UnitedHealth Group Ecosystem

UnitedHealth Group Center
9900 Bren Road East
Minnetonka, Minnesota 55343
(952) 936-1300 www.unitedhealthgroup.com

Outside Relationships

Regulators Capital Suppliers Customers

- Public Debt Holders
- Commercial Banks
- Professional Service Providers: Equiniti (Transfer Agent and Shareholder Services); Deloitte & Touche (Audit Services); Hogan Lovells (Legal Services)
- Subjects of US and Foreign Regulation: Department of Health and Human Services (including Centers for Medicare and Medicaid Services); Consumer Protection; Anti-Fraud and Abuse; Anti-Kickbacks; False Claims; Health Insurance Portability and Accountability Act of 1996; Health Information Technology for Economic and Clinical Health Act; Federal Trade Commission; Gramm-Leach-Bliley Act; Employee Retirement Income Security Act; Department of Labor; State Corporate Practice of Medicine; State Healthcare Regulation; State Privacy and Security Regulation; Banking Regulation; International Regulatory Regimes

Bond Financing · Working Capital Financing · Professional Services · Business Regulation · Medical Cost Payments on Behalf of Insured Customers · Monthly Service Fees or Health Insurance Premiums · Administrative, Network Coordination, and Management Services · Risk-Based Insurance · Risk-Based Insurance; Access to Medical Services · Affiliation/License Agreements to Offer Risk-Based Insurance · Medicare Advantage Administration Premiums · Health Insurance Coverage Supplemental Premiums · OptumHealth Services · Preventative Care, Lifestyle Management, and Interventions

UnitedHealth Group, Inc. (Delaware Corporation)

Debt Structure

Debt ($44.2B @ 12/31/19) | Credit Ratings: A3 (Moody's), A+ (S&P), A- (Fitch), A- (A.M. Best)

- $43.8B in Fixed and Floating Unsecured Notes (0.0% to 6.875%) (Maturities from 2020 to 2059)
- Commercial Paper ($400 Million)
- 2024 Revolving Credit Facility ($4.4B)
- 2022 Revolving Credit Facility ($4.4B)
- 2020 Revolving Credit Facility ($3.8B)

Equity Structure

Equity (as of 3/31/2020)

- Share Repurchase Program (up to 100 million shares)
- Common Stock (913.4 million shares issued) (35 million outstanding)

Securities Regulation and NYSE Listing Rules · Equity Capital

Governance

Board of Directors

- William Ballard (C.N)
- Richard Burke (N)
- Timothy Flynn (C)
- Stephen Hemsley
- Michele Hooper (A, N)
- Gail Wilensky (C, P)
- William McNabb (A)
- Valerie Montgomery Rice (P)
- John Noseworthy (P)
- Glenn Renwick (A)
- David Wichmann

Committees:
Audit ("A")
Compensation and Human Resources ("C")
Nominating and Corporate Governance ("N")
Public Policy Strategies and Responsibility ("P")

Executive Officers

- Chief Executive Officer – David Wichmann
- Vice Chairman – Larry Renfro
- President, UnitedHealth Group; CEO, Optum – Andrew Witty
- Chief Executive Officer, UnitedHealthcare – Dirk McMahon
- Chief Operating Officer, Optum – Dan Schumacher
- Executive Vice President and Chief Legal Officer - Marianne Short
- Executive Vice President – Ellen Wilson
- Chief Scientific Officer – Ken Ehlert
- Executive Vice President and CFO – John Rex
- Chief Accounting Officer – Tom Roos
- Executive Vice President, Corporate Affairs – Cory Alexander
- Chief Human Resources Officer – Patricia Lewis

Corporate Matters

Human Resources
- Hiring / Training
- Pension Plans
- Compensation
- Immigration
- Benefit / 401(k) Plans
- Talent Development
- Recruitment
- Equity Incentive Plan
- Onboarding
- Non-Disclosure / Invention Agreements

Sales and Marketing
- Advertising
- Retail Accounts
- Wholesaler, Distributor and Agent Relations
- Direct-to-Consumer Engagement

Medical Affairs
- Clinical Innovation Development
- Healthcare Delivery Networks
- Business Relations

Finance and Accounting
- Budget Support
- Internal Audit
- Accounting
- Cash Management
- Financial Reporting
- Tax
- Risk Management
- FP&A
- Insurance
- Treasury / Cash Management

Legal
- Real Estate
- Transactions
- Contract Management
- Corporate Governance
- Secretarial Matters
- IP Management
- Regulatory Compliance
- Litigation Management
- Securities Compliance
- Employment Law

Information Technology
- Software Licenses
- IT Equipment
- Software Development
- Procurement Management Systems
- Help Desk / Hotline
- Data Processing Systems
- Inventory Management Systems

Research & Development
- Disease Research
- Existing Product Enhancements
- Disease Prevention and Management

