

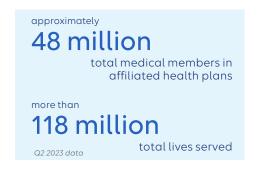
# Strategy, Governance & Whole Health Update

October 2023

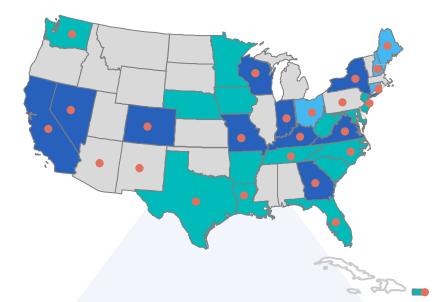
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# **Elevance Health Overview**







### (102,000 Associates)

**>** 77%



of Elevance Health's Associates are female\* of Elevance Health's associates are racially or ethnically diverse\*

\*This is based on EEO-1 Report data as of 12/31/22 and includes U.S. associates only





BC or BCBS licensed plans or other commercial plans + Medicaid presence



Medicaid presence



Medicare presence

### **Elevance Health Overview**

#### Wellpoint **Secure Contemport** Anthem. whice insights Digital Platform Medical Members (in millions) 26.8 Approximately 48M medical members creating the most balanced and resilient portfolio in the industry Care Delivers & Enablement 11.7 4.7 3.0 1.6 For Health MEDICAID COMMERCIAL COMMERCIAL MEDICARE FEDERAL EMPLOYEES **RISK-BASED** FEE-BASED HEALTH BENEFITS

Behavioral Health

Phormoch

Q2 2023 data

### **Our Journey**

Changing our company name to Elevance Health

and streamlining our brand portfolio represents who we are today and will be in the future *a lifetime, trusted health partner*  Our 2022 company name change reflects our evolution beyond traditional health insurance to take a more holistic approach to health.

*Ele*vate Whole Health *+* Ad *Vance* Health Beyond Healthcare

# Elevance. Health

Focused on **whole health** and its most powerful drivers

Equipped with digital capabilities, strong partnerships, and diversified services



Increased ability to serve individuals across their **entire health journey** 

# **Our Evolved Brand Portfolio**



# Anthem.

Anthem Blue Cross and Anthem Blue Cross and Blue Shield remain our go-to-market brands in the 14 Blue states. It's the name consumers are most familiar with as a trusted health care partner through our affiliated health plans.

# Wellpoint

Select <u>Medicare</u>, <u>Medicaid</u> and <u>Commercial Plans</u> in non-Blue states are unifying under the Wellpoint brand over the next few years.

# Scarelon.

Our services businesses are unifying under the brand Carelon to solve complex challenges and support whole health across the entire healthcare continuum.

## **Our Culture Is Our Foundation**

### **OUR PURPOSE**

### Improving the Health of Humanity.

### **OUR MISSION**

Improving Lives and Communities. Simplifying Healthcare. Expecting More.

### OUR VALUES



# Our Strategy Positions Us for Success as a Lifetime, Trusted Health Partner



#### Whole Health

Partner to address physical, behavioral and social needs to improve health, affordability, quality, equity and access for individuals and communities.



#### **Exceptional Experiences**

Put the consumers we serve at the center of all that we do, personalizing engagement to meet consumers where they are and optimize health outcomes across individuals and populations.



#### **Care Provider Enablement**

Be the easiest payer to work with by supporting care provider partners with data, insights and tools they need to deliver exceptional care for our consumers.



#### **Digital Solutions**

Use digital technologies such as AI to transform the way we operate our business and interact with consumers by driving improvements in efficiency and experiences and converting data into actionable insights.

Innovate, Integrate and Partner to Improve Healthcare

Culture Connected to Strategy

Long-Term Adjusted Earnings Per Share Growth Target of 12-15%

# Advancing Health Equity is at the Core of our Whole Health Approach



**Focuses on improving health equity**, where individuals have fair and just opportunities to be healthy



Creates a strong health leadership

**platform**, where we are vocal about our purpose and impact and lead by example on a national stage



**Emphasizes whole health** beyond healthcare, considering individuals' physical, social and behavioral health needs



### **Optimizes associate and consumer**

**health** and connects individual health to community health



# Our Health Equity Approach is business-aligned

Our *health equity by design approach* is a direct reflection of our enterprise's purpose and strategic pillars. Both individually and combined, they are value-added and facilitate growth, aiming to optimize health at the individual level for all while prioritizing efforts and investments that deliver on that outcome and reducing health disparities.





