Healthier

happens now

KAREN S. LYNCH
President and CEO

CVS Health
Cautionary statement concerning forward-looking statements

*These presentations include forward-looking statements.* The Private Securities Litigation Reform Act of 1995 provides a safe harbor for forward-looking statements made by or on behalf of CVS Health Corporation. The statements made in the presentations today and the information that is included in the presentation slides and other documents related to Investor Day 2021 are forward-looking, including information related to full year 2021 and 2022 financial guidance. By their nature, all forward-looking statements are not guarantees of future performance or results and are subject to risks and uncertainties that are difficult to predict and/or quantify. Actual results may differ materially from those contemplated by the forward-looking statements due to continuing uncertainties related to the COVID-19 pandemic, including the impact of new and existing variants on consumer behavior, health care utilization patterns and federal, state and local response to the pandemic, as well as the risks and uncertainties described in the Company’s Securities and Exchange Commission (“SEC”) filings, including those set forth in the Risk Factors section and under the heading “Cautionary Statement Concerning Forward-Looking Statements” in the Company’s most recently filed Annual Report on Form 10-K and in its Quarterly Report on Form 10-Q for the quarterly period ended September 30, 2021, and our recent Current Reports on Form 8-K dated November 18, 2021 and December 9, 2021.

You are cautioned not to place undue reliance on the Company’s forward-looking statements. The Company’s forward-looking statements are and will be based upon management’s then-current views and assumptions regarding future events and operating performance, and are applicable only as of the dates of such statements. The Company does not assume any duty to update or revise forward-looking statements, whether as a result of new information, future events, uncertainties or otherwise.

These presentations include non-GAAP financial measures that we use to describe our company’s performance. In accordance with SEC regulations, you can find the definitions of these non-GAAP measures, as well as reconciliations to the most directly comparable GAAP measures, on the Investor Relations portion of our website.

[Link to our non-GAAP Reconciliations]
Putting people first
We are customer obsessed and walk in others’ shoes to improve the experience

Create simplicity
We design for our customers and continuously innovate

Rise to the challenge
We boldly innovate to care for our customers

Inspire trust
We work to earn the trust of our customers and colleagues by meeting our commitments

Join forces
We unite around our goal of serving the customer
Deep health care expertise and diverse experience

Karen S. Lynch
President and CEO

Troyen A. Brennan, M.D.
EVP and Chief Medical Officer

David Falkowski
EVP and Chief Compliance Officer

Daniel P. Finke
EVP and President, Health Care Benefits

Joshua M. Flum
EVP, Enterprise Strategy and Business Development

Shawn M. Guertin
EVP and Chief Financial Officer

Laurie P. Havanec
EVP and Chief People Officer

Alan M. Lotvin, M.D.
EVP and President, Pharmacy Services

Thomas M. Moriarty
EVP, Chief Policy and External Affairs Officer and General Counsel

Michelle A. Peluso
EVP and Chief Customer Officer

Jonathan C. Roberts
EVP and Chief Operating Officer

Prem Shah
EVP and Chief Pharmacy Officer
CVS Health’s opportunity
our vision

❤ Becoming the leading health solutions company for consumers

❤ Delivering a superior health care experience for consumers

❤ Driving improved health outcomes, lower costs, higher levels of engagement and broader access to high quality care

❤ CVS Health.
Overall 2021E revenue of $290B, representing ~8% growth year over year

CVS Health is an established leader in key segments of the health care sector

- Retail/LTC: $99B
- Health Care Benefits: $82B
- Pharmacy Services: $153B
Our strong execution has led to success in our foundational businesses

Health Care Benefits

- 23M+ Medical benefit members
- +15% Medicare Advantage membership 2016–2020 CAGR

Pharmacy Services

- ~110M Pharmacy benefit members
- +10% Adjusted operating income 2017–2021E CAGR

Retail / Long-Term Care

- 1.5B Prescriptions filled in 2020
- >26% Pharmacy market share
## Our unparalleled consumer reach

<table>
<thead>
<tr>
<th>Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>85% of Americans</td>
<td>Live within 10 miles of a CVS Health location</td>
</tr>
<tr>
<td>100M+ members</td>
<td>With Caremark and Aetna</td>
</tr>
<tr>
<td>~66M vaccines</td>
<td>COVID-19 and other vaccines administered(^3)</td>
</tr>
<tr>
<td>~4.5M consumers</td>
<td>Visit CVS Health locations daily</td>
</tr>
<tr>
<td>2.9B Rx’s</td>
<td>Enterprise prescriptions(^4) in 2020</td>
</tr>
<tr>
<td>~74M members</td>
<td>CVS ExtraCare Loyalty Program</td>
</tr>
<tr>
<td>&gt;35M digital customers</td>
<td>Number of unique digital customers</td>
</tr>
<tr>
<td>&gt;32M new customers</td>
<td>Through COVID-19 testing and vaccines(^5)</td>
</tr>
</tbody>
</table>
Our momentum to lead will continue to deliver sustainable, profitable growth

