

WELCOME

BROKER  
*Club*



OSCAR BROKER  
20 *VIP* 26  
VIP EVENT

oscar

# Our goals for our partnership



01

Unlock

New **growth opportunities** including new product and technology solutions for members – and for you

02

Discuss

How we navigate the **regulatory environment** together and where we support you

03

Optimize

Your **IFP and ICHRA strategy** to help you further scale and move the needle for your business

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EVENT

# Meet the Oscar Team and Presenters



**Mark Bertolini**

Chief Executive Officer



**Janet Liang**

President, Oscar  
Insurance Company



**Louis DeStefano**

SVP, Chief Growth Officer



**Cathy Grason**

AGC, Head of  
Government Affairs



**Anthony Beato**

VP, Insurance Product  
Innovation and Development



**Gregory Trotta**

VP, Oscar  
Sales



**Jesse Horowitz**

SVP, Member and  
Provider Strategy



**Kristen Prestano**

SVP, Chief  
Marketing Officer

## *Our Mission*

**Make a healthier  
life accessible and  
affordable for all.**

**FORTUNE 500**  
company



**2nd largest**  
Individual market carrier



**Leading**  
member retention





# Our 2026 Wins Together



Added 16K+ agents  
to distribution network



1.7M members  
across 19 states



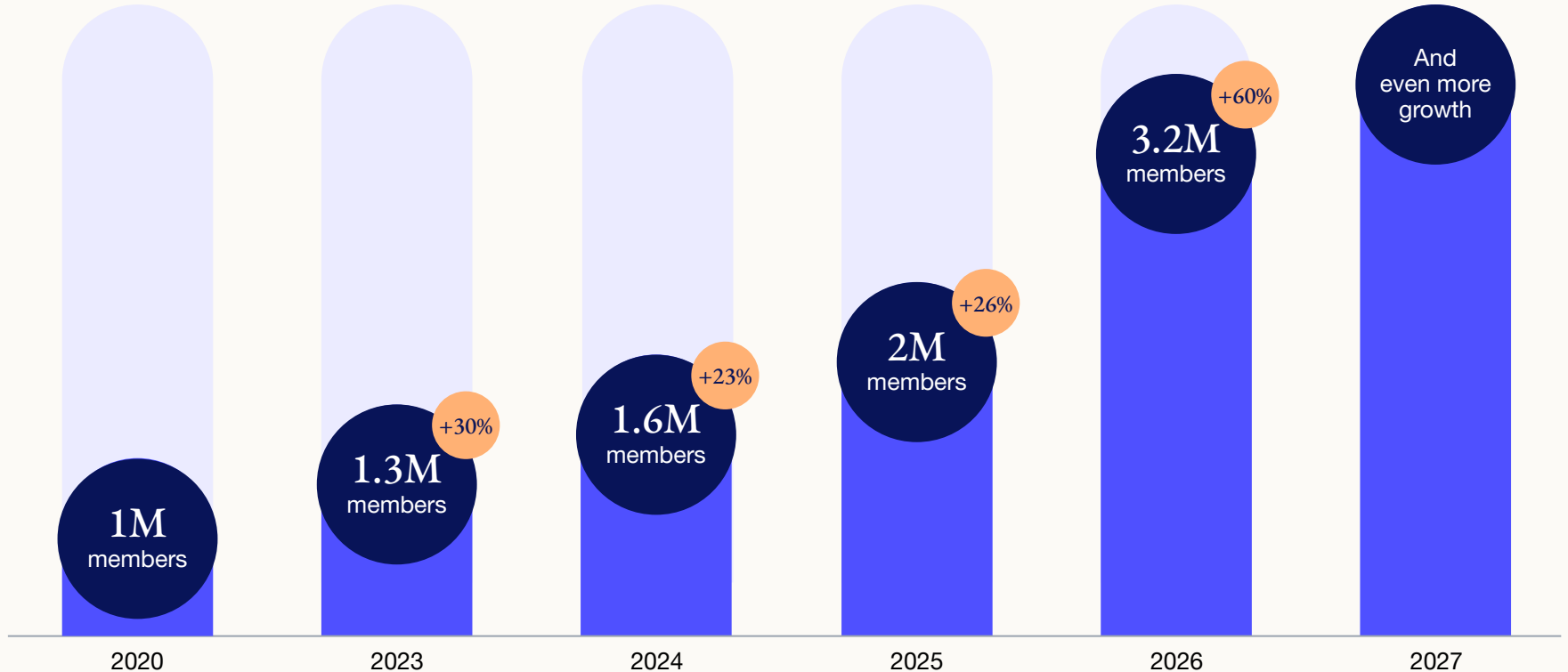
Moved 82K+ Aetna  
members to Oscar

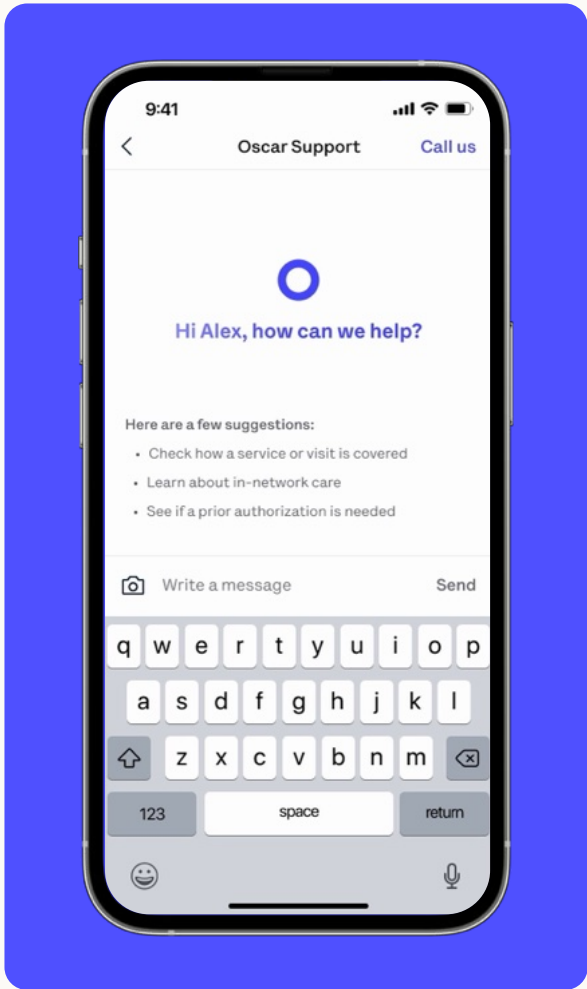


Helped Oscar expand 60%+  
in the most dynamic year since 2017



# ~20% membership growth in 5 years





# Your members love us

88\*\*

NPS among Spanish-speakers

81%

broker satisfaction

51

NPS for chronic conditions plans

80

NPS for spanish-speaking brokers

OSCAR

66

Oscar NPS™

Industry  
Average\*\*\* 12



57

Apple NPS



42

Adidas NPS

\*NPS is a measure of customers' likelihood of recommending a brand to a peer. Scores range from -100 to 100.

