



Cancer Care from Start-Up to High Growth

2020 ANNUAL REPORT



OUR MISSION

Improving the lives
of **everyone**
living with cancer.

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SECTION 1

Physician Leadership



BY JEFF PATTON, MD
CHIEF EXECUTIVE OFFICER



The State of OneOncology

“THE BEST WAY TO FIND YOURSELF IS TO LOSE YOURSELF
IN THE SERVICE OF OTHERS.”

— Mahatma Gandhi

Since becoming CEO of OneOncology in May 2020, I've made servant leadership a bedrock principle of our company and I couldn't be prouder of what we've accomplished—and how we've helped our partner practices thrive.

From adding Eastern Connecticut Hematology and Oncology to the partnership in January to Astera Cancer Care in Central New Jersey this past December, it has been a year of significant achievement for OneOncology. It's also been a year of immense challenges imposed by the COVID-19 pandemic.

In February and March, as the pandemic first began its assault, many Americans were forced to delay cancer screenings and treatments. Many medical practices and hospitals across the country saw significant reductions in the number of patients they were able to treat. While OneOncology partner practices initially saw a dip in the number of patients treated, due to decisive action, our patients quickly returned. OneOncology worked in lockstep with our partner practices to mitigate the virus's impact on our

patients and care teams by significantly ramping up telehealth visits, employing remote patient monitoring, and instituting stringent infection control protocols. While our work to combat the COVID-19 virus continues, OneOncology and our partner practices have learned how to co-exist with the virus and keep our patients and care teams safe.

GROWTH

OneOncology is a physician-centric, patient-focused, and technology-powered company in service of our partner oncology practices. In 2020, OneOncology went from a start-up to a high-growth company by adding five well-regarded community oncology practices to the partnership. A number of leaders, along with their physician and practice colleagues, made the decision to join OneOncology in 2020, including: Dr. Dinesh Kapur, Eastern Connecticut Hematology and Oncology in Norwich, Connecticut; Dr. Ray Page, The Center for Cancer and Blood Disorders in Fort Worth, Texas; Dr. Boris Bagdasarian, The Los Angeles Cancer Network in Los Angeles, California; Dr. Matt Graham, University Oncology Hematology Associates in Chattanooga,

Tennessee; and Drs. Bruno Fang and Ed Licitra, Astera Cancer Care in Central New Jersey. Each of these practices recognized how OneOncology will help them thrive over the short and long term. With the addition of these leading practices, OneOncology now has 583 providers caring for approximately 259,000 patients annually at 175 sites of care from New York to Los Angeles.

The attractiveness of OneOncology to practices and the momentum we have in the marketplace is because of our commitment to embrace change and steadfast belief that our partnership can indeed improve the lives of everyone living with cancer.

CLINICAL ACHIEVEMENTS

The clinical progress achieved in 2020 is nothing short of astounding. Under the leadership of Dr. Natalie Dickson and Dr. Lee Schwartzberg, our physician-led body, OneCouncil, is now well-established and developing clinical best practices.

Last fall we launched OneR, the OneOncology Research Network, which is critical to delivering on our mission of bringing cutting-edge, innovative care to our patients. 2020 saw us launch a novel partnership with Foundation Medicine and Flatiron Health to create a unique clinical genomic database that helps develop insights into cancer biology and discover new treatment approaches. And to top off the year, we announced a long-term strategic partnership with Genentech to collaborate on various clinical trials, research, and real-world data studies in the community setting. Our partnership with Genentech was kicked off by delivering OneR's first clinical trial to partner practices that builds on our comprehensive genomic profiling capabilities and seeks to match patient populations with a targetable genomic alteration to a specific investigational agent.

WORLD-CLASS LEADERSHIP TEAM

This past year also saw us establish a new, world-class senior executive team. We have a new Chief Financial Officer, Jon Billington; Chief Operating Officer, Bob Gallagher; and Chief Human Resources Officer, Janice Baker. We also expanded the role of our General Counsel, Phil Watts, by adding Chief Development Officer to his portfolio. I firmly believe we have the best leadership team in healthcare and am excited to work alongside such talented individuals to further our mission.

WHAT'S NEXT

With an established, substantial network and an incredibly talented leadership team in place, we plan to double down on clinical innovation and expand the number of practices on our platform. We'll continue to help each of our practices grow, enhancing the platform's ability to provide every patient with world-class cancer care, close to home.

As I reflect back on the last year, I stand in awe of what we've accomplished together—especially in such a short time while a global pandemic ripped through our communities. Like all of you, I look forward to the year ahead and putting COVID-19 in the rear-view mirror. As we plan for the future, I hope you take pride in this inaugural annual report, which highlights the progress we've made together.

Sincerely,

Jeff Patton, MD
Chief Executive Officer
OneOncology

BY DAVID CHERNOW
BOARD CHAIRMAN



How We're Changing Cancer Care

WHEN I WAS 23 YEARS OLD, I WAS DIAGNOSED WITH TESTICULAR CANCER THAT MOVED TO MY LUNGS. NOT ONLY DID THIS DIAGNOSIS CHANGE MY LIFE, IT SHAPED THE TRAJECTORY OF MY CAREER AND MY VIEW ABOUT THE VALUE OF COMMUNITY-BASED ONCOLOGY.

After surgeries, chemotherapy, and hearing those words every patient yearns for—"No Evidence of Disease"—I became great friends with my oncologist through our mutual love of tennis. After gaining experience in commercial real estate, I helped him build and start the first free-standing oncology clinic in Denver, Colorado, and later we expanded that concept into the first community-based oncology network in the country.

My diagnosis 40 years ago made me realize that the key to exceptional cancer care in this country is through community oncologists. It's not the hospital, it is the oncologist who develops trusting relationships with his or her patients and provides compassionate, loving care.

My own cancer journey and partnership with my oncologist taught me that the ability to deliver care in the local market by expert oncologists is the key to great care. Patients like me don't

want to go to a hospital. In fact, we want to stay out of the hospital! Patients want to be treated in compassionate outpatient settings that deliver excellent treatment, close to the comforts of home.

What I learned through my own experiences is even more important today. I'm more convinced than ever that the future of cancer care revolves around empowering the community-based oncologist with the essential tools to provide the highest level of care possible.

That's the mission of OneOncology. Improving the lives of everyone living with cancer starts with the oncologist. OneOncology has some of the best oncologists in the country who provide patient-centered and family focused care. Our job is to provide them with the tools—technology, data analytics, capital, economies of scale, and a team of technical experts—to provide exceptional, patient-centered care and innovative clinical trials. And that's exactly what we are doing at OneOncology.

When the idea of OneOncology was first brought to me, our capital partner, General Atlantic, asked me: "If you were to define the future of cancer care, what would it be?"

