 (HVO) across its heavy goods distribution fleet. Alloga UK has scaled up its use across distribution operations with 100 percent of its HGV/Semi fleet now running on the bio-fuel substitute.

HVO is now Alloga UK’s primary fuel choice, accounting for ~90 percent of fuel spend, with just ~10 percent remaining as diesel. The impact has been substantial: Average emissions for product delivery have reduced by 79 percent since the HVO rollout.

Team member health and safety

The health and safety of our team members is a cornerstone of our purpose in action. Over the past year, we made significant strides in enhancing safety protocols, improving workplace culture, and fostering an environment where every team member feels supported and protected.

Team member safety: A top priority

Safety isn't just a policy at Cencora – it's a shared responsibility. This year, we focused on building stronger teams and standardizing our safety programs to ensure consistency and excellence across our global operations. Key initiatives included:

- **Safety Champions Network:** A team of dedicated safety advocates across our facilities who lead by example and promote safe practices every day
- **Axonify Safety Training:** Interactive, engaging training modules designed to empower team members with the knowledge and tools they need to stay safe on the job
- **EHS Management System:** The Environmental Health and Safety (EHS) Team partnered with stakeholders across the organization to develop a customized incident reporting tool that enables sites to quickly document and respond to EHS incidents

These efforts have transformed safety from a set of rules into a shared culture of accountability and care.

Innovations in safety technology

At select locations, we introduced cutting-edge tools to make our workplaces safer and more efficient:

- **Hazardous Waste AI Tool:** We introduced an advanced system designed to identify and manage hazardous waste more effectively, reducing risks for team members and the environment.
- **EHS Documentation Management:** Developed a streamlined approach to managing environmental, health, and safety documentation, ensuring compliance and accessibility across our operations.
- We piloted a new type of dock restraint system and began testing exoskeletons (wearable support devices that reduce strain during lifting and repetitive exoskeletons in several distribution centers).

Improving safety outcomes

These technologies are transforming how we approach safety, enabling smarter decisions and proactive risk management. Our commitment to safety is delivering measurable results. In fiscal 2025, we saw significant improvements in our U.S. supply chain key safety metrics, reflecting the impact of our efforts:



11%

decrease in total recordable injury rate (TRIR)



38%

reduction in days away from work



21

fewer employees suffered a recordable injury compared to fiscal 2024



31

fewer employees suffered a lost time injury compared to fiscal 2024

These outcomes represent more than just numbers – they reflect lives improved, injuries prevented, and a safer workplace for our team members.

A culture of care

Safety isn't just about preventing injuries – it's about creating a workplace where team members feel supported, valued, and cared for. This year, we launched several initiatives at locations throughout our network to build a culture of care and wellness:

- **Voluntary slip-resistant and anti-fatigue footwear program:** We provide team members with the opportunity to purchase high-quality footwear at a reduced rate to help reduce slips, trips, and falls while improving ergonomics.
- **Stretch and flex program:** We implemented daily routines designed to improve flexibility and reduce the risk of musculoskeletal injuries.
- **Workforce pedestrian safety initiatives:** We launched site-specific pedestrian management plans and high visibility vests for employees and contractors.

These programs reflect our commitment to not just protecting our team members but empowering them to thrive in a safe and supportive environment.

Real stories, real impact: Health and safety at Cencora



European health and safety week

We celebrated our third annual Environmental, Health, and Safety Week across service and cross-dock centers, with team members around Europe joining for the first time. The event combined fun, engagement, and education to highlight the importance of safety. Each day focused on a key theme, including topics like: mental health and wellbeing, recycling, and safety.

Activities included a site safety quiz, safety Cluedo (skills-based volunteering), a children's road safety drawing competition, and Heavy Goods Vehicle (HGV)/ Light Freight Truck (LFT) blind spot demonstrations.

Denver distribution center celebrated 1,000-day safety streak

Reaching 1,000 days without a safety incident is no small feat. This milestone has not only enhanced the wellbeing of our team members but has also positively impacted our operations. Our team members not only look out for their safety but also those around them, especially during these past few months when we have had many visitors in the warehouse related to our warehouse management system go-live and capacity expansion, which has included contractors and heavy machinery within the workplace.

-Zack Reinhart,
Director of Operations (Denver DC)

Emergency preparedness and disaster response

Delivering life-saving medications is a responsibility that demands reliability, even in the most challenging circumstances. Our global teams have worked with unwavering dedication to ensure that patients receive critical therapies, no matter the disruptions caused by natural disasters, extreme weather, or other emergencies.

Preparedness through planning

Being ready for the unexpected requires careful preparation and collaboration. We have continued to focus on key preparedness activities including:

- Pre-positioning inventory in high-risk areas to ensure rapid response
- Conducting supply chain risk assessments to identify and address vulnerabilities
- Partnering with local authorities and healthcare providers to align on priorities and solutions

These proactive measures allow us to act quickly and effectively, ensuring patients are not left waiting for the care they need.

The power of technology

Technology has been a vital tool in navigating complex situations. With real-time tracking and data-driven insights, we've been able to:

- Re-route shipments to avoid delays caused by disruptions
- Monitor temperature-sensitive products to maintain their integrity
- Make informed, timely decisions to adapt to rapidly changing conditions

These innovations give us the agility to deliver on our commitments, even when faced with uncertainty.

Continuous disaster support at the community level

In addition to offering immediate disaster relief support, the Cencora Impact Foundation plays a crucial role in proactive disaster preparedness by annually providing advance funding to organizations that manage disaster response grants. This is part of our continuous community impact and giving strategy, as well as Cencora Impact Foundation's mission to improve the health and wellbeing of humans and animals. It ensures that resources are available when disasters happen

Recognizing the critical role community pharmacies and veterinary clinics play during and after a crisis, our giving strategy is also intentionally aligned with Cencora's involvement in these areas.

This alignment led the Cencora Impact Foundation to help establish the Disaster Relief Fund over five years ago for the National Community Pharmacists Association (NCPA) Foundation, and has continued annual donations. This grant program, managed by the NCPA Foundation and largely funded by the Cencora Impact Foundation, provides financial assistance for rebuilding and recovery support of community pharmacies in the event of a disaster or other adverse circumstances. Community pharmacy owners can apply for grants directly from the NCPA Foundation's Disaster Relief Fund.

For veterinary practices, the Foundation has provided funding to Not One More Vet since fiscal 2021 for use in

their emergency grant program, which helps veterinary practices that struggle to remain open or reopen during or after a natural disaster. Veterinary practice owners can apply for grants directly through Not One More Vet.



Cencora Impact Foundation donated

\$150,000

to community partners for California wildfire response

In January 2025, the city of Los Angeles and other surrounding communities in California were engulfed in flames from multiple catastrophic wildfires. In response, the Cencora Impact Foundation and the Cencora Team Assistance Fund both activated their emergency response strategies, which provided aid to those impacted.

Cybersecurity, data protection, and privacy

Data protection: Our collective responsibility

As a global leader at the center of healthcare, Cencora has a critical responsibility to safeguard the confidential information entrusted to us by our team members, customers, and patients. Protecting sensitive data is a vital part of our commitment to building healthier futures. This requires a strong, resilient data privacy framework, developed through close collaboration between our risk assurance, technology, and data teams.

However, data protection is not the responsibility of a single team—it's a shared commitment across every Cencora team member and industry partner. Together, we strive for the safe and appropriate handling of personal data, recognizing that behind every piece of information is a real person placing their trust in us.

Data protection is essential for minimizing risks and ensuring compliance. It also strengthens our relationships across the healthcare industry. By prioritizing data privacy and cybersecurity, we reinforce trust with our partners and customers while protecting the integrity of the Cencora brand. As we continue to innovate and grow globally, our vigilance in safeguarding data remains central to our operations and our ability to deliver on our mission of creating healthier futures.

Cencora is committed to robust cybersecurity, actively monitoring for breaches, and working to comply with regulations like the General Data Protection Regulation (GDPR), the Health Insurance Portability and Accountability Act (HIPAA), and the California Consumer Privacy Act (CCPA). Our information security and privacy programs, led by specialized teams, include comprehensive policies and mandatory training for all employees. In fiscal 2025, we focused on the following:

- **Regulatory compliance:** We implemented programs to comply with global privacy laws, including annual and role-specific training.
- **Third-party vetting:** We rigorously vetted third parties in order to comply with stringent data protection standards.
- **Certifications and audits:** We achieved multiple certifications (ISO/IEC 27001, ISO/IEC 27701, ISO/IEC 27017, SOC2 Type 2) and conducted regular internal testing and external audits.
- **Cyber insurance:** We maintained comprehensive cyber insurance to further safeguard data and privacy.





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About Cencora

We are a global pharmaceutical and healthcare solutions company dedicated to improving lives for people and animals.

We deliver integrated, end-to-end solutions across the entire healthcare spectrum, including pharmaceutical lifecycle support, business operations and purchasing, and global supply chain logistics.

Our 51,000+ team members around the world are focused on the pursuit of our shared purpose: We are united in our responsibility to create healthier futures.

The work we do helps our partners navigate complexity with confidence so together we can bring therapies to market, improve care delivery, and provide reliable, timely access to critical treatments.

Building on the legacies of AmerisourceBergen and Alliance Healthcare, we bring the collective strength of our family of companies and global teams to serve customers and the patients and communities they support. With our scale, capabilities, and deep expertise, we help manufacturers, pharmacies, providers, and other healthcare organizations operate more efficiently and respond to an evolving marketplace.

From supporting clinical trial logistics and commercialization to enabling dependable distribution and specialty solutions, we connect partners to the services and insights they need across the product lifecycle. Our global supply chain and local presence help ensure access to medicines and healthcare products when and where they're needed – with a focus on quality, security, and patient outcomes.

Across a dynamic healthcare landscape, we work side-by-side with our partners to solve real-world challenges, strengthen healthcare delivery, and help advance healthier futures for all.

About this report

Our current purpose in action report covers Cencora's fiscal year 2025 (FY25) – October 1, 2024, through September 30, 2025 – unless otherwise noted.

We utilized principles and practices outlined in globally accepted sustainability reporting frameworks to inform the content of this report. This report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards 2021 and is aligned with the Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), World Economic Forum Stakeholder Capitalism Metrics (WEF), the United Nations Sustainable Development Goals (UNSDGs), and the Investors for Opioid and Pharmaceutical Accountability (IOPA). As part of our commitment to the WEF Zero Health Gaps Pledge, we have included examples throughout this report of how we are supporting our workforce, offerings and services, communities, and partners through expanded healthcare opportunities. In addition, we have obtained external assurance over select sustainability metrics as presented in Appendix A of the Independent Limited Assurance Report.

We continue to advance our corporate responsibility reporting journey and are evolving our approach as we prepare for mandatory reporting requirements under the upcoming European Corporate Sustainability Reporting Directive (CSRD). Our environmental data includes actual and estimated figures across Cencora, including Alliance Healthcare and PharmaLex where possible. As we continue integrating across our businesses – including recently acquired companies – we will prioritize improving access to, and reporting of, more complete and consistent actual data globally.

Cencora completed the acquisition of a majority of Walgreens Boots Alliance's Alliance Healthcare businesses on June 1, 2021, and we continued to further integrate operations and reporting in fiscal 2025. Where possible, we provide consolidated data for legacy Cencora and Alliance Healthcare and specify throughout the report where information includes Alliance Healthcare.

Cencora completed its acquisition of PharmaLex Holding GmbH on January 1, 2023. We continued integration in fiscal 2025, and unless otherwise noted, certain data in this report may not include PharmaLex due to ongoing consolidation of systems and reporting processes.

During fiscal 2025, Cencora also completed the acquisition of Retina Consultants of America (RCA). Unless otherwise noted, data presented in this report may not yet fully reflect RCA due to the timing of the acquisition and ongoing integration of data, systems, and reporting controls; we will continue to expand coverage in future reporting as integration progresses.



As of September 30, 2025, Cencora conducted business from office and operating facilities at owned and leased locations throughout the United States (including Puerto Rico) and select global markets. We lease a facility in Conshohocken, Pennsylvania for our corporate headquarters.

We plan to review and, as needed, update this Index on a quarterly basis. See below for version history details.

Revision history

Version	Revised on date	Revision description
1	March 13, 2026	Original publication of fiscal 2025 Corporate Responsibility Content Index
2		
3		
4		



Cencora key company policies and resources

[California Compliance Document](#)

[Code of Ethics and Business Conduct](#)

[Code of Ethics for Designated Senior Officers](#)

[Conflict Minerals Policy](#)

[Conflict Minerals Report](#)

[Corporate Governance Principles](#)

[EEO-1 Disclosure](#)

[Human Rights Statement](#)

[Policy Statement on Political Engagement](#)

[Policy Statement Regarding Securities Transactions](#)

[Supplier Code of Conduct](#)

[Supplier Engagement and Resiliency](#)

Stakeholder engagement

Stakeholder group	Type and frequency of engagement	Key topics raised and actions taken
<p>Team members</p>	<p>Examples of ways we engage with our team members include career development, annual performance reviews, ongoing goal setting and development check-in conversations; quarterly live team member calls with leadership (including our CEO); daily and weekly company communications via email, newsletters, intranet, mobile communications, and digital signage; ability to recognize team members globally for outstanding work grounded in our guiding principles using our True Blue program; and maintaining our commitment to building a culture of listening by providing opportunities for team members to share their voice through our global engagement and pulse surveys.</p> <p><small>The engagement practices described above are illustrative examples and may vary based on team member role, business unit, and global location. Availability, frequency, format, and participation eligibility for specific programs, communications, and events (including surveys, recognition programs, and leadership calls) may differ by country or local requirements and are subject to change.</small></p>	<p>Topics: Performance, goals, recognition, engagement</p> <p>Actions: Encourage people managers to provide ongoing feedback to team members via continuous check-in conversations throughout the year; leverage feedback tool in the online performance management system to allow team members to request feedback from anyone across the company; encourage team members to recognize colleagues for outstanding work based on Cencora’s purpose and guiding principles using our True Blue recognition program; encourage team members to provide feedback on employee satisfaction, engagement, and belonging through employee listening and employee resource groups; employ our integrated talent framework, which includes an enhanced leadership competency model, an enterprise learning strategy, and a modern approach to performance management.</p>
<p>Business-wide leaders</p>	<p>We engage with our business partners and leaders on a regular basis through various working groups and leadership meetings. Examples include presentations several times throughout the year to the Enterprise Operating Team, other cross-functional council and policy meetings, and various meetings and presentations with functional and commercial leaders and their teams.</p> <p>We also regularly reach out to our partners across the business on various topics and projects as they arise.</p>	<p>Topics: Corporate responsibility topics related to respective leader’s business function to include corporate responsibility strategy and integration throughout the business, customer collaboration and support opportunities, team member engagement, environmental sustainability, and healthier communities.</p> <p>Actions: We incorporated feedback and commentary into our corporate responsibility strategy and the content for this year’s report. We remain actively engaged with our business-wide leaders and evaluate actions on an ongoing basis. Business-wide leaders, including our CEO, participate regularly in team member-led town halls to provide perspective on topics that cut across the corporate responsibility space and align to our material topics, including ways we are advancing global public health outcomes, increasing access to affordable and quality healthcare, reducing our environmental impact, and investing in the safety, wellbeing, and development of our team members.</p>
<p>Communities and nonprofits</p>	<p>In fiscal 2025, Cencora gave more than \$8.6M in corporate charitable giving, and nearly \$2.3M in in-kind donations.</p> <p>The Cencora Impact Foundation awards grant funding on a quarterly basis to nonprofit organizations focusing on projects that have a goal of advancing access to care. The Cencora Impact Foundation seeks to realize this goal through three strategic areas: Supporting access to healthcare for underserved populations around the globe; improving the health of service, companion, and production animals that support humans and advance disaster response efforts; and combating prescription drug misuse through safe disposal, innovative solutions, and mental health support.</p> <p>Within the prescription drug safety strategic pillar, the Cencora Impact Foundation granted more than \$600,000 in fiscal 2025.</p> <p>We are continuing to evaluate our Foundation partnerships to ensure that the geography of our giving is reflective of our broad global footprint. Foundation staff provide ongoing support to current and potential grantees throughout the grant process. We connect with nonprofit partners throughout the year and encourage collaboration among our grantee community by hosting an annual conference for our nonprofit partners.</p> <p>Cencora supports communities and the nonprofits that serve those communities by providing paid volunteer time off (VTO) to team members in many countries around the world, targeted, and offering team members matching gifts and volunteer/board service grants. In addition, Cencora businesses and leaders/team members share their skills with nonprofits through best practice sharing.</p>	<p>Topics: Grant process and guidelines, funding for nonprofit programs and charitable events, volunteer needs.</p> <p>Actions: We evaluate our programs on an ongoing basis and adjust according to the needs of our partners. For more information, see the Healthy communities section of our corporate responsibility website.</p>



