

Evolving to Accelerate Health Care Innovation

About the Echo Innovation Alliance

- **The Echo Innovation Alliance (the “Alliance”)** is a powerful strategic investing engine designed to expand Echo Health Ventures’ (“Echo”) proven investment model
- Echo is a strategic collaboration of Cambia Health Solutions and Mosaic Health Solutions
- The Alliance consists of Echo, USABLE Corporation, a wholly owned subsidiary of Arkansas Blue Cross and Blue Shield, and BlueCross BlueShield of Tennessee
- Through its depth of investment sourcing and industry relationships, the Alliance brings together leading health solutions companies to provide products and services to over 10 million Americans