The answer I proffered was the same as when I helped my Denver-based oncologist start his first community-based center: Develop a true partnership model with oncologists in which the incentives are mutually aligned and ensure through proper governance that the company is, and always will be, led by physicians. And that is precisely what OneOncology has done since its founding in September 2018 and why we have such strong momentum as we begin 2021.

OneOncology's momentum is because we have the best physician leaders in the country. This is why other top oncologists throughout the country have joined the platform and why OneOncology is poised to add additional exceptional partners this year. OneOncology isn't about adding a quantity of practices, our strategy is to grow in a disciplined and orderly manner, and to bring the best practices and highest caliber oncologists into the partnership. We will never sacrifice quality for quantity.

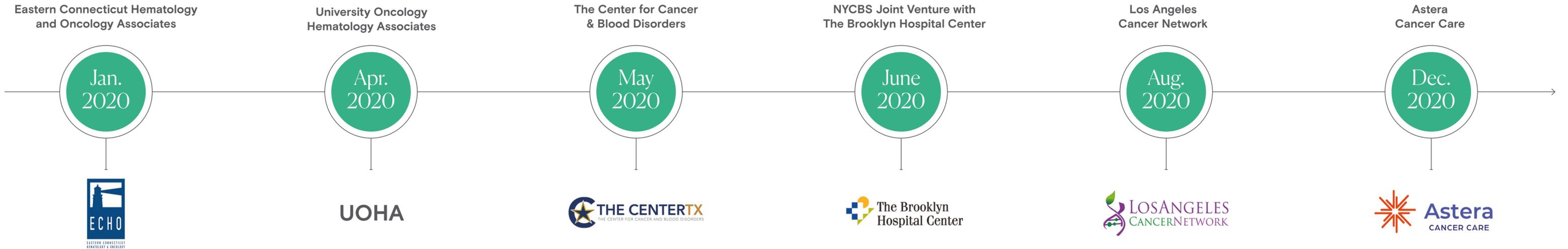
I deeply believe that the sanctity of the partnership is the key to everything we do; it's the future. If we build on our partnership model and support our physicians in the best way possible, OneOncology will continue to succeed.

Sincerely,

David Chernow
Board Chairman
OneOncology

My diagnosis 40 years ago made me realize that the key to exceptional cancer care in this country is through community oncologists.

Our Platform



EXECUTIVE TEAM

- Jeff Patton, MD** - Chief Executive Officer
- Janice Baker** - Chief Human Resources Officer
- Jon Billington** - Chief Financial Officer
- Bob Gallagher** - Chief Operating Officer
- Lee Schwartzberg, MD** - Chief Medical Officer
- Robin Shah** - Chief Commercial Officer
- David Stewart** - Chief Information Officer
- Phil Watts** - Chief Legal Officer

BOARD MEMBERS

- David Chernow** - Board Member, President & CEO Select Medical Corporation
- Sen. Bill Frist, MD** - Board Member
- Jeff Vacirca, MD** - Board Member, CEO New York Cancer & Blood
- Robbert Vorhoff** - Board Member, General Atlantic
- Jeff Patton, MD** - Board Member, CEO OneOncology Chairman of Tennessee Oncology
- Lee Schwartzberg, MD** - Board Member, Medical Director West Cancer
- Justin Sunshine** - Board Member, General Atlantic
- Edward Licitra, MD** - Board Member, CEO and Chairman, Astera Cancer Care

ONECOUNCIL TEAM

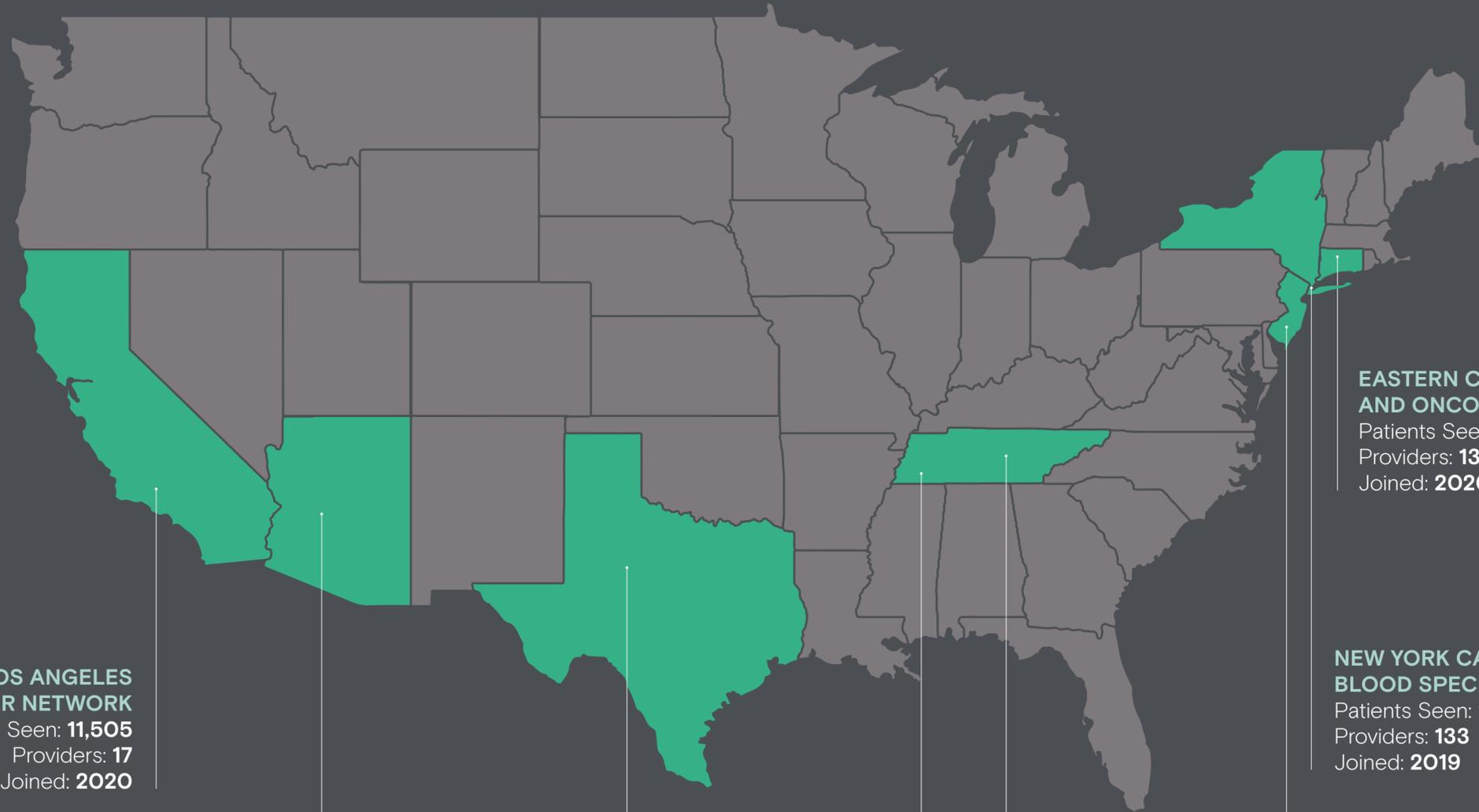
- Natalie Dickson, MD** - Chair
- Dinesh Kapur, MD**
- Lee Schwartzberg, MD**