To reinforce our commitment to advancing health equity, we have engaged Business for Social Responsibility (BSR), an organization of sustainable business experts, to conduct a **Health Equity Assessment**; we plan to publish the report by March 31, 2024.

## **Corporate Governance**

### Our Board prioritizes strong corporate governance

<ul> <li>Separate CEO and Independent Board Chair</li> <li>Independent Board (10 of 11 directors)</li> <li>Fully independent Audit, Compensation &amp; Talent, Finance and Governance Committees</li> </ul>	<ul> <li>Annual Board performance evaluations</li> <li>Independent directors hold executive sessions</li> <li>Board oversees Enterprise Risk Management activities</li> </ul>
Board / Committee Independence	Board Practices
<ul> <li>Robust stock ownership requirements</li> <li>Clawback policy for executive officers' incentive compensation</li> <li>Policy against short sales, hedging and pledging stock for directors and officers</li> </ul>	<ul> <li>Majority voting for uncontested director elections</li> <li>Proxy access for shareholder-nominated director nominees</li> <li>Commitment to declassify the Board if Blue Cross Blue Shield Association requirement for a classified board is no longer applicable</li> </ul>
Share Ownership / Compensation	Accountability

# **Our Board of Directors**

Experienced leaders from a range of relevant backgrounds



Susan DeVore Former CEO and Director, Premier

• Extensive CEO, finance, healthcare industry, insurance industry, technology and regulatory experience

Antonio Neri

HPE

Significant CEO, technology, finance,

marketing and consumer insights

Former SVP & General Manager,

Current President & CEO, HPE;

HP Enterprise Group

President & CEO.

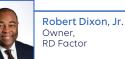
• Former CEO of Premier

experience



Elizabeth Tallett (C) Independent Chair of Board, Elevance Health

- Significant CEO, finance, healthcare industry, insurance industry, marketing, regulatory and ESG experience
- Former Principal, Hunter Partners; former President & CEO, Transcell Technologies; Former President, Centocor Pharmaceuticals



Extensive leadership, technology, marketing and ESG experience
Former SVP & Global CIO, PepsiCo



Gail Boudreaux (CEO) President & CEO, Elevance Health

• Significant CEO, healthcare industry, insurance industry, finance, technology, regulatory and ESG experience

Lewis Hay, III

Dubilier & Rice

technology, marketing and ESG experience

Former Chairman & CEO, NextEra Energy

Operating Advisor, Clavton,

• Current President & CEO, Elevance Health

• Extensive CEO, finance, regulatory,



R. Kerry Clark Former Chairman & CEO, Cardinal Health

- Extensive CEO, finance, healthcare industry, marketing and ESG experience
- Former Chairman & CEO, Cardinal Health; Former Vice Chairman & President, P&G Asia



**Bahija Jallal** CEO, Immunocore Limited

- Extensive CEO, healthcare industry, finance and regulatory experience
- Current CEO, Immunocore Limited; Former EVP, AstraZeneca & President, MedImmune



Ramiro Peru Former EVP & CFO, Phelps Dodge

- Extensive leadership, finance and technology experience
- Former EVP & CFO, Swift Corporation; Former EVP & CFO, Phelps Dodge



#### **Deanna Strable** EVP & CFO, Principal Financial Group

- Extensive executive leadership, finance, insurance industry, healthcare industry and regulatory experience
- Current Executive Vice President and CFO of Principal Financial Group



- **Ryan Schneider** CEO & President, Anywhere Real Estate
- Extensive CEO, insurance, finance, marketing, technology and regulatory experience
- Current CEO & Pres., Anywhere Real Estate; Former Pres., Card Business, Capital One Bank (USA) N.A.
- 11 Directors6 Directors10 IwithwithWithC-Suite ExperienceHealthcare ExpertiseFinance