| \*\*NPS score as of Q2 2026 | \*\*\*According to Qualtrics XM Institute Report 2023

Turning every  
healthcare buyer into  
an individual buyer

oscar + lucie  
Health marketplace



# Owning and growing the individual market together

**Innovative AI solutions** for  
Oscar consumers and for you



Tech to empower **agents**,  
**cut admin** & **boost output**

**Market-leading products** and  
**rewards** grow with members



Target **market expansions**  
and **carrier exits** together

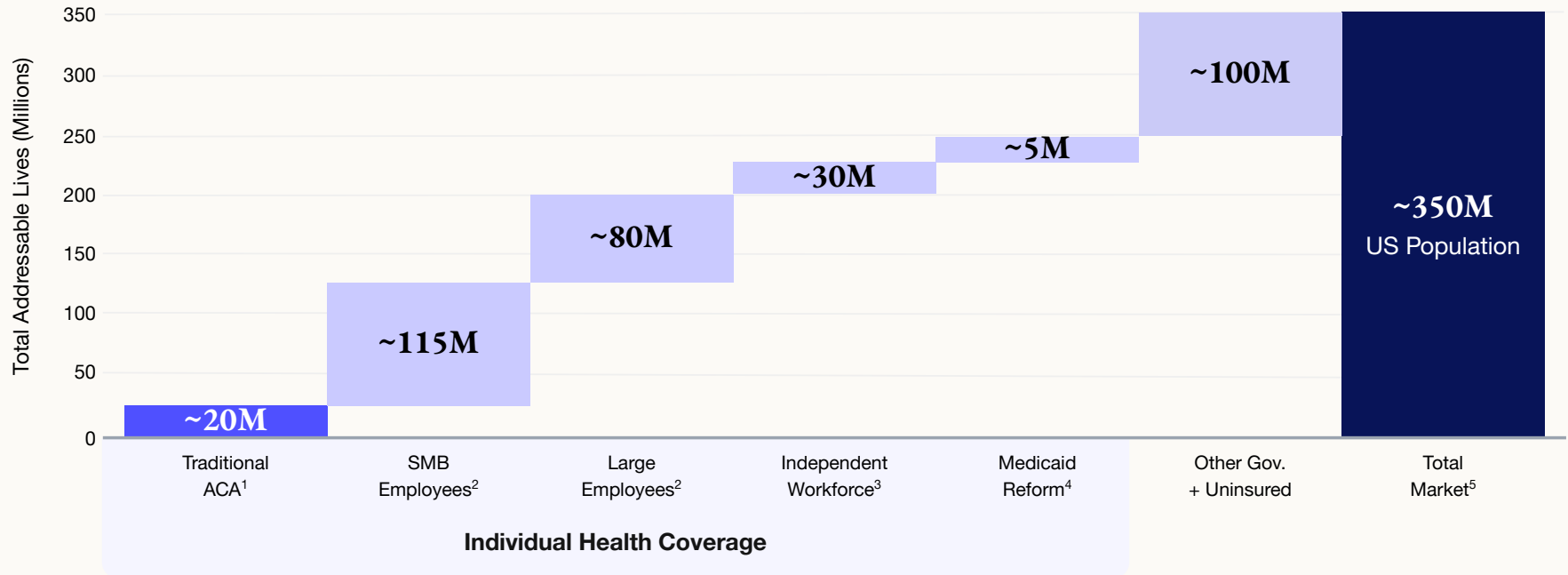
More **broker incentives**  
fuel business growth



**Regulatory guidance**  
puts you in control

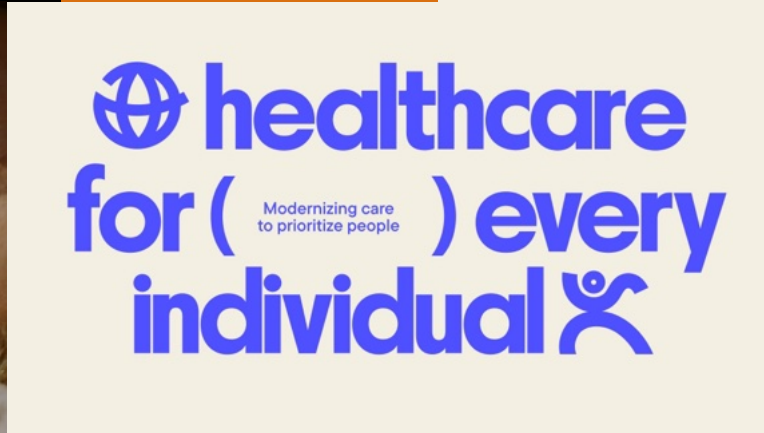
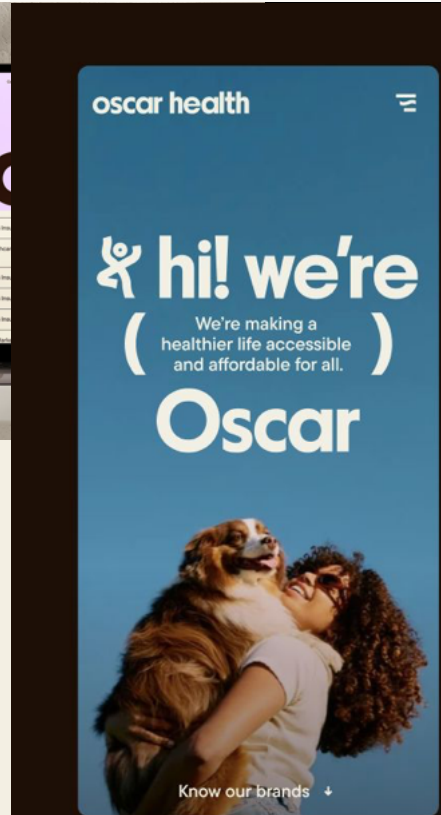