SECTION 2

OneOncology By The Numbers



OneOncology Across the Country



**LOS ANGELES
CANCER NETWORK**
Patients Seen: **11,505**
Providers: **17**
Joined: **2020**

**ARIZONA BLOOD AND
CANCER SPECIALISTS**
Patients Seen: **8,526**
Providers: **21**
Joined: **2019**

**THE CENTER FOR
CANCER & BLOOD
DISORDERS**
Patients Seen: **15,267**
Providers: **43**
Joined: **2020**

WEST CANCER CENTER
Patients Seen: **40,213**
Providers: **125**
Joined: **2019**

**TENNESSEE
ONCOLOGY**
Patients Seen: **73,149**
Providers: **181**
Joined: **2018**

ASTERA CANCER CARE
Patients Seen: **12,000**
Providers: **50**
Joined: **2020**

**EASTERN CONNECTICUT HEMATOLOGY
AND ONCOLOGY ASSOCIATES**
Patients Seen: **6,001**
Providers: **13**
Joined: **2020**

**NEW YORK CANCER &
BLOOD SPECIALISTS**
Patients Seen: **92,591**
Providers: **133**
Joined: **2019**



**Total
Patients Seen**

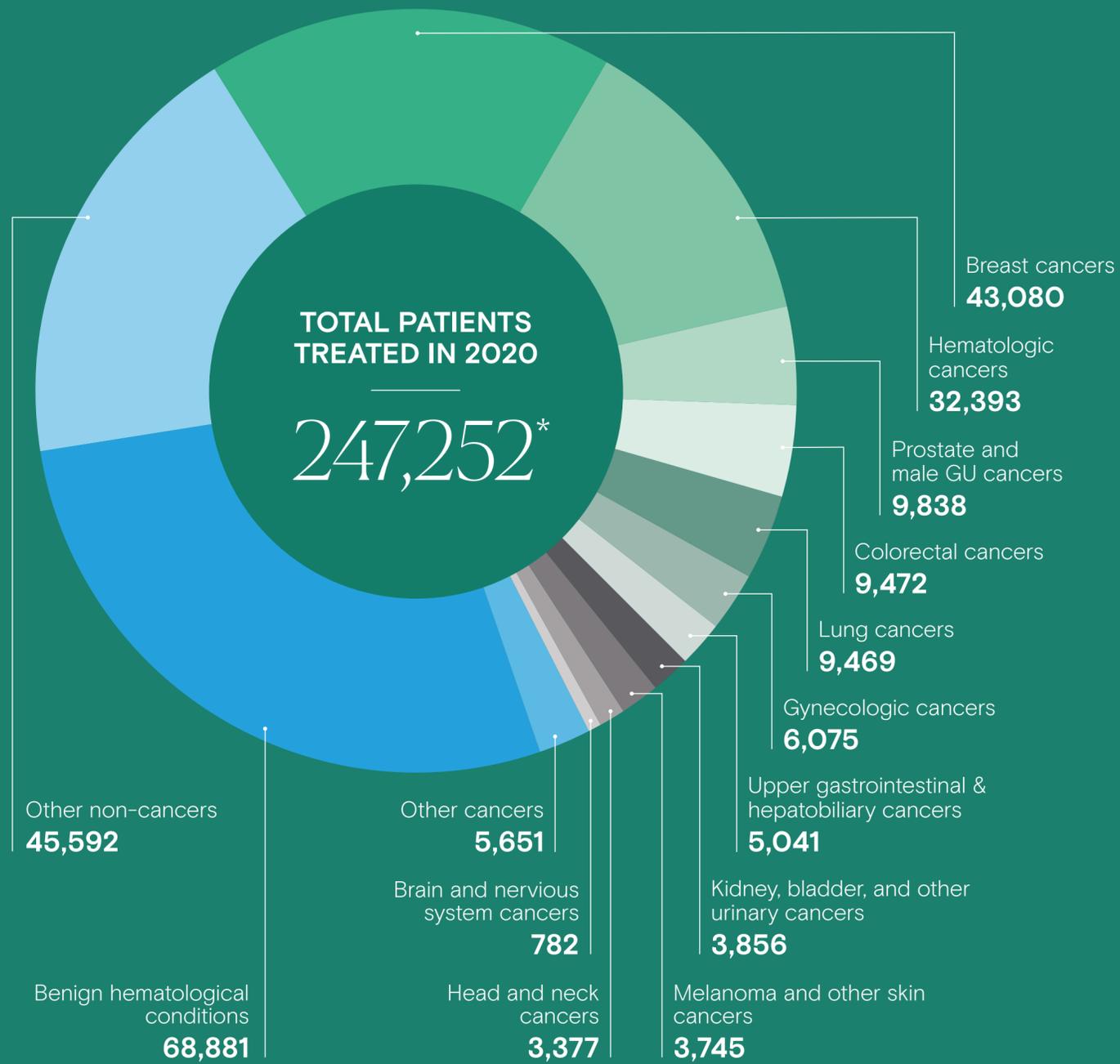


**Total
Sites of Care**



**Cancer Care
Providers**

Cancer Types Treated

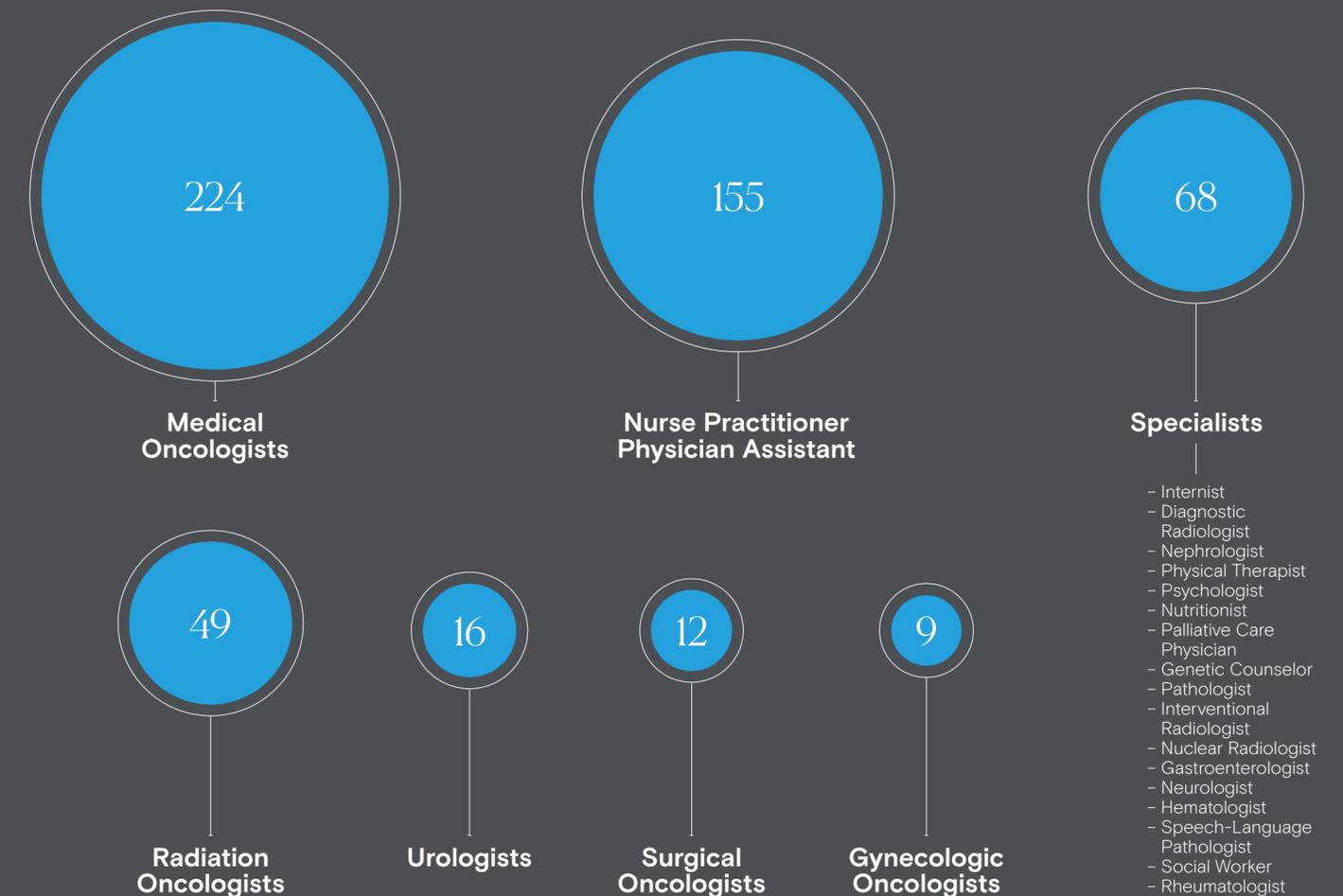


*This total number does not include Astera Cancer Care 2020 data

Clinical Trials

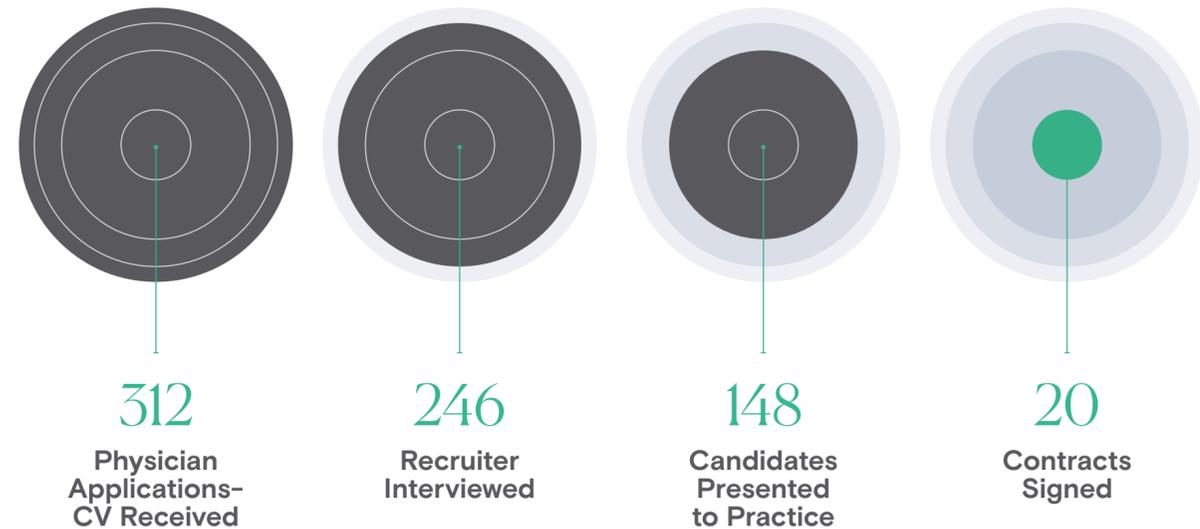


Our Providers