# **Board Commitment to Diversity**

### Diversity is a cornerstone value and priority for our Board



8 of 11 (73%)

Directors are

Diverse based on Gender and/or Race/Ethnicity

\*Elevance Health is the only Fortune 50 company with both a female CEO and a female independent Board Chair

# **Board Composition**

### We have thoughtfully constructed our Board *to advance our strategy*

#### Tallett Boudreaux Clark Strable (Schneider DeVore Dixon Hav Jallal Neri Peru CEO/COO **Executive Leadership** V Insurance Finance / **Capital Markets** Healthcare Marketing / V Consumer Insights Technology Regulatory / **Public Policy** ESG Diversity

**Diverse and Complementary Expertise, Skills & Attributes** 

#### **Composition & Training**

Board, Committee and individual director performance evaluations are conducted annually

• Evaluation led by an external party

### Board oversees director refreshment and succession planning

- Two new independent directors added in the past two years
- Ongoing priority to ensure directors bring diverse viewpoints and perspectives, possess a multitude of relevant skills, professional experience and backgrounds
- Independent Directors are limited to serving on no more than three other public company boards and CEO may not serve on more than one other public company board
- Not eligible to stand for election if director turns the age of 73 as of March 1 immediately prior to the annual meeting at which the nomination is being voted on

Board encourages directors to participate in continuing education programs and reimburses directors for the expenses of such participation

# **Board Committees and Risk Oversight**

### Our approach to committee *composition and responsibilities*

#### Audit

- Represents and assists the Board in its oversight of our accounting, financial reporting and internal audit controls and procedures
- Responsible for the oversight of our Compliance Program and Code of Conduct, as well as assisting the Board in overseeing the processes by which we identify, assess, monitor and manage our exposure to major risks

#### **Compensation & Talent**

- Assists the Board in discharging its responsibilities relating to compensation and benefits provided to our executive officers, including overseeing an assessment of the risks related to our compensation policies
- Responsible for setting the compensation level of our CEO and other executive officers based on an evaluation of the executive's performance in light of our goals and objectives
- Monitors our programs and practices related to workforce diversity and inclusion

#### Finance

- Assists the Board in discharging its responsibilities related to our capital structure, financial policies, financing strategies and financial condition
- Responsible for approving our annual capital plan and reviewing the issuance and retirement of debt, as well as reviewing investment and financial risk management strategies

#### Governance

- Assists the Board with Board composition, director compensation and corporate governance by recommending individuals for nomination to the Board, recommending to the Board the overall director compensation policy and developing and recommending to the Board a set of corporate governance guidelines
- Monitors our Corporate Social Responsibility & Environmental Sustainability Initiatives and performance

#### Board Role in Risk Oversight

- Oversees the risk management processes to determine whether those processes are functioning as intended and are consistent with our business and strategy
- Oversees our exposure to major enterprise risks and, with the assistance of the Audit Committee, oversees the processes by which we assess, monitor and manage our exposure to major risks
- Reviews certain risk tolerance levels and action plans regarding major risks
- Board delegates to each committee responsibility for assisting in the oversight of categories of risk relevant to its function

# Pay Aligned with Strategy and Performance

### The Compensation & Talent Committee maintains a rigorous pay setting process





## Whole Health

Demonstrated by our ability to make a positive difference in the health and well-being of our consumers, the communities we serve and our own associates, and enhance the environmental sustainability of our operations and business activities.





As part of our commitment to the United Nations Global Compact, we have identified the seven UN Sustainable Development Goals that offer Elevance Health the greatest opportunity for impact.



