

OUR COMPANY AT A GLANCE

We are an innovative, community-focused, tax-paying, not-for-profit health plan headquartered in Boston. Our mission is the relentless pursuit of quality, affordable and equitable health care with an unparalleled consumer experience. Consistent with our promise to always put our members first, we are rated among the nation's best health plans for member satisfaction and quality.

OUR MEMBERS & CUSTOMERS



2.9M

Medical members



974K

Dental members



19.6K

Employer customers

OUR MEMBERS COME FIRST



55M

Claims processed

95%

Claims resolved on the first submission



3N

Calls, live chats & emails answered

74%

Member inquiries resolved on the first call or live chat



1.4M

Registered MyBlue users

12M

MyBlue web and app visits

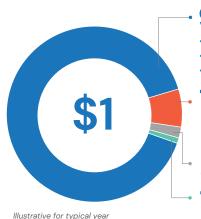
OPERATING RESPONSIBLY

By the numbers

- Managed \$19B in spending for our members' health care
- Spent \$1.3B on mental health services for our members
- Paid taxes and assessments totaling \$199M
- · Maintained sufficient reserves to provide security against the unknown
- Operating margin was a modest 0.35%

(Data reflects CY 2022)

How Your Premium Dollar Is Spent



90¢ MEDICAL CARE FOR OUR MEMBERS

- 37¢ is used for hospital services
- 34¢ is used for physician services
- 19¢ is used for prescription drugs
- **7¢** ADMINISTRATIVE COST

Pay and benefits, IT investments, Facilities maintenance

2¢ TAXES/ ASSESSMENTS

1 ¢ MARGIN

COMPREHENSIVE COVERAGE



Health Insurance

including HMO, PPO and Medicare, with custom, tiered and limited options



Other Insurance

Dental, vision, pharmacy, travel and disability coverage

Mental Health

Help finding care,

remote therapy options

and substance use disorder



Telehealth

with 24/7 access to physicians

Fitness

Benefits

including

wellness coaching



Health Financial Accounts

including HSAs, HRAs and FSAs



Stop-loss Coverage

for self-insured businesses



75K Providers

Massachusetts

Provider Network

Provide



including 18K mental health providers († 45% since 2016)



/4
Hospitals



The Power of Blue

support

The Blue Cross Blue Shield Association is a national association of 34 independent, community-based and locally operated Blue Cross Blue Shield companies.

Insures 1 in 3 Americans

114.5M members in U.S. and Puerto Rico

Committed to Local Communities

\$489M in charitable giving

National Provider Network

1.7M doctors and hospitals

COMMUNITY COMMITMENT

We are committed to creating a healthier, more equitable and just community.

Community Investments



\$5M out of \$8M in corporate contributions championed health equity in the community

Data reflects CY 2022

Civic Engagement

Data reflects CY 2022



3,032

Employee volunteers (81% of employees)



18,646

Volunteer hours



299

Service projects (50% virtual and 50% in-person)



74%

Executive leaders serve on not-for-profit boards

Climate and Health Resilience



Since 2010, we've made significant strides to improve our operations:



8

Reduced paper

76%Reduced waste

58%Reduced electricity

OUR PEOPLE

We have a high-performing team with diverse backgrounds, experiences and perspectives. We care about each other and strive to create a culture where everyone is respected, included and empowered to contribute.

Diversity, Equity & Inclusion

4,000Total employees

73% Women

30% People of color



17% Baby Boomers

41% Generation X

39% Millennials (Gen Y)

3% Generation Z



Board of Directors

60% Women | 40% People of color



Executive Leadership

60% Women | 40% People of color

Employee Engagement & Empowerment



'Excellent"

Rating on employee Net Promoter Score



43%

of all people moves were from internal mobility (internal hires and promotions)



93%

Have a flexible work location



\$100M+

Invested in support of our associates' physical, emotional, financial and social wellbeing, including insurance, 401 (k) match and other benefits

Senior Leadership

Sarah Iselin Tony Centrella Manny Lopes Rich Lynch Jay McQuaide

Sandhya Rao, M.D.

Don Savery

Sue Sgroi

Chief Financial Officer (Interim), SVP
Public Markets & Government Relations, EVP
Chief Operating Officer, EVP

Chief Communications & Citizenship Officer, SVP

Chief Medical Officer, SVP General Counsel, SVP

Chief Human Resources Officer, EVP

President and Chief Executive Officer

Sukanya Soderland Chief Strategy Officer, SVP
Linda Williams Chief Audit Officer, SVP

Awards & Recognition













6 years in a row



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