cencora

2026 Code of ethics and business conduct

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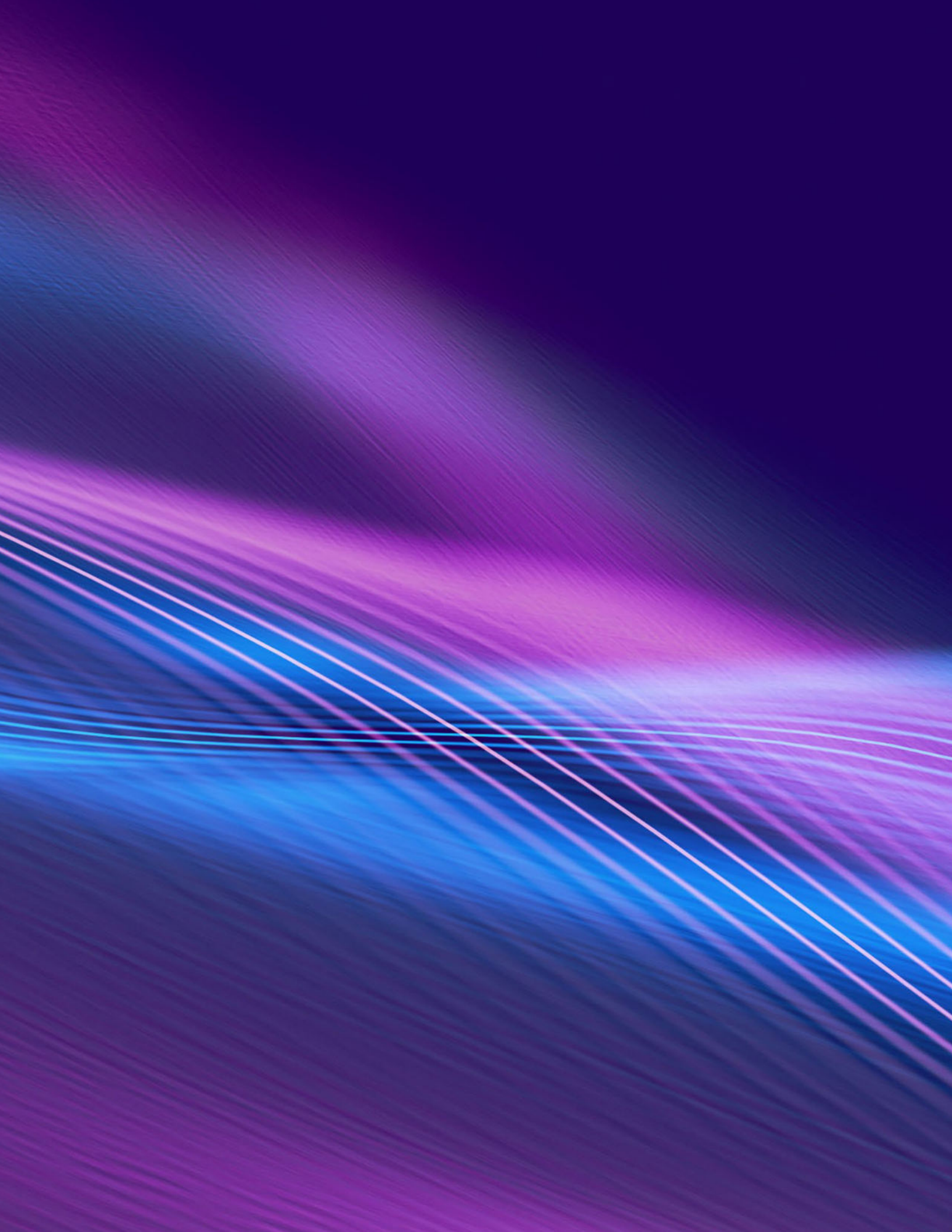


Our commitment

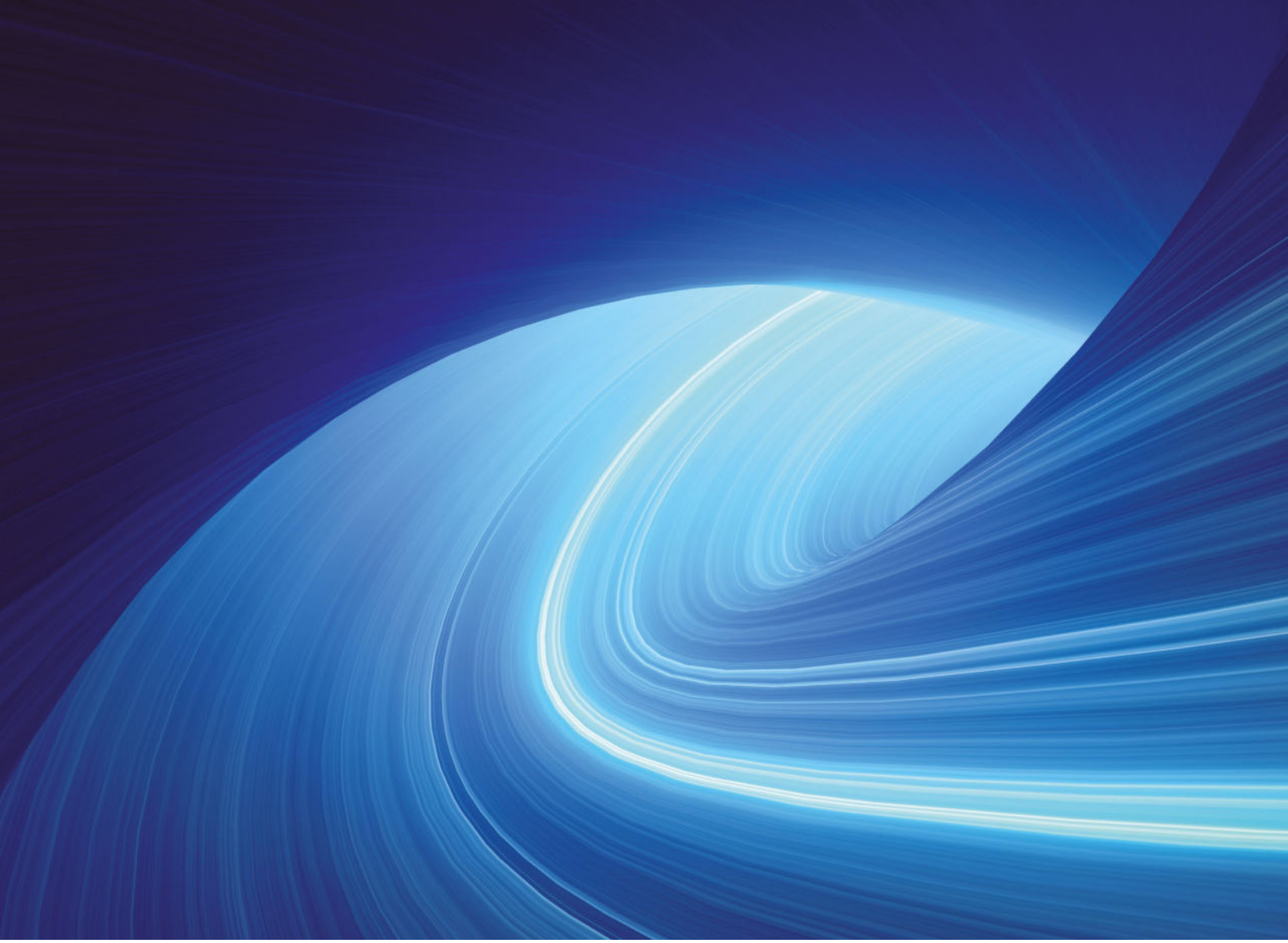
Bob Mauch
President and Chief
Executive Officer

As Cencora grows as a global organization, our collective responsibility to conduct ourselves and our business ethically and honestly also continues to grow. At the same time, remaining compliant is becoming increasingly complex as the laws, regulations, and policies with which we must comply also evolve. That's why it is vitally important that each team member takes the time to closely review this year's Code of Ethics and Business Conduct and recommit yourself to upholding the Code as part of our culture of compliance.

