

ALICE S. LOWRY
46 TERN STREET
NEW ORLEANS, LOUISIANA 70124

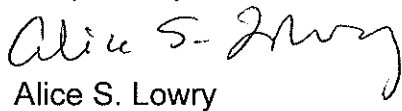
September 5, 2023

David Caldwell
Louisiana Department of Insurance
P. O. Box 94214
Baton Rouge, LA 70804-9214

Dear Mr. Caldwell:

I am writing to inform you of my opposition to the Plan of Reorganization submitted by Blue Cross and Blue Shield of Louisiana. I do not believe that the change to a for-profit company would serve the interests of Louisiana consumers.

Respectfully,


Alice S. Lowry

RECEIVED

SEP 18 2023

Commissioner of Insurance
Legal Division