Stakeholder group	Type and frequency of engagement	Key topics raised and actions taken
<p>Customers and potential customers</p>	<p>We engage with our customers through a variety of touchpoints along their journey with Cencora, including onboarding, customer service, sales, ordering, delivery, industry events/conferences, marketing and communications, trainings, business coaching, consulting, and surveys. The frequency of these interactions varies by customer, but touchpoints, such as ordering and delivery, often occur daily.</p>	<p>Topics: Product access, customer onboarding, customer service, delivery services, ordering, analytics and reporting, consulting services, environmental and social expectations, government affairs support.</p> <p>Actions: We are consistently evolving our products, solutions, and business models based on our customers’ needs and feedback. As an agile market leader, we understand the importance of investing in our business, our technologies, and our capabilities to meet the evolving needs of our customers, clients, and partners. Our robust business continuity planning allows us to pivot, guide, and support our customers – helping our communities at a moment’s notice. We incorporate environmental and social requirements into the planning and execution of our corporate responsibility strategy.</p>
<p>Government and municipalities</p>	<p>We participate in the policy making and political process to advance the interests of the company and our customers in alignment with our purpose and business priorities. We advocate at the federal and state levels by educating policymakers on priority issues, on behalf of Cencora and our customers, and by collaborating with industry trade groups and coalitions.</p>	<p>Topics: Healthcare policy and other issues that directly affect our business, our customers, and the patients they serve, including pharmaceutical manufacturers, acute care hospitals and health systems, independent, specialty, and chain retail pharmacies, veterinarians, mail-order pharmacies, long-term care pharmacies and physicians, and physician group practices.</p> <p>Actions: We remain actively engaged with our investors and shareholders and evaluate actions on an ongoing basis.</p>
<p>Investors</p>	<p>We engage with our investors and shareholders through a variety of ways, including regular reports filed with the SEC, such as annual and quarterly reports and our annual proxy statement; conference calls and webcasts related to specific developments; participation in numerous investor conferences, with webcasted presentations; and our annual shareholders meeting. In addition, we engage with a variety of investors, stewardship teams, and rating/ranking entities.</p>	<p>Topics: Business unit performance/company guidance, strategy/capital allocation, competitive landscape, healthcare policy, corporate governance.</p> <p>Actions: We remain actively engaged with our investors and shareholders and evaluate actions on an ongoing basis.</p>
<p>Suppliers</p>	<p>We tailor our interactions with suppliers to meet their needs. Additionally, we have memberships with various local, and national advocates through which we network with small and disadvantaged businesses to determine potential matches for future business opportunities while fostering of belonging of broadly representative suppliers. We also have a Supplier Code of Conduct and Supplier Engagement and Resiliency Statement to ensure our partners are meeting our expectations.</p>	<p>Topics: Economic impacts, business activities, competitive landscape, corporate responsibility strategy and performance, new entrants, or substitutions.</p> <p>Actions: We remain actively engaged with many of our key and critical suppliers while also identifying suppliers to enhance or engage in a strategic relationship. For more information, see our Supplier Code of Conduct and our Supplier Engagement and Resiliency Program.</p>



Global Reporting Initiative (GRI)

GRI 2: General disclosures

GRI disclosure #	GRI disclosure title	Page and source*	Additional information
2-1	Organizational details		Cencora, Inc.; Headquartered in Conshohocken, Pennsylvania
2-2	Entities included in the organization's sustainability reporting	Form 10-K Exhibit 21 to the Form 10-K	Retina Consultants of America ("RCA") data is not included in report unless otherwise noted.
2-3	Reporting period, frequency, and contact point	About this report Cencora's approach to annual reporting	This report is based on activities in fiscal year 2025 (October 1, 2024 to September 30, 2025). We plan to review and update this Index on a quarterly basis, as needed. Please see the About this report section for a version history table for the latest changes.
2-4	Restatements of information	Assurance letter	No restatements in fiscal 2025
2-5	External assurance	Independent Limited Assurance Report	See Independent Limited Assurance Report .
2-6	Activities, value chain, and other business relationships	Supply chain and stewardship Supplier Engagement and Resiliency Distribution Services webpage Supplier Code of Conduct	On June 1, 2021, Cencora acquired a majority of Walgreen Boots Alliance's Alliance Healthcare and Alloga businesses. Alliance Healthcare is one of the largest pharmaceutical wholesalers in Europe, Alloga is a leading European healthcare logistics and services provider specializing in pharmaceutical pre-wholesale, and integrated supply chain solutions for pharmaceutical manufacturers and healthcare partners. The acquisition has expanded Cencora's reach and solutions in pharmaceutical distribution and adds to the depth and breadth of our global manufacturer services. In fiscal 2024, we continued advancements on our roadmap for integrating systems and expect to continue that progress in fiscal 2025. In fiscal 2023, we completed the acquisition of PharmaLex Holding GmbH (PharmaLex), a leading provider of specialized services for the life sciences industry, which will expand and enhance Cencora's global portfolio of solutions to support partners across the pharmaceutical development and commercialization journey. In January 2025, Cencora completed the acquisition of Retina Consultants of America (RCA), further strengthening our position in specialty care and supporting growth in high-growth specialty channels. In addition, on January 12, 2026, Cencora announced a transaction to acquire the majority of the outstanding equity interests it does not currently own in OneOncology, accelerating our path to full ownership and deepening our oncology-focused capabilities.
2-7	Employees	Form 10-K	As of September 30, 2025, we had more than 51,000 employees globally, of which approximately 47,000 were full-time employees and approximately 41 percent were U.S. - based employees. In addition, approximately 24 percent of our global employees were covered by collective bargaining agreements, nearly all of whom were employees located outside of the U.S.
2-8	Workers who are not employees	N/A	This information is not readily available for reporting

★ Indicate material social topics



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
2-9	Governance structure and composition	Governance Committees Oversight of corporate responsibility Board and governance matters	<p>The governance and ongoing execution of our global corporate responsibility impact is the responsibility of leaders and key internal partners across Cencora. The Global Corporate Responsibility team is led by the VP, Global Corporate Responsibility and falls under the purview of the SVP, Global Public Affairs, who reports directly into the Chief Legal Officer of Cencora.</p> <p>Our global corporate responsibility impact strategy, program, and goals have direct oversight and approval by the Executive Management Committee and our Board of Directors, particularly the Governance, Sustainability, and Corporate Responsibility Committee. Compliance and ethics are the cornerstone of our approach to corporate responsibility as a company, and we maintain a shared responsibility to operate at high levels of business ethics and integrity standards. All activities across our global corporate responsibility initiatives follow our global Code of Ethics and Business Conduct so that we may execute we execute our efforts aligned to these principles and uphold our standards.</p> <p>We are committed to continually evolving our corporate responsibility strategy and governance approach. The ongoing growth of our business and brand on a global scale provides meaningful opportunities that our approach remains aligned with both the current state and future vision for our business.</p> <p>Our efforts to meaningfully enhance our corporate responsibility strategy also involved engaging a range of internal and external stakeholders to understand the primary corporate responsibility issues where Cencora has the greatest impact. Engaging these stakeholders empowers our understanding of where our organization should prioritize our corporate responsibility areas of focus and resources. So that we may execute consistent alignment across our business, several layers of team members and leaders had the opportunity to influence the prioritization of the most important corporate responsibility issues for our business, including Executive Management and our Board of Directors.</p>
2-10	Nomination and selection of the highest governance body	Governance Committees Board and governance matters	<p>Since the 2025 Annual Meeting of Shareholders, the Board added two new independent directors: Lori J. Ryerkerk (joined June 1, 2025) and Ellen G. Cooper (joined January 20, 2026). Ornella Barra retired from the Board on May 27, 2025.</p> <p>All director nominees were elected at the Annual Meeting, hosted on March 5, 2026. The Board consists of 11 members, 10 independent, with eight directors having joined within the past five years, reflecting a focus on Board refreshment and oversight effectiveness.</p>
2-11	Chair of the highest governance body	Governance Committees Board and governance matters	<p>Following the retirement of Steven H. Collis from the Board on September 30, 2025, the Board determined that D. Mark Durcan would transition from Lead Independent Director to Board Chair, effective October 1, 2025.</p>
2-12	Role of the highest governance body in overseeing the management of impacts	Governance Committees Stakeholder engagement section Corporate governance section	<p>The Board and Enterprise Leadership Team are the highest governing body in setting purpose, values, and strategy.</p> <p>Our Board oversees and guides our management team to operate the business in accordance with strong business ethics and sound principles, while protecting and advancing the long-term interests of our shareholders.</p> <p>The Board and the Governance Committee, as well as the other Committees of the Board as described in this Report, receive updates on economic, environmental, and social topics at regularly scheduled meetings.</p>
2-13	Delegation of responsibility for managing impacts	Governance committees	
2-14	Role of the highest governance body in sustainability reporting	Governance committees	<p>The Governance, Sustainability, and Corporate Responsibility Committee has primary risk oversight for governance structure and processes; investor relations; corporate responsibility; political engagement; and board succession planning. As a result, the Committee reviews and guides the corporate responsibility strategy and monitors implementation and performance of objectives. Corporate responsibility is also included on our Board's skills matrix to strengthen Board-level commitment to related topics.</p>
2-15	Conflicts of interest	CoE	



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
2-16	Communication of critical concerns	CoE Form 10-K Helping combat opioid addiction	
2-17	Collective knowledge of the highest governance body	Corporate officers	We have regularly scheduled meetings that include presentations to the Board of Directors on issues of relevance about the company, with regard to economic, environmental, governance, and social topics. These topics are contained in our Board of Directors' skills matrix.
2-18	Evaluation of the performance of the highest governance body		
2-19	Remuneration policies	Governance Committees	
2-20	Process to determine remuneration	Governance Committees	
2-21	Annual total compensation ratio	Governance Committees	
2-22	Statement on sustainable development strategy	Message from leadership	
2-23	Policy commitments	CoE Human Rights Statement Supplier Code of Conduct	<p>Cencora is committed to the sound management principle that all business dealings shall be conducted with the highest level of business ethics, honesty, and integrity. Our Code of Ethics and Business Conduct reaffirms our longstanding commitment to that principle and to maintaining and promoting a culture of compliance. The Code sets forth our standards for business ethics, which have been approved and are supported by our Board of Directors and management. The Code embodies our company values of integrity and accountability and enables us to execute our shared responsibility to create healthier futures. The Code is updated annually to reflect new developments in policies, laws, and regulations and to ensure that our Code aligns with our business activities and structure.</p> <p>Cencora ensures accountability for and adherence to the Code by requiring team members to review and acknowledge the Code annually, conducting background checks on certain team members, investigating reports of violations, and taking disciplinary actions where appropriate. Cencora has adopted a Human Rights Policy that is aligned with the principles of several globally recognized standards, and which reaffirms the Company's commitment to prohibiting child labor and forced labor in all its forms, and to recognizing employee freedom of association, the right to collective bargaining, and protection from employment discrimination. Our commitment to human rights extends beyond our own operations throughout our entire value chain. Our suppliers must also uphold the human rights of workers and treat them with dignity and respect.</p> <p>Cencora's Supplier Code of Conduct sets forth the basic expectations with respect to various ethics and compliance matters that Cencora and its subsidiaries and affiliates around the world has established for its suppliers. Cencora developed the Supplier Code of Conduct based on the Pharmaceutical Supply Chain Initiative's (PSCI) Pharmaceutical Industry Principles, Cencora's Code of Ethics and Business Conduct, and with influence from various international human rights standards, including the 10 Principles of the United Nations Global Compact and UN Sustainable Development Goals.</p>



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
2-24	Embedding policy commitments	CoE	<p>All company directors, officers, and team members are expected to understand and adhere to the legal standards and ethical principles established in Cencora's Code of Ethics and Business Conduct, to conduct themselves with the highest degree of integrity and honesty, and to comply with all applicable laws, regulations, and rules. Cencora expects its leadership to lead by example and to demonstrate the ethical behavior required by the Code in all facets of their work and their interaction with team members and the public. Cencora ensures accountability for and adherence to the Code by asking team members to review and acknowledge the Code annually, conducting background checks on certain team members, reviewing contracts for compliance with the Code, investigating reports of violations, and taking disciplinary actions where appropriate.</p> <p>Cencora requires that significant contracts be reviewed by a company lawyer. Legal review helps to avoid contracts that are inappropriate or unlawful; identify and minimize unfavorable contract provisions; enter contracts that are appropriate for the business circumstances and in compliance with the Code of Ethics and Business Conduct.</p> <p>The Covered Business Partner (CBP) Program, overseen by Cencora's Office of Compliance (OOC), aims to thoroughly review both domestic and international Covered Business Partners. These partners include suppliers, agents, vendors, and other entities that provide goods and services on behalf of Cencora across various markets. Our program ensures a centralized, automated, and consistent oversight process for all third parties identified by the OOC through the CBP Program. The OOC diligently screens these third parties daily, checking over 1,700 sites for court filings, negative media, criminal activity, politically exposed parties, sanctions, and exclusions. Any potential findings are promptly communicated back to the business and investigated if necessary.</p> <p>Cencora has processes in place to evaluate and select third-party vendors, with appropriate requirements, terms, and conditions established in contract negotiation. Our business, sourcing, and assurance functions work together to perform due diligence, ensure compliance, and manage and oversee vendor performance.</p> <p>In fiscal 2025, Cencora continued advancing initiatives to enhance vendor risk management across assurance functions through the enterprise-wide Third-Party Risk Management (TPRM) program that aligns assurance, sourcing, and legal functions to strengthen third-party assessment, oversight, and controls. This TPRM initiative is intended to further strengthen the evaluation of vendors' human rights risks and controls, providing greater assurance over these risks as the program continues to mature.</p>
2-25	Processes to remediate negative impacts	CoE Supplier Code of Conduct	
2-26	Mechanisms for seeking advice and raising concerns	Supplier Code of Conduct	
2-27	Compliance with laws and regulations	Form 10-K Helping combat opioid addiction	
2-28	Membership associations	Policy Statement on political engagement	
2-29	Approach to stakeholder engagement	Stakeholder engagement section	
2-30	Collective bargaining agreements	Form 10-K	



GRI 3: Material topics

GRI disclosure #	GRI disclosure title	Page and source*	Additional information
3-1	Process to determine material topics	Cencora's approach to annual reporting	<p>Fiscal 2025 materiality assessment process</p> <p>In fiscal 2025, we conducted a materiality assessment to define the topics that matter most to our business and stakeholders. The assessment incorporated input from internal stakeholders and members of our Board of Directors to ensure our priorities remained aligned with business strategy and stakeholder expectations across investors, customers, nonprofit partners, and internal leaders.</p> <p>Fiscal 2025 materiality assessment recap</p> <p>In fiscal 2025, Cencora engaged a third-party consulting partner to conduct a comprehensive materiality assessment. The assessment included several key activities:</p> <p>Desktop research: Our consulting partner reviewed publicly available information, peer benchmarking, rater/ranker surveys, and third-party standards (e.g., GRI, SASB). This research informed an initial list of topics relevant to our industry and business, which then guided stakeholder interviews and an online survey.</p> <p>Stakeholder interviews: Interviews were conducted with a varied set of key internal stakeholders and a member of Cencora's Board of Directors. These discussions brought global and cross-functional perspectives to the initial corporate responsibility topic list, including which topics were most important and why.</p> <p>Workshop: Findings from the research, interviews, and survey were shared with a cross-functional group of Cencora leaders. The group discussed the results and aligned on a final list of material topics.</p> <p>The final list of material topics was vetted and approved by the Global Corporate Responsibility Team and by members of the Enterprise Leadership Team.</p> <p>Continuous materiality assessment</p> <p>We view materiality as an ongoing exercise. To support this dynamic approach, in fiscal 2023, we established an Emerging Issues Committee. This Committee, comprising senior leadership from across the enterprise, proactively identifies, elevates, and mitigates current and emerging issues impacting our company and key stakeholders. The Committee's structured, consistent approach ensures that we continuously evaluate issues and potential actions in our materiality assessment.</p>