We frequently talk about putting our customers and their patients at the center of everything that we do, and that requires us to conduct business with the highest level of integrity. Everyday around the world, our team members work with customers, suppliers, stakeholders, and regulatory entities, and it is imperative that we conduct business transactions with integrity and honesty. The Code provides the necessary framework for how our business operates and defines our guiding principles.

On behalf of Cencora's leadership team and board of directors, I'd like to thank you for all the ways you live out the principles outlined in the Code. Completing your annual training and reviewing the Code are two important ways you can do your part to uphold Cencora's culture of compliance. It's also critically important that you utilize the SpeakUp program if you have a concern about any behavior or activity that seems unethical, inappropriate, or not in keeping with the key principles of our Code.

Thank you for your continued commitment to compliance, ethical decision-making, and our united purpose.



Scope

As one of the world's largest pharmaceutical services companies, Cencora, including its subsidiaries and affiliates (the Company), is committed to executing its business objectives with the highest ethical standards and to complying with all applicable laws, regulations and rules. As part of this commitment, the Company has adopted this Code of Ethics and Business Conduct.

All Company directors, officers, and team members (referred to as "team members" in this Code) are expected to understand and adhere to the legal standards and ethical principles established in this Code, to conduct themselves with the highest degree of integrity and honesty, and to comply with all applicable laws, regulations and rules.

Compliance

The Code is intended as a general guide for performing your duties and activities in accordance with sound ethical principles and in compliance with all applicable laws. The Code is reviewed annually and updated as necessary to ensure it continues to align with the Company's business practices and procedures.

The Code cannot address every ethical issue that might arise during our business activities. You are expected to seek guidance from your supervisor or one of the compliance resources identified in this document when you need additional assistance understanding your ethical obligations.

In addition to complying with the Code, team members must comply with additional Company policies, procedures, and other guidance as applicable.

Furthermore, each operating company, business unit or department of the Company may have additional policies and procedures that further clarify your ethical and legal obligations.

From time to time, you will receive compliance training related to certain aspects of the Code and other Company policies and procedures.

The Code is not intended to and does not create a contract of employment or assurance of continued employment.

Guiding Principles

The Code reflects the Company's commitment to our shared purpose: **We are united in our responsibility to create healthier futures.** In fulfilling this purpose, we are guided by these principles:

Put people first.

We prioritize the health and well-being of people both inside and outside Cencora.

- enable team members to excel and build rewarding careers
- listen and make sure others feel heard
- connect with customers and partners personally and authentically
- operate with the customer and patient in mind

Be part of the solution.

Everyone is encouraged to bring forward new ideas.

- be ready to experiment and create
- have a bias for action over complacency
- embrace progress
- know that our most powerful ideas happen when we are united

Celebrate individuality. Act together.

We value everyone's contribution as we strive to achieve shared goals under a singular purpose.

- seek diverse, global perspectives
- eliminate silos
- give everyone a forum to contribute
- foster collaboration

Think big. Be humble.

We seek to innovate and solve new problems knowing that success isn't guaranteed, nor taken for granted.

- have confidence in our capacity to succeed
- appreciate the importance and privilege of our work
- take informed, calculated risks
- accept failures and move on

Tell the truth. Tell it fast.

We operate with transparency and respect in all aspects of our work.

- communicate openly and honestly
- be accountable for your actions
- be willing to have difficult conversations
- own mistakes and move forward with empathy and grace

Unite around our customers.

Our vital role in healthcare requires every team member to operate with the customer and patient in mind.

- recognize we all impact the customer
- understand the urgency and importance of customers' needs
- know any moment, big or small, can make a difference

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Guidance and reporting

Every team member is expected to follow these key principles of ethical conduct. To ensure that the Company continues to operate in accordance with the Code and in compliance with all applicable laws, the Company requires that every team member promptly report to the Company any suspected violation of the Code, the laws, regulations and rules applicable to the Company or Company policy.

There are many ways to raise concerns to the Company. Cencora's compliance program is operated to ensure that no punishment or retaliation occurs against any team member for raising an ethical concern in good faith.

If you have a question about the Code, Company policies, procedures or other guidance, need help on how to comply in a given situation, have concerns about any aspect of Company operations, become aware of any actual or suspected improper activities, privacy or compliance concerns or violations of the Code or other Company policies, you should promptly contact any of the following resources:

- Your Supervisor
- Your Compliance and/or Legal Leads
- The Chief Compliance and Risk Officer
- The Office of Compliance at ooc@cencora.com
- The Chief Legal Officer

You can reach the Chief Legal Officer:

Elizabeth Campbell
Chief Legal Officer
1 West First Avenue
Conshohocken, PA 19428
Telephone: 610.727.7404
elizabeth.campbell@cencora.com

Anonymous inquiries and reporting

The Company also makes available a reporting hotline 24 hours a day, 7 days a week. The hotline is called "SpeakUp" and is provided through NAVEX, a third party which manages the SpeakUp program. Speak up if you become aware of potential unethical behavior, wrongdoing, misconduct, or actions in conflict with our Code of Ethics and Business Conduct or any Cencora Compliance Policy. If permissible by country law, you can make anonymous reports or inquiries about ethical matters by contacting:

Cencora by country reporting information

United States	1.855.214.1479				
Argentina	0800.345.3121	Greece	800.848.1693	Portugal	800.180.750
Australia	1800961479	Hong Kong	800.963.987	Romania	0800.360.159
Austria	0800.232959	Hungary	80.088.476	Russia	8.800.100.63.45
Belarus	Online only	India	000.800.919.1226	Serbia	Online only
Belgium	0800.76.276	Ireland	1800851273	Singapore	800.852.6921
Brazil	0800.000.0475	Israel	1.809.399.871	Slovak Republic	0800.002.632
Bulgaria	080046249	Italy	800.729.258	Slovenia	Online only
Canada	1.855.214.1479	Japan	0800.500.5703	South Africa	080.098.8815
Chile	800.914.302	Kazakhstan	Online only	South Korea	080.880.0362
China	400.120.0546	Kenya	0800.211.225	Spain	900.998.491
Columbia	01.800.5190402	Latvia	Online only	Sweden	020.12.70.35
Costa Rica	800.460.0028	Lithuania	8.800.00.314	Switzerland	0800.225.153
Croatia	0800.790.011	Macedonia	Online only	Taiwan	00801.49.1609
Czech Republic	800.810.924	Malaysia	1.800.81.2630	Thailand	1800014575
Denmark	80.83.02.60	Mexico	800.681.9279	Turkey	0800.621.2383
Ecuador	1800001590	Netherlands	0800.0227093	Ukraine	0800.801.419
Egypt	Online only	New Zealand	0800.633.145	United Arab Emirates	Online only
Finland	0800.412008	Norway	800.62.319	United Kingdom	0808.196.5791
France	0.800.90.94.74	Peru	0800.78126	Uruguay	000.413.598.3951
Georgia	Online only	Philippines	1800.1.322.0345	Venezuela	0212.3357785
Germany	0800.1819284	Poland	800.005.040	Vietnam	Online only

