

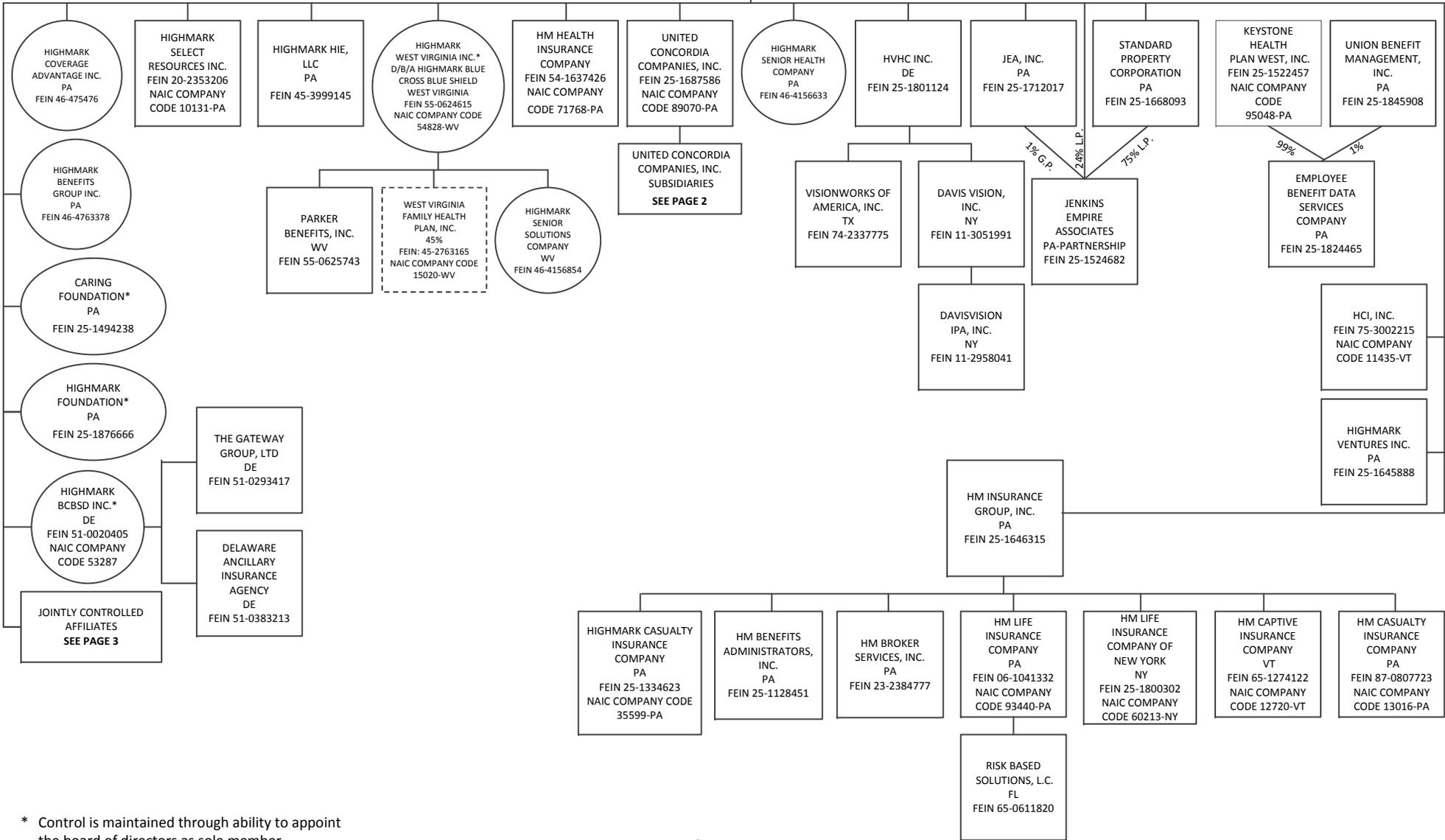
**Highmark's Form A Regarding the Acquisition of Control of BCNEPA and Subsidiaries**

**TAB C**

**Highmark Corporate Organizational Chart**



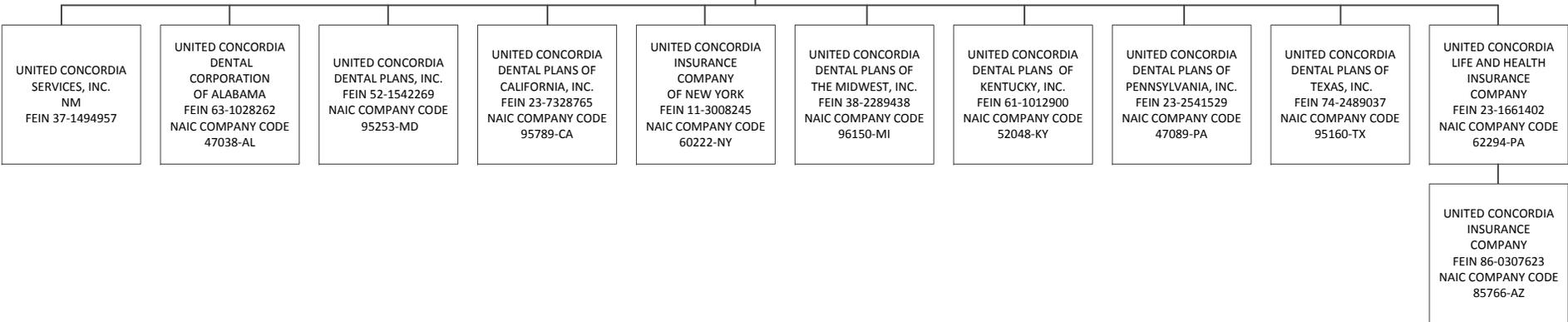
- = 501(C)(3) Nonprofit Companies
- = Nonprofit Companies
- = For-profit Companies
- = Joint Venture Companies



