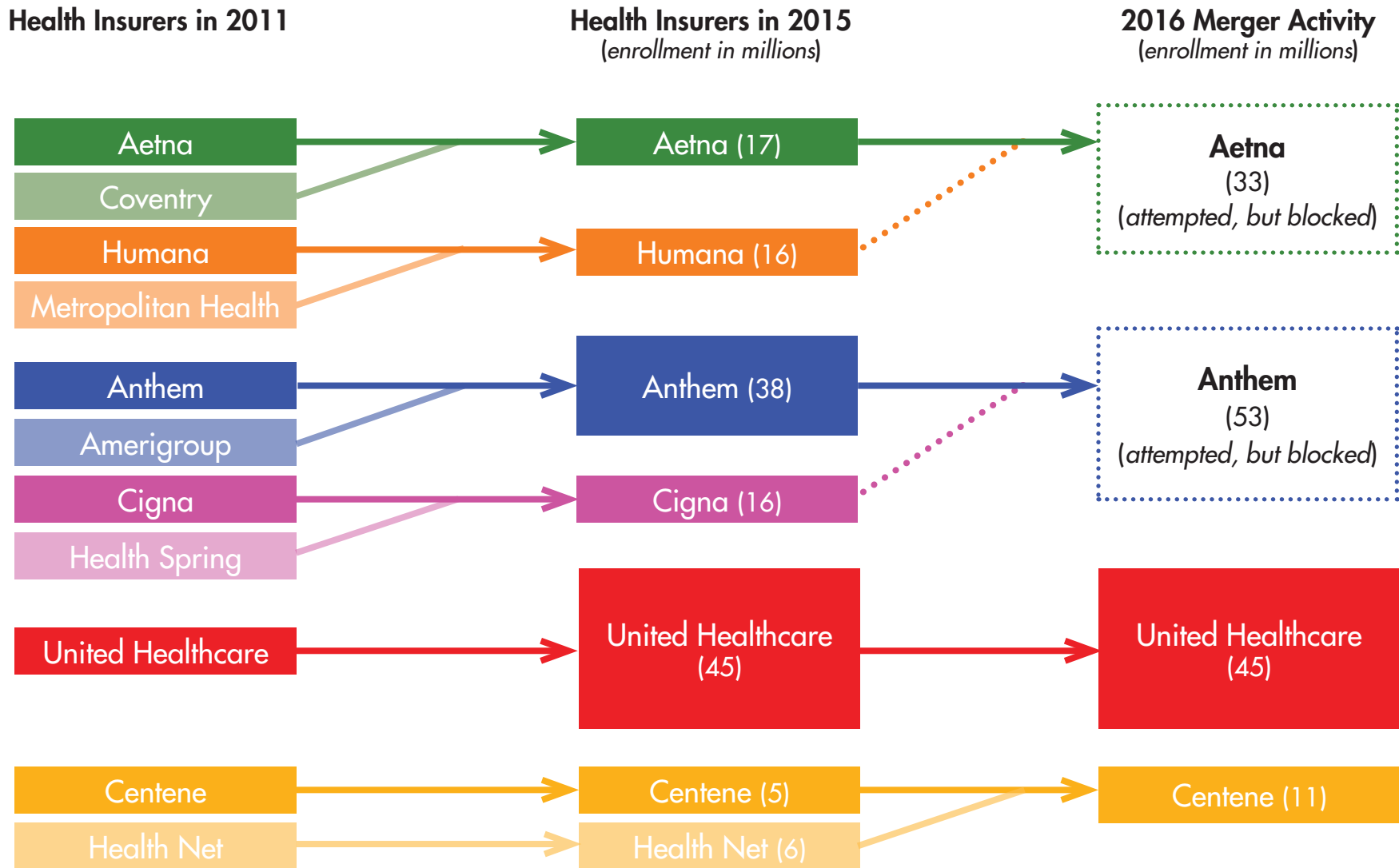




Recent Health Plan Mergers



Source: Chart adapted from "The New Era of Mega-Plans, Managed Care (September 2015). Company enrollment estimates: various sources.

For more resources on health plan mergers and other healthcare value topics, see www.HealthcareValueHub.org