Online reporting

cencoraspeakup.ethicspoint.com

The SpeakUp program provides the opportunity to anonymously report incidents involving actual or suspected improper, illegal, or discriminatory conduct (e.g., fraud, theft, discrimination, violations of compliance policies, safety programs, or regulations including those issued by the U.S. Food and Drug Administration (FDA), the Drug Enforcement Agency (DEA), or government healthcare program requirements, antitrust concerns, and violations of the workplace violence policy or violations of the non-retaliation policy). Reports may be filed anonymously.

Each reporter is given the opportunity to check on the status of their report. The SpeakUp portal also can be used to assist you with questions or concerns about the Code and how it applies to your daily activities.

Investigating and responding to reports

Cencora takes ethics and compliance concerns seriously. All reports of potential violations of this Code, Company policy and procedures or applicable laws and regulations are fully and confidentially investigated in a timely manner. All team members must cooperate with any investigation or audit conducted or directed by the Company. The Company may take disciplinary action against any team member who fails to cooperate or impedes an investigation, including lying during an investigation.

In some countries there may be a specific regulation regarding the investigation procedure for an internal report that may be applicable. In case of doubt, contact your local Compliance and/or Legal Lead.

If an investigation substantiates a suspected violation of this Code, Company policy and procedures, or applicable laws and regulations, the Company will take appropriate corrective and disciplinary actions.

Cencora has an auditing, monitoring, and risk assessment process that enables us to assess the effectiveness of the Compliance Program and to identify new potential risks, test existing controls, and implement remediation as needed. The Chief Compliance and Risk Officer periodically evaluates the effectiveness of the Compliance Program, approves an audit plan, and allocates resources to audit compliance risks and operational compliance across Cencora.

Reporting and non-retaliation

Company policy prohibits retaliation against team members who in good faith report to the Company known or suspected violations of applicable law, regulations, Company policy or this Code. A "good faith" report means that you have provided all the relevant information that you have about the matter, and you believe it to be true. Company policy also prohibits retaliation against anyone for participating in good faith in investigations by the Company of ethics or compliance concerns.

Any team member of the Company who receives a report of a violation of the law, Company policy or procedures, or this Code is responsible for ensuring that the report is handled properly and that the person making the report is treated fairly in the process.

This obligation applies with respect to anonymous reports as well. All individuals responsible for investigating a report that has been made through the SpeakUp program are advised that it is against Company policy to retaliate against the reporting person for making a good faith report, should the person's identity be revealed during the investigation.

Allegations of retaliation will be investigated, and appropriate corrective action will be taken if the allegations are substantiated. This may include disciplinary action up to and including termination of those responsible for retaliation.

If you believe that you or someone you know has been retaliated against for raising in good faith an ethics or compliance concern or reporting a known or suspected violation of law, Company policy, or procedure of this Code, contact your local Compliance and/or Legal Lead, Chief Compliance and Risk Officer, Chief Legal Officer, or the SpeakUp program.

The Company takes very seriously its responsibility to prevent retaliation against any person reporting a suspected violation. Every officer and team member is expected to promptly report any suspected violation of the Code, Company policy or procedures, or the law. Concern about retaliation does not negate your duty to report a suspected violation to the Company.

Members of management have additional responsibilities

Performing our business activities with honesty and integrity is an obligation we all share. Members of management are expected to lead by example and act as role models. As a manager, you must:

- Create a culture of compliance in which team members understand their responsibilities and feel comfortable raising concerns without fear of retaliation.
- Encourage ethical conduct and compliance with the law by personally leading compliance efforts.
- Consider compliance efforts when evaluating and rewarding team members.
- Ensure that team members understand that business results are never more important than ethical conduct and compliance with Cencora policies.

You must also strive to create a positive work environment where team members feel comfortable asking for help and raising concerns about this Code, Company policies, or the law. You must be alert to any situations or actions that may violate the letter or spirit of the Code or Company policy or that may damage the Company's reputation. It is important that, as a member of management, you take immediate action to address such situations. As a manager, you must:

- Ensure the team members you supervise understand their responsibilities under the Code, Company policies, and the law.
- Discuss the Code with your team members and reinforce the importance of ethical conduct, compliance with the Code, Company policy, and the law.
- Strive towards increasing your own inclusive leadership competency.
- Make sure your team members know they can come to you with questions and concerns, without fear of retaliation, and that you'll listen and respond appropriately.
- Never ignore any type of misconduct or retaliation against a team member.
- Never retaliate against a team member for raising questions or issues, in good faith, to those outside their chain of command or by utilizing the Company SpeakUp program.
- Never encourage or direct team members to achieve business results at the expense of ethical conduct or compliance with the Code, Company policy, or the law.
- Always act to stop violations of the Code, Company policy or the law by those supervised.
- Provide advice and guidance on interpreting the Code and promote the requirements of the Code.

As a manager, if you are approached with a question or concern related to the Code or Company policy, listen carefully, and give the team member your complete attention. Ask for clarification and additional information. Answer any questions if you can, but do not feel that you must give an immediate response. Contact your local Compliance and/or Legal Lead or submit the concern via the SpeakUp program if you need additional guidance.

What happens if you violate our code?

To maintain the highest standards of integrity, we must commit ourselves to complying with our Code, Company policy and procedures, and applicable laws and regulations. Violations of our Code not only damage Cencora's standing in the communities we serve—they may also be illegal. Cencora will take the appropriate disciplinary or corrective action in response to each case, up to and including dismissal. In addition, team members involved may be subject to government fines or personal criminal or civil liability.

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Ethical conduct

Avoid and report fraud

Company policy prohibits fraudulent activity in any form. Fraud can take many forms but at its heart involves intentional deceit. In addition to being unethical and a violation of this Code, fraudulent activity is usually unlawful and subjects the violator to possible civil and/or criminal liability. Fraud can include, but is not limited to:

- Misappropriating Company assets.
- Embezzling or committing forgery.
- Unauthorized handling or reporting of Company transactions not in conformance with generally accepted accounting principles.
- Inaccurately and knowingly confirming that the Company's control environment is operating effectively in conformance with Sarbanes-Oxley regulations if it is not.
- Falsifying Company business records or financial statements.
- Paying kickbacks to customers or potential referral sources to influence the use of prescription drugs distributed by a Company business unit.