★ Indicate material social topics



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
3-2	List of material topics	Cencora's approach to annual reporting	<p>The material topics identified in our most recent assessment are listed below. Individual material topics are aligned to the Corporate Responsibility team's three Impact Pillars: Purpose-driven team members, Healthy communities, and Resilient and sustainable operations.</p> <p>Purpose-driven team members</p> <p>We put people first by collaborating openly across our organization to foster an engaged work environment and uphold high ethical and compliance standards.</p> <ul style="list-style-type: none"> • Talent management • Team member health, safety, and wellbeing • Ethics and compliance • Purpose and corporate culture <p>Healthy communities</p> <p>We aim to broaden access to healthcare and accelerate health outcomes in communities and for our customers around the world.</p> <ul style="list-style-type: none"> • Community engagement • Access to healthcare • Corporate governance • Transparency • Political engagement <p>Resilient and sustainable operations</p> <p>We operate responsibly in our vital role at the center of the supply chain, ensuring people and animals have access to the medications they need while protecting the health of our planet.</p> <ul style="list-style-type: none"> • Resilient supply chain and operations • Sustainable logistics and energy management • Waste management • Responsible sourcing • Product quality and safety • Cybersecurity and data privacy
3-3	Management of material topics	Cencora's approach to annual reporting Helping combat opioid addiction CoE	<p>Starred areas within this report. Material topics cover all Cencora operations and subsidiaries, unless otherwise noted. The management of our economic, environmental, and social material topics is included in disclosure 3-3 throughout this index.</p>



Economic topics

GRI disclosure #	GRI disclosure title	Page and source*	Additional information
3-3 ★	Management of material topics	Helping combat opioid addiction Cencora's approach to annual reporting	Our economic material topics include understanding and managing financial risks and opportunities of climate-related issues on our business and supporting the communities where we live and work. We annually assess our management approaches to our material topics to ensure we are adopting new strategies or best practices as identified through collaborations with both internal and external stakeholders, industry benchmarking, and other research.
201-1	Direct economic value generated and distributed	Form 10-K	
201-2 ★	Financial implications and other risks and opportunities due to climate change	Form 10-K	In fiscal 2020, we engaged a third party to perform a physical risk assessment on Cencora's top 100 locations. In fiscal 2022, we updated the scope of this assessment to include nearly 300 additional locations as part of the acquisition of Alliance Healthcare. The assessment quantified and scored our company's risk exposure across seven climate hazard indicators, such as heat waves, wildfires, and hurricanes. Overall, our risk exposure was found to be moderate, with wildfires the most significant risk indicator. The assessments provided valuable information to better inform our strategy and incorporate the findings into our enterprise risk management and business continuity programs. Moving forward, we plan to update this assessment on an annual or biennial basis. In fiscal 2023, we completed business impact analyses for three of our largest businesses in the U.S. This assessment incorporated the climate impact assessment results from previous years, as well as other elements across functional areas that impact business resilience, preparing us to serve customers and keep our team members safe in the event of potential business disruptions. In fiscal 2024, we engaged an external consultant to assist the Corporate Responsibility team in completing a Double Materiality Assessment (DMA) in an ongoing readiness effort to comply with the Corporate Sustainability Reporting Directive (CSRD). We will continue to make progress towards compliance with issuing our CSRD report in fiscal 2029 as part of our reporting requirements in the European Union (EU). In fiscal 2024, we began updating our physical risk assessment across our top 500 assets by value in line with updated climate models, Shared Socioeconomic Pathways (SSP), specifically scenarios SSP2-4.5 (medium emissions) and SSP5-8.5 (high emissions). This analysis incorporated an assessment of physical risks across nine climate hazards and a financial risk impact analysis. This project was completed in fiscal 2025.
201-3	Defined benefit plan obligations and other retirement plans	Purpose-driven team members	
203-1 ★	Infrastructure investments and services supported	Healthy communities	In fiscal 2025, the Cencora Impact Foundation granted \$7M to our nonprofit partners. Through our matching gifts and volunteer/board service grants program, 1,100+ organizations were supported, with \$2.1M donated together with our team members.
203-2	Significant indirect economic impacts	Supplier Engagement and Resiliency	In fiscal 2025, we continued to contract with a third party to provide an updated economic impact report based on our spend with Small Businesses suppliers. This report showed that Cencora's spending during fiscal 2025, with these Small Business suppliers throughout the U.S., generated direct and indirect economic activity in our supply chain and communities in the following ways: <ul style="list-style-type: none"> • \$3.6B of Cencora's spend with Small and Disadvantaged Businesses supported \$5.6B in cumulative revenues earned by all businesses and suppliers in this supply chain. • This direct spend translated in supporting 14,712 jobs across the U.S. • \$1.3B of income was generated from these jobs in the form of wages, salaries, and benefits. • The income generated by these efforts translated in \$577M in personal, business, and sales tax that helped the respective municipalities and agencies across the U.S

★ Indicate material social topics



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
204-1	Proportion of spending on local suppliers	Supplier Engagement and Resiliency	Cencora actively seeks partnerships with small businesses. These companies are the backbone of a competitive economy and a source of innovation that strengthens our leadership in healthcare distribution and related services. Through our supplier engagement efforts, we foster viable opportunities for these suppliers, empowering them to thrive and contribute to healthier futures. In fiscal 2025 for example, we were able to partner with 850 Small Business suppliers by including them into Cencora’s supply chain. These Small Businesses range in background and offerings and help serve our customers and the communities that we operate in. In fiscal 2025 Cencora delivered \$32M with Women Owned Small Businesses alone.
205-1	Operations assessed for risks related to corruption	Supplier Code of Conduct	<p>The Corporate Compliance and Risk Organization (CCRO) conducts an annual Enterprise Risk Assessment which includes questions related to the risk of corruption, fraud, and strength of compliance culture. This risk information is then used to prioritize monitoring and other targeted mitigation initiatives.</p> <p>The Covered Business Partner (CBP) Program, overseen by Cencora’s CCRO, aims to thoroughly review both domestic and international Covered Business Partners. These partners include suppliers, agents, vendors, and other entities that provide goods and services on behalf of Cencora across various markets. Our enterprise-wide program ensures a centralized, automated, and consistent oversight process for all third parties identified by our business partners through the CBP Program.</p> <p>The CCRO diligently screens these third parties checking over 1,700 sites for court filings, negative media, criminal activity, politically exposed parties, sanctions, and exclusions. Any potential findings are promptly communicated back to the business and investigated if necessary. Results of the screening, monitoring, and investigation give the CCRO valuable insight to potential risks that may arise from the relationship. It also allows us to create strategic risk mitigation plans, audits, quality agreements, and other contractual requirements. The program enables us to continue to monitor and ensure that mitigation efforts are in place for the highest risk ranked third parties and to hold those businesses accountable for these risk-reducing or controlling efforts.</p> <p>On July 1, 2022, the Norwegian Transparency Act came into effect and requires many companies doing business in Norway, including some Cencora business units, to regularly conduct human rights due diligence; publish an annual human rights statement; and respond to third-party requests for information regarding adverse human rights impacts. In fiscal 2022, Cencora’s CCRO implemented a due diligence process in compliance with the Act. In fiscal 2025, Cencora’s Norwegian company published its third report on risk assessment work related to their supply chain. They have improved the system for monitoring due diligence assessments, which has effectively streamlined the evaluation process of suppliers. As a result, all suppliers relating to goods not for resale and the key commercial suppliers have been assessed and are being continuously monitored. In fiscal 2025, no unsatisfactory conditions have been uncovered in their supply chain, nor have there been sanctions imposed on suppliers or partners due to lack of compliance. Having a robust sanctions compliance program is a well-recognized mitigation strategy against risks related to illegal activities with sanctioned entities and individuals.</p> <p>At Cencora, the CCRO implements a trade sanctions screening program based on the nature of our business, transactions and activities, and other factors affecting our organization. As a part of the trade sanctions screening process, the CCRO is collecting information for active customers, vendors, and suppliers from business unit databases globally to screen our third parties against the consolidated Office of Foreign Assets Control (OFAC) sanctions list, the UK sanctions list, and EU sanctions lists. Currently, to complete the screening, we utilize the Lexis/Nexis screening tool which allows us to access more than 1,100 sanctions and watch lists. Each month, the CCRO collects an average of 1.2 million lines of data in collaboration with Cencora’s business groups to screen relevant parties and conduct business in a compliant manner.</p> <p>Cencora has processes in place to evaluate and select third-party vendors, with appropriate requirements, terms, and conditions established in contract negotiation. Our business, sourcing, and assurance functions work together to perform due diligence, ensure compliance, manage and oversee vendor performance.</p> <p>Cencora continues advancing initiatives to enhance vendor risk management efforts across assurance functions, including the establishment of a formal enterprise-wide Third-Party Risk Management (TPRM) program that aligns assurance, sourcing, and legal functions to enhance third-party assessment, oversight, and controls. This TPRM initiative is intended to further strengthen evaluation of vendors’ human rights risks and controls, providing greater assurance over these risks as the program continues to mature. In fiscal 2023, as part of the TPRM program development, a cross-functional team evaluated and selected an enterprise technology solution to support integrated due diligence and Ongoing Monitoring. In fiscal 2024, Cencora implemented this solution to enable comprehensive third-party screening, due diligence, assessment, and monitoring, across multiple assurance areas including but not limited to compliance, privacy, information security and business continuity. This enhanced TPRM program and supporting technology will be deployed across the organization in subsequent years, in alignment with updated sourcing processes.</p>



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
205-2	Communication and training about anti-corruption policies and procedures	CoE	Code and Anti-Bribery and Anti-Corruption (ABAC) training was launched January 12, 2026, across the globe and will be due March 13, 2026. Completion metrics will not be available until late March 2026. Annually, team members are required to re-acknowledge their familiarity with the Code and commit to abide by its requirements. The Corporate Compliance and Risk Organization (CCRO) has a process for tracking completion and following up with team members that have not completed the Code of conduct acknowledgement and other mandatory compliance trainings. The Code training launched on January 12, 2026, was provided in 30 languages, and the ABAC training was provided in 20 languages.
205-3	Confirmed incidents of corruption and actions taken	CoE	The Cencora reporting hotline, managed by a third party, is available 24 hours a day, seven days a week to team members, contractors, and third parties. The hotline allows team members and third parties to report concerns or incidents anonymously, if permitted by country law. Reports can be filed via either the telephone or online.
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	CoE	
207-1	Approach to tax		Cencora has a longstanding commitment of adherence to sound corporate governance to ensure that Cencora is managed with the highest standards of responsibility, ethics, and integrity in accordance with its Corporate Governance Principles and Code of Ethics and Business Conduct. Consistent with the Cencora Code of Ethics requirement to comply with all applicable laws and regulations, Cencora's directors, officers, and employees operate in compliance with applicable tax laws and regulations in every jurisdiction where we operate, including the timely filing of all required tax returns, reports, and disclosures, and paying the appropriate amount of tax at the required time.
207-2	Tax governance, control, and risk management	Finance Committee Form 10-K	The Senior Vice President of Tax serves as the head of global taxes and is responsible for overseeing tax risk management, tax governance and tax compliance issues for Cencora. Cencora's directors, officers, and employees exercise reasonable care and due diligence with respect to compliance and planning issues with the objective of minimizing potential tax risk. Depending on the complexity and/or the materiality of a potential transaction or compliance issue, external advice, guidance, and support is sought from qualified external advisors and subject matter tax experts in order to eliminate or minimize any tax risks that might arise in connection with that transaction or tax compliance issue where there may be a question regarding the proper interpretation or application of any tax law or regulation.
207-3	Stakeholder engagement and management of concerns related to tax		Cencora's directors, officers, and employees are committed to fully cooperate with all tax authorities and their representatives in a transparent, collaborative, and professional manner. We track trends in tax transparency and review our tax disclosures on an annual basis.



Environmental topics

GRI disclosure #	GRI disclosure title	Page and source*	Additional information
3-3 ★	Management of material topics	Resilient and sustainable operations	<p>Our environmental material topics include climate impacts, energy, GHG emissions, transportation efficiency, responsible packaging, and waste management and recycling. These material topics were determined in a recent materiality assessment. Environmental material topics cover all Cencora operations and subsidiaries, unless otherwise noted.</p> <p>We annually assess our management approaches to our material topics to confirm we are adopting new strategies or best practices as identified through collaborations with both internal and external stakeholders, industry benchmarking, and other research. We continue to increase engagement and awareness across the enterprise in relation to our environmental sustainability commitments and progress. We also continue to improve and streamline our data collection processes, including implementing consistent environmental data governance and controls, where possible. To address data availability, quality, and access challenges, Cencora has made significant investments in an environmental sustainability data management system to not only centralize where data is managed but also to increase visibility and engagement from stakeholders.</p> <p>Our environmental data for fiscal 2025 includes actual and estimated figures from across Cencora, including Alliance Healthcare and PharmaLex where possible.</p> <p>We recognize that the economic, social, and physical environments in which our company operates are integral to our ability to deliver better patient outcomes. Our purpose becomes increasingly evident in the event of climate-related issues such as severe weather events or natural disasters. Through our Global Business Resilience team, we continue to be prepared to remain operational in the event of a disaster, so that we may continue to serve our customers and their patients. We leverage a phased approach to business continuity planning to ensure that Cencora's network is equipped to handle potential disruptions from natural disasters or other aspects that may be related to climate change.</p> <p>From energy efficiency and GHG emissions management to responsible packaging, Cencora incorporates a sustainability mindset into all that we do. We work collaboratively across the enterprise to implement efficiency opportunities and share best practices and lessons learned to further our impact across our network. We work to deploy efficiency measures across the organization, including LED retrofits, energy audits, conveyor energy management, building automation system upgrades, and more. We also continue to assess opportunities to perform energy or re-/retro-commissioning audits at our facilities to identify further efficiency measures. Our global specialty logistics provider company, World Courier, achieved recertification for both ISO 9001 and 14001 standards for quality and environmental management.</p> <p>Cencora aims to reduce absolute Scope 1 and 2 GHG emissions 54.6 percent by fiscal 2032 from a fiscal 2019 base year. Cencora also commits that 82 percent of its suppliers by spend, covering purchased goods and services, will have Science Based Targets by fiscal 2027. Our targets have been approved by the Science Based Target initiative (SBTi) (see sciencebasedtargets.org/companies-taking-action).</p>
301-2	Recycled input materials used	Resilient and sustainable operations	<p>Cencora's core business is pharmaceutical distribution and related services and does not generally involve manufacturing. While Cencora has limited activities that include manufacturing of generic pharmaceutical products, these operations represent a small portion of our overall business and do not use recycled input materials in a way that is material to Cencora's consolidated operations. Accordingly, recycled input materials are not currently tracked or reported at an enterprise level.</p>
301-3	Reclaimed products and their packaging materials	Resilient and sustainable operations	<p>Cencora's primary operations focus on distribution and services, not manufacturing. Although we manufacture certain generic pharmaceutical products on a limited basis, the reclamation of products and/or packaging materials is not a material aspect of our overall business and is managed in accordance with applicable regulatory and quality requirements. As a result, we do not currently track or report reclaimed products or packaging materials at an enterprise level.</p>