# Unlocking a consumer-powered health insurance marketplace





# oscar health

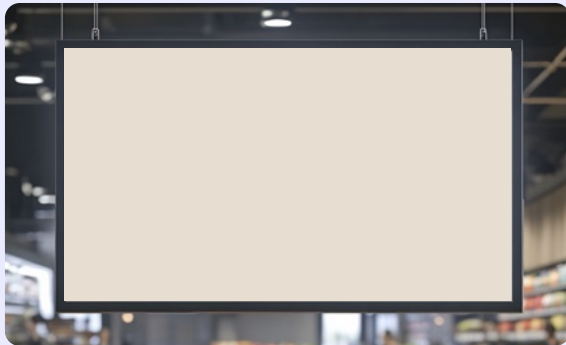
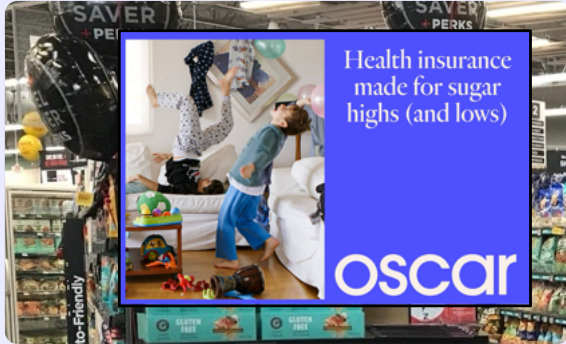


## BRAND PROMISE

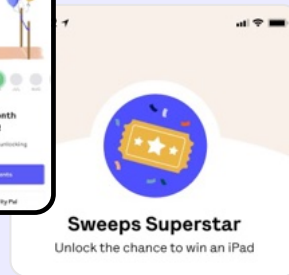
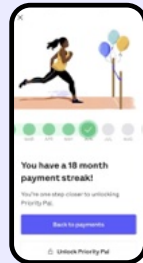
Make health insurance easy & personal

# oscar

## BRAND-BUILDING IN OUR MAJOR MARKETS



## END-TO-END LIFECYCLE MARKETING



## SALES ACTIVATIONS

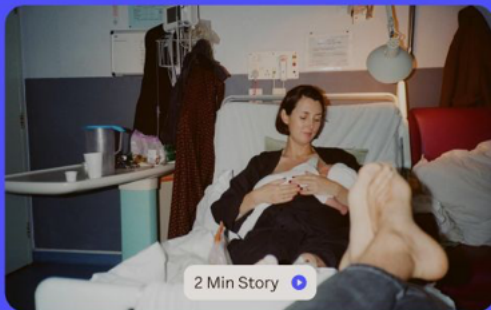


FOR CONSUMERS

# oscar

Individual Plan

Chicago, IL



## She stopped dreading her insurance.

Priya had switched plans three times in five years, always ending up on hold, always chasing paperwork. The first time her Oscar Care Team messaged her before she even filed a claim, she thought it was a mistake. It wasn't.

Priya M.

## Don't let your coverage drop, it's time to enroll!



For Individuals & Families

# Health insurance made for real life.

Eligibility, claims, and prior authorization. The provider manual, clinical guidelines, and state supplements. All behind one login.

Find a Plan

Log in

Or start with a doctor or a prescription.



### Ask Oswell

I think I sprained my ankle... how do I know for sure?

Not a substitute for medical advice. In an emergency call 911.

[Learn more](#)

I can help you with



Understanding symptoms



Learning about medications



Understand costs and benefits



Search for a provider

FOR EMPLOYERS

# OSCAR

Big boss benefits.  
Small business budget.

Traditional group plans are expensive. Offer affordable health benefits to your team without crushing your bottom line. Simply set a budget and your employees can choose from hundreds of options with better quality at lower costs. That's how you take care of business (and your team stays healthy.)

Get your quote.  
No strings attached.

Fill out the details below to get started.

First Name *	Last Name *
<input type="text"/>	<input type="text"/>
Company *	Phone (optional)
<input type="text"/>	<input type="text"/>
Enter Email *	Broker or Employer
<input type="text"/>	<input type="radio"/> Broker
	<input type="radio"/> Employer

Next

By submitting, you provide express electronic consent for Oscar to send to

Big ~~benefits~~  
energy.

Not the big business price tag.

Get a quote

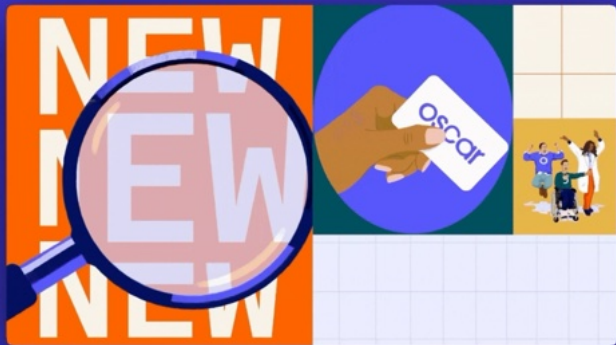


OSCAR

Big ~~benefits~~  
Small business budget.

Get a quote and save ~20%  
on offering health insurance.

BENEFITS TAKING CARE OF BUSINESS



OSCAR

Get a quote

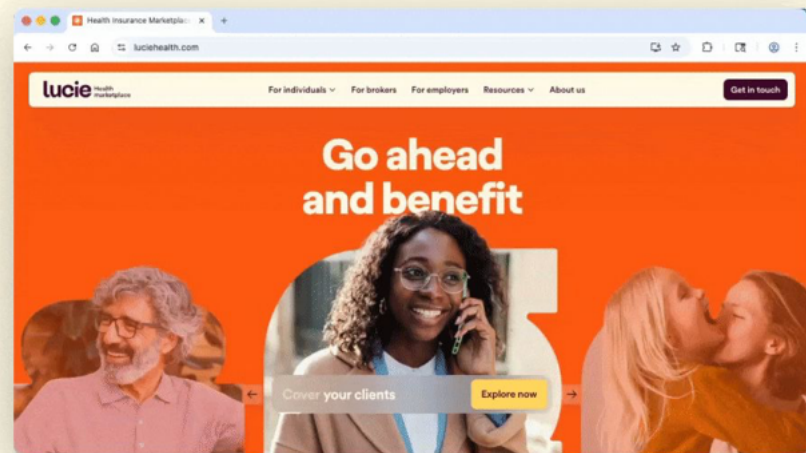
~~Rate hikes.~~

Save ~20% on offering  
health insurance.