We're focused on whole person care and are committed to creating a simpler, more accessible and more affordable healthcare experience

#### Improving Quality & Affordability

- We partner with care providers to improve the quality and affordability of healthcare through value-based care arrangements and acute care in the home
- We became the first managed care organization in the nation to earn the full 3-year health equity accreditation from the National Committee for Quality Assurance for all our owned Medicaid health plans, covering nearly 90% of our Medicaid membership
- Over 60% of our healthcare spending in 2022 was in value-based arrangements, and we are targeting to increase value-based spending to 80% in 2027
- We became an initial signatory to the World Economic Forum's Global Health Equity Network "Zero Health Gaps Pledge," the world's first global, multi-sector health equity pledge

#### **Driving Whole Person Care**

- We are working with care provider partners to enable acute care at home (versus the hospital), which for select patients, resulted in 20% reduction in cost, 25% decrease in readmissions and 50% reduction in time spent in bed
- We provide free *My Diverse Patients* training for providers to better enable them to deliver safe, timely efficient, equitable, culturally relevant and high-quality care

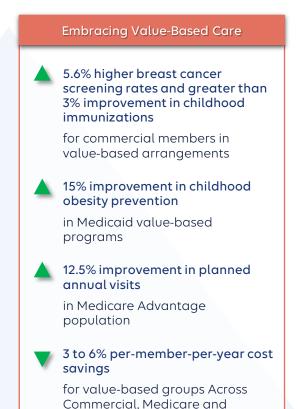


#### Address Drivers of Health

HEALTH EQUITY PLUS

#### We are working to address the social drivers of health for our members. We offer a choice of benefits to suit individual needs, such as healthy food delivery, transportation, over-the-counter benefits and assistive devices

• We have local Health Equity Task Forces comprised of health plan leaders and community members committed to closing health disparity gaps



Medicaid health plans



### Increasing Access through Our Digital Care Solutions

### **Increasing Accessibility**

- We are working to improve the ease and accessibility of healthcare via telehealth and other digitally-enabled care
- Sydney Health, our digital engagement platform, has nearly 17 million registered users
- Over 80% of our consumer and care provider interactions are digital

### Total Health Connections: Streamlining the Healthcare Experience

- Our Total Health Connections integrates each member's benefits, allowing them to schedule appointments, pay claims and connect with care providers in real-time.
- Total Health Connections has grown more than 60% in the past two years and will support more than 5 million of our members in 2023.
- We are harnessing adaptive AI to promote identification and access to whole health services. Our approach allows us to perform initial screenings for depression and health-related social needs to ensure we are addressing our members' whole health needs.

### Medicaid Digital Decision Support Tool

- Web-based digital decision support tool that assesses eligibility for a wide variety of federal and state programs.
- Goes beyond health insurance to support consumers' whole health journey, including the federal Supplemental Nutrition Assistance Program, state-based programs that assist with food insecurity, housing and childcare programs and more.
- Includes links that can route consumers to websites where they can enroll in these programs.



# 🗘 Our Communities

We're collaborating to address health inequities in the diverse communities we serve

### 120 National and Local Nonprofit Partners

currently being supported through active Elevance Health Foundation grants across the country

### Over 135,000

volunteer hours and \$8.1 million donated through Associate Engagement Programs in 2022

### Approximately \$170 Million

Committed to affordable housing projects in 2023 year to date to improve housing security

### Whole Health Index

Our proprietary dynamic modeling tool that holistically measures member data, enabling us to help improve the health of our communities, with an emphasis on health equity. We are working with community-based partners to coordinate engagement, outreach and support. The index assesses:

- Global Health presence of conditions and diseases
- Social Drivers factors including socioeconomic status, household composition, housing, transportation, affordability, and access to food
- Clinical Quality appropriateness of care, preventive care, and the quality of care

Our Foundation has committed to invest up to \$90 million over a three-year period ending in 2024 in the following focus areas:



# 🗘 Our Communities

### Recent examples of our Whole Health approach in action



Improving Maternal Health Outcomes

Our maternal health programs including Obstetrics Practice Consultant and Quality Incentive Programs have contributed to a reduction in pre-term births of 12% and low-birth weight deliveries of 20% in participating Medicaid populations.



Elevance Health Suicide Prevention Program Responds to a Public Health Crisis

Early results of Our Suicide Prevention Program were encouraging, with a nearly 50% reduction in suicide attempts among participants compared with the control group. The program uses predictive analytics to identify at-risk members and prevent suicides.



Advancing Health Equity

The Elevance Health Foundation awarded \$18.3 million to 26 nonprofit organizations that are implementing programs that advance health equity by improving access to quality maternal health and services, including to allow expansion of doula care.