★ Indicate material social topics



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
302-1 ★	Energy consumption within the organization		<p>Our fiscal 2025 energy consumption was as follows:</p> <p>Total non-renewable fuel consumption: 1,787,615,267 MJ</p> <p>Total renewable fuel consumption (biodiesel, HVO, on site renewables): 70,097,267 MJ</p> <p>Total electricity, heating, cooling, and steam consumption: 1,121,182,604 MJ</p> <p>Total energy consumption: 2,978,895,138 MJ</p>
302-3	Energy intensity		<p>Energy intensity for fiscal 2025 was 0.0093 MJ/\$ Revenue</p>
302-4 ★	Reduction of energy consumption	Resilient and sustainable operations	<p>Our fiscal 2025 energy consumption compared to our fiscal 2019 base year one was as follows:</p> <p>15.5 percent increase in non-renewable fuel consumption</p> <p>Renewable fuel consumption increased from 0 MJ to 70,097,267 MJ</p> <p>8 percent decrease in electricity, heating, cooling, and steam consumption</p> <p>7.7 percent increase in total energy consumption</p> <p>Increased demands for vehicle gasoline and diesel, facility natural gas use, and refrigerant emissions all due to increases in operational growth over the years has contributed to our increases in total energy. Our total electricity demands continue to decrease as we work to increase efficiencies of our facilities, and our renewable electricity coverage has continued to climb as we implement more renewable solutions in our network.</p> <p>Note: We recalculated fiscal 2019 to account for improved estimates and assumptions in fiscal 2025.</p>
303-5	Water consumption		<p>Cencora does not manufacture products and, therefore, water consumption is a non-material topic. We estimate consumption for fiscal 2025 was approximately 1,977,509 cubic meters of water. This estimate includes estimated consumption for sanitary purposes for Cencora inclusive of our Alliance Healthcare and PharmaLex footprint. Please note, this is an engineering estimate based on water use for sanitation purposes and locations with cooling towers. We do not manufacture products, so we do not have water associated with manufacturing processes.</p>
305-1 ★	Direct (Scope 1) GHG emissions	Resilient and sustainable operations	<p>Our Scope 1 emissions for fiscal 2025 were 189,955 MT CO₂e.</p> <p>Our Scope 1 emissions for our fiscal 2019 base year were 148,528 MT CO₂e.</p> <p>Note: We recalculated fiscal 2019 to account for improved estimates and assumptions in fiscal 2025.</p>
305-2 ★	Energy indirect (Scope 2) GHG emissions	Resilient and sustainable operations	<p>Our Scope 2 location-based emissions for fiscal 2025 were 83,157 MT CO₂e.</p> <p>Our Scope 2 location-based emissions for our fiscal 2019 base year were 108,048 MT CO₂e.</p> <p>Our Scope 2 market-based emissions for fiscal 2025 were 79,881 MT CO₂e.</p> <p>Our Scope 2 market-based emissions for our fiscal 2019 base year were 116,933 MT CO₂e.</p> <p>Note: We recalculated fiscal 2019 to account for improved estimates and assumptions in fiscal 2025.</p>

★ Indicate material social topics



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
305-3 ★	Other indirect (Scope 3) GHG emissions	Resilient and sustainable operations	<p>Our total Scope 3 emissions for fiscal 2025 were 46,143,672 MT CO₂e.</p> <ul style="list-style-type: none"> • Scope 3 Upstream emissions: 45,860,292 CO₂e • Scope 3 Downstream emissions: 283,380 MT CO₂e <p>Our total Scope 3 emissions for our fiscal 2019 base year were 19,881,916 MT CO₂e.</p> <ul style="list-style-type: none"> • Scope 3 Upstream emissions: 19,778,703 MT CO₂e • Scope 3 Downstream emissions: 103,213 MT CO₂e <p>Scope 3 emissions calculations include actual emissions calculations using spend-based, hybrid, and activity-based methodologies based on the category and available data. Categories calculated or estimated in fiscal 2025 exclude categories 8, 10, and 14. For further details, please see the Environmental Reporting Criteria within this Content index.</p>
305-4	GHG emissions intensity		Our GHG emissions intensity (scope 1 and 2MB emissions) for fiscal 2025 is 0.00000084 MT CO ₂ e/\$ Revenue.
305-5 ★	Reduction of GHG emissions	Resilient and sustainable operations	<p>In fiscal 2025, our Scope 1 and 2 (market-based) GHG emissions were approximately 269,836 MT CO₂e.</p> <p>In fiscal 2019, our Scope 1 and 2 (market-based) GHG emissions were approximately 265,461 MT CO₂e.</p> <p>Our total Scope 1 and 2 market-based emissions increased by 1.65 percent from our fiscal 2019 base year.</p> <p>We realized a 27.9 percent increase in our Scope 1 emissions and a 31.7 percent decrease in our Scope 2 market-based emissions from our fiscal 2019 base year.</p> <p>Our Scope 1 increase is largely due to an increase in vehicle diesel and gasoline use, natural gas use in facilities, and refrigerant use, all driven by business growth.</p> <p>Our Scope 2 reductions are a result of continued implementation of best practices and initiatives across the enterprise to reduce emissions including increasing our renewable energy purchases and on-site systems and improving building efficiencies.</p> <p>As we ramp up our decarbonization efforts in line with our science-based target, we anticipate we will start to see our emissions trend downwards with our global strategies surrounding renewable energy and fleet alternative fuel adoption. With continued growth of our business, our footprint continues to change but we have remained committed to improving our operational efficiency, investing in renewable energy, and exploring new opportunities for innovation.</p> <p>Note: We recalculated fiscal 2019 to account for improved estimates and assumptions in fiscal 2025.</p>



GRI disclosure #	GRI disclosure title	Page and source*	Additional information															
306-1 ★	Waste generation and significant waste-related impacts	Resilient and sustainable operations	<p>Cencora strives to reduce waste by focusing first on source reduction wherever feasible, recycling what we cannot eliminate, and landfilling as a last resort. Responsible management and disposal are an important aspect of our waste management strategy. We strive to ensure we properly dispose of waste in our own operations while also considering the downstream impacts of our packaging materials we send to our customers.</p> <p>In most offices worldwide, we cut paper waste and look for opportunities to utilize digital communications. The majority of our operational waste stream consists of packaging materials, specifically cardboard boxes, polystyrene foams, and plastic films.</p> <p>Cencora continues to aim for leveraging sustainable packaging and removing single-use, petroleum-based materials like plastics and polystyrene foam from our operations wherever feasible.</p> <p>While we have control over the packaging solutions we utilize, we do not always have control over what our products arrive in from our upstream suppliers. We continue to look for alternative disposal options for hard-to-recycle plastics and utilize our third-party waste management partners to help identify opportunities.</p>															
306-2 ★	Management of significant waste-related impacts	Resilient and sustainable operations	<p>In the U.S., we have a national vendor who manages most of our U.S. locations' waste services; sites that are not covered by this relationship work with their local providers for services. Global locations are managed at the market or local level based on availability and service needs. Additionally, we have several specific recycling programs for totes, pallets, stock bottles, and electronics. These programs are managed by third-party vendors who track our recycling data and report to us on a quarterly basis. We continuously assess our waste portfolio to identify new opportunities for specific recycling programs.</p> <p>Cencora operates in compliance with local, state, and federal laws and regulations by partnering with regulated waste disposal companies to ensure safe and proper disposal of all hazardous waste.</p> <p>Alliance Healthcare continues programs to recycle disposable injection pens in France, UK, and Netherlands, which would otherwise end up in landfills or incinerators, to be used in chairs and lamps. Additionally, AH UK participates in a program to recycle inhalers. MWI's reusable tote delivery program for ambient and cold chain orders.</p> <p>Alliance Healthcare Netherlands and UK partnered with Novo Nordisk to launch PenCycle, an innovative program designed to recycle pre-filled diabetes and weight management injection pens, preventing up to 1.1 million plastic devices from entering landfills.</p>															
306-3 ★	Waste generated	Resilient and sustainable operations	<p>In fiscal 2025, Cencora locations generated a total of 60,601 metric tons (MT) of non-hazardous and hazardous waste. Our waste data is representative of 86 percent of our total in-scope locations.¹ For locations where data is unavailable, estimations are made using a waste intensity factor derived from hazardous and non-hazardous waste tonnage by business division and square footage. A breakdown of waste generated data is provided below.</p> <table border="1"> <thead> <tr> <th></th> <th>Actuals (MT)</th> <th>Estimated (MT)</th> </tr> </thead> <tbody> <tr> <td>Non-hazardous</td> <td>50,363</td> <td>8,294</td> </tr> <tr> <td>Hazardous</td> <td>1,692</td> <td>252</td> </tr> <tr> <td>Subtotals</td> <td>52,055</td> <td>8,546</td> </tr> <tr> <td>Grand total</td> <td></td> <td>60,601 MT</td> </tr> </tbody> </table> <p>1. Waste data boundary:</p> <ul style="list-style-type: none"> Waste data is gathered or estimated for buildings within our Scope 1 and 2 operational boundary, i.e., buildings greater than 2,000 sf. Approximately 86 percent of our in scope square footage is covered by actual, location level waste data. The remaining 14 percent is estimated where direct measurement is not yet available. 		Actuals (MT)	Estimated (MT)	Non-hazardous	50,363	8,294	Hazardous	1,692	252	Subtotals	52,055	8,546	Grand total		60,601 MT
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Grand total		60,601 MT																



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
306-4 ★	Waste diverted from disposal	Resilient and sustainable operations	<p>In fiscal 2025, we diverted 35,048 metric tons of waste from the landfill.^{1,2} This was composed of:</p> <ul style="list-style-type: none"> • 21,589 MT of mixed recyclables • 12,782 MT of cardboard • 122 MT of electronic waste • 532 MT of mixed plastics • 49 MT of compost <p>We achieved a 67 percent waste diversion rate in fiscal 2025.</p> <p>1. Diversion figures presented for GRI 306 4 reflect only actual, location level waste data. Estimated waste values from non reporting sites are intentionally excluded to maintain data accuracy and comparability. 2. The organization reports GRI 306 4(a) total waste diverted from disposal. Detailed diversion by recovery operation (306 4(b) preparation for reuse, 306 4(c) recycling, and 306 4(d) other recovery) is not reported due to current data limitations.</p>
306-5 ★	Waste directed to disposal	Resilient and sustainable operations	<p>In fiscal 2025, we generated 60,601 metric tons (MT) of hazardous and non-hazardous waste. Of that total waste, 16,956 MT were not diverted from landfill.</p> <p>Of the non-hazardous waste sent for disposal:</p> <ul style="list-style-type: none"> • 3,453 MT were incinerated • 11,836 MT were landfilled offsite <p>Of the hazardous waste sent for disposal:</p> <ul style="list-style-type: none"> • 441 MT were incinerated • 1,225 MT were landfilled offsite
308-1	New suppliers that were screened using environmental criteria	Supplier Code of Conduct Resilient and sustainable operations	<p>All Requests for Proposal (RFP) that go through our standard RFP process are screened according to corporate responsibility programs and commitments, including environmental criteria. In addition, we screen potential purchases for new buildings using LEED standards. Cencora expects all third-party suppliers, vendors, and other business partners to comply with fundamental principles. Many of our suppliers are required by contract to comply with applicable laws and provide us with written certifications that reflect their commitment to abide by the ethical principles set forth in our Code of Ethics and Business Conduct. Cencora is engaged in various initiatives to expand the number of third-party suppliers that are required to provide such contract commitments and certifications.</p>



Social topics

GRI disclosure #	GRI disclosure title	Page and source*	Additional information
3-3 ★	Management of material topics	Helping combat opioid addiction Cencora's approach to annual reporting	<p>Our social material indicators include driving access in healthcare, health and safety, team member benefits and development, and community impact. These material topics were determined in our most recent materiality assessment. Social material topics cover all Cencora operations and subsidiaries, unless otherwise noted.</p> <p>Material social topics are managed by designated committees that are aligned with our purpose to create healthier futures. At the board level, our Governance, Sustainability and Corporate Responsibility Committee reviews and guides the sustainability and corporate responsibility strategy; the social strategy and practices; and monitors implementation and performance of objectives.</p> <p>We annually assess our management approaches to our material topics to ensure we are adopting new strategies or best practices as identified through collaborations with both internal and external stakeholders, industry benchmarking, and other research.</p>
401-1 ★	New employee hires and employee turnover	Form 10-K Proxy	See the Human Capital Resources section of the 2025 Form 10-K
401-2 ★	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Purpose-driven team members	<p>Cencora provides benefits to support the health and wellbeing of eligible full-time team members and their families. In the United States, our myWellbeing program is designed to support the physical, emotional, financial, and social aspects of wellness. Team members can earn points towards a reduction in health insurance premium costs by completing activities, such as monthly challenges, financial training, and getting preventive exams and screenings. To maintain mental and physical health, Cencora provides team members with resources including online meditation and mindfulness videos, as well as access to in-person and at-home fitness activities. A backup dependent care program is also available to support work-life balance of our team members.</p> <p>Additionally, we offer diabetes, musculoskeletal, and neurodiverse support programs for team members and their dependents. To help team members navigate the healthcare system, we provide a navigation and advocacy service to assist in finding the right care, obtaining a medical second opinion, and understanding confusing medical bills.</p> <p>We also offer family building counseling services to help new and prospective parents navigate pre-conception, pregnancy, fertility, adoption, surrogacy, postpartum support, or assistance with returning to work after parental leave. For nursing mothers who travel for work, we offer a service to ship breast milk back to their homes. We also offer student debt coaching and support.</p> <p>We offer up to 12 weeks of paid parental leave to team members following the birth, adoption or surrogacy of a team member's child. We also offer up to 80 hours/10 days of paid caregiver leave.</p> <p>Cencora is committed to improving access to care and ensuring, to the best of our ability, that our benefit plans provide all our team members, and their families access to high quality, in-network medical care regardless of where they live. We provide reimbursement for allowable travel and lodging expenses when a team member, or their covered dependent, must travel to access in-network, quality medical providers and facilities.</p> <p>Benefit offerings vary and not all benefits are available to all team members, depending on role, eligibility, and geographic location.</p>
401-3 ★	Parental leave	Purpose-driven team members Form 10-K	<p>We offer twelve weeks of paid parental leave in the United States following birth, adoption, or surrogacy for both parents.</p> <p>Benefit offerings vary and not all benefits are available to all team members, depending on role, eligibility, and geographic location.</p>

★ Indicate material social topics



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
403-1 ★	Occupational health and safety management system	Resilient and sustainable operations	<p>In fiscal 2025, Cencora continued to drive improvements across North American distribution centers as part of the Journey to EHS Excellence, focusing on operationalizing systems and fostering innovation to enhance workplace safety and risk management. These efforts reflect our commitment to protecting team members, preventing incidents, and promoting a proactive safety culture.</p> <p>Key advancements included:</p> <ul style="list-style-type: none"> • Safety Champions Network: Launched mid-year to strengthen cross-team collaboration, engagement, and awareness through incident sharing, lessons learned, and site-specific successful practices/initiatives. • Digital Enablement: Fully deployed the Riskonnect EHS platform for streamlined incident management, with root causes analysis tools and trend analytics piloting in fiscal 2026 to enable data-driven prevention strategies. • Training Modernization: Expanded microlearning modules and introduced baseline EHS competency training to equip team members with essential safety knowledge. • Dock Pull-Away Risk Mitigation: Piloted new dock restraint system to address high-severity risks, with plans to standardize this solution in future builds. • Ergonomic Innovation: Rolled out voluntary anti-fatigue footwear program, stretch and flex programs, and ergonomic assessments to reduce physical strain and improve team member wellbeing. • Pedestrian Safety Enhancements: Introduced high-visibility vest programs and pedestrian management plans to reduce accidents and ensure safer workflows in distribution centers. • EHS AI Tools: Deployed an AI-enabled hazardous waste compliance tool to drive improvement and consistency in regulatory compliance. <p>These initiatives have strengthened both our ability to forecast and prevent risks and our capacity to respond effectively, reinforcing a safer and more resilient workplace. As we move into fiscal 2026, we will focus on deploying innovative systems and technologies to further reduce incidents and advance our EHS culture.</p>
403-2	Hazard identification, risk assessment, and incident investigation	Resilient and sustainable operations	<p>In fiscal 2025, Cencora refined its hazard identification, risk assessment, and incident investigation processes to enhance clarity, consistency, and real-world application. We revisited all existing EHS policies and SOPs, reducing the number of documents by nearly 50 percent to create one global EHS policy supported by standardized, streamlined SOPs. This effort ensures team members can easily understand and implement safety practices, reducing complexity and driving better outcomes.</p> <p>To support these changes, we enhanced training programs to meet the specific needs of varied employee populations. Training deployed in fiscal 2025 included a Leadership Guide to the Journey to EHS Excellence, Industrial Ergonomics, Spill Response Training, and Avoiding Slips, Trips, and Falls. These programs emphasized practical application to improve safety performance and reduce incidents.</p> <p>We also expanded our internal EHS resource library to include tools specifically designed for site leaders, enabling them to respond effectively to incidents and proactively manage risks. These improvements reflect our commitment to fostering a proactive and informed safety culture.</p>
403-3	Occupational health services	Resilient and sustainable operations	<p>Cencora operations continue to expose team members to minimal chemical and physical hazards. Contracted occupational health services provide respiratory and hearing exams, as well as medical assistance when needed, ensuring team members have access to the support required to maintain their health and safety.</p>