Any substantiated acts of fraud will result in serious disciplinary action, up to and including dismissal of the team member(s) involved in the transaction and possible criminal prosecution.

Pursue fair dealing

Team members shall deal fairly with the Company's customers, suppliers, competitors, and each other. No team member shall take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts, or any other unfair dealing practice. Team members must be careful to avoid making any false, misleading, or disparaging statements about our competitors.

Team members are expected to comply with the applicable antitrust and competition laws in the countries in which the Company conducts its business. If your job involves sales, marketing, promotion, procurement, or sourcing, it's important that you understand how antitrust and competition laws affect your day-to-day work and avoid conduct that might even suggest a violation.

Competition laws can be challenging to grasp, and violations carry serious penalties, both civil and criminal, for the team members involved and Cencora. If your job involves sales, marketing, promotion, procurement, or sourcing, you must become familiar with and understand these laws as they apply to your work. For more information or questions about the specific rules that apply to your business, contact Cencora's Chief Legal Officer, the Chief Compliance and Risk Officer, Compliance and/or Legal Lead that supports your business.

Avoid conflicts of interests

Our work at Cencora is our first responsibility, and team members must work objectively and effectively for Cencora. All business dealings shall be conducted with the highest level of business ethics and integrity. Any interaction or arrangement which conflicts with a team member's responsibility to Cencora must be avoided.

Avoiding a conflict of interest means team members must make decisions or take actions to avoid an actual, potential, or perceived conflict of interest.

Conflicts of interest could include:

- A team member previously worked for a competitor or a team member's relative works for a competitor or provides products or services to Cencora; or
- A team member previously worked for a government agency or a team member's relative works for a government agency; or
- A team member's relative has a Board position at a customer, supplier, vendor, or competitor of Cencora.

Ownership in other businesses

Cencora team members should not own, directly or indirectly, a "significant financial interest" in any company that does business/is a competitor with Cencora because such an interest may also cause a conflict of interest.

Team members are further prohibited, without the prior consent of the Company, from conducting Company business with a business organization in which a close relative of the team member has an ownership interest of greater than 5%.

Board and Advisory Board Services

Cencora team members may only serve as a director of another organization if the affiliation does not diminish their ability to perform their responsibilities to Cencora and/or does not otherwise present a conflict of interest. Before accepting an appointment to a board or committee of any organization, operating in Cencora's field of business activity, Cencora team members should follow the disclosure process.

Outside Employment and Engagement

Our responsibility is to Cencora, and our priority is our Cencora work responsibilities. Any activity outside of team members work at Cencora must be separate from their Cencora work, which includes a second job with another company, whether paid or unpaid, self-employment, or volunteer work. Cencora team members may not participate in any paid activity in Cencora's field of business without Cencora's previous written approval.

Marketing practices: truthful and accurate promotion

An important component of Cencora's longstanding commitment to operate our business with ethics and integrity is the accuracy and truthfulness of our marketing materials and other communications. All Cencora marketing materials and communications will comply with the following standards:

- Represent yourself and Cencora with integrity and protect our reputation as an ethical and trustworthy organization.
- Only make truthful, accurate, and not misleading statements about Cencora's goods, services, and pricing.
- Any claims must be properly supported by appropriate medical, scientific, or other evidence.
- Do not make misleading claims related to the potential environmental or social impacts of a Cencora product or service offering.
- Promote the benefits of Cencora products or services and never disparage or make false or misleading statements about Cencora's competitors.
- Do not use misleading, unfair, or unsupportable comparative advertising.
- Never seek to improperly interfere with the integrity of the relationship between patients and healthcare professionals and the independence of the healthcare decisions made by those professionals.

All Cencora marketing materials will comply with the requirements of this Code, Cencora's Marketing Policy, including the review and approval processes set forth in the policy, all other applicable Cencora policies, as well as all applicable laws and regulations.

Gifts, meals and other hospitality

Gift exchange with customers/suppliers

The Company and its team members may not offer or provide gifts or other incentives to improperly influence relationships or business outcomes. Team members shall not offer, seek, or accept personal gain, directly or indirectly, from anyone seeking or doing business with the Company in exchange for purchasing, recommending, or arranging for the purchase of products or services, or for a commitment to continue to purchase products or services. Giving or receiving cash payments or cash equivalents (such as gift cards or gift certificates) is prohibited.

Business meals and hospitality

Except for restrictions described below that apply when dealing with government employees and/or healthcare professionals, and in accordance with the applicable requirements of any applicable business unit specific policies and procedures, team members may pay for or receive reasonable business-related meals, refreshments, and/or entertainment for or from customers and suppliers that are:

- Incurred only occasionally.
- Not requested or solicited by the customer, supplier, or employee.
- Not intended to or could not reasonably be perceived as affecting business decisions.
- In a setting and of a nature that is conducive to business discussion and not lavish, excessive or inappropriate.

Team members should direct any questions about whether business meals or hospitality offerings are permissible under this Code and applicable Cencora policies to their local Compliance and/or Legal Lead.

Gift exchange, business meals and business hospitality with healthcare professionals

Team members may provide business meals and other business hospitality to healthcare professionals, including purchasing officers of non-government-owned hospitals or pharmacies, only under limited circumstances and in accordance with the applicable business unit specific policies and procedures. Team members may not provide gifts to healthcare professionals or members of their staff unless such gifts comply with the requirements of this Code and any applicable Cencora policy and are approved in advance by the Office of Compliance. Team members may occasionally provide healthcare professionals with an item that is solely relevant to the practice of medicine or pharmacy that is inexpensive, reasonable and has been approved by the Office of Compliance. In addition, in planning or organizing any Continuing Medical Education or other similar seminar or training session for healthcare professionals, team members must comply with applicable business unit specific policies and procedures and should contact the Compliance and/or Legal Lead that supports your business for guidance to ensure that the activities comply with all applicable industry guidelines.

Gift exchange, business meals and business hospitality with government employees

Providing hospitality to government officials by team members is strictly regulated by laws, regulations, and rules. Cencora policy prohibits giving of gifts or hospitality to government officials without prior notice and approval by the Office of Compliance. The prior approval process, and other information about appropriate dealings with government officials, is outlined in applicable business unit policies and procedures. For additional guidance on this important topic, contact your local Compliance and/or Legal Lead.

Donations and sponsorships

Donations, customer/industry sponsorships, raffle prizes and giveaways have certain tax implications and legal/regulatory restrictions, and these must be made in accordance with applicable business unit policies and procedures. Sponsorship of appropriate industry-related commercial and philanthropic events must be approved by your manager and must not conflict with this Code. Industry sponsorships that could be perceived as a potential conflict of interest, or that may conflict with any other requirement of this Code, should be submitted to the Office of Compliance for review by using the Conflict of Interest Disclosure Report. When in doubt, contact the Office of Compliance at ooc@cencora.com.

Q: My business unit would like to sponsor a charity event organized by one of our customers. Do we need to seek approval from the Office of Compliance?

A: Yes. Sponsorships of customer or industry-related events that could be perceived as potential conflicts of interest or that may conflict with the requirements of this Code or other Cencora policies, must be reviewed and approved prior to a commitment to the sponsorship by the Office of Compliance and by Cencora's Corporate Citizenship organization.