BENEFITS TAKING CARE OF BUSINESS



**Let's start  
with you**



**Save big. 90%  
of people do.**

See if you qualify for subsidies that lower the cost of ACA coverage in seconds.

- ✓ 90% of people qualify for subsidies
- ✓ Save an average of \$550/month
- ✓ No pressure to enroll

Add some details to estimate your savings

People to include on your plan  
Add the ages of everyone who will be on your plan.

Years



## Consumers

Helps people build a custom bundle of affordable products for better financial protection.



## Group Brokers

Brings TPAs and group brokers additional revenue streams through ICHRA.



## Individual Market Brokers

Makes it easy for agents to sell more policies in less time to grow faster.



## Employers

Helps employers offer great benefits at lower and predictable costs.



**Health**



**Dental**



**Vision**



**Short-term**



**Critical illness**



**Accident**

# Lucie Health marketplace



## Individual Health Plan Options

OSCAR ambetter. UnitedHealthcare

## Supplemental & Ancillary Insurance

Allstate Aflac

## Consumer Health & Wellness Offerings

headspace ŌURA one medical hims&hers

## Medical Equipment & Healthcare Goods

Resmed P&G

## Health Financial Services & Benefits

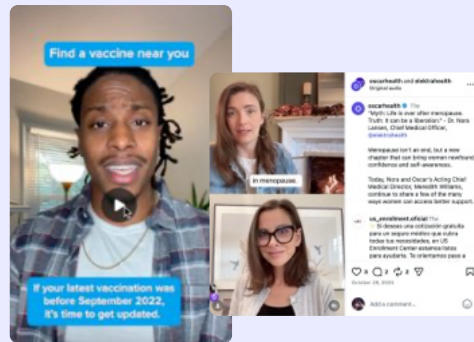
findhelp Lively HealthEquity

**Plus, easy access  
& relevant  
information**

**The leading curated marketplace in healthcare**



## Social Native Search



## Messaging Channels



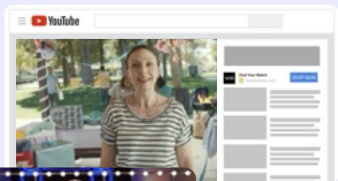
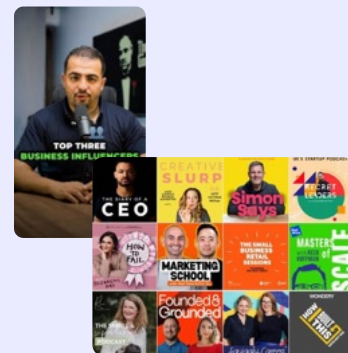
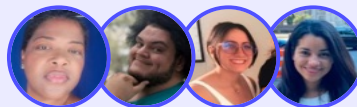
## In-App Display & Shoppable CTV



## Generative AI Search



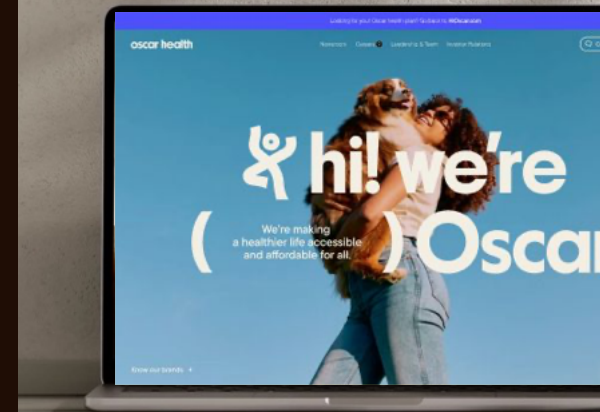
## Creator-Led & Biz Influencers



we are solving  
for ( the biggest challenges and frustrations with )  
U.S. health care.



# oscar health

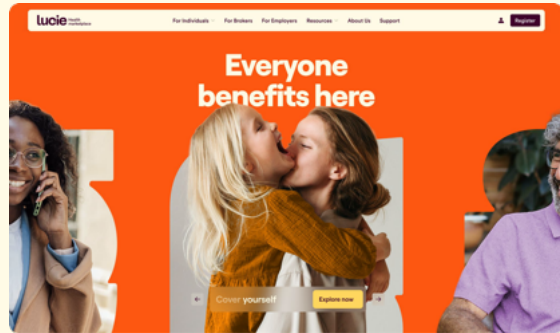
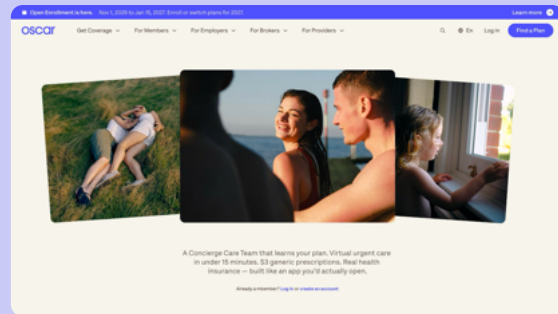


# OSCAR



Health insurance  
*made for real life*

# lucie



# Oscar is Shaping the Policies that Matter to You



**Our goal:** Advocate for policies that allow us as the plan and you as the broker to best serve our members.



# 2025 Wins for OE 2026

## Blocked CR 100

that would have required consumers  
to create a healthcare.gov account

## Delayed shortened OE

Until after OE 26 to give the market time  
to adjust to expiring eAPTCs

## Generated 13K broker letters

to extend eAPTCs & secured 17 House  
Republican votes on a 3-year extension



## We need you!

Your voice matters on these issues  
to ensure stability and success of  
the individual market.

