



CORPORATE OVERVIEW

Blue Cross and Blue Shield of North Carolina (Blue Cross NC) is on a mission to make health care better, simpler and more affordable. We are accelerating our efforts to lower the cost of care and to fight for equity in health care and in our communities.

COMPANY MILESTONES

- 2021**
Blue Cross NC extends telehealth policy throughout the course of the pandemic following a 7,500% increase usage.
- 2021**
Blue Cross NC enrolls its first members in its Medicaid managed care plan, Healthy BlueSM.
- 2020**
Company provides \$800M of financial support to North Carolinians during the COVID-19 pandemic.
- 2020**
Blue Cross NC lowers premiums for ACA plans for the third year in a row, leading to nearly \$1B in cumulative savings for members.
- 2020**
Dr. Tunde Sotunde is elected Blue Cross NC's new President and CEO.
- 2019**
Blue Cross NC, together with five major health systems, announces the groundbreaking Blue Premier, a new valued-based model of care.
- 2018**
Blue Cross NC files its first individual market rate decrease in company history, reducing health care costs by \$120 million for customers in 2019.
- 2018**
Company invests \$50 million from tax law savings in community health initiatives focused on access to health care, food insecurity, safe housing, employment, transportation, early childhood interventions, and battling the state's opioid epidemic.
- 2016**
After 43 years in Chapel Hill, Blue Cross NC moves its headquarters to Durham.
- 2015**
Online cost transparency tool allows anyone to compare costs for more than 1,200 medical procedures.
- 2014**
Blue Cross NC is the only insurer that offers ACA plans to all North Carolinians.
- 2001**
Blue Cross NC acquires PARTNERS National Health Plans of North Carolina, leading the company to open a customer service center in Winston-Salem.
- 2000**
Blue Cross and Blue Shield of North Carolina Foundation established.
- 1998**
Blue Cross NC becomes one of the first insurers in America to voluntarily adopt the Consumer Bill of Rights.
- 1973**
Name changed to Blue Cross and Blue Shield of North Carolina.
- 1968**
Hospital Care and Hospital Saving Associations consolidate as North Carolina Blue Cross and Blue Shield.
- 1933**
Founded as Hospital Care Association.

ENTERPRISE LEADERSHIP TEAM



Dr. Tunde Sotunde
President and CEO



Dr. Stephen Friedhoff
Senior Vice President,
Health Care Services



Santiago Estrada
Senior Vice President,
Chief Legal Officer



Francesca Gary
Senior Vice President,
Government Markets



Sonny Goyal
Senior Vice President,
Diversified Business Group
and Chief Strategy Officer



Karla Mizelle
Senior Vice President,
Chief Operations &
Member Experience Officer