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
403-4	Worker participation, consultation, and communication on occupational health and safety	Resilient and sustainable operations	<p>In fiscal 2025, Cencora enhanced its strategic approach to sharing incident learnings and best practices across the U.S. Supply Chain network, ensuring timely communication to prevent recurrence and improve overall safety performance. By fostering collaboration and accountability, these efforts reflect our commitment to building an interdependent safety culture.</p> <p>We reported a total of 30,652 safety observations during the fiscal year, demonstrating team member engagement in identifying and addressing potential risks.</p> <p>Building on the foundation of the EHS Executive Steering Committee (meeting quarterly) and the Monthly EHS Roundtable (established in fiscal 2024), we launched the Safety Champions Network to further strengthen stakeholder engagement. This network connects operations teams with the EHS team to drive collaboration and reinforce safety ownership.</p> <p>District Safety Champions meet monthly with the EHS team to share insights, align on safety priorities, and discuss key topics. They then lead district-level conversations with site-level Safety Champions, ensuring consistent communication and engagement throughout the organization.</p> <p>This structured, multi-tiered approach ensures that incident learnings and best practices are effectively communicated and applied, empowering team members to take proactive steps in advancing safety culture and reducing risks across the network.</p> <p>This multi-tiered approach enables a structured flow of information, empowering team members to take ownership of safety initiatives while reinforcing Cencora's commitment to a proactive and connected safety culture.</p>
403-5 ★	Worker training on occupational health and safety	Resilient and sustainable operations	<p>In fiscal 2025, Cencora prioritized modernizing worker training to ensure team members are equipped with the knowledge and skills necessary to maintain a safe work environment. By transitioning from compliance-based training to quality-driven, actionable programs, we enhanced the relevance and effectiveness of our training initiatives.</p> <p>Key advancements included:</p> <ul style="list-style-type: none"> • Customized Training Formats: Training programs were tailored to specific employee populations, ensuring accessibility and applicability. • Microlearning Modules: Expanded use of short, focused learning modules to reinforce critical safety topics in an engaging format. • Baseline EHS Competency Training: Introduced foundational safety training to establish consistent knowledge across all roles. • Targeted Programs: Deployed training topics such as Industrial Ergonomics, Spill Response Training, and Avoiding Slips, Trips, and Falls. <p>These efforts reflect our commitment to fostering a proactive safety culture by empowering team members with practical, real-world knowledge that drives safer behaviors and reduces risks.</p>
403-6 ★	Promotion of worker health	Resilient and sustainable operations	<p>Through our wellness programs, Cencora offers resources to help team members reach nutrition and fitness goals, quit tobacco, manage stress, have a healthy pregnancy, and manage health conditions.</p> <p>Benefit offerings vary and not all benefits are available to all team members, depending on role, eligibility, and geographic location.</p>
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Resilient and sustainable operations	<p>We are committed to being a global leader in environmental, health, and safety practices. We strive to create a sustainable future by fostering a culture where every team member is dedicated to protecting themselves, their colleagues, and the environment through innovation, collaboration, and continuous improvement. In fiscal 2025, we will continue to implement successful practices across our network while also raising awareness about risks and the benefits of proactive reporting. When incidents do occur, we will take swift action to identify root causes that we can then share with colleagues across Cencora.</p>

★ Indicate material social topics



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
403-8	Workers covered by an occupational health and safety management system	Resilient and sustainable operations	As our global footprint continues to expand through business acquisitions, the Cencora EHS Department is actively collaborating with our enterprise team to trial and evaluate an EHS management system that we are strategizing to implement over the next few years. This initiative aims to create a more unified and collaborative effort globally. The management system represents a comprehensive collection of activities that underscores our commitment to safeguarding our team members, business partners, communities, and the environment, while aligning with applicable global regulations and industry standards. Developed using an ISO framework, this enterprise-wide system will be adopted by all global operations, though the specific implementation may vary among partners as it will be subject to the strategic decisions of our upper leadership. This system will serve as the foundation for effective management, providing essential tools for Cencora to continuously enhance a health and safety-focused culture across the organization, fostering a shared commitment and standardized processes.
403-9 ★	Work-related injuries	Resilient and sustainable operations	<p>In fiscal 2025, the nature of injuries evolved as ergonomic interventions and risk controls matured, driving meaningful improvements in safety outcomes while identifying areas for continued focus.</p> <ul style="list-style-type: none"> • Ergonomic and Overexertion Injuries: These remained the most common type of injury, though we saw significant reductions due to initiatives like stretch and flex programs, Axonify training, and exoskeleton pilots in Brooks and Roanoke. Lifting-related injuries continue to be a key focus area for ergonomic improvements. • Struck-by/Against Incidents: These incidents increased slightly, reinforcing the importance of situational awareness and proactive risk mitigation strategies. • Slip, Trip, and Fall Incidents: Although these incidents declined, they remain a top cause of injuries, emphasizing the need for ongoing prevention efforts. • Lacerations: An increase in laceration injuries highlights the need for enhanced controls and awareness to address this emerging trend. • Early-in-Career Employees (<1 Year): While injury rates for this group have improved, they remain more likely to experience injuries, underscoring the need for targeted training and mentoring programs. <p>Fiscal 2026 Focus Areas</p> <p>Cencora enters fiscal 2026 with a strong foundation of data integrity, consistent training, and leadership visibility. To further reduce injuries and enhance safety outcomes, we will focus on:</p> <ul style="list-style-type: none"> • Predictive Analytics: Leveraging advanced tools to proactively identify emerging risks and address them before incidents occur. • Life-Saving Rules: Implementing targeted rules to prevent high-severity incidents and reinforce critical safety behaviors. • Supervisor Empowerment: Providing accessible safety tools and dashboards to enable proactive decision-making and engagement. • Quality-Driven Training: Deploying training programs that prioritize actionable and practical information over compliance-only-based approaches. • Return-to-Work Programs: Strengthening these programs to improve DART and lost-time rates, ensuring team members can transition back to work safely and effectively. <p>These initiatives aim to sustain momentum, address key risks, and drive continuous improvement in workplace safety while fostering a proactive safety culture.</p>
403-10	Work-related ill health	Resilient and sustainable operations	Our ongoing focus remains on addressing the most probable and severe injuries within our organization, with particular emphasis on musculoskeletal disorders, while also reducing struck-by incidents and slip, trip, and fall hazards. Although we have made measurable progress in recent years, our goal is to sustain this momentum through targeted prevention strategies and enhanced controls. Incident data continues to show that musculoskeletal disorders are our most prevalent type of injury and illness. To further reduce risk, we expanded our efforts in fiscal 2025 by launching a voluntary safe footwear program designed to improve comfort, reduce fatigue, and enhance slip resistance, along with a network-wide Stretch and Flex program customized to the specific physical demands of work performed across Cencora operations.



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
404-1 ★	Average hours of training per year per employee		Code and ABAC training launched globally on January 12, 2026, and is due March 13, 2026. Completion metrics will be available in late March. Additional Compliance training based on role, responsibilities, and/or location has been launched throughout fiscal 2025.
404-2	Programs for upgrading employee skills and transition assistance programs	Purpose-driven team members	See Purpose-driven team members See Human Capital Resources section of 2025 Form 10-K
404-3 ★	Percentage of employees receiving regular performance and career development reviews	Purpose-driven team members	Our team members' feedback continues to shape key strategic investments that help us attract, develop, and retain our talent. Through a progressive employee listening strategy, we are building a more inclusive culture where every employee has an active voice. Throughout fiscal 2025, we engaged team members to share their feedback in team meetings, Town Halls, interviews, and listening sessions. We expanded the New Hire survey globally and launched a Candidate survey to gauge the experience of newly hired team members. To further deepen our understanding of the employee experience, we launched an enterprise-wide Employee Experience (EX) Survey in 22 languages to all team members globally. This survey helped us better understand and act on overall employee feedback and sentiment while measuring cultural inclusion, employee engagement, and alignment with Active Leading and Active Learning principles. In our progressive approach to employee listening, the EX Survey once again assessed the Global Inclusion Index, a specific set of questions created to measure the sense of inclusion at Cencora. Our score of 71 percent favorable on the Global Inclusion Index in September 2025 continues to demonstrate a highly inclusive culture. All of these employee listening efforts will directly inform talent strategies, goal setting, learning courses, and other investments to ensure every voice is heard and that employees feel valued.
405-1 ★	Diversity of governance bodies and employees	Form 10-K Proxy Statement	Refer to 10-K Refer to Proxy
405-2 ★	Ratio of basic salary and remuneration of women to men		<p>We define pay equity as the absence of unexplained pay disparities for team members who are performing substantially similar work. Some of the factors we consider when differentiating pay are job-related skills, tenure, experience and education level, performance rating, and geography.</p> <p>We are committed to fostering equal opportunity and pay equity through processes that drive fair pay decisions.</p> <p>Cencora has a cross-functional team of leaders from Global Compensation, Legal, and Human Resources that is responsible for researching best practices, reviewing pay practices, and working with external resources to analyze current pay equity and with senior leaders to implement changes.</p> <p>We are dedicated to continuously assessing our practices to ensure we fairly compensate our employees. We have put practices in place when it comes to paying our employees fair. For example:</p> <ul style="list-style-type: none"> • We have modified promotional salary increase guidelines. • We removed questions about pay history in the recruiting and interviewing processes of external candidates. • We administer annual merit increases based on both performance and base pay within the pay range and make promotional salary increases based on market competitiveness and internal equity. <p>Data boundary: Pay equity: Cencora global team members; excludes Alliance Healthcare and PharmaLex team members, senior executives (Level 3 and above), union employees, interns, expatriates, casual employees, and temporary employees.</p>



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
406-1	Incidents of discrimination and corrective actions taken	CoE	Cencora has robust policies and procedures to prohibit harassment and to investigate claims of harassment, such as the Policy Prohibiting Sexual and Other Unlawful Harassment. Our harassment policy requires a work environment that is free from all forms of discriminatory harassment, whether that harassment is because of race, color, gender, gender identity, sexual orientation, age, religion, national origin, disability, veteran status, or any other characteristic protected by law. When a report of discriminatory harassment is made, the Human Resources function will undertake a prompt investigation as may be appropriate under the circumstances. Confidentiality will be maintained throughout the investigative process to the extent practicable and consistent with the need to undertake a full investigation.
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Form 10-K Supplier Code of Conduct	
408-1	Operations and suppliers at significant risk for incidents of child labor	Supplier Engagement and Resiliency UK Modern Slavery Act Supplier Code of Conduct	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Supplier Engagement and Resiliency UK Modern Slavery Act Supplier Code of Conduct	
410-1	Security personnel trained in human rights policies or procedures	CoE Human rights at Cencora	



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
413-1 ★	Operations with local community engagement, impact assessments, and development programs	Access, Adherence and Affordability Foundation 990 Healthy communities	<p>Cencora works to advance human and animal wellbeing by broadening access to healthcare. Embodying our commitment to expanding healthcare access, Cencora seeks to accelerate patient access to therapies while making sure patients adhere to their prescribed dosage and regimen. As part of patient support services, we work closely with manufacturers to develop unique assistance programs that accelerate availability of therapy among patients. We actively pursue improving access to care in the communities where we live and work.</p> <p>In fiscal 2025, Cencora provided more than \$8.6M in financial contributions to community-based organizations and global nonprofits. Through the Cencora Impact Foundation, which aims to increase access to healthcare for vulnerable populations, more than \$8.3M was donated to charitable organizations.</p> <p>Local community engagement is fostered through various programs. Our global team members who are integrated into Workday have access to myCommunityImpact, which includes our Matching Gifts and Volunteer/Board Service Grant programs.</p> <p>It is important to note that while we provide access to these programs, the percentage of total operations for all community impact efforts is not tracked at this time. We utilize other metrics, such as dollar amounts contributed, to measure our impact. Therefore, this disclosure does not imply that a development program or assessment has been executed in all countries or areas during the reporting period, as per GRI 413-1 requirements.</p> <p>Cencora encourages team members from across the enterprise to get involved by offering their volunteer time to support programs that improve access to healthcare, enhance lives, and benefit our world. We offer paid volunteer time off (VTO) to team members in many countries around the world, including the UK, India, Costa Rica, and Lithuania, while the policy may vary by business segment. For example, all U.S. and Canada-based team members are offered eight hours of paid VTO if they are full-time and four hours if they are part-time. In fiscal 2025, more than 2,200 Cencora team members volunteered 13,000+ hours using VTO, an approximate increase of 20 percent over last year. We appreciate all our team members who committed their time to giving back to our communities.</p> <p>Since our headquarters is in the Commonwealth of Pennsylvania, we are eligible for the Pennsylvania Educational Improvement Tax Credit (EITC) and Opportunity Scholarship Tax Credit (OSTC) programs, where we make charitable donations to eligible nonprofit organizations as part of our Corporate Giving strategy. Donations via the EITC and OSTC programs totaled \$750,000 in fiscal 2025. We allocated funding across four critical areas of need among organizations throughout the state: educational improvement organizations, scholarship organizations, opportunity scholarship organizations, and Pre-K scholarship organizations.</p> <p>Additionally, we have worked to expand our local efforts with various supplier engagement and resilience programs with the ultimate strategy of developing varied business owners and creating jobs in communities where our team members live and work.</p>
413-2	Operations with significant actual and potential negative impacts on local communities	Helping combat opioid addiction Form 10-K Global Privacy Statement	<p>Cencora's wholesale pharmaceutical distribution business plays a key, but specific, role of providing safe access to thousands of important medications to enable healthcare providers to serve patients with a wide array of clinical needs across the healthcare spectrum. A small part of this includes the distribution of opioids and other controlled substances from manufacturers to neighborhood pharmacies and pharmacy chains, as well as to hospitals, nursing homes, hospices, and other clinical settings. As opioid addiction continues to impact patients and families, we are taking a proactive, collaborative approach to help combat opioid misuse and abuse while also seeking to ensure access for patients with legitimate medical needs. For more details on our efforts to ensure safe and secure distribution, maintain operational integrity, and support legislation can be found in our periodic reports filed with the U.S. Securities and Exchange Commission at www.sec.gov and on the investor relations section of our website at investor.cencora.com/overview/default.aspx.</p> <p>Handling sensitive customer and employee data, as well as proprietary business information, involves complex and evolving global privacy regulations such as GDPR and CCPA. A breach or non-compliance could result in significant legal penalties, reputation damage, and operational disruptions. This not only threatens our business but also affects communities that rely on our services, potentially causing social and economic harm. We are committed to protecting personal data and complying with legal standards to mitigate these risks and support community wellbeing. For overall information on our processes and practices, please see Global Privacy Statement.</p>



GRI disclosure #	GRI disclosure title	Page and source*	Additional information
414-1	New suppliers that were screened using social criteria	Supplier Engagement and Resiliency Supplier Code of Conduct	Requests for Proposal (RFP) that go through our standard RFP process are generally screened according to corporate responsibility programs and commitments, including social and supply chain categorization criteria. In addition, we screen purchases for new buildings using LEED standards. Cencora expects third-party suppliers, vendors, and other business partners to comply with fundamental principles. Many of our suppliers are required by contract to comply with applicable laws and provide us with written certifications that reflect their commitment to abide by the ethical principles set forth in our Code of Ethics and Business Conduct. Cencora is engaged in various initiatives to expand the number of third-party suppliers that are required to provide such contract commitments and certifications. We encourage all supplier partners to register and certify with these agencies using our Supplier Engagement and Resiliency Portal. Registration provides an opportunity to be considered for future sourcing needs, though it.
414-2	Negative social impacts in the supply chain and actions taken	Allocation Supplier Engagement and Resiliency Helping combat opioid addiction	When there is strain on the supply chain, which occurred for example during the onset of the COVID-19 pandemic, securing the supply chain is critical. We rely on our "fair share" allocation program, which takes a data-driven approach to allocation based on historical purchasing data.
415-1	Political contributions	Policy Statement on Political Engagement	
416-1 ★	Assessment of the health and safety impacts of product and service categories	Helping combat opioid addiction Supplier Engagement and Resiliency Resilient and sustainable operations	Cencora has quality standards and works to adhere to those of regulatory bodies in relevant countries where products are manufactured and distributed. Our Quality Management System (QMS) helps ensure that processes for meeting customer and regulatory requirements are applied consistently.
416-2 ★	Incidents of non-compliance concerning the health and safety impacts of products and services	Helping combat opioid addiction Supplier Engagement and Resiliency Supplier Code of Conduct Resilient and sustainable operations	Cencora maintains and adheres to written policies and procedures for the receipt, security, storage, inventory, and distribution of prescription drugs, including policies and procedures for identifying, recording, and reporting losses or thefts, and for correcting errors and inaccuracies in inventories.
418-1 ★	Substantiated complaints concerning breaches of customer privacy and losses of customer data		The required topic-specific disclosure is unavailable due to internal confidentiality restraints.