# Key Provisions to Know for OE27 (1/2)

\*As of June 15, 2026, subject to litigation



## Open Enrollment\*

- ❑ **FFMs** will run from Nov 1 to Jan 15
- ❑ **SBEs** can define their own OE window



## Changing income eligibility checks\*

**DMI triggered** when CMS data sources show income under 100% FPL or tax data unavailable



## Reverting FTR process to 1 year\*

Consumers who **fail to file tax returns** (FTR) for tax year '25 lose access to PTCs for FFM states in PY27

# Key Provisions to Know for OE27 (2/2)

\*As of June 15, 2026, subject to litigation

## Recapturing excess PTC



Consumers will be responsible for repaying all excess APTC regardless of income, beginning tax year '26

## Limiting PTC/CSR eligibility to US Citizens, Nationals, Eligible Non-Citizens



Eligible Non-Citizens are limited to:  
Permanent Residents, eligible Cuban and Haitian immigrants, and COFA migrants (nations with special U.S. agreements)

## Prohibiting certain broker marketing practices



Brokers prohibited from certain marketing practices, including financial incentives, promising \$0 premiums, and misrepresenting enrollment deadlines

## Tightening SEP verification processes\*



Consumers enrolling via (SEPs) will be subject to stricter pre-enrollment verification requirements

# City of Columbus vs. Kennedy (“Columbus II”)

In early June, the City of Columbus and other plaintiffs filed a lawsuit challenging several provisions of the finalized 2027 NBPP and asking the court to pause those provisions before the rule’s July 20, 2026 effective date.

This is a follow-on to the *City of Columbus v. Kennedy* (“*Columbus I*”) case that delayed parts of the 2025 Marketplace Integrity Rule last year.

This new case was filed by the same plaintiffs, in the same court, and appears to make similar arguments against several rule changes in the 2027 NBPP.

## What this means:

At this time, the court has not ruled on the case, and the entire 2027 NBPP remains scheduled to take effect as finalized.

## What’s Next:

Oscar is monitoring the litigation and will share updates if a court order or CMS guidance changes implementation timing.



# ID Proofing for EDEs-OE 2027

## What to know

- Agents and brokers will be required to do a **one time passcode (OTP)** to start applications or make changes to applications
- “Higher risk” consumers will need to **Identity Proof (ID Proof)**
- **CMS is expected to share details with agents & brokers this summer.**



## How Oscar is activating your agents

### Brokers

- Provide brokers with consistent awareness, education, and live trainings through OE
- Add Broker Portal features that identify potential “at-risk” consumers and push to ID proof

### Consumers

- Raise awareness and educate consumers, while pushing them to talk with their broker

### EDE Platforms

- Partner with EDEs to develop seamless ID Proofing workflows
- Ensure Oscar trainings match ID Proofing workflows across most EDEs (i.e. no surprises)

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# Key Provisions for OE28

**Passive renewals prohibited for consumers receiving APTCs**

Consumers must verify eligibility before OE28 **starting Aug. 1 2027**

**Require a standard broker consent form** in FFM states by August 1, 2027

Revert to a **1-year FTR requirement for all SBEs** in PY 2028

**Delay of non-network QHPs to PY 2028** (additional guidance expected)

## What this means for you



2028 will be a reset year for eligibility and broker consent across the ACA marketplace



Oscar is actively working with CMS to shape the details, protocols, and requirements for the pre-OE verification period

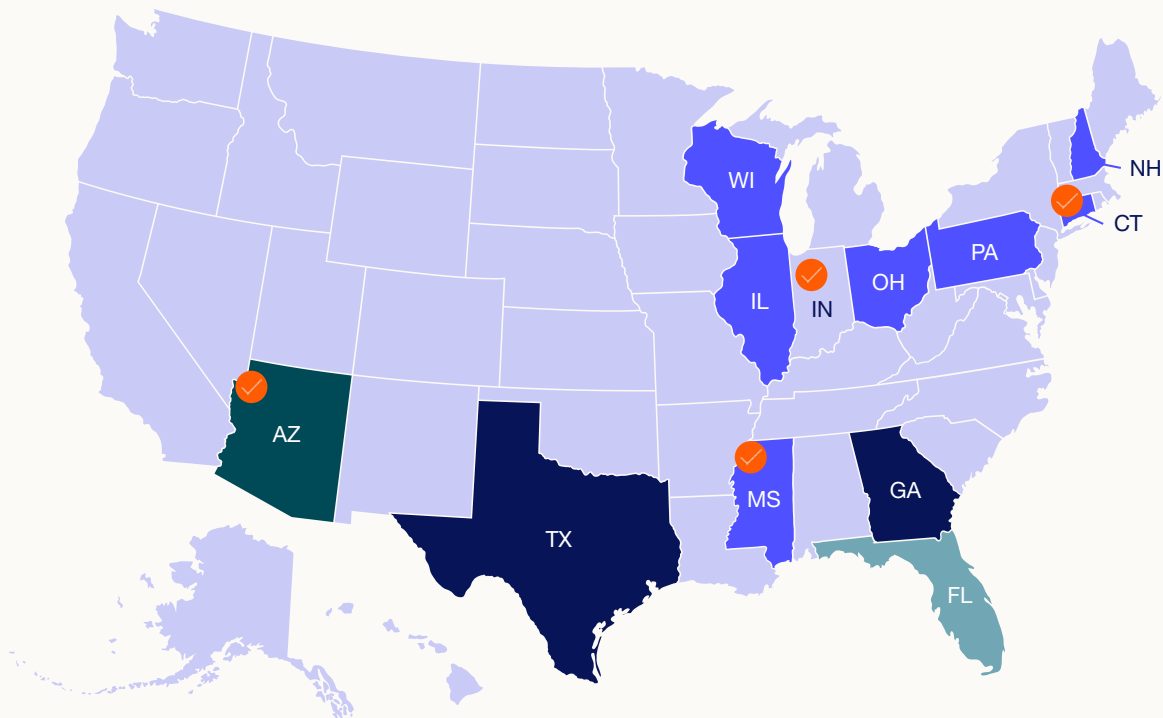


# The State ICHRA Game

**13 ICHRA bills** were filed in **11 states** during the 2025-2026 legislative session

**NCOIL Model** tax credit legislation adopted

- Adopted
- Tax Credit
- Tax Credit & Interim Study
- Interim Study
- State ICHRA Platform



# The Federal ICHRA Game

ICHRA or CHOICE Arrangements provisions introduced in **6 bills** this Congress. Several passed the House with CHOICE but failed in the Senate.