Physician and Advanced Practice Provider Recruitment and Placement

Hiring physicians and providers at oncology practices is a costly and labor intensive endeavor. As part of the management services provided to partner practices, OneOncology recruits, screens, and organizes physician and advanced practice provider interviews. In 2020, OneOncology recruited and screened 312 physician candidates, resulting in 20 new physician hires and equating to ~\$500,000 in combined savings across the network.



~\$500K IN COMBINED SAVINGS ACROSS THE NETWORK

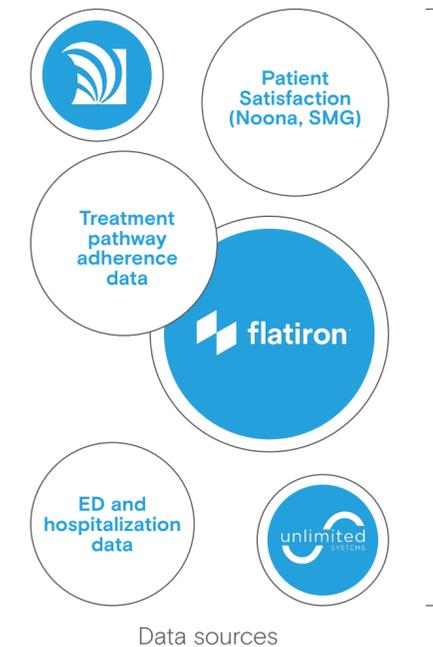
Strategic Growth Across the Continuum of Care

OneOncology's growth adds physicians and services along the continuum of cancer care, improving patients' ability to access high-quality oncology care close to home.



Turning Data into Action

Data and analytics are the oil that help a practice run smoothly. OneOncology's cloud-based analytical platforms deliver access to different data points that our analytics teams turn into valuable insights that help practices increase quality of care for patients, support public and commercial payer value-based care initiatives, and improve operational efficiency.



