Cardinal Health Annual Meeting of Shareholders

November 15, 2023



© 2023 Cardinal Health. All Rights Reserved.

Agenda

I. **Call to Order**

II. **Matters to be Acted Upon**

- Proposal 1: Election of Directors
- Proposal 2: Ratification of Ernst & Young LLP as independent auditor for 2024
- Proposal 3: Advisory vote to approve the compensation of our named executive officers
- Proposal 4: Advisory vote on the frequency of future advisory votes to approve the compensation of our named executive officers
- Proposal 5: Shareholder proposal, if properly presented, regarding executives retaining significant stock
- Proposal 6: Shareholder proposal, if properly presented, regarding shareholder ratification of excessive termination pay

III. **Polls Closed and Preliminary Voting Results**

IV. **Adjournment of Official Business**

V. **Management Presentation**

VI. **Shareholder Question and Answer Session**

Management presentation from CEO Jason Hollar

November 15, 2023

© 2023 Cardinal Health. All Rights Reserved.

Cautions Concerning Forward-Looking Statements

This presentation contains forward-looking statements addressing expectations, prospects, estimates and other matters that are dependent upon future events or developments. These statements may be identified by words such as "expect," "anticipate," "intend," "plan," "believe," “will," "should," "could," "would," "project," "continue," "likely," and similar expressions, and include statements reflecting future results or guidance, statements of outlook and various accruals and estimates. These risks and uncertainties include risks arising from ongoing inflationary pressures, including the risk that our plans to mitigate such effects may not be as successful as we anticipate or that costs could remain elevated; the possibility that our Medical unit goodwill could be further impaired due to additional changes to our long-term financial plan, increases in global interest rates or unfavorable changes in the U.S. statutory tax rate; risks associated with our ongoing review of our operations, portfolio and businesses, including the risk that our management team could become distracted or that the outcome of such review may have unintended consequences; competitive pressures in Cardinal Health's various lines of business, including the risk that customers may reduce purchases made under their contracts with us or terminate or not renew their contracts; the performance of our generics program, including the amount or rate of generic deflation and our ability to offset generic deflation and maintain other financial and strategic benefits through our generic sourcing venture or other components of our generics programs; ongoing risks associated with the distribution of opioids, including the financial impact associated with the settlements with governmental authorities and the risk that challenges to tax deductions for opioid-related losses could adversely impact our financial results; risks arising from the Department of Justice investigation which we believe concerns our anti-diversion program and risks associated with the injunctive relief requirements under the national settlement, including the risk that we may incur higher costs or operational challenges in the implementation and maintenance of the required changes; risks associated with the manufacture and sourcing of certain products, including risks related to our ability and the ability of third-party manufacturers to import or export certain products or component parts and to comply with applicable regulations; our ability to manage uncertainties associated with the pricing of branded pharmaceuticals; uncertainties related to the timing, magnitude and profit impact of the distribution of recently commercially available COVID-19 vaccines; and risks associated with business process initiatives, such as the Medical Improvement Plan, including the possibility that they could fail to achieve the intended results. Cardinal Health is subject to additional risks and uncertainties described in Cardinal Health's Form 10-K, Form 10-Q and Form 8-K reports and exhibits to those reports. This presentation reflects management’s views as of November 15, 2023. Except to the extent required by applicable law, Cardinal Health undertakes no obligation to update or revise any forward-looking statement. Forward-looking statements are aspirational and not guarantees or promises that goals, targets or projections will be met, and no assurance can be given that any commitment, expectation, initiative or plan in this presentation can or will be achieved or completed. Cardinal Health provides definitions and reconciliations of non-GAAP financial measures and their most directly comparable GAAP financial measures at ir.cardinalhealth.com.

© 2023 Cardinal Health. All Rights Reserved.

Healthcare’s crucial link

~90%
U.S. hospitals served

20K
specialty physician offices and clinics

5K+
sourcing/ manufacturer partners across the healthcare supply chain

~4M
patients served in the home by direct to patient business

20+
product categories as integrated Medical manufacturer

40K
pharmaceutical deliveries a day

30
PET cyclotron facilities

~130
nuclear pharmacies

© 2023 Cardinal Health. All Rights Reserved.

Company snapshot

$205B
in FY23 Revenue

Operating in more than
30
countries

Approximately
48,000
employees globally

Pharmaceutical

FY23 Revenue: $190.0B
FY23 Segment Profit: $2.0B

Medical

FY23 Revenue: $15.0B
FY23 Segment Profit: $111M

© 2023 Cardinal Health. All Rights Reserved.