★ Indicate material social topics

Sustainability Accounting Standards Board (SASB)

The Corporate Responsibility Reporting Index is currently in alignment with the SASB Healthcare Distributor industry group standards. Following the consolidation of the Value Reporting Foundation (VRF) under the International Financial Reporting Standards (IFRS) Foundation in 2022, we are monitoring the transition of SASB Standards into IFRS Sustainability Disclosure Standards. We continue to engage through our industry partner, the International Federation of Pharmaceutical Wholesalers (IFPW), to provide feedback on metrics where applicable.

Topic	Accounting metric	Page and source*	Additional information
Fleet fuel management	Payload fuel economy	Resilient and sustainable operations	<p>In the U.S., Cencora predominately utilizes third-party transportation and therefore does not have direct operational control over the fuel data needed to calculate this figure. However, we ensure that we utilize SmartWay partners whenever possible. We also have partnerships with carriers that have improved their ability to report on energy consumption.</p> <p>Alliance Healthcare uses a mixture of owned and third-party transportation for the delivery of products. For owned and dedicated outsourced fleet, we have route audits to ensure route optimization roadmaps for efficient fuel usage. For this, we use Transport Management Systems (TMS) wherever our transport network is digital. Across the markets, there are a several trials in early stages exploring opportunities for alternative vehicles; for example, trialing hybrid and electric vans to understand the feasibility of incorporating alternative fuels into the fleet. As part of this, we are tracking and monitoring the data from these trials to better understand these options.</p>
	Description of efforts to reduce the environmental impact of logistics	Resilient and sustainable operations	<p>While we may not have direct control over the fleets that transport our products to customers, we collaborate with our fleet management and courier partners to identify opportunities to optimize and increase efficiency of the transportation of our goods. For example, we have a delivery tracking app to eliminate the complexity of integrating data from various carriers' tech platforms with Cencora's platforms. The app increases visibility and ensures timely updates. We work to ensure we utilize SmartWay partners wherever possible and continue to identify new opportunities to increase our SmartWay partners. We also partner with carriers that have programs committed to corporate responsibility and are beginning to invest in electrifying their fleet.</p> <p>For Alliance Healthcare owned and dedicated third-party transportation, we have internal route audits to maximize route optimization efforts. For owned fleet, we also use driving style management tools to promote smart driving and ensure efficient use of fuel and reduced environmental impacts as a result. For third-party fleet, we work with our partners to make sure they utilize efficient routes and adopt smart ways of working to reduce fuel usage in line with our sustainability-related goals.</p>
Product safety	Total amount of monetary losses as a result of legal proceedings associated with product safety	10-K	
	Description of efforts to minimize health and safety risks of products sold associated with toxicity/chemical safety, high abuse potential, or delivery	Helping combat opioid addiction	



Topic	Accounting metric	Page and source*	Additional information
Counterfeit drugs	Description of methods and technologies used to maintain traceability of products throughout the distribution chain and prevent counterfeiting	Helping combat opioid addiction Resilient and sustainable operations	<p>Cencora sources most drug products (for its wholesale business operations) directly from the manufacturer, unless mandated or permitted by applicable laws and regulations. Indirect sourcing of drug products is strictly in compliance with such applicable laws and regulations. We work to ensure all our products are handled with the utmost care. For overall information on our processes and practices, please see Safe and Secure Distribution of Controlled Substances Report and Supply chain and stewardship sections for more information on Prescription Drug Safety. We are continuing to monitor this issue outside the U.S.</p> <p>Alliance Healthcare businesses comply with all relevant legislation regarding the safety and quality of the healthcare products we distribute. This includes the Falsified Medicines Directive (FMD), and its Delegated Regulation, and the Medical Devices Regulation, in all EU/EEA markets. Any substandard products that we might identify are reported to National Competent Authorities using well-established procedures. Following the UK's exit from the European Union, FMD no longer applies, but the UK Government has stated its intention to legislate for a system to control falsified medicines that would be largely equivalent to FMD.</p>
	Discussion of due diligence process to qualify suppliers of drug products and medical equipment and devices	Supplier Engagement Statement Resilient and sustainable operations	<p>Cencora sources most drug products (for its wholesale business operations) directly from the manufacturer, unless mandated or permitted by applicable laws and regulations. Indirect sourcing of drug products is strictly in compliance with such applicable laws and regulations. We work to ensure all our products are handled with the utmost care. For overall information on our processes and practices, please see Safe and Secure Distribution of Controlled Substances Report and Supply chain and stewardship sections for more information on Prescription Drug Safety. We are continuing to monitor this issue outside the U.S.</p> <p>Alliance Healthcare businesses comply with relevant legislation regarding the safety and quality of the healthcare products we distribute. This includes the Falsified Medicines Directive (FMD), and its Delegated Regulation, and the Medical Devices Regulation, in all EU/EEA markets. Any substandard products that we might identify are reported to National Competent Authorities using well-established procedures. Following the UK's exit from the European Union, FMD no longer applies, but the UK Government has stated its intention to legislate for a system to control falsified medicines that would be largely equivalent to FMD.</p>
	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	Supplier Engagement Statement Resilient and sustainable operations	<p>Cencora sources most drug products (for its wholesale business operations) directly from the manufacturer, unless mandated or permitted by applicable laws and regulations. Indirect sourcing of drug products is strictly in compliance with such applicable laws and regulations. We work to ensure all our products are handled with the utmost care. Please see our Combatting the Opioid Epidemic and Supply Chain and Stewardship sections for more information on Prescription Drug Safety. We are continuing to monitor this issue outside the U.S.</p> <p>Alliance Healthcare businesses comply with relevant legislation regarding the safety and quality of the healthcare products we distribute. This includes the Falsified Medicines Directive (FMD), and its Delegated Regulation, and the Medical Devices Regulation, in all EU/EEA markets. Any substandard products that we might identify are reported to National Competent Authorities using well-established procedures. Following the UK's exit from the European Union, FMD no longer applies, but the UK Government has stated its intention to legislate for a system to control falsified medicines that would be largely equivalent to FMD.</p>



Topic	Accounting metric	Page and source*	Additional information
Product lifecycle management	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Resilient and sustainable operations	<p>Cencora is committed to adopting sustainable packaging solutions where possible and removing single-use, petroleum-based materials like plastics and polystyrene foam from our operations and sourcing more ecological options. We are responsible for secondary and in some instances tertiary packaging for the products we ship, which often have unique shipping and handling requirements that must be carefully and thoughtfully considered when exploring responsible packaging solutions. Some businesses have specifically designated packaging solutions and pack outs used per manufacturer instructions, otherwise our packaging and pack outs are designed with the products we move in mind and are stringently tested to meet specific requirements needed to deliver the products safely, undamaged and undisturbed. We continue to address the challenge of reducing waste from product packaging that arrives at our facilities from suppliers by seeking alternative disposal options for hard-to-recycle plastics. We also engage our third-party waste management partners to help identify opportunities</p> <p>We aim to properly dispose of waste in our own operations while also considering the downstream impacts of our packaging materials we send to our customers. While the customers we serve differ across human and animal health, in working together and sharing best practices, we are able to identify opportunities to improve each business' approach to responsible packaging. Our U.S. animal health locations continue to use reusable totes that nearly eliminated single-use cardboard and Styrofoam in deliveries to participating customers. Additionally, our Alliance Healthcare business in the UK supports an inhaler recycling initiative. Collecting used or unwanted inhalers along with pre-existing delivery routes to be recycled.</p>
	Amount (by weight) of products accepted for take-back and reused, recycled, or donated	Resilient and sustainable operations	<p>Cencora and our teams are committed to recycling, as well as the reduction of waste. In fiscal 2025, we diverted 35,048 metric tons of waste from the landfill. This was composed of:</p> <ul style="list-style-type: none"> • 21,589 MT of mixed recyclables • 12,782 MT of cardboard • 122 MT of electronic waste • 532 MT of mixed plastics • 49 MT of compost <p>In fiscal 2025, Cencora donated nearly \$2.3 million in products. The monetary value of products donated was determined by the market value of these products at the time of donation. Our excess inventory donations allow medical personnel to dispense medications to underserved populations in need while providing critical resources to parts of the world impacted by pandemic, crises, and other natural and man-made disasters.</p>
Business ethics	Description of efforts to minimize conflicts of interest and unethical business practices	CoE	<p>Refer to CoE</p> <p>Refer to 10-K</p>
	Total amount of monetary losses as a result of legal proceedings associated with bribery, corruption, or other unethical business practices	10-K	N/A

Task force on climate-related financial disclosures*

Governance - Disclose the organization's governance around climate-related risks and opportunities.

A. Describe the board's oversight of climate-related risks and opportunities.

Cencora recognizes climate change as a risk. The Board's Governance, Sustainability, and Corporate Responsibility Committee has been delegated primary risk oversight for governance structure and processes, investor relations, sustainability and corporate responsibility, political engagement, and board succession planning. As a result, the Committee oversees the corporate responsibility strategy, and monitors implementation and performance of related objectives. Sustainability and corporate responsibility are also included on our Board's skills matrix in order to strengthen Board-level commitment to corporate responsibility-related topics. The committee is formally updated quarterly on corporate responsibility topics, including climate-related issues. Additionally, corporate responsibility is a topic of interest to the committee, and therefore, we provide informal updates, as appropriate and requested. The Board's Compliance and Risk Committee is also briefed annually on how Cencora integrates climate and corporate responsibility considerations into our Enterprise Risk Management (ERM) process. In addition to quarterly updates, the SVP, Group General Counsel and Corporate Secretary, SVP, Global Public Affairs, VP, Global Corporate Responsibility, SVP, Investor Relations, and Executive Management Committee engage the Board of Directors as part of regular Board communications on corporate governance and corporate responsibility disclosure trends.

In April 2022, the Board was presented with and approved Cencora's science-based target to reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 54.6 percent by fiscal 2032 from a fiscal 2019 base year, which was formally validated by SBTi at the end of 2022.

B. Describe management's role in assessing and managing climate-related risks and opportunities.

The highest management-level position with responsibility for climate-related issues is the SVP of Global Public Affairs, who reports to the Executive Vice President and Chief Legal Officer. As climate-related risk is incorporated into how we manage and communicate risk as a company, the SVP along with members of the leadership team, update the Board of Directors' Governance, Sustainability and Corporate Responsibility Committee on corporate responsibility matters, including climate change. Additionally, the Global Corporate Responsibility department, an enterprise-wide, shared-services function, reports directly to the SVP of Global Public Affairs. This department is responsible for integrating corporate responsibility into operations across the company and works with both internal and external partners to identify and mitigate our climate-related risks. The VP of Global Corporate Responsibility reports to the SVP of Global Public Affairs.

Additionally, Cencora's Global Business Resilience (GBR) program is companywide, aligned with ERM, and designed to ensure that Cencora can proactively anticipate, prepare for, respond, and adapt to incremental changes and sudden disruptions, including climate-related risks. The GBR and ERM offices have integrated natural disasters and climate risks into their formal risk taxonomy standard. The Global Corporate

Responsibility team provides a formal annual update to the leadership of the GBR and ERM teams regarding climate-related trends and physical risks to our organization.

For additional information, please see our Governance, Sustainability and Corporate Responsibility Committee Charter.

Strategy - Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.

A. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

As connectors between those who create and those who prescribe and dispense medication, distributors play a unique role in the pharmaceutical supply chain, which requires them to maintain open lines of communication with manufacturers and sites of care, such as pharmacies, hospitals, or physician practices. When facing a natural disaster, such as a hurricane, wildfire, or earthquake, that responsibility becomes even more critical to prevent any disruption of services. The increased frequency and severity of unexpected climate-related events could not only halt our direct operations but also result in temporary or long-term disruption in the supply of products and raw material shortages that could lead to increased costs across the value chain.

Cencora has performed several physical risk assessments over the last few years and overall, our risk exposure was found to be moderate. The assessments utilized climate and hazard models to map climate change hazards, overlaid our asset locations with the hazard maps, and adjusted for risk sensitivity and materiality to develop a risk profile and score for the company and our assets. While overall our company and assets were determined to be at low/moderate risk across the seven indicators, our biggest risk identified was wildfire risk, with five sites receiving a score above 80 out of 100 for wildfire risk exposure. These sites are primarily located on the west coast of the United States. Over the last several years, we have seen an increase in the frequency and severity of wildfires on the west coast, specifically in California, where we have several human and animal health locations. In fiscal 2024, we began updating our physical risk assessment across our top 500 assets by value in line with updated climate models, Shared Socioeconomic Pathways (SSP), specifically scenarios SSP2-4.5 (medium emissions) and SSP5-8.5 (high emissions). This analysis incorporated both an assessment of physical risks across nine climate hazards and a financial risk impact analysis.

We deliver life-saving medication to hospitals, pharmacies, and physician practices every day. Some medications have strict temperature requirements to maintain the viability and quality of the product. In order to transport these products safely and effectively, packaging has to be tested and verified to be able to hold the products at temperature for a given time period. As temperatures continue to rise and heat waves increase in frequency and severity, it is of utmost importance that Cencora, as a distributor of lifesaving, temperature-controlled products, assesses this risk and its impact on our ability to deliver our products safely and efficiently to

preserve the quality and integrity of the product.

Operating on a global scale and united in our purpose, Cencora has continuously demonstrated its commitment to environmental stewardship. While climate change presents several risks to our business, we also see significant opportunity to adapt and innovate our strategies to continue to deliver on our promise while doing our part to protect the planet. We believe energy management is critical to environmental sustainability and an area of continuous improvement as we work to deploy efficiency measures across the organization. Implementing efficiency projects for continuous improvement, such as building envelope or equipment upgrades, conveyor system efficiencies, and other automation technologies, can increase our operational efficiencies, allowing us to serve more customers while reducing our resource consumption. We also find there to be a significant opportunity in developing a robust and comprehensive renewable energy program to increase our use of renewable resources as we make further progress toward our commitments and work to achieve our science-based target. To increase the reliability of our downstream supply chain, we work to advance transportation efficiency and increase fuel savings. In those instances where Cencora or Alliance Healthcare does not have direct control over the fleet that transport our products to customers, we collaborate with our fleet management and courier partners to identify opportunities to optimize and increase efficiency of the transportation of our goods.

B. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.⁸

Cencora's business objectives and strategy have been influenced by climate-related issues. Our company purpose at Cencora is: We are united in our responsibility to create healthier futures. We recognize that the economic, social, and physical environments in which our company operates are integral to our ability to deliver

better patient outcomes. Our purpose becomes increasingly evident in the event of climate-related issues such as severe weather events or natural disasters. Through our Global Business Resilience team, we continue to be prepared to remain operational in the event of a disaster, so that we may continue to serve our customers and their patients. We implemented a phased approach to business continuity planning to ensure that Cencora's network is equipped to handle potential disruptions from natural disasters or other aspects that may be related to climate change.