Example dashboards and scorecards

Clinical scorecard: December 2020													
Metric	ABCS			BIOC			NCCN			TMO		MCC	
	This month	Target	Delta	This month	Target	Delta	This month	Target	Delta	This month	Target	This month	Target
Net patient compliance within 30 days of start	75%	85%	-10%	82%	85%	-3%	72%	85%	-13%	82%	85%	-3%	85%
Time to treatment start	12	10	+2	11	10	+1	10	10	0	11	10	+1	10
Median time to start	7	6	+1	6	6	0	6	6	0	7	6	+1	6
High adherence patients	85%	85%	0%	85%	85%	0%	85%	85%	0%	85%	85%	0%	85%
Median time to start	12	10	+2	11	10	+1	10	10	0	11	10	+1	10
High adherence patients	85%	85%	0%	85%	85%	0%	85%	85%	0%	85%	85%	0%	85%
Median time to start	12	10	+2	11	10	+1	10	10	0	11	10	+1	10
High adherence patients	85%	85%	0%	85%	85%	0%	85%	85%	0%	85%	85%	0%	85%
Median time to start	12	10	+2	11	10	+1	10	10	0	11	10	+1	10
High adherence patients	85%	85%	0%	85%	85%	0%	85%	85%	0%	85%	85%	0%	85%

Percent of likely eligible administrations for which biosimilar was given

Physician Dashboard: for time period 02/22/2021 - 02/28/2021

Quality Metric	Your performance		Peer group performance	
	Last week	YTD Average	YTD Average	Q4 Average
Staging Completion within 30 days of first visit	100%	100%	94%	89%
Via pathway adherence rate	91%	91%	88%	88%
Palliative care referrals	-	-	14%	13%
Stage IV Patients	-	-	0%	28%
Active treatment at end of life (Solid tumor)	-	-	0%	10%
Chemotherapy within 14 days of death	-	-	0%	17%

SECTION 3

Clinical Advancements in 2020





From the Desk of the Chief Medical Officer

ONEONCOLOGY'S CLINICAL TEAM MADE SIGNIFICANT STRIDES IN 2020 LAYING A STRONG FOUNDATION FOR ENHANCING OUR PRACTICE PARTNERS' CLINICAL TRIAL PROGRAMS, MAKING CLINICAL PATHWAYS ACTIONABLE, ADVANCING PRECISION ONCOLOGY, CREATING ADDITIONAL CLINICAL VALUE DRIVERS FOR PRACTICES, AND CREATING THE ANALYTICAL AND GENOMIC INFRASTRUCTURE TO BUILD FORWARD-LOOKING VALUE-BASED ARRANGEMENTS WITH COMMERCIAL PAYERS.

The pace at which the clinical team accelerated our work—especially in the face of the pandemic and its impact on clinical care—is a monumental achievement unto itself. But more importantly, the foundation we've set in place will enhance our practices' abilities to provide innovative clinical trials and therapy options for patients close to home in our practice settings for decades to come.

ESTABLISHING OneR

Last fall we launched the OneOncology Research Network (OneR), our site management organization for the OneOncology network, which will foster participating practices' ability to jointly conduct interventional therapeutics research and observational studies. We've brought on top-tier talent to operationalize OneR and a dynamic clinical Scientific Advisory Board, which will help us source high-quality trials and disseminate them throughout the network.

It was very exciting to announce our partnership with Genentech to deliver OneR's first trial to practices. Genentech's non-randomized multi-center basket study, Targeting Actionable Mutation Study in Cancer (MyTactic), looks at multiple molecular alterations across tumor type and seeks to match investigational agents to patients with an identified targetable genomic alteration. This is a novel clinical trial and marks an exciting opportunity for community oncology practices generally, and OneOncology and OneR specifically, to be part of the trial's management team and steering committee. OneR is also currently evaluating multiple other clinical trials and we plan to have a portfolio of studies in 2021 simultaneously as our practice partners launch the MyTactic trial.

CLINICAL PATHWAYS

Another area where we had strong development in 2020 is our pathways system. During this past year, we worked closely with Flatiron Health to build a tool that will be integrated into the electronic medical record

with proprietary content provided by OneOncology expert physicians on a consensus basis. So that every patient receives the right therapy at the right time, our pathways tool presents physicians clinical information regarding particular chemotherapy regimens for different disease states, conditions within those disease states as well as different stages of disease. The pathways system has been piloted throughout 2020 and will go into wide distribution in early 2021. By the end of the year, we expect a large majority of cancer patients who are receiving treatment at OneOncology partner practices to be within this pathways system. And this system will help us not only to maintain highest quality care, but also in our efforts to provide value-based care in collaboration with third-party payers, which are interested in consistency and evidence-based treatments.

PRECISION ONCOLOGY

A third major achievement of the year was choosing a partner for precision medicine, which is a flagship part of oncology today. Our goal for OneOncology is to be the premier provider of personalized oncology care in the community oncology space. We signed a partnership deal with Foundation Medicine Inc. (FMI), which is the acknowledged leader in comprehensive genomic profiling. As cancer care continues to evolve and improve, this will benefit all of our providers and our patients who are undergoing this emerging and important aspect of diagnosis.

MOLECULAR TUMOR BOARD

In 2021, we will be launching a network-wide molecular tumor board to review every case and provide clinical decision insights directly back to our physicians with regard to the best molecular approach to treat patients who have a targetable alteration.

We also continue to build OneCommunity, our physician educational platform, so that all the clinical infrastructure we've built can be disseminated across our network effectively and efficiently. Today, all of our physicians and advanced practice providers participate in OneCommunity, which includes an asynchronous molecular tumor board. If a physician has an interesting

or difficult case, they can now engage other expert physicians across the OneOncology network who have seen similar cases or have expertise in that area and get opinions within 24 hours.

VALUE-BASED ARRANGEMENTS

We will continue to build out additional clinical aspects of value-based contracting and value-based arrangements in 2021. Participating in value-based care is essential to our practices. Our value-based work will include building additional analytics that will give us insights needed to enter into value-based arrangements with commercial payers that are favorable to our practices and patients we serve. Lastly, as part of the Precision Medicine Initiative, we'll be getting a clinical genomic database delivered to us by FMI and Flatiron that will be unique in having both molecular and clinical characteristics around our patients. We will be able to use that database for clinical decision support in treatment decision making in research and in value-based care.

RADIATION ONCOLOGY AND PALLIATIVE CARE

As part of OneCouncil, our all-physician board for clinical and strategic decision-making, we've recently launched a Radiation Oncology Committee and Palliative Care Committee. We expect to build out guidelines for radiation oncology across our practices, which will be a tremendous effort and complement to what we're doing on the medical oncology side with our chemotherapy pathways. We'll also be working on solutions to institute palliative care in all clinic sites across our network by leveraging technology and the expertise of the providers who are doing that work now.