FY23 highlights

Strategy, portfolio and operations

- Executed **simplification actions** and made key **leadership changes**
- Completed **Pharma segment review**
- Launched **Navista™ Network** supporting community oncologists
- Invested in **Nuclear & Precision Health Solutions**
- **Merged Outcomes** into Transaction Data Systems

Capital deployment

- Returned **over $2.5B to shareholders** in FY23 through share repurchases and dividends
- Paid down **$550M of long-term debt** to further strengthen balance sheet
- Invested ~$480M back into business to **drive organic growth**

FY23 financial performance

- Delivered **14% non-GAAP EPS growth**
- Grew **Pharma segment profit by 13%**
- Drove **improvement** in Medical segment profit (from -$8M in Q1 to **$82M in Q4**)
- Generated **non-GAAP adjusted free cash flow** of **$2.8B**

Governance

- Appointed four **new independent Board members**
- Formed and extended **Business Review Committee**
- Hosted **Investor Day** highlighting **long-term value creation,** growth strategies and long-term targets

© 2023 Cardinal Health. All Rights Reserved.

Strategic priorities

Ruthless prioritization, resilient core and relentless focus

1 Build upon the growth and resiliency of Pharmaceutical Segment

- Generate stable, **low-single digit growth** in **core business** + **double-digit growth** in **Specialty** and **Nuclear** businesses
- Continue to effectively manage our **generics program**
- Focus on **Specialty**, including growing our new Navista™ Network

2 Execute Medical Improvement Plan initiatives

- **Mitigate** gross impact of **inflation**
- Grow **Cardinal Health™ Brand** with 5-point plan
- Grow **at-Home Solutions** and **OptiFreight® Logistics**
- Drive **simplification** and continued **cost optimization**

3 Relentless focus on shareholder value creation

- Generate robust **non-GAAP adjusted free cash flow**
- Opportunistically evaluate **disciplined M&A**
- **Return capital to shareholders** through share repurchase authorization and dividends
- Continue to evaluate **additional value creation initiatives**

© 2023 Cardinal Health. All Rights Reserved.

Enabling a healthier and more sustainable world

And a healthier future for our communities, customers and employees

Our ESG priorities



Empowering our people

- Diversity, equity and inclusion (DE&I)
- Talent Management
- Wages and benefits
- Employee well-being
- Workplace health and safety



Creating value for customers and communities

- Product quality and patient safety
- Responsible use of prescription drugs
- Supply chain resiliency
- Community engagement



Operating sustainably and responsibly

- Energy and climate
- Efficient transportation and logistics
- Product and service innovation
- Waste management
- Responsible sourcing



Governance, ethics, and compliance

- Corporate governance
- Data privacy and security
- Business ethics and compliance

© 2023 Cardinal Health. All Rights Reserved.

Thank you
and questions

© 2023 Cardinal Health. All Rights Reserved.

Appendix

© 2023 Cardinal Health. All Rights Reserved.

FY23 GAAP to Non-GAAP Reconciliations per 8-K and Exhibit 99.1

Fourth Quarter

(in millions)	2023	2022
Pharmaceutical		
Revenue		
Amount	$ 49,699	$ 43,337
Growth rate	15 %	13 %
Segment profit		
Amount	$ 504	$ 451
Growth rate	12 %	26 %
Segment profit margin	1.01 %	1.04 %

(in millions)	2023	2022
Medical		
Revenue		
Amount	$ 3,755	$ 3,769
Growth rate	— %	(11)%
Segment profit		
Amount	$ 82	$ (16)
Growth rate	N.M.	75 %
Segment profit margin	2.18 %	(0.42)%

Fiscal Year

(in millions)	2023	2022
Pharmaceutical		
Revenue		
Amount	$ 190,009	$ 165,491
Growth rate	15 %	14 %
Segment profit		
Amount	$ 1,999	$ 1,770
Growth rate	13 %	5 %
Segment profit margin	1.05 %	1.07 %

(in millions)	2023	2022
Medical		
Revenue		
Amount	$ 15,014	$ 15,887
Growth rate	(5)%	(5)%
Segment profit		
Amount	$ 111	$ 216
Growth rate	(49)%	(63)%
Segment profit margin	0.74 %	1.36 %

The sum of the components and certain computations may reflect rounding adjustments.