Gifts to company personnel from the company

All service anniversary gifts and performance-based rewards or recognition are managed through True Blue, Cencora's comprehensive recognition program accessible on Centro. In specific businesses or geographies where the True Blue program is not available, local programs may be used instead. Items processed through True Blue, or any local alternative program, will require management approval but will not require approval from the Office of Compliance.

Gifts, favors, and payments for events may be given to team members at the Company's expense if they comply with business unit specific policies and procedures. Gifts to Company personnel must comply with applicable law and the standards of conduct set forth in this Code.

Questions about the appropriate exchange of gifts or other benefits among Company team members should be addressed with your supervisor.

Q: I'd like to give a team member on my team an iPad as recognition for their performance last month. Do I need to submit a request for approval through the Office of Compliance?

A: There are two parts to this question. First, the iPad is not a "gift" because it is being given to the team member as recognition for performance. It is a form of compensation. Second, performance-based rewards and recognition should be managed through True Blue or the relevant local procedure where True Blue is not available.

Contributions to political parties or candidates

Under no circumstance will the Company directly or indirectly require that team members contribute to Cencora's Political Action Committee, political parties, or candidates for public office.

Cencora encourages team members to participate in the political process in an individual capacity, but personal political activity must occur on your own time and at your own expense. It is essential that you do not give the impression that you are acting on behalf of or otherwise representing the Company when conducting personal political activity. Team members may not use Company property or time to engage in personal political activity.

Government contracting

The Company conducts business with many government entities, officials, and employees, including U.S. federal, state and local government agencies and hospitals. The Company also transacts business with government agencies, officials, and employees in countries other than the United States. Given the dual role of governments as both regulators and customers of the Company's business, it is critical that team members adhere to the various laws, regulations, and principles applicable to government contracting in the relevant location. Refer to the Government Contracting Code of Ethics and Business Conduct for additional guidance.

Special rules and regulations apply when doing business with U.S. federal, state, local, and international government agencies and officials, so you should take extra steps to understand and comply with the requirements of the agency from which you are soliciting business.

When dealing with government officials and employees, avoid any conflicts of interest or conduct that could appear improper. Any attempts, even if well intended, to influence a government official or employees by means of payments, gifts, or other favors are prohibited under the laws of many countries, including the U.K. Bribery Act and U.S. anti-bribery and anti-corruption law as discussed in this Code. In addition, as discussed in more detail later in this Code, you cannot offer anything of value to any person or entity to induce them to purchase, recommend the purchase of, or make a referral for any type of healthcare goods or services for which payment may be made, in whole or in part, by Medicare, Medicaid, or a similar government healthcare payment program in the U.S. or another country.

You also must ensure that your records of business dealings with government agencies and entities are complete and accurate, and that you do not submit inaccurate or other improper claims for payment to the government or cause the Company to do so.

Failure to comply with these laws, regulations, and principles could subject the Company and individual team members to administrative, civil, or even criminal fines and penalties. In addition, violation of the fraud and abuse laws could result in the exclusion of the Company or individual team members from participation in U.S. federal healthcare programs or similar programs in other countries.

If you have questions about the proper procedures to follow in interacting or contracting with government agencies or entities, you should contact your local Compliance and/or Legal Lead.

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Compliance with laws

Team members must comply with all applicable laws, regulations and rules, including but not limited to those described in this document.

Fraud and abuse laws

In the United States, both federal and state laws generally prohibit offering or providing anything of value to a person or entity to induce them to purchase, recommend the purchase of, or make a referral for any type of healthcare goods or services for which payment may be made, in whole or in part, by Medicare, Medicaid or another U.S. federal healthcare program. In many U.S. states, this prohibition also extends to healthcare goods or services that are reimbursed by commercial insurers or by the patient. There are similar laws in other countries that prohibit transfers of value to physicians, pharmacists, or other individuals or entities to induce or reward the referral of healthcare goods or services. Such payments are sometimes called "kickbacks." Examples of payments or other transfers of value that may be considered unlawful kickbacks under the laws of the U.S. and other countries include:

- Upfront cash payments.
- Free products and services.
- Reimbursement of personnel costs.
- Gifts, entertainment/hospitality or lavish meals.

U.S. federal law also prohibits making or causing others to make false or fraudulent claims for payment under government programs such as Medicare. Violations of U.S. anti-kickback and false claims laws may result in severe punishment, including civil and criminal sanctions for the Company and the individual involved, and potential exclusion from U.S. federal healthcare programs. There are similar sanctions that may apply to violations of anti-kickback and false claims laws in other countries.

The general prohibition under the U.S. federal anti-kickback statute on offering incentives to customers and suppliers does not apply to offering appropriate rebates or other discounts that comply with the requirements of the Discount Safe Harbor and any other applicable laws or regulations. Discounts and rebates are permissible under the Discount Safe Harbor if they meet Office of Inspector General's (OIG) definition of "Discount", are clearly identified, and the customer is made aware of its obligation to account for and properly report any discounts in accordance with the reporting requirements of the fraud and abuse laws.

In other countries where Cencora does business, there may be similar types of restrictions and laws on rebates or discounts. If you have questions about a rebate or discount arrangement or proposal, contact your local Compliance and/or Legal Lead to discuss.

Anti-Bribery and Anti-Corruption laws

Cencora prohibits bribes, kickbacks, or corruption in any form. No team member or anyone acting on a team member's behalf may offer, pay, request, or accept bribes, kickbacks, or improper gratuities of any kind to or from any individual, whether that individual is a government official or a private party. Cencora prohibits its team members from engaging in money laundering or other improper use of currency.

This prohibition on bribes, kickbacks, and corrupt activities including money laundering applies regardless of differing business cultures and traditions in the various locations where Cencora conducts business.

The laws of the United States (through the U.S. Foreign Corrupt Practices Act), the United Kingdom (through the U.K. Bribery Act 2010) and other countries prohibit directly or indirectly giving anything of value to government officials or private parties to gain an improper business advantage. A bribe or kickback can take many forms, including cash payments, gifts, expensive meals, or other favors such as providing free services to an individual in exchange for a favorable business decision. As part of its commitment to ethical business practices, Cencora prohibits its team members from offering, authorizing, providing, or promising to pay bribes or kickbacks. These prohibitions apply equally to agents, consultants, and independent contractors acting for or on behalf of the Company. Agents, consultants, and independent contractors must abide by the Company's commitment to Anti-Bribery and Anti-Corruption compliance and will be subject to due diligence and monitoring requirements based on the level of compliance risk associated with their activities.

Violations of Anti-Bribery/Anti-Corruption laws may result in criminal prosecution and severe penalties for the Company and any team member or other person who participates in the violation. You are expected to bring any questionable practices raising bribery or corruption concerns immediately to the attention of the Chief Compliance and Risk Officer, the Chief Legal Officer or report through the SpeakUp program. Such questionable practices would include any request from a government official for a bribe, or any unethical or illegal conduct by the Company or any team member as it relates to bribery or kickbacks. You are encouraged to seek assistance from the Office of Compliance, the Legal Department or the other available resources described in this Code if you have any question about whether a certain type of conduct is permissible under the Anti-Bribery and Anti-Corruption laws that may apply to your activities.