- CHOICE Act ([S 2875](#) / [HR 5463](#))
- Small Business Health Options Awareness Act ([HR 5498](#))
- ICHRA Permanency Act ([H.R.6708](#))

## Regulatory Activity

- ICHRA Regulation 2.0
- CMS Engagement

“

**ICHRA is the win-win model** that gives employers predictable costs and employees the ability to choose the plan that is best for them and their families. Ensuring more small businesses know what ICHRA can do for them is a key step in bringing affordable healthcare to every American.



**Mark Bertolini**  
CEO of Oscar Health

# ICHRA Alliance Preview

**LAUNCHING SOON!** National ICHRA public affairs campaign

## Insurance Choice & Affordability Alliance (ICAA)

### GOALS

A national coalition advancing modern, flexible, and affordable health coverage — putting choice in the hands of workers and predictability in the hands of employers.

- **Expand Nationwide Adoption:** Modernizing employee benefits across all 50 states.
- **Promote Market Stability:** Advocating for smart state policies and tax incentives — strengthening local risk pools and lowering premium costs for everyone.
- **Simplify Administrative Infrastructure:** Partnering to eliminate administrative friction and streamline onboarding for businesses.

SCAN HERE TO SIGN UP  
FOR MORE INFORMATION



Password: OscarBrokerClub

A screenshot of the ICAA website homepage. The top navigation bar is dark blue with the ICAA logo on the left, 'Why ICHRA?' and 'About' in the center, and a 'Sign Up' button on the right. Below the navigation bar is a dark blue banner with the text 'INSURANCE CHOICE &amp; AFFORDABILITY ALLIANCE' in small white letters. The main content area features the headline 'Health Benefits Should Work for Everyone' in large white and orange text. To the right, there is a section titled 'ICHRA BY THE NUMBERS' with the following information: '2019 — Established under federal regulation. Retained through three administrations.' and '13 Introductions, 4 Bills Passed —'. Below this, it lists 'State ICHRA legislation: AZ, CT, FL, GA, IN, MS, OH, TX, IL, TN, PA, WI'. At the bottom, there is a small line of text: 'A national coalition advancing modern, flexible, and affordable health coverage — putting choice in the hands of workers and predictability in the hands of employers.'

# Our Commitment to You



Continue delivering **industry-leading awareness, education, and training** for your brokers and members

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Introduce **enablement toolkits and Broker Portal enhancements** to maximize broker value and efficiency during open enrollment

---



Partner with EDEs to **make ID proofing process seamless**



# Oscar anchors the individual marketplace



**\$0 Gold & \$0 Bronze plans** with significantly reduced urgent care costs, balanced deductibles and MOOPs to keep upfront costs low



**Richer plan designs** with wider reach to lead in ICHRA choice



**Expanded core and condition-based plan offerings**

New lifestyle products bringing whole health benefits for phases of life



**Additional medical products** across carriers outside Oscar's footprint plus a full suite of ancillary products

# Unveiling the new Oscar Rewards program

More than health – we're making *living* more affordable (and a little more fun)



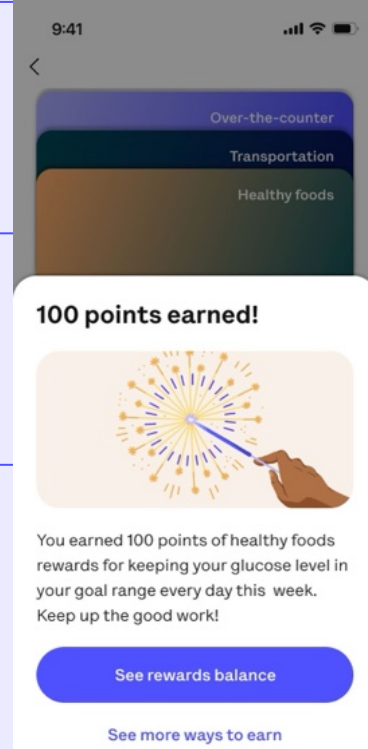
**Cover premiums or everyday costs** with instant access to earned funds through the Oscar debit card



**Turn weekly savings into a game** with discount drops from major household brands



**Make popular wellness tools available** to anyone, anywhere



# Your ACA book is your ICHRA advantage



## Unlock new revenue streams within your own book

Small business owners now have options they never had before. You can bridge the gap and help them meet new worker expectations.



## Build sticky, recurring, and scalable revenue

One employer relationship brings a whole book of individuals renewing every year. Employers who adopt don't churn easily.



## Your ACA expertise puts you ahead of the pack

Most group brokers can't do what you do. Metal levels, networks, carriers — you know this better than anyone.



## Evolve and modernize as the individual market expands

Capitalize on the 225M+ employer market as ICHRA momentum builds. The opportunity is here and now is the time to embrace it.

\*TASC ICHRAs Unlocked: Insights, Growth Drivers, and the Road Ahead (2025).

\*\*The 2026 ICHRA Report (Deft 2026).

82%

of brokers said ICHRA delivers good savings for their clients\*

31%

increase in ICHRA adoption for employers 200+ in 2025\*

20%

of employers bring in a new consultant to switch to ICHRA\*\*



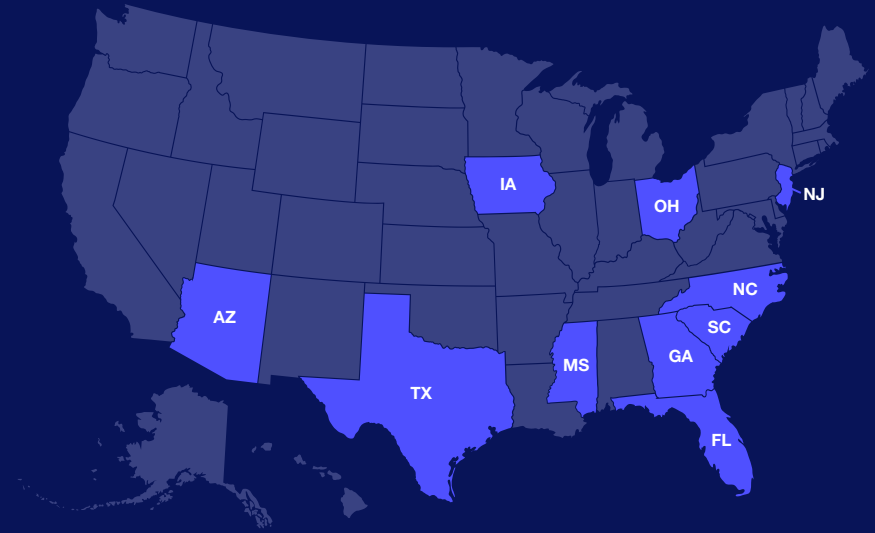
# Characteristics of a good ICHRA market