© 2023 Cardinal Health. All Rights Reserved.

FY23 GAAP to Non-GAAP Reconciliations per 8-K and Exhibit 99.1

Cardinal Health, Inc. and Subsidiaries

GAAP / Non-GAAP Reconciliation[1]

(in millions, except per common share amounts)	Gross Margin	Gross Margin Growth Rate	SG&A[2]	SG&A[2] Growth Rate	Operating Earnings/ (Loss)	Operating Earnings Growth Rate	Earnings/ (Loss) Before Income Taxes	Provision for Income Taxes	Net Earnings/ (Loss)[3]	Net Earnings[3] Growth Rate	Effective Tax Rate	Diluted EPS[3,4]	Diluted EPS[3] Growth Rate
	Fiscal Year 2023												
GAAP	$ 6,889	5 %	$ 4,834	6 %	$ 727	N.M.	$ 638	$ 376	$ 261	N.M.	58.9 %	$ 1.00	N.M.
State opioid assessment related to prior fiscal years	—		6		(6)		(6)	(2)	(4)			(0.02)	
Shareholder cooperation agreement costs	—		(8)		8		8	2	6			0.02	
Restructuring and employee severance	—		—		95		95	21	74			0.28	
Amortization and other acquisition-related costs	—		—		285		285	74	211			0.80	
Impairments and (gain)/ loss on disposal of assets, net[5]	—		—		1,250		1,250	86	1,164			4.44	
Litigation (recoveries)/ charges, net	—		—		(302)		(302)	(109)	(193)			(0.73)	
Non-GAAP	$ 6,889	5 %	$ 4,832	6 %	$ 2,057	3 %	$ 1,968	$ 448	$ 1,519	7 %	22.8 %	$ 5.79	14 %

[1] For more information on these measures, refer to the Use of Non-GAAP Measures and Definitions schedules.

[2] Distribution, selling, general and administrative expenses.

[3] Attributable to Cardinal Health, Inc.

[4] For fiscal 2022, GAAP diluted loss per share attributable to Cardinal Health, Inc. ("GAAP diluted EPS") and the EPS impact from the GAAP to non-GAAP per share reconciling items are calculated using a weighted average of 279 million common shares, which excludes potentially dilutive securities from the denominator due to their anti-dilutive effects resulting from our GAAP net loss for the period. For fiscal 2022, non-GAAP diluted EPS is calculated using a weighted average of 280 million common shares, which includes potentially dilutive shares.

[5] Impairments and (gain)/loss on disposals of assets, net includes pre-tax goodwill impairment charges of $1.2 billion and $2.1 billion related to our Medical segment recorded in fiscal 2023 and 2022, respectively. For fiscal 2023 and 2022, the net tax benefits related to these impairments were $82 million and $150 million, respectively, and were included in the annual effective tax rate.

The sum of the components and certain computations may reflect rounding adjustments.

We generally apply varying tax rates depending on the item's nature and tax jurisdiction where it is incurred.

© 2023 Cardinal Health. All Rights Reserved.

FY23 GAAP to Non-GAAP Reconciliations per 8-K and Exhibit 99.1

Cardinal Health, Inc. and Subsidiaries

GAAP / Non-GAAP Reconciliation - GAAP Cash Flow to Non-GAAP Adjusted Free Cash Flow

(in millions)	Fiscal Year 2023	Fiscal Year 2022
GAAP - Cash Flow Categories		
Net cash provided by operating activities	$ 2,839	$ 3,122
Net cash provided by/(used in) investing activities	(454)	567
Net cash used in financing activities	(3,051)	(2,463)
Effect of exchange rates changes on cash and equivalents	(8)	(25)
Cash reclassified from assets held for sale	—	109
Net increase/(decrease) in cash and equivalents	**$ (674)**	**$ 1,310**
Non-GAAP Adjusted Free Cash Flow		
Net cash provided by operating activities	$ 2,839	$ 3,122
Additions to property and equipment	(481)	(387)
Payments related to matters included in litigation (recoveries)/charges, net	490	511
Other significant and unusual or non-recurring items		
U.S. federal tax refund from net operating loss carryback	—	(966)
Non-GAAP Adjusted Free Cash Flow	**$ 2,848**	**$ 2,280**

For more information on these measures, refer to the Use of Non-GAAP Measures and Definitions schedules.

© 2023 Cardinal Health. All Rights Reserved.