Ahead of anticipated natural disasters or severe storms, Cencora collaborates with customers and partners who reside within the expected path before the disaster hits to assess the medication needs of their communities, provide advanced ordering options, and order additional products as needed. Additionally, we make similar connections with local government agencies prior to a storm's fall to begin planning and coordinating alternative routes for future deliveries. This helps ensure that we can identify the best travel routes in a timely manner once a known or anticipated disaster makes landfall.

Cencora's distribution centers are located in geographically ideal locations to help mitigate risk from major storms. Our distribution network has been designed to provide backup distribution centers for every distribution center we operate. This strategy supports our business continuity planning processes and our ability to continue to serve our customers and their patients during events like natural disasters and climate-related events. In the face of climate-related events, supply chain localization is critical to ensure the ongoing delivery of life-saving medications. Mitigating risks associated with the global supply chain by focusing on our ability to serve our local communities has influenced our core purpose and the strong partnerships we have built throughout our supply chain.

C. Describe the resilience of the organization's strategy, taking into consideration different climate-related

scenarios, including a 2°C or lower scenario.

In fiscal 2022, as we expanded our global footprint through business acquisitions, we updated the scope of our physical risk assessment to include our new locations, covering nearly 400 sites across 24 countries. The analysis considered our geographic locations at a granular level as well as the total asset value to better weigh the risk level and scoring. The assessment utilized climate modelling and hazard models to map climate change hazards, overlaid our asset locations with the hazard maps, and adjusted for risk sensitivity and materiality to develop a physical risk profile and score for the company and our assets. The analysis quantified and scored our company's risk exposure across seven climate hazard indicators, such as heat waves, wildfires, hurricanes, etc., and utilized the three climate scenarios: Low (RCP 2.6), Moderate (RCP 4.5), and High (RCP 8.5) (see IPCC's Fifth Climate Assessment Report). The time horizons considered were 2020 (as a baseline), 2030 (medium term), and 2050 (long term). The updated analysis showed our overall risk exposure to be moderate, with wildfires and water stress being the most significant risk indicators across our locations. Using this information, we upgraded infrastructure in one of our mid-west DCs to be better equipped for potential climate impact. In fiscal 2024, we began updating our physical risk assessment across our top 500 assets by value in line with updated climate models, Shared Socioeconomic Pathways (SSP), specifically scenarios SSP2-4.5 (medium emissions) and SSP5-8.5 (high emissions). This analysis incorporated both an assessment of physical risks across nine climate hazards and a financial risk impact analysis.

Our Enterprise Risk Management team has incorporated climate-related factors into our business risk taxonomy, and our business continuity plans and insurance policies further mitigate these risks. This analysis has informed our business strategy and continuity planning process and also influenced the decision to set a science-based target as we continue to identify opportunities to mitigate our climate risk and reduce our environmental impact. Our

ERM program incorporates identification of climate-related risks from both a top-down identification process, capturing input from executive and senior leaders, as well as bottom-up processes, documenting risks raised by front-line employees within business units and shared services. These processes seek to capture comprehensive risk information from a variety of sources, enabling the identification and management of both long-term strategic and short-term tactical climate-related risks and issues.

Risk management - Disclose how the organization identifies, assesses, and manages climate-related risks.

A. Describe the organization's processes for identifying and assessing climate-related risks.

At Cencora, company level climate-related risks are identified and assessed by our Office of Enterprise Risk Management and regularly presented to our Board, the Governance, Sustainability and Corporate Responsibility Committee, and the Executive Management Committee. Our Board considers specific risk topics throughout the year, including risks related to climate change, government regulation, information technology, cybersecurity, strategy, operations, and distribution of controlled substances, among others.

The Board's Governance, Sustainability, and Corporate Responsibility Committee has been delegated primary risk oversight for corporate responsibility, including climate change, governance structure and processes, and political engagement, among others. The committee oversees the corporate responsibility strategy, and it monitors performance of objectives. Corporate officers, including the Chief Legal Officer and senior managers report on risk exposure at regular intervals to the appropriate committee or full Board.

B. Describe the organization’s processes for managing climate-related risks.

To inform enterprise-level risk, climate-related operational and site-level risk is assessed and identified through numerous avenues including: Global Corporate Responsibility key stakeholders, climate-related supply chain risk mapping, sophisticated processes that proactively assess climate-related disruption, ISO certifications, and third-party assurance of select sections of our corporate responsibility report and greenhouse gas (GHG) emissions management. The Global Corporate Responsibility team’s overarching purpose is to ensure the integration and coordination of Cencora’s corporate responsibility strategy and practices with business strategy and policy. The team leads Cencora’s efforts to embrace a companywide corporate responsibility approach, integrate corporate responsibility throughout our business, and ensure high standards of accountability for the management of priorities and goals.

In order to identify and act upon the climate-related risks, Cencora developed the Global Resilience Program (GBR) and ERM program to ensure that, by determining the potential size and scope of climate-related risks and any areas of potential substantive impact, Cencora can proactively anticipate, prepare for, respond, and adapt to incremental changes and sudden disruptions. The GBR and ERM teams provide centralized governance, tools, and assurance processes to integrate crisis management, business continuity, and disaster recovery. Through formal Business Continuity Planning, the GBR team ensures that Cencora’s businesses are equipped to handle potential disruptions from natural disasters or other events that may be related to climate change.

C. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.

Cencora’s ERM program incorporates identification of climate-related risks from both a top-down identification

process, capturing input from executive and senior leaders, as well as bottom-up processes, documenting risks raised by front-line employees within business units and shared services. These processes seek to capture comprehensive risk information from a variety of sources, enabling the identification and management of both long-term strategic and short-term tactical climate-related risks and issues. Cencora’s Global Business Resilience (GBR) program is companywide, aligned with ERM, and designed to ensure that Cencora can proactively anticipate, prepare for, respond, and adapt to incremental changes and sudden disruptions, including climate-related risks. The GBR and ERM teams provide centralized governance, tools, and assurance processes to integrate crisis management, business continuity, and disaster recovery. Through formal Business Continuity Planning, the GBR team ensures that Cencora’s businesses are equipped to handle potential disruptions from natural disasters or other events that may be related to climate change.

Cencora’s ERM program fosters a network of risk champions and risk liaisons embedded within each business unit and shared service across the organization. These individuals are responsible for leading risk management processes within their area of the business, including identification, analysis, mitigation, and monitoring of a comprehensive scope of risks, including climate-related risks. These risks are captured in a centralized Governance, Risk, and Compliance (GRC) tool that provides the Office of ERM with visibility into critical risks across the company, as well as the ability to aggregate enterprise-wide risks using a common taxonomy, to identify and manage risks that span multiple areas of the business.

Metrics and targets – Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

A. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

Cencora discloses environmental metrics material to our business annually through our CDP disclosure and our Corporate Responsibility Report. The metrics that fall into the environment and stewardship topic area include climate impacts, energy, GHG emissions, transportation efficiency, responsible packaging, and waste management and recycling. We track and report on metrics across these categories and use these indicators to assess our progress and performance.

B. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

Our fiscal 2025 greenhouse gas emissions and fiscal 2019 base year.

Scope	FY19 Emissions (MT CO ₂ e)	FY25 Emissions (MT CO ₂ e)
Scope 1	148,528	189,955
Scope 2 LB ¹	108,048	83,157
Scope 2 MB ²	116,933	79,881
Scope 3 ³	19,881,916	46,143,672
Scope 3 Upstream	19,778,703	45,860,292
Scope 3 Downstream	103,213	283,380

1. Scope 2 location-based emissions
 2. Scope 2 market-based emissions
 3. Scope 3 emissions calculations include actual emissions calculations using spend-based, hybrid, and activity-based methodologies based on the category and available data. Categories calculated or estimated in fiscal 2025 exclude categories 8, 10, and 14. For further details, please see the Environmental Reporting Criteria within this Content index.

C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Cencora commits to reduce absolute Scope 1 and 2 GHG emissions 54.6 percent by fiscal 2032 from a fiscal 2019 base year. Cencora also commits that 82 percent of its suppliers by spend, covering purchased goods and services, will have Science Based Targets by fiscal 2027. Our near-term target has been formally approved by the SBTi. Our total Scope 1 and 2 (market-based) emissions increased by 1.65 percent from our fiscal 2019 base year. We realized a 27.9 percent increase in our Scope 1 emissions and a 31.7 percent decrease in our Scope 2 market-based emissions from our fiscal 2019 base year. As of fiscal year 2025, 65 percent of our suppliers by spend have set their own Science Based Targets.

Please see our Corporate Responsibility website for more details.

United Nations Sustainable Development Goals (SDGs)

Our corporate responsibility activities contribute to the United Nations Sustainable Development Goals (SDGs) and the UN Global Compact (UNGC). The SDGs are a call for collaborative action to further the health and prosperity of the planet and all people, structured around 17 unique goals. All of the SDGs are essential to ensuring harmony and prosperity among all people and our planet. Below is a summary of some of our progress related to the SDGs across the enterprise.

SDG	Cencora alignment
★ 2 Zero hunger	Our MWI Animal Health business provides products, technologies, and services to support sustainable food production and help feed a growing, hungry world.
★ 3 Good health and wellbeing	Cencora's purpose, that we are united in our responsibility to create healthier futures, is the foundation for everything we do, and is exemplified by our team members' dedication to our purpose. We take an aligned approach to create healthier futures, and we accomplish that through both our business and philanthropic strategies to impact as many lives as possible. Whether it's through an innovative solution or working closely with our partners, we carry out our purpose every day as we work in service of our customers, their patients, and our shared communities. We continue to address disparities as we engage all team members, partners, customers, and patients in our global community, while working together to improve access to healthcare services for all.
★ 5 Gender equality	Cencora remains committed to equity across its workforce. Cencora supports an ERG focused on women's issues, and has plans to expand that ERG globally in the upcoming fiscal year.
★ 7 Affordable and clean energy	We continually look for ways to invest in clean energy while increasing operational energy efficiency through lighting upgrades, HVAC, and other improvement opportunities. Globally, renewable energy accounts for approximately 20 percent of our electricity consumption. Renewable energy adoption will play an important role in achieving our science-based target.
★ 10 Reduced inequalities	Access to healthcare is a core focus area for the Cencora Impact Foundation. Much of our work is focused on reducing disparities in healthcare across the globe.

SDG

Cencora alignment

13 Climate action

We are committed to addressing the climate risks that impact our business and the communities we live in. We recognize that our operations have an impact on the climate, and we work to lessen this impact. We are engaging with a third party to assist with climate-related preparedness and planning, and we utilize our Foundation partners to provide necessary support and supplies before, during, and after natural disasters. We track and manage our Scope 1 and Scope 2 greenhouse gas emissions and utilize this information to help identify opportunities to increase efficiencies across the business. We began reporting our total Scope 3 emissions in fiscal 2022 and are continuing to improve data quality and processes to increase the accuracy of our emissions across our global business. We plan to continue to build out these capabilities for all relevant categories in the coming years.

Cencora commits to reduce absolute Scope 1 and 2 GHG emissions 54.6 percent by fiscal 2032 from a fiscal 2019 base year. Cencora also commits that 82 percent of its suppliers by spend, covering purchased goods and services, will have Science Based Targets by fiscal 2027. Our targets have been formally approved by the SBTi. Our total Scope 1 and 2 market-based emissions increased by 1.7 percent from our fiscal 2019 base year. We realized a 27.9 percent increase in our Scope 1 emissions and a 31.7 percent decrease in our Scope 2 market-based emissions from our fiscal 2019 base year. 65 percent of our suppliers by spend have set their own Science Based Targets.

17 Partnerships for the Goals

Contributing to the future of quality global care around the world relies on curiosity and innovation. In 2022, we created Cencora Ventures (formerly AB Health Ventures), a dedicated corporate venture capital fund to help identify entrepreneurs who are looking to revolutionize healthcare with us. By investing in innovative healthcare start-ups, we will this fund sparks new ideas, generates additional value, accelerates product development, and brings forward potential solutions that will benefit our customers.

To further fuel innovative ideation, our Global Products and Solutions team hosts a Community of Practice (CoP) to foster a collaborative product culture that gives all our team members the guidance and tools to participate in innovation at Cencora.

Additionally, the Cencora Impact Foundation launched the Cencora Healthier Futures Grant Program in fiscal 2023 to identify opportunities to support innovation in global health, and in fiscal 2024, initiated a request for proposals.

The Cencora Impact Foundation's Grantmaking Committee and Board of Directors gathered all the submissions and garnered input from subject matter experts across many different Cencora business units. They carefully deliberated each proposal based on their potential impact on global health and selected three charitable organizations to each receive a grant to fund their projects.

The Foundation is continuing to work closely with our grant recipients, tapping into the resources and connections of our enterprise to offer strategic support that significantly extends the value of the funding provided through the grant program. Nurturing these multi-year partnerships with organizations that reflect our purpose is one of the most effective ways we can make a direct impact on communities in times of need, because the future of global health is much brighter when we work together.

World Economic Forum Stakeholder Capitalism Metrics*

Principles of governance

Theme	Sub-themes, core metrics, and disclosures	Sources**
Governing purpose	Setting purpose	Our Purpose
Quality of governing body	Board composition	Governance, Sustainability, and Corporate Responsibility Committee charter
Stakeholder engagement	Impact of material issues on stakeholders	GRI 3-2 Stakeholder engagement
Ethical behavior	Anti-corruption Protected ethics advice and reporting mechanisms	CoE CoE
Risk and opportunity oversight	Integrating risk and opportunity into business process	Governance, Sustainability, and Corporate Responsibility Committee charter

Planet

Climate change	Greenhouse gas (GHG) emissions TCFD-aligned reporting on material climate risks and opportunities	Resilient and sustainable operations TCFD
Fresh water availability	Fresh water consumption in water stressed areas	GRI 303-5



Theme	Sub-themes, core metrics, and disclosures	Sources**
People		
Dignity and equality	Pay equality (%)	GRI 405-2
	Inclusion (%)	GRI 405-1
	Wage level (%)	GRI 405-2
	Risk for incidents of child, forced or compulsory labor (#, %)	Supplier Engagement and Resiliency UK Modern Slavery Act
Health and wellbeing	Health and safety (%)	GRI 403-9
Skills for the future	Training provided (#)	GRI 404-1 and GRI 404-2
Prosperity		
Wealth generation and employment	Absolute number and rate of employment	GRI 401-1
	Net Economic Contribution	10-K
	Net investment	10-K
Community and social vitality	Community investment (%)	GRI 413-1
	Country by country tax reporting	GRI 207-2

Cencora fiscal 2025 reporting criteria

This document provides the reporting criteria for energy, greenhouse gas (GHG) emissions, and waste management performance indicators presented within our fiscal 2025 Our Purpose in action report, content index, and webpage.

Assurance

Cencora engages an external party to provide assurance on current year fiscal 2025 energy consumption and Scope 1 and Scope 2 location-based method (LBM) and market-based method (MBM) GHG emissions. See [Independent Limited Assurance Report](#).

Estimates, assumptions, and extrapolation

Every effort is made to capture all relevant data globally. However, data is not always available, nor is it feasible or practical to capture every single item of data across our global operations. Currently, estimations are made in the event that data is not available for a given site or location by leveraging either historical data to trend/make accurate estimations in cases where actual historical data is available or by estimating using facility information (such as square footage).

Recalculation of base year policy

Cencora uses 2019 as its base year for Scopes 1 and 2 GHG emissions. Cencora has a recalculation policy by which Cencora recalculates its base year emissions to reflect significant individual or cumulative changes.

The following types of changes will be tracked and may trigger recalculation of base year emissions when considered material:

- Structural changes (e.g., mergers and acquisitions and divestments)
- Changes in calculation methodologies
- Improvements in data accuracy
- Discovery of errors or omissions

Information is considered material if, by its inclusion or exclusion, it can be seen to influence any decisions or actions taken by users of the information. Cencora sets materiality based on qualitative and quantitative factors.

Reporting boundaries

Our Corporate Responsibility Report and webpage are based on activities in fiscal year 2025 (October 1, 2024 to September 30, 2025), except as otherwise noted. Boundaries for data included in our reporting are provided on a metric-by-metric basis. Specific boundaries for fiscal 2025 energy consumption and Scope 1 and Scope 2 LBM and MBM GHG emissions are described in the appendix to the Independent Limited Assurance Report. Specific boundaries for waste management, Scope 3 GHG emissions, and fiscal 2019 base year GHG emissions are described in the sections below.