\$30 Million to Encourage Food As Medicine

The Elevance Health Foundation plans to award \$30 Million in grants over a three-year period (2021-2024) to support Food As Medicine initiatives. So far, more than \$27 Million has been awarded, including \$14 million to Feeding America, the nation's largest domestic hungerrelief organization.

# Our Associates

We are committed to fostering an inclusive and trusting environment where all associates have the opportunity to succeed

#### Great Place to Work

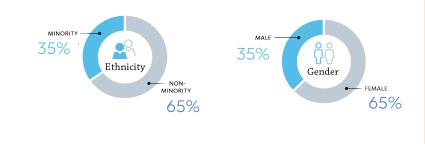
- We recently earned our Great Place to Work certification for the fourth year in a row in 2023, based on feedback and input from a representative sampling of our associates about their work experiences.
- We were recognized by Fortune as a Fortune 100 Best Companies to Work For<sup>a</sup>, as well as a first-place ranking in the large company category for 2023 Best Workplaces in Healthcare. We were also named as one of PEOPLE's 2022 Companies that Care.

### **Development & Engagement**

- Over 15% of our U.S. workforce participate in our nine business resource groups, which provide associates meaningful opportunities to connect, collaborate and grow.
- 96% of our associates understand our purpose to improve the health of humanity and the positive impact we have on our consumers and communities (based on 2022 Associate Engagement Survey).
- We invested a significant amount in human capital development, averaging 20 hours of training and development per associate in 2022.

#### Diversity, Equity & Inclusion

- Across our U.S. workforce, 77% of our associates are women and 51% are ethnically diverse, with 65% of our managers being women and 36% are ethnically diverse (as of year-end 2022).
- We were in the first cohort of companies certified by the Fair Pay Workplace<sup>®</sup>, which found that pay for our female associates is within 1% of their male counterparts and pay for people of color is equal to their white counterparts.
- Our 2022 Associate Satisfaction and Commitment Index was 88% favorable, an increase year-over-year.



#### Diversity of U.S. Managers in 2022



We recognize the link between environmental health and the health of our members and communities. This is reflected in our approach to sustainable business operations and through our efforts to support community health and resiliency.

#### Achieving Carbon Neutral Operations

We achieved carbon neutrality for direct, operational emissions in 2022 by investing in energy efficiency, 100% renewable electricity and carbon offsets via forest conservation.

#### Our Commitment to Net Zero

We signed the Health and Human Services Health Sector Climate Pledge committing to reduce our operational emissions by 50% by 2030 and achieve net zero by 2050.

#### **Climate Leader**

Recognized on USA TODAY's first-ever America's Climate Leaders 2023 list. Ranked 5<sup>th</sup> out of 400 organizations in "Core Emissions Reduction Year over Year" and "Core Greenhouse Gas Reduction" by USA Today.

We received a 2023 Green Power Leadership Award from the U.S. Environmental Protection Agency (EPA) and a Beyond 100% Leadership Award from RE100, a global initiative bringing together hundreds of businesses committed to renewable electricity.



# Elevance Health Focus on United Nations Sustainable Development Goals

#### No Poverty

• Approximately \$170 million committed to affordable housing projects in 2023 to improve housing security for traditionally underserved populations

#### **Climate Action**

- Met our 100% renewable energy target early and are now producing enough electricity via solar purchase agreements to power all of our offices
- Decreased our combined scope 1 and 2 greenhouse gas emissions by nearly 90% compared to a 2019 baseline
- Launched a campaign to encourage suppliers to set their own science-based greenhouse gas reduction targets. In 2022, approximately 40% of our in-scope spend with suppliers had established goals
- Signed the HHS Net Zero Pledge in 2022

#### Sustainable Cities and Communities

- Over 50% of our real estate portfolio is LEED, ENERGY STAR, or Fitwel certified
- Our Indianapolis headquarters is one of the largest LEED Goldcertified buildings in Indiana

#### **Reduced Inequalities**

- Through a Foundation investment of up to \$90 million over a three-year period ending in 2024, the Foundation is accelerating our community health impact in the areas of Maternal and Child Health, Food as Medicine and Mental Health
- In 2022, we became the first national managed care organization to earn a full three-year health equity accreditation from the NCQA for all of our owned Medicaid plans