- Diverse carrier mix, not dominated by one player
- Small group pricing greater than individual
- Large predicted total addressable market
- Presence of local policy
- Plans with richer benefits and network access

The average Individual plan can be as much as **\$400 cheaper** than small group plans in prime ICHRA markets\*

## Where Oscar wins with ICHRA

strong ICHRA markets + strong Oscar portfolio



# ICHR A product



A full spectrum of choice with new Gold and Platinum to Silver and Bronze

- ❑ Gold & Platinum with \$0 deductible
- ❑ Platinum plans in OH, FL, NJ to compete with group coverage
- ❑ Expansion into new markets including NC, SC, VA



Growing Off-exchange to reach more members

- ❑ Hy-Vee Health with Oscar into Kansas, Missouri, Nebraska
- ❑ HelloMeno Off-Ex Gold Plan
- ❑ Bronze Saver plans in FL



Network expansion and reciprocity

- ❑ New Ohio network includes Ohio State
- ❑ New network reciprocity with New Jersey members accessing key New York City provider systems

# Creating new value for your members



## Market Exit Mapping

**The market is constantly changing — we'll make it easy to move your clients in the right plans.**

- Leverage Oscar's localized stability
- Carrier plan mapping tools and guides
- Incentive programs

## Buy-Up and Buy-Down

**Oscar offers a curated portfolio with affordable options for all your clients.**

- Robust market heat maps
- Optimized and new portal features
- Plan Comparison Scenarios

## Enable Consultative Selling

**No health need, budget or plan choice is the same.**

- Lucie offers bundling for ancillary benefits
- Lifestyle plan portfolio guides
- Robust digital toolkits



# The only marketplace for individual ancillary and supplemental enrollment

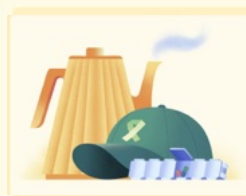
- ✓ Added financial protection for members
- ✓ You get to keep your FMO hierarchy



**Short-Term**



**Critical Illness**



**Cancer**



**Dental**



**Accident**



**Vision**



# Estella

A 46 year-old single mom working part time in a Miami bakery making \$48K/year. She meets with her broker from Madrinas Insurance every October to go over her healthcare needs and understand her options.

- **Income Level:** 300% of FPL
- **Subsidy on ACA:** \$397/month
- **Estimated Premium w/ Dental & Vision:** \$210
- **Supplemental via Lucie:** \$59
- **Total Monthly Cost:** \$269/month

## Guided shopping



### Find the Right Coverage

#### Oscar + HelloMeno:

Her broker used **the plan comparison tools** to match her with a plan that affordably addresses her health concerns (\$153/month)



HelloMeno

#### Oscar + Dental/Vision:

Her broker ensured she was enrolled in embedded dental / vision for new glasses and vi-annual cleanings (~ +60/month).



## Enrollment



### Bundle and Enroll

#### Aflac + Cancer Coverage:

Due to genetic concerns, she protects herself with additional coverage (~\$39/month)



#### Allstate + Accident:

As a busy mom teens who drive, she's prepared with cash-back benefits just in case (~\$20/month).



**Her broker - trained in Lucie - completes all enrollments with one transaction.**

## Retention



### Personalized Engagement

#### Welcome and Onboarding:

Reflects her bundled choices and outlines the benefits in one place.



#### Next Open Enrollment

Her total coverage is saved to her profile to easily reference when it's time to renew.



# Meet Shannon

Shannon is 42 and lives in Orlando, FL, she has limited expendable income and is saving to buy her first home. Income is \$45,000 a year.

- **Insurance:** Oscar Bronze Classic Standard (2026 Version)
- **Monthly Premium:** \$0
- **FPL Subsidy:** \$586
- **Deductible:** \$7,500
- **Out of Pocket Max:** \$10,000

## The power of bundling for Bronze plans

### Option A: Accident Insurance

Members are paid a set amount of cash if they experience a covered injury or illness, or after a hospital stay

### Option B: Critical Illness

Members receive lump-sum financial support after a covered critical illness or injury to help focus on recovery

### Option C: Cancer Insurance

Members get a cash payout for a covered diagnosis. That helps with specialty drugs, travel costs, or keeping bills paid

Option A by the numbers  
**How Accident Insurance Works**

#### MONTHLY PREMIUM BREAKDOWN

Oscar Health:	\$0
Allstate Health:	\$18
<b>Total Premium:</b>	<b>\$18</b>

#### MEMBER RESPONSIBILITY BREAKDOWN

Hospital Admission	\$9,300
Oscar Deductible:	\$7,500
Plan Enhancer Benefit:	\$7,500
<b>Member Responsibility</b>	<b>\$250<sup>1</sup></b>

<sup>1</sup>Allstate Plan Enhancer Deductible

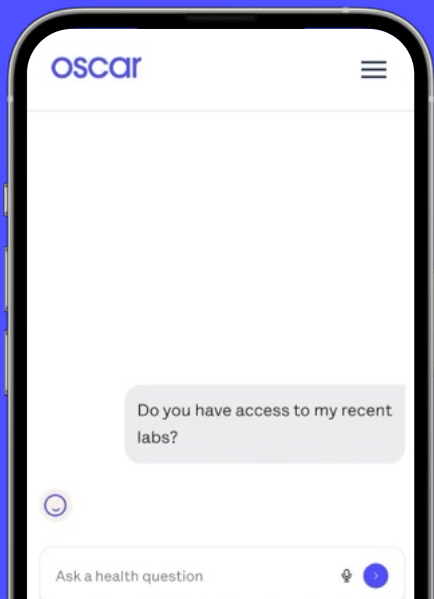
A man with dark hair, shirtless, is sitting in a grey upholstered chair. He is holding a dark grey mug with both hands and looking out a window to his right. His feet are propped up on a windowsill, wearing blue and white checkered pajama pants. The background shows a kitchen with teal cabinets and a white countertop. The lighting is soft and natural, coming from the window.