LOOKING FORWARD TO FELLOWSHIP

Finally, we're optimistic that the pandemic will be largely behind us by the fall of 2021, and we're planning an in-person meeting for our physicians, which is both overdue and greatly desired so we can have networking and fellowship together as well as educational opportunities.

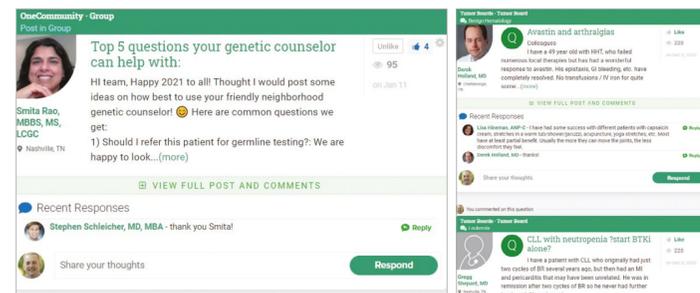
A Social Network for Physician Clinical Engagement

IN 1950, MEDICAL KNOWLEDGE DOUBLED EVERY 50 YEARS. TODAY, IT TAKES A MERE 73 DAYS. BETWEEN 2014 AND 2018, 57 ONCOLOGY DRUGS WERE LAUNCHED FOR 89 DIFFERENT INDICATIONS ACROSS 23 DIFFERENT CANCERS.

While the rapid expansion of scientific knowledge is undoubtedly great news for patients, it also highlights a challenge confronting physicians: How can we foster communication between oncologists to keep up with the pace of therapeutic innovation?

ENTER ONECOMMUNITY

OneCommunity is a unique clinical communication platform that connects and engages medical oncologists and other experts throughout our network to examine medical cases, weigh in on real-time questions, share information and resources, and identify potential clinical trials. OneCommunity provides medical oncologists and other oncology experts access to a community of hundreds of colleagues. We think of OneCommunity as a social network for physician engagement.



A key component of OneCommunity are virtual tumor boards. While traditional tumor boards typically occur monthly and grand rounds address a chosen topic, virtual tumor boards deliver on flexibility since they aren't bound by time or subject. Virtual tumor boards allow providers within our network to collaborate with disease-specific experts and other physicians who may have cared for a similar case in order to provide insights, expertise, and resources.

Posting physicians are able to get input from multiple colleagues within a short period of time, usually 24-48 hours. For some cases, more than 4,000 interactions have been shared from within our network and a spirited discussion of treatment options has ensued.

As OneCommunity continues to grow with more medical and radiation oncologist engagement, the platform's capabilities will be expanded to include molecular tumor boards, value-based care education, and a comprehensive library of expert reference material. Other focus areas will include clinical pathways, precision oncology, and supportive care.



OneCouncil Update

ONEONCOLOGY SEIZED THE OPPORTUNITY TO TAP INTO THE KNOWLEDGE AND EXPERTISE OF ITS PHYSICIAN LEADERS TO CREATE A CLINICAL ADVISORY BOARD THAT GUIDES CLINICAL AND CORPORATE STRATEGY.

OneCouncil, a committee of physician leaders from every practice, no matter the size, has allowed OneOncology to leverage the economies of intelligence and scale the learnings across its many practices.

The physicians of OneCouncil and its committees are eager to work together and tackle clinical issues. We have made great strides this past year. The efforts of the Quality and Value Committee provide risk readiness assessment and guidance for practices interested in value-based contracting. We are developing a clinical pathways and decision support tool for physicians to provide evidence-based care while seamlessly navigating payer preferences. The education team curates and provides easily accessible educational opportunities. A collaborative platform, OneCommunity, has been created to link providers and practices to an online tumor board and disease-specific experts on this social media channel. The OneOncology Research Network, launched in September 2020, provides access to cutting-edge research and onsite account management for all practices. A precision medicine research collaboration with Foundation Medicine and Flatiron allows us to

advance genomic science and improve clinical care. Our Radiation Oncology Committee is developing treatment guidelines for community standards that will support quality control, guide capital allocation, and support value-based care participation. Our most recent committee, Palliative Care will help optimize end-of-life care for our patients.

It has been exciting to see physician experts coming together, sharing opinions and best practices to address gaps pervasive in private practice and academic organizations. It has been an honor for me to work with Dr. Lee Schwartzberg, Chief Medical Officer, and Duncan Allen, Vice President, Clinical Services. They are passionate and committed to advancing exceptional cancer care and they provide a great deal of time and resources to support every clinical initiative.

This unique approach that allows the physician perspective to inform corporate strategy provides a strong differentiator for OneOncology in the marketplace.



Pharma Strategy and Contracting

DELIVERING VALUE FROM PRE-CLINICAL TO COMMERCIALIZATION

The influx of new oncological drugs adds complexity and cost to care. In 2018, 15 different oncology drugs for 17 different indications were launched and more than half of those drugs received orphan drug indications, are delivered orally, or include a predictive biomarker on their label. Moreover, there are more than 700 cancer drugs in late-stage development and 450 of those are immunotherapies while 98 are cell, gene, or nucleotide therapies.

The rate of scientific discovery has been astounding and it's only going to increase as new, and more personalized, therapies are discovered, studied, and brought to market. Combine the rate of therapeutic development with commercial value-based contracting, and it's easy to see the increasing pressure community oncology practices confront to deliver innovative therapies to their patients within the confines of a bundled or capitated payment.

OneOncology's Pharmaceutical Strategy and Contracting team plays a vital role for practice partners by fostering long-term relationships with pharmaceutical partners, managing partner practices' overall drug purchasing costs, and optimizing the value OneOncology brings to drug development and commercialization. The goal is to optimize the value of the partnership to the partner practices.

PRE-CLINICAL

Through OneR, OneOncology brings enormous value to research and clinical trials. The size, scope, and geographic diversity of the practices on the OneOncology platform enhances pharmaceutical companies' sponsored clinical trial research. The heterogenous make-up of OneOncology practices' patient population is ideally suited to better understanding patient preferences, patient populations and emerging real-world data, and drug development. The renowned clinical expertise and physician-led decision making throughout OneOncology enhances OneOncology's ability to launch and manage clinical trials efficiently and effectively.

COMMERCIALIZATION

Following the clinical decision making of the Pharmacy and Therapeutics (P&T) Committee, the Pharmaceutical and Strategy team delivers immediate value directly to practice partners. Through our partner, AmerisourceBergen, the purchase scale of OneOncology directly and immediately reduces the costs practices pay for mainstay and novel therapies. OneOncology's scale also creates a favorable environment for direct contracting with manufacturers.