Antitrust and competition laws

Antitrust and competition laws prohibit efforts to limit competition between companies that otherwise would be competing for business in the marketplace. Prohibited efforts and actions include price fixing, bid rigging, and market division arrangements that unreasonably restrain trade.

You must be particularly careful when you interact with any employees or representatives of the Company's competitors. Under no circumstances should you discuss or make an agreement with a competitor regarding:

- Prices or pricing strategy
- Discounts
- Terms of the Company's customer relationships
- Sales policies
- Marketing plans
- Customer selection
- Allocating customers or market areas
- Contract terms and contracting strategies

Other practices not involving competitors may result in civil violations of the antitrust and competition laws depending upon their business justification and effect on competition. These practices include:

- Exclusive dealing
- Bundling/package offerings
- Resale restrictions
- Selective discounting

You should contact the Legal Department with any questions about the legality of practices or conduct under the antitrust and competition laws.

Human rights compliance and fair labor practices

Cencora is committed to complying with all applicable laws and regulations related to human rights compliance, fair labor practices, and prohibiting slavery, forced labor, child labor, human trafficking, and sexual exploitation in any locality where the Company operates. Cencora has a longstanding commitment to fundamental human rights and to improving life by creating solutions that enrich the lives of those we serve: our customers, patients, suppliers, partners, team members, and communities around the world.

The Company firmly supports and upholds the dignity and worth of each individual and the promotion of an inclusive and harmonious work environment, where team members of all backgrounds are treated with fairness, dignity, and respect. We believe in accountability, integrity, and honesty in dealing with customers, suppliers, and regulatory entities. As such, 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.

Cencora is also committed to prohibiting modern slavery and human trafficking in its business and supply chain. Such prohibited coercive labor practices can take several forms, including requiring workers to pay referral fees for their employment or denying workers access to their identity or immigration documents.

Team members and anyone working on the Company's behalf (including our suppliers) should never engage, support, or condone human rights abuse in the form of slavery, forced or indentured labor, corporal punishment, sexual exploitation, or child labor. The Company has adopted a Human Rights Policy which 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.

International trade control laws and sanctions

Because the Company delivers products, services, and technology to recipients in many countries around the world, the Company must adhere to various laws controlling the importation and exportation of goods. For example, it may be illegal to trade with certain countries or with individuals and entities subject to trade sanctions. Various customs laws also place restrictions on the importation and exportation of goods into certain countries. If your job involves trade with other countries, you need to be familiar with the processes and requirements that apply to your work. Each of us must be vigilant to ensure that we comply with applicable international trade laws and regulations in the countries where we do business. Consequences for violations of these laws can be severe for both Cencora and the team members involved.

Whether a product or technology may be exported from one country to another depends on many factors, such as the nature of the item, its countries of origin and destination, and its end use and end user. The Company may be required to obtain import or export licenses and to verify the recipient's eligibility to receive any items outside the country of origin.

The Company also must comply with all applicable international trade laws and economic sanctions and embargoes, including, but not limited to:

- U.S., U.K., European Union, or other restrictions on trade with Iran, Cuba, North Korea, Syria and certain other countries or regions subject to economic sanctions and embargoes.
- Restrictions on doing business with individuals or entities on the Specially Designated Nationals list maintained by the U.S. government or other similar lists maintained by the U.S., U.K., or other governments.
- Restrictions on exporting certain products to countries or for end-uses or to end-users that may be prohibited under U.S., U.K., or other applicable law without required licenses.

Just as the Company is unable to trade with ineligible persons, entities, or countries, neither the Company nor any of its team members may ask a third party to take part in this activity on the Company's behalf.

The Company is prohibited from engaging in or appearing to support boycotts against certain countries or companies that are not sanctioned by the U.S. government. We may be required by law to report any request to participate in an unsanctioned boycott to various governments. For that reason, if you believe you have received an improper boycott request or have any questions about unauthorized boycott activities, it is crucial that you notify the Legal Department or the Office of Compliance immediately.

For further guidance on import and export controls, trade sanctions, embargoes, anti-boycott laws and regulations, or any other international trade law matters, please contact your local Compliance and/or Legal Lead.

Insider trading

During your employment with or service to the Company, you may become aware of material information about the Company that has not been released to the public and which may be material to an investor's decision to buy or sell the Company's stock or other securities. Material, non-public information may include, for example, plans for mergers or acquisitions, marketing strategies, financial results, or other confidential business dealings. It is the Company's policy that no team member shall:

- While in possession of material, non-public information trade in any of the Company's securities.
- Disclose material, non-public information to others outside the Company who are unauthorized to receive such information.
- Recommend the purchase or sale of securities to anyone based upon material, non-public information.

The Company has adopted quarterly trading blackout periods during which directors, executive officers, and certain designated team members may not buy or sell Company securities in accordance with the Company's Insider Trading Policy.

If you have any questions about a proposed sale or purchase of the Company's stock or other securities, speak to the Chief Legal Officer or the Corporate Secretary before executing your trade.

Global data privacy and security

With the increasing digitization of employee, health, financial and other personal information, the Company's efforts to appropriately collect, secure and dispose of personal information faces far greater scrutiny from regulators, customers, and other stakeholders. In addition, legal, financial, and reputational costs of highly publicized data breaches continue to grow, so ensuring the adequacy of Cencora's data privacy and security compliance has become a top priority throughout our global operations.

To appropriately guide and oversee Cencora's compliance with privacy laws, regulations and best practices, the Company has established a privacy program designed to ensure Cencora's compliance with applicable privacy laws and regulations — most notably, but without limitation, Health Insurance Portability and Accountability Act (HIPAA), General Data Protection Regulation (GDPR) and a growing body of laws at the state level in the United States.

Cencora is committed to protecting team members' confidential information in accordance with applicable laws and regulations including, for example, data related to medical, family, and other personally identifiable information. The Company is also committed to safeguarding confidential information obtained from suppliers, customers, and other third parties.

Inquiries regarding data privacy/security should be directed to privacy@cencora.com.

Confidential patient information

Certain Company subsidiaries collect, maintain, or have access to patient information, such as medical conditions, medical history, medication history and related financial information. In the United States, you may use, disclose or discuss patient-specific information with others only in accordance with applicable law (HIPAA, other Federal laws depending on the type of information, and, in some cases, state law) and in accordance with applicable contractual obligations that bind Cencora and/or its team members. Additional privacy laws, rules, or regulations may apply to our team members when dealing with data for patients located outside the United States. For instance, under GDPR and similar laws in the U.K. and other countries in which Cencora conducts business, health information is one of the categories of personal data afforded extra protections and additional rights are afforded to individuals with respect to their health information. Accordingly, team members must protect any patient information they have access to or have in their control.

Certain team members will receive training regarding the use of patient information as appropriate for that team member's responsibilities. For more detailed instructions regarding use, disclosure, and protection of patient information, refer to the Company's Data Privacy Policy and the HIPAA Privacy Policies and Procedures or email privacy@cencora.com.