Intellectual Property
- Utility/Design Patents
- Trademarks
- Copyrights
- Service Marks
- Trade Dress

Operations

UnitedHealthcare (2019 Revenue: $193.8B)

UnitedHealthcare Employer and Individual: Offers Consumer-Oriented Health Benefit Plans (2019 Revenue: $56.9B)

Competitors: Centene · Aetna · CVS Health · Humana

Products and Services (27.8 Million Customers)

Traditional	Consumer Engagement	Clinical/Pharmacy	Specialty
Medical Benefits & Network Options	High-Deductible Consumer-Driven Benefit Plans	Wellness, Mental Health and Substance Abuse Programs	Dental
Preventative Care	Health Reimbursement Accounts	Employee Support	Vision
Specialist Access	Health Savings Accounts	Disease Management	Hearing
Catastrophic Protection	Behavior Incentive and Education Programs	On-Site Flu Shots	Critical Illness
			Life
			Short-term Disability

Products and Services (31 States; 5.9 Million Customers)

Managed Care Services for Medicaid Recipients
- Temporary Assistance for Needy Families
- Children's Health Insurance Program (CHIP)
- Patient Protection and Affordable Care Act
- Long-Term Services and Supports
- Aged, Blind and Disabled
- Dual Special Needs Plans (Dual SNPs)

UnitedHealthcare Community and State: Serves State Programs for Economically Disadvantaged, Medically Underserved, and Uninsured (2019 Revenue: $43.8B)

Competitors: Centene · Aetna · Molina · Humana

UnitedHealthcare Medicare and Retirement: Provides Health Coverage to Elderly Consumers Through Medicare (2019 Revenue: $83.2B)

Competitors: Cigna · Globe Life · Optima Health · Humana

Product and Services (19.1 Million Customers)

- **Medicare Advantage** (Administered by U.S. Centers for Medicare and Medicaid Services): Health Care Coverage (via HMO and Preferred Provider Organizations (PPO), Point-of-Service, and Other Plans); House Calls (At-home Preventative Care); Navigate4Me (Healthcare Support Platform)
- **Medicare Part D** (Optional Drug Benefit): Prescription Drug Coverage (via Medicare Advantage and Stand-Alone Medicare Part D Plans)
- **Medicare Supplement** (Covers Gaps in Traditional Medicare): Coinsurance; Deductible Gap Coverage

Regions

Latin America (Primarily in Brazil, Chile, Colombian and Peru)	Asia (Primarily in India and the Philippines)		Europe (Primarily in Ireland and the UK)	
Amil (Brazil Subsidiary Offers Health and Dental Benefits)	Hyderabad	Alabang	Letterkenny	Dyce
Americas Serviços Médicos (Hospital Facilities in Brazil)	Bangalore	Taguig	Dublin	Ealing
Empresas Bandamédica (Health Benefits & Care Services in Chile, Colombia and Peru)	Chennai	Quezon City	Oxford	Grantham
	Gurugram	Cebu	London	
	Mumbai		Berkshire	Mitcheldean
	Noida			

UnitedHealthcare Global: Health Insurance Plans to Multinational Companies in 140 Countries (2019 Revenue: $9.8B)

Competitors

Brazil	Asia	Europe
Unified Health System (Brazil's Public Healthcare Option)	Future Generali Health Insurance (India)	HCA (UK)
	PhilHealth (Philippines)	Spire (UK)
		Irish Life Health (Ireland)

Optum (2019 Revenue: $112.9B)

OptumHealth (2019 Revenue: $30.3B)

Product and Services

Specialized Care Services
- OptumServe
- Population Health Services (including access to provider networks of specialists in behavioral health, organ transplant, chiropractic and physical therapy)
- Local Ambulatory Care Service: Surgical Care Affiliates' Independent Ambulatory Hospitals and Surgical Centers; MedExpress Neighborhood Care Centers

Financial Services
- Optum Bank (Health Saving Account Management and Digital Payment Services) ($12 Billion in Assets under Management)

OptumInsight (2019 Revenue: $10.0B)

Product and Services

Technology	Research & Consulting	Managed Services
Population Health and Risk Analytics	Administrative Cost Reduction	Revenue Cycle Management
Claims Editing	Clinical Performance Improvement	Risk Analytics
Risk Adjustment		Payment Integrity Outsourcing
Payment Integrity		State Medicaid Data and Technology Management
Health Information and Data Exchange		
Technology Strategy and Management		

Competitors: Change Healthcare · Evolent Health · Health Advocate · HMS · Vizient

OptumRX (2019 Revenue: $74.2B)

Facilities
- 67,000 Retail Pharmacies
- 70 Specialty and Infusion Pharmacies
- 500 Community Mental Health Facility Pharmacies
- Home Delivery Pharmacy Network