OneOncology's P&T Committee also drives important savings by driving biosimilar interchange, which is increasingly important as practices bear the responsibility for total costs within an episode of care. Moreover, as contracting evolves from volume to value, the geographic diversity of partner practices with the

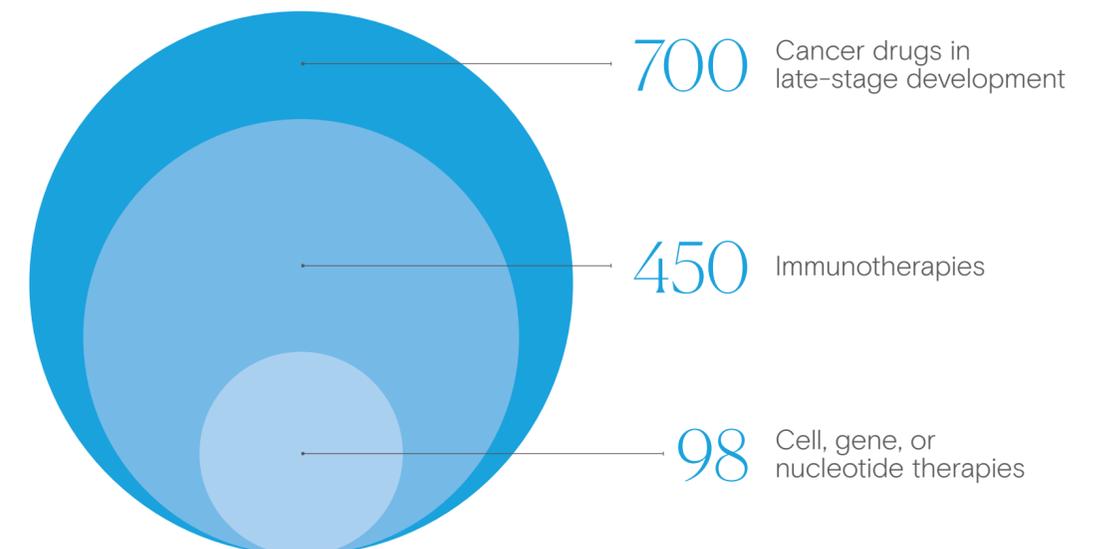
ON AVERAGE
ONEONCOLOGY
PROVIDES DRUG
SAVINGS OF UP TO

3-4%

uniformity of having each on the same Electronic Health Record (EHR) yields insights that could otherwise go undetected at the practice level and sets up OneOncology practices for success in commercial based value-based arrangements.

Scientific discovery, technological advancements, and the rise of consumerism in healthcare are trends that are bringing dramatic changes to cancer care. OneOncology's Pharmaceutical and Strategy team ensures that practice partners stay on top of these trends, so patients continue to benefit from the value OneOncology delivers to its practice partners.

TRANSLATING SCIENTIFIC DISCOVERY TO PATIENT CARE



SECTION 4

Practice Perspectives



Dinesh Kapur, MD

Eastern Connecticut Hematology
and Oncology Associates

THE DECISION TO JOIN ONEONCOLOGY FOR EASTERN CONNECTICUT HEMATOLOGY AND ONCOLOGY ASSOCIATES WAS AN EASY ONE.



We have been working with like-minded practices for the last two decades to construct a network of community oncology practices that work together to build a platform of delivering consistent, cutting-edge, research-oriented, and value-based care in patients' own communities.

With the formation of OneOncology this vision has come true!

We now have practices across the United States that are working together in building research, technology, and artificial intelligence infrastructure.

One of the first—and most tangible—benefits in the first full year of our relationship with OneOncology is the expansion of our lab. Having the capital and expertise to add or expand ancillary services is an incredible benefit OneOncology brings to the table for its practice partners. With OneOncology's help,

we expanded our lab capabilities, allowing the practice to retain revenue from diagnostic services we previously were sending to third-party labs.

ECHO has also been engaged in research since inception and value-based care programs over the last five years. Our partnership with OneOncology further strengthens these efforts.

OneOncology also offers us the back-end business and analytical support that is much needed in smaller practices. Our goal is to have continued expansion of ECHO in Connecticut and start moving into more value-based care arrangements that are directly involving employers. With OneOncology's support we should be able to deliver on these promises and further enhance care for our patients.



Robert Brooks, MD

Arizona Blood and Cancer Specialists

ARIZONA BLOOD AND CANCER SPECIALISTS JOINED THE ONEONCOLOGY NETWORK ON JUNE 1, 2019.



The ability to participate in a model where all incentives are truly aligned along with the opportunity to reclaim ownership of our practice were the two major drivers of our decision to leave our old practice (where we had been affiliated with another oncology management company) and become part of OneOncology.

We have grown since our move, adding another medical oncologist, two breast surgeons, and two radiation oncologists. With OneOncology's financial support and integrations expertise, we are currently building three new cancer centers—two in partnership with the Tucson Medical Center. The centers will offer services to patients along the entire continuum of care including prevention, diagnosis, clinical trials, cutting-edge therapies, radiation therapy, survivorship, wellness, and end-of-life care. We could not do what we are doing without a capital partner and OneOncology has been very generous in its support of our practice.

We are excited about the OneOncology research program, which is about to launch several new trials including the MyTactic study where, in partnership with Foundation Medicine, personalized treatment decisions will be driven by patient-specific tumor genomics, clearly the future of cancer care.

As we move from the era of fee-for-service medicine to value-based care, we believe that OneOncology is uniquely positioned to help us remain competitive in our local marketplace with the experience and skillset necessary to work through the analytics required to enter risk-based relationships with payers.

The current environment makes going it alone a risky proposition for oncology providers regardless of group size, experience, or geographic locale—picking the right partner has never been more critical. OneOncology has the right model with the right team and is well positioned to take cancer care in this country to the next level.

We are grateful to OneOncology for its unwavering support of our practice and look forward to a relationship that we know will only strengthen in the years to come.



Ray Page, DO, PhD, FACOI, FASCO

The Center for Cancer and Blood Disorders, Fort Worth

THE CENTER FOR CANCER AND BLOOD DISORDERS IN FORT WORTH, TEXAS JOINED THE ONEONCOLOGY NETWORK IN 2020.



For the last 25 years we have been a staunchly independent community oncology practice. Over those years we have always been an early adopter and innovator practice. We have been at the forefront of many of the advances seen in cancer care.

However, we were never alone in the successes of our practice. We have always realized that remaining independent requires strong relationships with like-minded organizations. Our physician board agreed that joining OneOncology would give us the best opportunity to make the next level of advances in our rapidly growing practice.

The Dallas/Fort Worth market is highly competitive in oncology. Through partnering with OneOncology and the associated relationships they have developed, they have given us the added horsepower required to expand our footprint and service lines in our market. We've

hired oncologists and other non-oncology specialists, which is allowing us to expand our services along the continuum of care, including ancillary services such as imaging and lab diagnostics.