Any rules applied to data from new acquisitions/new facilities

We provide consolidated data where possible and specify below where data or metrics reported do not represent the full enterprise throughout our Corporate Responsibility Report and microsite where necessary. Exclusions or scope of programs are called out below where applicable.

For any site or business that is closed/sold, data is included

up until the last full month of ownership/control, as far as practical or unless otherwise noted.

Comparability to previous years

We identify events that affect comparability to previous years with the report text or footnotes.

In fiscal 2025, a thorough review of our data sources, processes, calculations, and methodologies was conducted. This effort resulted in the following:

- Identification of emissions and waste sources previously not included in our reporting.
- Further refinement of our stationary refrigerant estimations and expanding this estimate to all sites.
- Inclusion of an estimate for vehicle refrigerants.

It is important to note that due to these data improvements, any comparison between fiscal 2024 and fiscal 2025 data would be inconsistent and not advised.

These data changes did drive a material impact to our emissions and energy data and therefore a base year recalculation was performed on our fiscal 2019 data. This recalculation took into account all data sources, process, calculation, and methodology changes applied to fiscal 2025 data.

Energy and GHG emissions

Scope 1 and 2 GHG emissions

Calculation methodologies are detailed in Cencora's Statements of Energy and Greenhouse Gas ("GHG") Emissions for the fiscal year ended September 30, 2025, attached to the

Independent Accountants report at page 94.

Fiscal 2019 emissions follow the same methodologies outlined in the Statements of Energy and GHG Emissions for fiscal 2025.

Scope 3 GHG Emissions

Method

- Categories 1, 2, 4, 15 – leverage a spend-based calculation methodology. In fiscal 2025, we used the latest release of the USEEIO procurement data (2024 release, 2022 data).
- Category 3 – leverages upstream emissions factors to estimate WTT and T&D loss emissions leveraging our scope 1 and 2 data. We use emissions factors sourced from the latest available IEA, DEFRA, and EPA data sets.
- Category 5 – leverages actual waste data reported by in scope assets including waste tonnage, disposal method. Emissions factors currently leveraged are from the 2025 EPA waste emission factor release.
- Category 6 – leverages actual business travel data including distance, fuel, or hotel stay information. Appropriate emissions factors were sourced, based on location, from EPA and DEFRA's latest releases in 2025.
- Categories 7, 9, 11, and 12 – were estimated based on historical data processes due to lack of data availability and low impact of categories.
- Categories 13 – leverages an average-data methodology using asset type and square footage, average energy intensities from US EIA and emissions factors sources based on location.
- Categories 8, 10, and 14 – excluded from Cencora's inventory. Category 8 is excluded because all sites are

included in Scope 1 and 2. Category 10 is excluded because there is no further processing of sold products or if so it is immaterial. Category 14 is excluded because Cencora does not have franchises.

Waste management and recycling

Scope

- Waste materials generated from our facilities for either recycling or ultimate disposal by third party waste vendors. Our general non-hazardous waste data is representative of approximately 86 percent of our locations by square footage. The scope of our hazardous waste data and specific recycling programs for totes, pallets, electronics, and stock bottles is as follows:
- Totes and Pallets: U.S. Human Health distribution centers
- Electronic waste: All Cencora sites that generated e-waste
- Plastic stock bottles: American Health Packaging (AHP)
- Non-hazardous product waste U.S. Human and Animal Health distribution centers, Specialty, American Health Packaging (AHP), and corporate offices
- Hazardous waste: Alliance Healthcare, U.S. Human and Animal Health distribution centers, Specialty, AHP, corporate offices

Sources

Data comes from internal or third-party databases and/or from invoiced quantities/direct measurement, derived from waste transfer notes. Some estimates may be included in instances where vendors do not provide weight data or waste data is not available. For the U.S., some vendors do not weigh the trash, and therefore EPA guidance is used to estimate tonnage based on number of hauls, waste type, and container size.

Rider A

Scope of this Report

As used in this report, the terms “material,” “materiality,” “immaterial,” “substantive,” “significant” and other similar terminology are not used, or intended to be construed, as they have been defined by or construed in accordance with the securities laws or any other laws of the United States or any other jurisdiction or as they are used in the context of financial statements and financial reporting.

The data presented in this report is collected using accepted and relevant scientific and industry accepted methodologies, which in some instances, are based on assumptions and estimates. Although our data has been internally vetted, there are inherent uncertainties and limitations in the collection and presentation of our data. In addition, the achievement of certain of our sustainability goals and targets that are discussed in this report are dependent on the actions of our partners, suppliers and other third parties, all of which are outside of our control.

Forward-looking statements

This report contains goals, initiatives and other “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on current expectations and are indicated by words or phrases such as anticipate, outlook, estimate, expect, project, believe, envision, ensure, can, commit, will, aim, seek, goal, target and similar words or phrases. These forward-looking statements involve known and unknown risks, uncertainties and other factors which may cause actual results, performance or achievements to be materially different from the future results, performance or achievements expressed in or implied by such forward-looking statements. These forward-looking statements reflect management’s current views with respect to future events, subject to uncertainty and changes in circumstances, and are

based on assumptions as of the date of this report. Furthermore, these forward-looking statements are subject to a number of risks and uncertainties, many of which are unforeseeable and beyond our control, that could cause actual results, performance or achievements to materially differ. These risks include, but are not limited to, our ability to achieve our corporate responsibility goals; failure by our suppliers, service providers and business partners to satisfactorily fulfill their commitments and responsibilities; risks that acquisitions of or investments in businesses, including the acquisitions of Alliance Healthcare, PharmaLex, Retina Consultants of America, and OneOncology fail to achieve expected or targeted future results and impede our ability to achieve our corporate responsibility goals or targets; our ability to effectively manage our growth; our ability to respond to changes or uncertainty in U.S. policies or the policies of other countries and regions in which we do business, including with respect to U.S. or international trade policies or tariffs, which can disrupt our global operations, as well as the operations of our customers and suppliers; and those risks identified in our Annual Report on Form 10-K for the fiscal year ended September 30, 2025, which we filed with the Securities and Exchange Commission on November 25, 2025, as well as any other risks that may be identified in our Quarterly Reports on Form 10-Q and Form 8-K reports subsequently filed or furnished with the Securities and Exchange Commission. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Independent Accountants' Review Report



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with confidence**

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To the Management of Cencora, Inc.

We have reviewed Cencora, Inc.'s Statements of Energy and Greenhouse Gas Emissions contained in Appendix A for the year ended September 30, 2025 (the "Subject Matter"), in accordance with the criteria set forth in Appendix A (the "Criteria"). Cencora, Inc.'s management is responsible for the Subject Matter in accordance with the Criteria. Our responsibility is to express a conclusion on the Subject Matter based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C section 210, *Review Engagements*. Those standards require that we plan and perform our review to obtain limited assurance about whether any material modifications should be made to the Subject Matter in order for it to be in accordance with the Criteria. The procedures performed in a review vary in nature and timing from and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether the Subject Matter is in accordance with the Criteria, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. As such, a review does not provide assurance that we became aware of all significant matters that would be disclosed in an examination. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent of Cencora, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our review engagement. Additionally, we have complied with the other ethical requirements set forth in the Code of Professional Conduct and applied the Statements on Quality Management Standards established by the AICPA.

The procedures we performed were based on our professional judgment. Our review consisted principally of applying analytical procedures, making inquiries of persons responsible for the subject matter, obtaining an understanding of the data management systems and processes used to generate, aggregate and report the Subject Matter and performing such other procedures as we considered necessary in the circumstances.

As described in Appendix A the Subject Matter is subject to measurement uncertainties resulting from limitations inherent in the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

The information included in Cencora, Inc.'s Corporate Responsibility Report, other than the Subject Matter, has not been subjected to the procedures applied in our review and, accordingly, we express no conclusion on it.

Based on our review, we are not aware of any material modifications that should be made to the Statements of Energy and Greenhouse Gas Emissions as presented in Appendix A for the year ended September 30, 2025 in order for it to be in accordance with the Criteria.

March 13, 2026

A handwritten signature in black ink that reads "Ernst & Young LLP".

Appendix A – Statements of Energy and Greenhouse Gas Emissions

Cencora, Inc.

Statements of Energy and Greenhouse Gas (“GHG”) Emissions for the year ended September 30, 2025

Statement of Energy

Energy	Unit of measure	FY2025
Total non-renewable fuel consumption	Megajoules (MJ)	1,787,615,267
Total renewable fuel consumption	MJ	70,097,267
Total electricity, heating, cooling and steam purchased for consumption ¹	MJ	1,121,182,604
Total electricity, heating, cooling and steam sold	MJ	0
Total Energy Consumption	MJ	2,978,895,138

¹Electricity accounts for over 99% and heating less than 1% of the energy purchases. Cencora does not consume purchased cooling or steam.

Statement of GHG Emissions

Emissions	Unit of measure	FY2025 ²
Scope 1 GHG Emissions	Metric tonnes of carbon dioxide equivalent (MT CO ₂ e)	189,955
Scope 2 GHG Emissions (location-based)	MT CO ₂ e	83,157
Scope 2 GHG Emissions (market-based)	MT CO ₂ e	79,881
Total GHG Emissions (Scope 1 + Scope 2 location-based)	MT CO ₂ e	273,112
Total GHG Emissions (Scope 1 + Scope 2 market-based)	MT CO ₂ e	269,836

²Non-refrigerant emissions are over 99% CO₂. Refrigerant emissions (approximately 75,126 MT CO₂e or 27.8% of total Scope 1 and Scope 2 Market-based GHG Emissions) are HFC-based.

Notes to the Statement of Energy and GHG Emissions

Note 1: Company background

Cencora, Inc. ("Cencora" or the "Company") reports energy and GHG emissions for its global operations.

Note 2: Basis for preparation and Criteria

The Statements of Energy and GHG Emissions have been prepared based on the Company's fiscal year of October 1, 2024 to September 30, 2025. The energy disclosures included in the Statement of Energy are presented in accordance with the criteria of The Global Reporting Initiative 302: Energy 2016, Disclosure 302-1 Energy consumption within the organization. The emissions disclosures included in the Statement of GHG Emissions are presented in accordance with the criteria of the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard [Revised Edition] including the Greenhouse Gas Protocol Scope 2 Guidance published by the World Resources Institute and the World Business Council for Sustainable Development.

Note 3: Reporting approaches

A summary of the key disclosure approaches is set out below.

Energy and GHG reporting scope and boundary

The Statements of Energy and GHG Emissions Include energy consumption and Scope 1 and 2 GHG emissions that were reported for operations with the organizational boundary described below:

Total energy consumption within the organization	Total energy consumption within the organization consists of non-renewable fuel consumed; renewable fuel consumed, including consumption of energy from on-site solar generation; electricity and heating purchased for consumption. Cencora does not purchase and consume cooling or steam. Cencora does not have any electricity, heating, cooling, and steam sold.
Scope 1	Scope 1 GHG emissions include the combustion of natural gas, diesel, liquified petroleum gas (LPG), heating oil/kerosene, heavy fuel oil/residual fuel oil No. 6 used in boilers and generators; the combustion of fuel used for vehicles; and fugitive emissions (refrigerant leakage) from stationary and mobile assets.
Scope 2	Scope 2 GHG emissions include electricity purchases and district heating purchases related to Cencora facilities and electric vehicle charging. Scope 2 GHG emissions are reported for both location-based and market-based emissions.

Cencora has selected a reporting boundary based on operational control for its global operations. Leased assets are incorporated into the energy and Scope 1 and 2 reporting boundary where Cencora has operational control over the asset. Cencora strives to integrate structural changes, such as acquisitions or divestitures, into its energy and GHG Inventory. In the fiscal reporting period subsequent to the structural change and disclosures exceptions to this where applicable. Cencora's acquittal of Retina Consultants of America in 2025 has been excluded from the Statements of Energy and GHG Emissions.

Greenhouse gases

The following GHGs are included as part of Cencora's scope 1 and 2 inventory: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), and hydrofluorocarbons (HFCs). Cencora does not generate emissions from the remaining sources perfluorocarbons (PFCs), sulfur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Emissions are primarily comprised of CO₂, except for refrigerants which are HFC-based. Cencora does not report these GHGS separately. Cencora does not have any material emissions from biogenic sources.

Methodology

For total energy consumption within the organization, fuel consumed, generated or sold is collected from utility invoices or on-site meters, or it is estimated based on prior periods. Where minimal primary data is available, Cencora uses an average intensity rate per type of facility per square foot to estimate energy consumption.

For Scope 1 GHG emissions, fuel consumption for stationary assets is collected from utility invoices or is estimated based on prior periods or generator run times. Fuel usage for vehicles is collected from fuel purchase invoices and transactions or is estimated based on distance and average vehicle fuel economy. The respective emission factors are applied to the activity data to determine the GHG emissions.

Scope 1 fugitive emissions from stationary and vehicle assets are estimated based on available information regarding Cencora's assets and activities (e.g., refrigerant type and/or leakage). Where minimal primary data is available, Cencora uses average leakage rates and/or extrapolates refrigerant emissions based on intensity of refrigerant emissions per square foot.

For Scope 2 GHG emissions, electricity consumption is collected from invoices or is estimated based on prior periods. Grid-average emissions factors are applied for Scope 2 location-based emissions calculations. For Scope 2 market-based emissions, Cencora follows the Greenhouse Gas Protocol hierarchy of emissions factors, applying supplier specific or residual mix factors where available, and otherwise, applying location-based emissions factors. In calculating Scope 2 market-based emissions, Cencora includes the effect of supply contracts to procure electricity with utility providers, renewable energy certificates (RECs) and guarantees of origin (GO) purchased through third parties or power purchase agreements (PPAs).

Scope 1 and 2 emissions are subject to measurement uncertainties resulting from limitations inherent in the nature of methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

GHG emissions factors

The CO₂e associated with the emissions-generating activities have been determined based on measured or estimated energy and fuel use, multiplied by relevant GHG emissions factors and Global Warming Potentials (GWPs) multiplied by appropriate conversion factors. For consistency and accuracy, the Company applies emission factors and GWPs from recognized international and national standards, with the most recently available GWP from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6 2021) used where available (e.g., AR6 is not available for all refrigerant types and AR5 may be used when already included in selected emissions sources).

The table below indicates the relevant emissions factors applied to the various emissions source types:

Emission source	Emission source type	FY2025 Emissions factors
Scope 1	Stationary and mobile fuel	<ul style="list-style-type: none"> • 2025 US Environmental Protection Agency (EPA) GHG Emissions Factors Hub for US sites • 2025 Department for Environment, Food and Rural Affairs (DEFRA) GHG Conversion Factors for non-US sites
Scope 1	Fugitive	<ul style="list-style-type: none"> • GWP from ARB as sourced from the Climate Registry or DEFRA
Scope 2	Electricity-Location-based	<ul style="list-style-type: none"> • 2024 EPA’s Emissions & Generation Resource Integrated Database method (eGrid) emission factors • 2025 International Energy Agency (IEA) emission factors
Scope 2	Purchased Heat	<ul style="list-style-type: none"> • 2025 DEFRA GHG Conversion Factors
Scope 2	Electricity-Market-based	<ul style="list-style-type: none"> • Supplier specific 2024 Edison Electric Institute (EEI) (2023 data) for U.S. method supplier specific factors • 2024 Green-e (2022 data) for U.S. residual mix factors¹ • 2025 Association of Issuing Bodies (AIB) (2024 data) for residual mix factors outside the U.S. • 2024 EPA’s eGrid emission factors² • 2025 ICA emission factors²

¹The emissions factors applied to electricity consumption in the US are the Green-e residual mix emissions factors, which are adjusted grid-average emissions factors that account for all unique Green-e Energy certified sales. Complete adjusted emissions factors (i.e., residual mix that accounts for all voluntary renewable energy claimed) are not available for the US as of the date of this report.

²Where supplier-specific and residual mix factors are not available, an adjusted emission factor is not estimated to account for voluntary purchases, which may result in double counting between electricity consumers.

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to create healthier futures