Government audits and investigations

The Company's policy is to cooperate fully with all government investigations. To ensure that all government inquiries and investigations are handled in a coordinated and efficient manner, all government requests for information, audit and investigation, as well as service of subpoenas and search warrants, should be reported immediately to the Legal Department for handling.

Environmental, Social & Governance (ESG)

As an organization, we work together to build upon our commitment to being environmentally and socially responsible by supporting our team members in upholding our environmental and social goals and working with our suppliers and partners to identify opportunities for improvement.

Cencora is committed to protecting the health and wellbeing of our people and the planet by conducting our business in an environmentally, socially, and ethically responsible manner. Moreover, Cencora is responsible for complying with applicable environmental laws and regulations.

We have processes in place to cross-functionally manage our company approach to ESG and monitor progress.

For more detailed information, consult the Cencora Environmental, Social and Governance report at esg.cencora.com.

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Protection and proper use of company assets

Use of company property

Every team member has a duty to protect the Company's assets and ensure that the Company's property is used for a proper business purpose for the benefit of the Company. Team members must use the Company's communications and technology resources, including telephone, email, computer, and internet systems, in an appropriate and responsible manner. Contact the Information Security Office for guidance on the appropriate use of Company property, including the Company's information technology resources and computer equipment.

For more details, refer to the Company's Acceptable Use Policy.

Accuracy and integrity of business records

The Company is committed to creating and maintaining business records that are accurate and complete. No inaccurate or misleading entries shall be made in the books and records of the Company. Falsification of any Company record is prohibited. "Off-the-books" accounts and/or "slush funds" shall not be established for any purpose. No false or misleading information shall be submitted on any invoice, billing statement, or claim submitted to a patient, customer, health care program or any other third-party payer for payment.

Any team member who has knowledge or information regarding any false entries, slush funds or fraudulent activities must immediately report this information to his or her supervisor. If reporting to your supervisor is not appropriate or would be ineffective, or if you have any questions regarding the proper use of Company assets, books and/or records, contact the Compliance and/or Legal Lead for your subsidiary or operating group, the Chief Compliance and Risk Officer or the SpeakUp program.

The Company is required by law to maintain certain types of business records for specified periods of time. Failure to retain documents for the required time periods could subject the Company to penalties and fines, place the Company in contempt of court, make it appear as if the Company is obstructing justice, or put the Company at a serious disadvantage in litigation.

If you have questions about the records retention policies, contact the Corporate Records Administrator at: RecordsManagement@cencora.com.

Confidential information

Confidential business information is a valuable corporate asset to the Company that, if inappropriately disclosed, could harm the Company and its team members, customers, and stockholders. Confidential information includes, but is not limited to: personnel data, customer lists, pricing, and cost data, scientific or technical information, research data, strategic plans, marketing strategies and techniques, data processes, procedures, formulas, or improvements thereto and proprietary computer software.

All team members shall hold in strictest confidence any information deemed confidential by the Company. Team members shall not disclose confidential information to any person, except in connection with and for the benefit of the Company's business and in strict compliance with Company rules, policies, and directives, or otherwise as expressly permitted in writing by the Company.

If your employment or contractual relationship with the Company ends for any reason, you still are bound to protect the confidentiality of information you obtained while you were a Company team member. You must hold it in the strictest confidence and not use it to benefit yourself or any third party.

Business communication and disclosures

All business communications may eventually become public through a variety of means, including government requests for information, litigation, or other means. Therefore, all communications, including email, must be composed in a professional manner which, if reviewed by a third party, would reflect favorably on the Company and you. In your business communications:

- Do not use libelous, defamatory, offensive, racist or obscene remarks.
- Do not include negative personal opinions or speculation.
- Do not make legal conclusions unless you are a member of the Cencora Legal Department.

The Company is committed to fair disclosure to investors in compliance with all applicable securities laws and New York Stock Exchange regulations. All disclosures made by the Company to our stockholders or the investment community should be made only by authorized personnel and should be accurate and complete and, where applicable, fairly present our financial condition and results of operations in all material respects.

No team member should communicate with the media regarding Company business, operations, or customers unless specifically authorized. Any media requests should be forwarded to the Vice President of External Communications.

Social media

Social media includes the team member's own or someone else's blog, journal or diary, personal website, social networking or affinity website, web bulletin board, or a chat room.

Use of social media presents certain risks and carries with it certain responsibilities. When using social media, team members should be respectful, honest, and accurate, and post only appropriate and respectful content that does not relate to Company business unless specifically authorized. In no case may a team member disclose Cencora's confidential or proprietary information on social media accounts.

Company's ownership of intellectual property

Ideas, discoveries, developments, and inventions by team members also are valuable corporate assets of the Company. Therefore, each team member must promptly disclose to the Company in writing and in a form satisfactory to the Company all ideas, concepts, discoveries, developments, inventions, processes, improvements or knowledge (collectively, "Intellectual Property") made, conceived or reduced to practice by the team member, either solely or jointly with others, during their time of employment with the Company, relating to any of the Company's businesses, or to any work which the team member may do for the Company, or at its request. All such Intellectual Property is the property of the Company.

Each team member, by acknowledging this Code of Ethics, assigns all Intellectual Property to the Company for its sole use and benefit, without additional compensation and will, during their employment with the Company and after termination of employment for any reason, assist the Company in every proper way (at the Company's expense), to obtain and protect patents, copyrights or other intellectual property protection for any or all Intellectual Property by executing and delivering to the Company any and all applications, assignments, and other instruments, by giving evidence and testimony, and by executing and delivering to the Company all drawings, blueprints, notes, and specifications deemed reasonably necessary by the Company.

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Respect for and safety of team members

Equal employment opportunity

The Company is committed to providing an equal opportunity work environment where team members are treated with fairness, dignity, and respect. The Company is an equal opportunity employer in all its policies regarding recruitment, hiring, transfers, promotions, compensation, benefits, layoffs, recalls and other terms and conditions of employment. All policies shall be administered without regard to race, color, religion, sex, sexual orientation, gender identity, genetic information, national origin, age, marital status, disability, veteran status, or membership in any other class protected by applicable law. All personnel decisions shall be made by using objective standards based upon the individual's qualifications and performance as they relate to the job. The Company also provides reasonable accommodations to applicants and team members who need them for medical or religious reasons, as required by law.

Inclusion

The Company is committed to fostering a global workplace that values inclusion by creating pathways for every team member to thrive, expanding opportunities for people with different abilities, making a positive impact on our communities, and making progress with transparency and accountability. All team members are responsible for creating a workplace culture of inclusion that prioritizes integrating differences, inclusive decision making, psychological safety, trust, and belonging.

Harassment / Workplace violence

The Company is committed to providing a workplace that is free from harassment and intimidation and is safe for all team members. The Company does not tolerate degrading or humiliating jokes, slurs, intimidation, verbal or physical contact of a sexual nature, or other harassing conduct that interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment. The Company has a zero-tolerance policy for workplace violence.

Substance abuse

The Company is committed to maintaining an alcohol-free and drug-free work environment. You must report for work free of the influence of alcohol and illegal drugs. Reporting to work under the influence of any illegal drug or alcohol, or using, possessing, or selling illegal drugs while on Company time or property, will result in disciplinary action.