In the Value-Based Care (VBC) world, consummation of these opportunities should greatly strengthen our practice. Likewise, our practice has been a pioneer on VBC and alternative payment models that will bring value back to the entire OneOncology network.

We have had a robust clinical trials program for the last 22 years and we are very excited to be involved in the growth of the OneR research network, starting with the MyTactic study using Foundation Medicine genomics to get access to personalized novel cancer therapies. We look forward to expanding into more studies and growing a national community oncology research network.

Our physicians are excited about making advances within our OneOncology relationship, improving our cancer care delivery and making us sustainable for years to come.

SECTION 5

Building a New Tomorrow



Leading the Transition to Value-Based Care

ONEONCOLOGY BOLSTERS PRACTICES' CAPACITY FOR VALUE-BASED CARE DELIVERY THROUGH ALTERNATIVE PAYMENT MODEL DESIGN AND IMPLEMENTATION, PUBLIC POLICY ADVOCACY AND THOUGHT LEADERSHIP, NEGOTIATION OF MORE FAVORABLE CONTRACT TERMS WITH COMMERCIAL HEALTH PLANS, AND PHYSICIAN ENGAGEMENT AND EDUCATION INITIATIVES.

As leaders in practice transformation, OneOncology partner practices collectively manage 4,500 episodes in each performance period of the Centers for Medicare and Medicaid Innovation (CMMI) Oncology Care Model (OCM) and participate in several commercial health plan value-based payment arrangements. Thus, OneOncology provides a scalable platform for generating insights, sharing best practices, and benchmarking key performance metrics among several of the most progressive practices in value-based care.

OneOncology aims to provide tools and services to help practices engage and succeed in VBC across the following domains:

VBC PROGRAM EVALUATION

- OneOncology has developed and implemented scalable approaches to modeling revenues and patient volumes for value-based payment models. We've also implemented standardized frameworks for assessing program requirements and potential leverage on various payment policy issues such as utilization of OneOncology preferred agents (including biosimilars), specialty pharmacy network access, and avoidance of payer white-bagging requirements.

RISK ADJUSTMENT AND STRATIFICATION

- OneOncology has supported implementation of analytics tools for risk stratification to support value-based care delivery. We've also supported processes and workflows aimed at optimizing payer risk adjustment leading to improved practice performance in value-based payment models.

COST AND QUALITY LEVER STRATEGY

- OneOncology can leverage its centralized data warehouse that includes EMR, practice management, pharmacy, OCM, and other key data sources to enable scalable analytics to support value-based care and quality improvement initiatives.

- Quality and Value Committee of OneCouncil has guided network-wide quality metric benchmarking spanning all phases of care, including diagnosis, treatment, and end-of-life. This included the implementation of practice-level and clinician-level dashboards, including automated email delivery of quality metric performance to physicians. In addition, OneCommunity virtual tumor boards facilitate access to world-renowned disease-specific experts to support clinicians in treatment decisions for complex cases.

VBC PROGRAM OPERATIONALIZATION

- OneOncology has developed analytics tools and dashboards that are specific to the program requirements and performance measures for several commercial payer value-based payment models. These tools can help reduce and streamline many of the administrative and clinical workflows associated with these programs in ways that reflect scalable best practices throughout the network.

PRACTICE	CURRENT VALUE-BASED PAYMENT PROGRAMS
ABCS	Negotiations in process
CCBD	Aetna OMH Humana OMOC OCM
ECHO	OCM
LACN	OCM
NYCBS	Chronic care management & Transitional care management
TNONC	Aetna OMH Cigna Collaborative Care OCM
WEST	Cigna Collaborative Care OCM

OneOncology has been a thought leader on public policy issues in value-based payment. This includes collaboration with major oncology professional associations such as COA, ASCO, and ACCC, as well as direct communication to policy-makers, such as OneOncology's response to the Center for Medicare and Medicaid Innovation's Oncology Care First RFI. In addition, OneOncology has been featured in several publications in key oncology journals, including the following:

- JAMA**, "The Oncology Care Model—Why It Works and Why It Could Work Better," Aaron Lyss, Stephen Schleicher, MD
- JCO-Oncology Practice**, "Insights from the Oncology Care First proposal: where we've been and where we're going in value-based care," Natalie Dickson, MD, Aaron Lyss, Stephen Schleicher, MD, Garrett Young



Strategic Planning 2021 and Beyond

My Friends,

It is hard to believe that more than two years have now passed since the first day we gathered together to create this remarkable company. It seems like ancient history when I look back on the days before being part of OneOncology. Before then, finding capital for even the smallest improvements that New York Cancer & Blood Specialists needed seemed daunting.

I have been astonished at the pure talent and organizational skills our team at OneOncology has demonstrated, which has really helped us grow more than 60% since our inception—a truly extraordinary achievement.

OneOncology has changed the face of cancer care. I notice the difference in every Zoom meeting that I am in. The atmosphere has never been more exciting, or more challenging. People often say how amazing it is to see our partnership with Foundation Medicine bloom, and it truly is. At long last, the fruits of many years of labor in research are being realized with a focus on accelerating molecular insights and patient care through the use of clinico-genomic datasets. Often, the biggest question I am asked is—Which practice will be next to join our nationwide network of community oncology practices?

This year has been filled with a multitude of both challenges and victories. 2020 has been a really transformational year for all of us. As the incidence of the COVID-19 pandemic increased in U.S. communities, the needs of cancer patients, and the healthcare heroes caring for them, remained at the forefront of our attention and action. Despite these trying times, we have persevered together as a team and came out stronger. OneOncology has fueled growth at New York Cancer & Blood Specialists by adding oncology practices and a partnership with The Brooklyn Hospital Center.

OneOncology is also leading the way with a diversified multi-specialty strategy. By adding non-oncology specialists that allow practices to expand ancillary services and care options along the entire continuum of care, OneOncology's partnership is helping position New York Cancer & Blood and our other partner practices to deliver high-quality continuous care, which is so vital as practices increasingly enter in value-based arrangements with private and public payers.

When we put this company together, which actually started three years before it went live, we spoke about what physician leadership means. Being fortunate enough to have Dr. Jeff Patton as our CEO, we now have it every day. We have a culture of enthusiasm, growth, trust, and excitement that I had always hoped to be part of.

We know there will be challenges ahead. But I anticipate further exciting initiatives and opportunities to advance patient care by bringing additional clinical trials to patients and helping practices expand their services along the continuum of care. Working together this past year has been a pleasure and we're proud to have you all with us.

Cheers,



Dr. V





Every patient deserves
access to world-class cancer
care, close to home.

[OneOncology.com](https://www.oneoncology.com)