#### Zero Hunger

- The Foundation will provide up to \$30 million over a three-year period ending in 2024 to support programs that address food insecurity
- The Heart Smarts program, an evidence-based program created by the Elevance Health Foundation and The Food Trust, resulted in a reduction of at least one cardiovascular risk factor for 84% of people who participated in three or more Heart Smarts lessons

#### Good Health and Well-being

- Via the 2023 BioPlus acquisition, we are addressing more complex disease treatment areas to provide timely access to medication
- 63% of 2022 healthcare spending was in value-based care, helping us improve health outcomes and reduce the cost of care

#### Gender Equality

- 2022 certified Fair Pay Workplace
- Sydney Health digital engagement platform is improving access to care, with nearly 17 million registered users
- Our Board of Directors is diverse in gender, race, and ethnicity with 45% women and 36% racially/ethnically diverse
- 65% women and 36% racially/ethnically diverse U.S. managers
- In 2022, we spent \$200 million with women-owned businesses

# **Recognitions & Ratings**



# Shareholder Engagement

Building positive relationships with our shareholders *is critical to our long-term success* 



We spend significant time meeting with our shareholders, listening to their concerns and responding to their feedback and have several avenues for shareholders to communicate with the Board and Management



Over the past year, Management engaged with shareholders, representing a majority of our outstanding shares, on our Governance and Whole Health practices



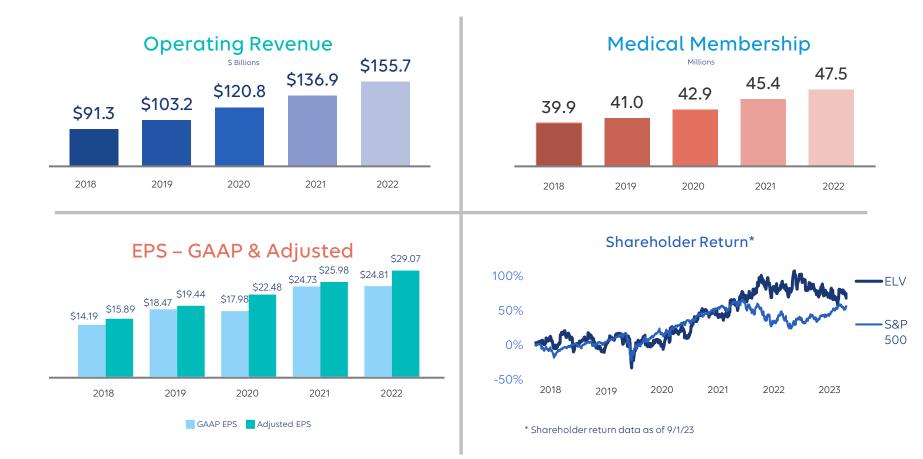
Our Management team regularly offers shareholders the opportunity to discuss our quarterly results and other topics of interest



We value our relationship with our shareholders and believe that we strengthen our ability to lead the Company through constructive dialogue about our business and strategy

# Long-Term Focus on Value Creation

Key Financial Metrics: 5-Year Performance



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### Forward-Looking Statements and Non-GAAP Measures

This presentation contains estimates, projections, guidance and outlook that constitute "forward-looking" statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements reflect our views about future events and financial performance and are generally not historical facts. Such statements are subject to certain risks and uncertainties that could cause actual results to differ materially from those expressed in, or implied or projected by, the forward-looking statements. You are cautioned not to place undue reliance on these forward-looking statements, which speak only as of the date they are made. Factors that could cause actual results to differ materially from expectations include, but are not limited to, the risks discussed in our SEC filings. Except to the extent required by federal securities laws, we do not undertake to update or revise these forward-looking statements to reflect events or circumstances after the date hereof.

This presentation references certain Non-GAAP measures. These Non-GAAP measures are intended to aid investors when comparing our financial results among periods. Reconciliations of these Non-GAAP measures to the most directly comparable measures calculated in accordance with GAAP are available at www.Elevancehealth.com.