Some team members may be taking prescription or over-the-counter drugs that could impair judgment or skills required for job performance. If you have questions regarding the effect of such medications on your job performance or you observe someone who appears to be impaired in their job performance, consult with your supervisor, or contact the SpeakUp program. On occasion, the consumption of alcohol may be permitted at Company-sponsored or approved social events. Team members who choose to consume alcohol at such events are expected to act responsibly and refrain from becoming intoxicated or impaired.

Team member privacy

The Company is committed to protecting team members' medical, family, and personal information by refraining from discussing private matters when there is not a legitimate business "need to know."

Except as required by applicable law, team members should have no expectation of privacy in information they send, receive, access or store on any of the Company's systems, devices, or network. The Company reserves the right to review workplace communications, including but not limited to internet activity, email, instant messages, social media or other electronic messages, computer storage and voicemail, as well as team members' company-provided workspace, at any time in accordance with applicable laws.

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Accountability for Code compliance

The Company 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. The Company also ensures accountability for and adherence to the Code by asking team members to review 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.

Annual acknowledgment

Upon beginning employment with the Company, every officer and team member will be asked to confirm that they will comply with this Code. A copy also is available on Centro, the SpeakUp portal, and on Cencora's public website. Compliance with this Code, Company policies and procedures and all applicable laws is a condition of employment with the Company. You will be asked to review the Code at least once a year.

Review of contracts

The Company requires that all significant contracts be reviewed by a Company lawyer before being signed. Legal review helps the Company:

- 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.

Legal review also ensures that the contract is signed by a Company officer or team member with the proper level of authority.

The Legal Department has developed standard forms of agreements for certain business matters that may be used without legal review provided they are used in accordance with the accompanying instructions. Any material deviation from any standard form requires legal review.

Contact the Company lawyer assigned to your subsidiary or operating group if you have any need for contract review or if you have any questions pertaining to a contract. In certain situations, it is strongly advisable, or required, to have a written agreement. Your Company lawyer can assist you in determining if a written contract is required.

Disciplinary actions

The Company may take disciplinary action against you if it is determined that you:

- Authorized or took part in activities that violate the Code, Company policies and procedures or the law.
- Failed to report a violation of the Code, Company policies and procedures or the law.
- Made a false report regarding a suspected violation to harm or retaliate against another person.
- Failed to complete mandatory compliance training and/or complete the acknowledgment for this Code.
- Failed to cooperate in an investigation, including lying during an investigation.
- Retaliated against an individual for reporting a suspected violation in good faith.

The type of action taken will depend on the nature, severity and frequency of the violation and may include any or all the following: reprimand, probation, suspension, reduction in salary or bonus, demotion, or dismissal. In addition, the Company may sue an offending team member to recover any ill-gotten gains and, where applicable, seek prosecution of an offending team member and any other parties involved in accordance with applicable laws.

If you have reason to believe that a team member has violated this Code, you should immediately report the violation using one of the reporting options provided in this Code.

Code of ethics approval forms

To streamline the process for reporting and approval of potential Code-related conflicts, the Office of Compliance provides electronic Code of Ethics approval forms on the SpeakUp portal and Centro. These forms will guide team members through the reporting and approval process.

Examples of the forms include:

- Manager Incident Report
- Business Gratuities and Sponsorships
- Conflict of Interest Disclosure Report
- Vendor/Supplier Third Party Due Diligence Request
- Privacy Incident Report
- Advisory Engagements
- Innovative Field Solutions Rules of Engagement Incident Report

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Contacts for guidance or reporting under the Code

If you have a question about the Code, Company policies, procedures or other guidance, need help on how to comply in a given situation, have concerns about any aspect of Company operations, become aware of any actual or suspected improper activities, privacy or compliance concerns or violations of the Code or other Company policies, you should promptly contact any of the following resources:

- Your Supervisor
- Your local Compliance and/or Legal Lead
- The Chief Compliance and Risk Officer
- The Chief Legal Officer

You can reach the Chief Legal Officer or resources at the addresses below:

Chief Legal Officer
Elizabeth Campbell
Cencora

1 West First Avenue
Conshohocken, PA 19428

Telephone: 610.727.7404
elizabeth.campbell@cencora.com

For Compliance support contact
ooc@cencora.com

For Privacy support contact
privacy@cencora.com

For anonymous inquiries or reporting:

Online reporting

cencoraspeakup.ethicspoint.com

Cencora by country reporting information

United States	1.855.214.1479				
Argentina	0800.345.3121	Greece	800.848.1693	Portugal	800.180.750
Australia	1800961479	Hong Kong	800.963.987	Romania	0800.360.159
Austria	0800.232959	Hungary	80.088.476	Russia	8.800.100.63.45
Belarus	Online only	India	000.800.919.1226	Serbia	Online only
Belgium	0800.76.276	Ireland	1800851273	Singapore	800.852.6921
Brazil	0800.000.0475	Israel	1.809.399.871	Slovak Republic	0800.002.632
Bulgaria	080046249	Italy	800.729.258	Slovenia	Online only
Canada	1.855.214.1479	Japan	0800.500.5703	South Africa	080.098.8815
Chile	800.914.302	Kazakhstan	Online only	South Korea	080.880.0362
China	400.120.0546	Kenya	0800.211.225	Spain	900.998.491
Columbia	01.800.5190402	Latvia	Online only	Sweden	020.12.70.35
Costa Rica	800.460.0028	Lithuania	8.800.00.314	Switzerland	0800.225.153
Croatia	0800.790.011	Macedonia	Online only	Taiwan	00801.49.1609
Czech Republic	800.810.924	Malaysia	1.800.81.2630	Thailand	1800014575
Denmark	80.83.02.60	Mexico	800.681.9279	Turkey	0800.621.2383
Ecuador	1800001590	Netherlands	0800.0227093	Ukraine	0800.801.419
Egypt	Online only	New Zealand	0800.633.145	United Arab Emirates	Online only
Finland	0800.412008	Norway	800.62.319	United Kingdom	0808.196.5791
France	0.800.90.94.74	Peru	0800.78126	Uruguay	000.413.598.3951
Georgia	Online only	Philippines	1800.1.322.0345	Venezuela	0212.3357785
Germany	0800.1819284	Poland	800.005.040	Vietnam	Online only

Acknowledgment of receipt and understanding

I certify that I will comply with the Cencora Code of Ethics and Business Conduct.

I understand that if I violate this Code, Cencora policies and procedures and/or any applicable laws and regulations, I may be subject to disciplinary action.

I will seek guidance on ethics and compliance issues when I am uncertain about which actions to take.

I certify that I am not aware of any conflict of interest or prohibited activity as set forth in this Code.

I certify that I am not aware of any violations of applicable law or the Code. If I am presently aware, or become aware, of any violations or suspected violations of applicable law or the Code, including any potential conflicts of interest, I certify that I will inform the Office of Compliance, the Legal team, other Company resources identified in this Code, or the Cencora SpeakUp program at cencoraspeakup.ethicspoint.com or by calling the country's SpeakUp number.

Signature

Printed name

Date

Team member ID

Cencora Company / Location

cencora

We are united in our responsibility to create healthier futures.

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