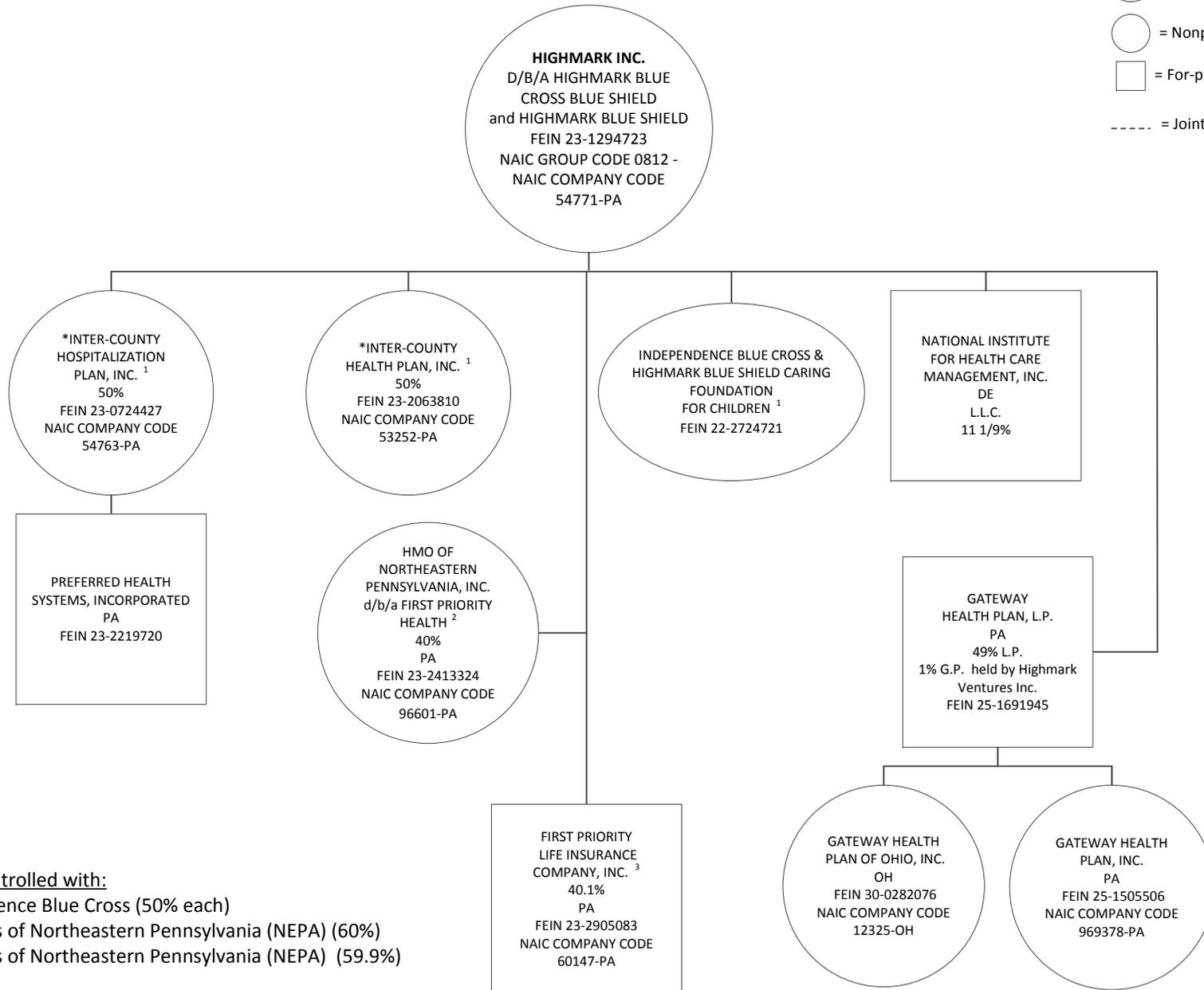
\* Control is maintained through ability to appoint the board of directors as sole member.



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**Jointly Owned/Controlled with:**

1. Independence Blue Cross (50% each)
2. Blue Cross of Northeastern Pennsylvania (NEPA) (60%)
3. Blue Cross of Northeastern Pennsylvania (NEPA) (59.9%)

\* Control is maintained through affiliation agreements which allow for control of the Boards of Directors