

9-16-2023

Dear Mr. David Caldwell,

I am writing about my concerns for the conversion of Blue Cross and Blue Shield of La. from a mutual insurance company to a stock insurance company.

The only ones to benefit from this conversion would be the stockholders, not the people of La. I would hope you look closely at this proposal and reject it.

Sincerely yours,  
Haron Moon  
retired teacher of La.

**RECEIVED**

SEP 21 2023

Commissioner of Insurance  
Legal Division