Consumers expect choice,  
affordability, and quality.

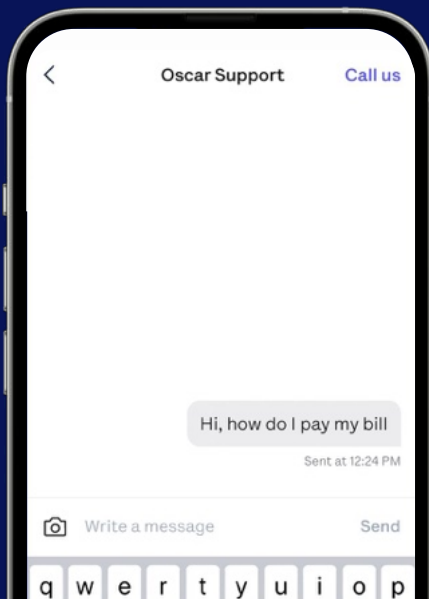
**Oscar blazed the trail and is building  
the experience to deliver it.**

# AI-powered potential

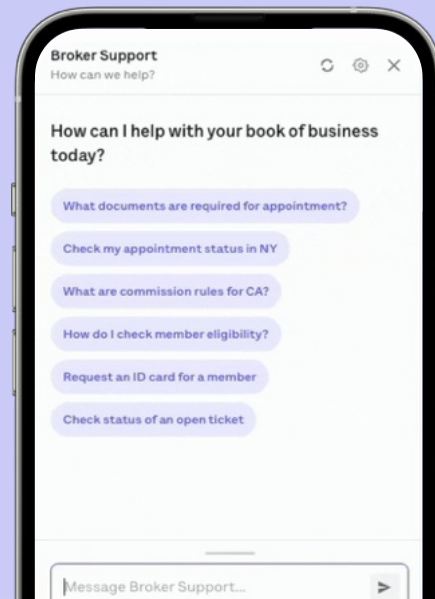
**Member tools** that change the outcome beyond the health plan



Curate **personal benefits** and care navigation so you can focus on your business



**Broker tools** that don't just manage, but grow your book



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# Meet Oswell.

## Our new personal health AI agent.



### Resolves

85%+ success rate in  
*first responses to members*

### Drives

20% return rates with 16K+  
conversations *powering your  
long-term renewals*

### Guides

members to in-network care,  
*increasing plan satisfaction*

### Always learning

leverages real-time data to stay  
*a current and trusted resource*

# Real-time Drug Pricing.

## Transparency members only get here.

### Explains & clarifies

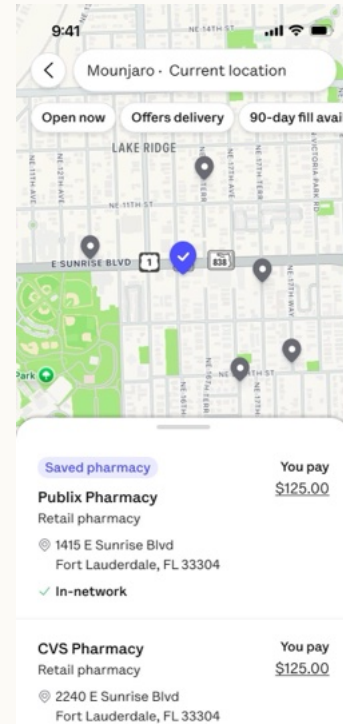
coverage details, requirements,  
and real-time pharmacy pricing

### Guides members

to lower cost in-network pharmacies  
and covered alternatives

### Closes care gaps

50% of members have at least  
one prescription drug claim



# 24/7 AI Benefit support in English & Spanish.

**57%**

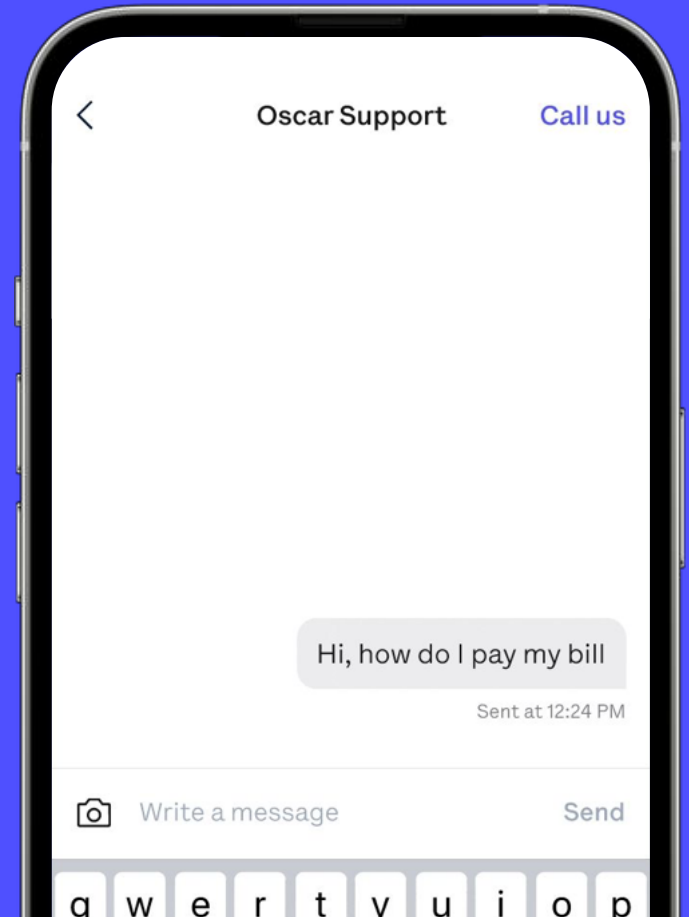
Eligible messages are resolved without a call

**38%**

Eligible calls resolved by the AI agent

**25%**

Secure message volume freeing up agent capacity



# Our Future Starts Now



**We are shaping the future**  
of the individual market



**Our collective innovation**  
sets us apart



**Your success** is our success