Product and Services

Drug Distribution and Pharmacy Services
- Oncology · Chronic Disease
- HIV · Genetic Disease
- Pain Management
- Ophthalmology
- Behavioral Health
- Substance Use Disorders

Competitors: CVS Health · Cigna (Express Scripts) · Kindred

Technology, Research and Consulting, and Managed Services · Pharmacy Care and Delivery Services Plans

Outside Relationships

Customers Suppliers Capital Regulators

- Securities Regulators: US Securities and Exchange Commission; New York Stock Exchange
- Significant Shareholders: The Vanguard Group (7.42%); Fidelity Management & Research Co. (5.49%); Capital Research and Management Co. (5.07%); SSgA Funds Management (4.85%); BlackRock Fund Advisors (4.50%)

Business Regulation · Healthcare Insurance · Insurance Premiums · Programs for the Needy · State Governments · Insurance Premiums · Healthcare Insurance, Benefit Plans and Care Delivery Services · Business Regulation · Prescription Drugs

- States' End Customers: Blind or Disabled Individuals; Special Needs Individuals; Low-Income Families and Children
- Medicaid/CHIP Regulation: State Governments; Department of Health and Human Services (Centers for Medicare and Medicaid Services)
- Uninsured Individuals

Global Customers
- Foreign Governments
- Multinational Companies
- Local Foreign Companies
- Employees and Their Families
- Insurers

Pharmaceutical Suppliers
- Johnson & Johnson
- Roche
- Bayer
- Abbott
- Merck & Co
- Pfizer
- Celgene

Pharmaceutical Regulation
- State Pharmaceutical/Controlled Substance Regulation
- US Drug Enforcement Agency

Key Company Data (as of 12/31/2019)

Revenues/Income
- Premiums: $189.7B
- Products: $31.6B
- Services/Other: $20.8B
- Total Revenue: $242.2B (excludes $64.6B in eliminations for affiliate transactions)
- Net Earnings: $14.2B

Share Information
- Ticker Symbol: UNH
- Share Price (7/31/2020): $299.48
- Annual Dividend: $4.32
- Earnings Per Share: $13.84

Healthcare Customers
- Commercial: 8.5M
- Medicare (Advantage, Supplement, Part D): 14.2M
- Medicaid: 5.9M
- International: 5.7M

Operating Expenses
- Medical Costs: $156.4B
- Operating Costs: $35.2B
- Cost of Products Sold: $28.1B
- Depreciation and Amortization: $2.7B

Recent Developments

In the second quarter of 2020, UnitedHealth Group profits doubled relative to the second quarter of 2019. Executives attributed the 100% increase to the consumers' temporary deferral of care in their risk-based business due to the Covid-19 pandemic.

In collaboration with Boston Scientific, Medtronic, and the University of Minnesota, UnitedHealth Group deployed 3,000 "light" ventilator systems to needy hospitals. The device provides hospital workers with an easy-to-use alternative to traditional ventilator systems.

Fulfilled 1.34 billion prescriptions in 2019

Employer and Individual

- Key Accounts
- Large National Employers
- Small Businesses
- Individuals
- Public Sector Employers
- Mid-Sized Employers

Medical Care Services

Customers
- Government Entities (including the Centers for Medicare and Medicaid Services, Dept. of Defense, Veterans Administration, and Federal Procurement Agencies)
- Health System Organizations
- Employers (Large, Mid-Sized, and Small)

Payers (Health Plans, Third Party Administrators, Underwrite or Stop-Loss Carriers and Individual Market Intermediaries)

Employer-Sponsored OptumHealth Plans

Medicare and Retirement

Centers for Medicare & Medicaid Services (Medicare Advantage)
- Medicare Advantage HMO Plans
- Preferred Provider Plans
- Point-of-Service Plans
- Private-Fee-for-Service Plans
- Special Needs Plans

UnitedHealth Affiliates
- Insurance Companies
- HMOs--Health Maintenance Organizations
- Third-Party Administrators

Seniors (Over Age 50)

Marketing and Distribution of United Health Medicare Products

American Association of Retired Persons (AARP)

Veterans and Active Military Members

OptumHealth

OptumHealth Risk-Based Insurance · OptumHealth Surgical Services · OptumHealth Urgent and Walk-In Care Services · Optum Bank Health Savings Accounts · Optum Bank Digital Medical Payments Processing

Patients · Individual Consumers · Physicians and Health Care Providers

OptumInsight

Primary Markets
- Hospital Systems, Physicians and Other Care Providers (9/10 US Hospitals and >100,000 physicians)
- Health Plans (4/5 US Health Plans)
- Global Life Sciences Companies
- Governments

OptumRx

Primary Markets
- Large National Employer Plans
- Health Plans (including UnitedHealthcare Members)
- Purchasing Coalitions
- Unions and Trusts
- Government Entities

Beneficiaries of Pharmacy Care Plans · Employees and Individual Members

Community and State

Global

OptumRx

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