Fara Palumbo
Senior Vice President,
Chief People Officer

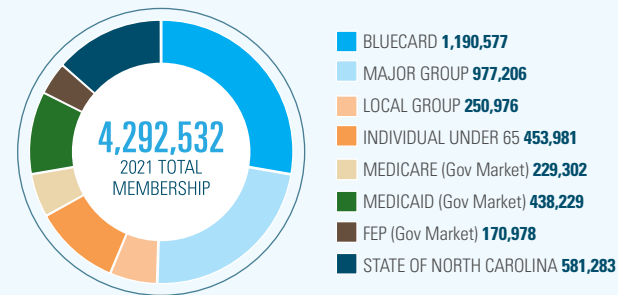


Mitch Perry
Senior Vice President,
Chief Financial Officer



Gerald Petaku
Senior Vice President,
Commercial Markets

2021 Membership



2021 Financial Results

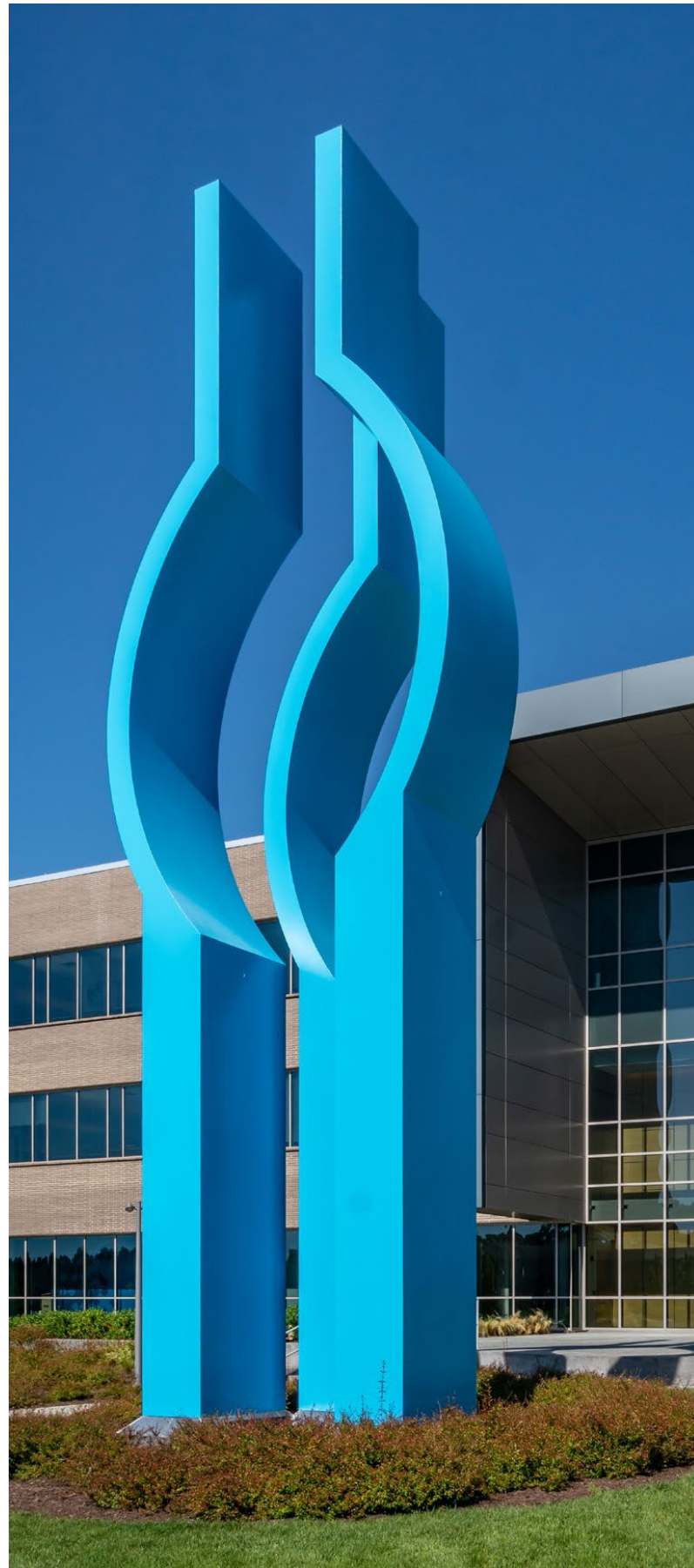
Revenue	\$10.7B
Net Income	\$569.3M
Net Income Ratio	5.3%
Operating income ratio	-0.4%
Taxes (Federal, State, Local)	\$370.9M
Claims and Medical Expenses	\$8.2B
Months in Reserve	5.75 months in reserve
Membership (including Blue Card®)	4.29M

Media Contacts

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OUR WORKFORCE IN 2021





2021 Accolades

- America's Best Midsize Employers
Forbes, 2021
- Best Employers for Diversity
Forbes, 2021
- Best Workplaces in Health Care and Biopharma
Fortune, 2021
- Great Place to Work Certified
Great Place to Work Institute, 2021
- 100 Best Companies for Families
Seramount, 2021
- Best Companies for Multicultural Women
Seramount, 2021
- Best Companies for Dads
Seramount, 2021
- America's Best-In-State Employers in North Carolina
Forbes, 2021
- Healthiest Employers of the Triangle
Triangle Business Journal, 2021



Blue Cross NC Foundation

The Blue Cross and Blue Shield of North Carolina Foundation is an independent charitable foundation. Its mission: To improve the health and wellbeing of everyone in North Carolina. Since its founding in 2000, the Foundation has been honored to work with – and support – organizations, government entities and community partnerships across the state, investing \$180 million in North Carolina through more than 1,700 grants, collaborations and special initiatives.

The organization is focused on investing in systemic changes that address the key drivers of health and that support the belief that everyone in North Carolina have the opportunity to be as healthy as possible.

Learn more at bcbsncfoundation.org.



About Our Company

Blue Cross and Blue Shield of North Carolina is a not-for-profit, fully taxed company. We have been driving better health in North Carolina since 1933, working to tackle the greatest health challenges in our communities, and we won't stop until health care is better for all. We're North Carolina's largest insurer with more than 5,000 employees serving 4.3 million members and the only insurer providing ACA plans in all 100 counties of the state. We're working to make health care better on a number of fronts by:

- Moving rapidly toward value-based care through Blue Premier, which has expanded to a dozen large health care systems and almost 900 independent physician practices
- Continuing to effectively respond to the COVID-19 pandemic and its lasting impact on our customers and communities
- Helping more than 430,000 North Carolinians receive the medical care and community services they need through our Healthy Blue Medicaid managed care plan
- Creating a network with lower unit costs for high-cost specialty drugs, helping members gain access to the most effective and lowest cost drug options

Transforming Health Care

In 2021, we continued to work with partners across the health care industry to respond proactively to the COVID-19 pandemic in ways that best served our members and supported health care providers and hospitals. For more than 20 years, we've been committed to telehealth coverage, and we expanded our coverage at the start of the pandemic to include paying for visits by video and phone the same as in-person visits. Our Blue Premier value-based care program generated an estimated \$197 million in costs savings and quality improvements in 2020. We launched Healthy Blue to serve some of our state's most vulnerable populations through NC Medicaid managed care. Additionally, we collaborated with providers and other health care companies to launch or expand services that reduce costs and improve quality, such as our Blue Premier advanced kidney care program and Teladoc Health's virtual care platform. Through unwavering commitment to quality, affordability and exceptional experience, we're committed to making North Carolina healthier for all.

Health Equity in our Communities

At Blue Cross NC, our responsibilities go far beyond health insurance. We recognize that our communities face a host of non-medical factors that can have a profound impact on health. Income levels, housing, availability of healthy food, transportation and access to health care itself all play a role in the overall health of a community. In 2021, we continued our commitment to improving the health of communities across the state through community and diversity engagement investment initiatives. As the largest health insurance company headquartered in North Carolina, we're dedicated to helping individuals and communities address the critical issues that impact their health and wellbeing. That's why we invested over \$14 million into North Carolina communities in 2021, targeting drivers of health such as access to care, food security, education and transportation.