**Health Care Benefits**
Grow government businesses and offer integrated benefit designs

**Pharmacy Services**
Continue to provide industry-leading drug trend and grow specialty pharmacy

**Retail / Long-Term Care**
Become the leading health and wellness destination and optimize footprint
Our foundation is strong with more opportunities to meet consumers’ needs
Consumers still have significant needs not addressed in the current health system.

The system remains:

- **Complicated**: 25% of U.S. adults do not have a PCP\(^6\)
- **Expensive**: $11,100 is the average annual health care cost per person in U.S.\(^8\)
- **Inconvenient**: 24 days is the average number of days to schedule an appointment with a PCP\(^7\)
- **Fragmented**: Chronic patients with fragmented care are ~13% more likely to visit ED\(^9\)

Impact by increasing prevalence of health conditions:

Currently 1 in 10 U.S. adults reporting diabetes, with an additional 88 million who are prediabetic\(^10\)
Consumers now expect and demand health care experiences that are convenient and digitally enabled

- **38x** increase in telehealth usage compared to pre-COVID-19

- **39%** believe a good digital experience has a major influence on their experience with a provider

- **43%** are using wearable devices with digital health capabilities
These unmet needs and consumer trends create opportunities for CVS Health
We will meet these needs by advancing our care delivery and health services capabilities, capturing greater share of health care spend

Total US health care spend\textsuperscript{14}:

- United States: \$3.8T

Our addressable market\textsuperscript{15}:

- Foundational businesses: \$2.4T
  - Care delivery: \$0.6T
  - Other health services: \$0.2T
  - Digital health & wellness: \$0.1T

\textsuperscript{14} Total US health care spend includes all expenditures on health care in the United States.

\textsuperscript{15} Our addressable market includes the potential revenue we can capture through our foundational businesses, care delivery, other health services, and digital health & wellness.
Now is the time to make bold shifts in our strategy
Unifying our business around the consumer health experience and scale new sources of value

1. **Advance** all-payer primary care delivery capabilities
2. **Optimize** retail portfolio to serve as community health destinations
3. **Diversify** our growth portfolio with new health services
4. **Drive** digital-first, technology-forward approach
5. **Enhance** omnichannel health experiences
Primary care is our focal point as it serves the widest range of people and drives most clinical encounters.

Our primary care offering will...

- Organize around the consumer across multiple channels
- Focus on a frictionless experience
- Be convenient
- Drive higher levels of engagement

197M U.S. preventative visits annually\(^{16}\)

\(~86\%\) Of U.S. preventative visits occur in Primary Care\(^{16}\)
Next generation primary care will build longitudinal relationships and drive deeper engagement with patients.

By combining “traditional” primary care elements...

- Preventive Care
- Acute Care
- Chronic Conditions

...with others that engage people in their health...

- Care Coordination
- Mental Health
Maximizing the lifetime value of a consumer by shifting from transactional based primary care to addressing holistic health
Optimizing our retail portfolio to serve as community health destinations

- **Advanced** primary care centers
- **Enhanced** HealthHUB® locations
- **Core** pharmacy fleet
Diversifying our growth portfolio with new health services for employers, consumers, payers, and providers

• Launch new **payer and provider** enablement services

• Expand **home health** services for complex populations

• Initiate health-related **subscription models** for broader populations

• Commercialize our **insights and analytics** capabilities
Accelerating a digital-first, technology forward, open-platform approach

>35M
CVS Health digital customers

>80%
Engaged with CVS Health solutions

360°
Health dashboard

- **Expanding** reach of digital users
- **Increasing** consumer engagement
- **Launching** new capabilities, new products and services
- **Modernizing** our infrastructure
The future is here: omnichannel health
services to meet the needs of consumers where and when they want it
Our foundational businesses create opportunities to drive deeper engagement with consumers today

**Home**
Focus on highest risk patients with complex medical and social needs

**Virtual**
National approach that is convenient, affordable and uses intelligent care at the click of a button

**Community**
Broad nationwide network of local, in-person care delivery touchpoints
Leading in omnichannel pharmacy by integrating our approach across all fulfillment channels...

...to make these interactions as personalized and seamless as possible

80M
CVS Health pharmacy patients today

#1
most frequent interaction in health care

~11M
CVS Pharmacy interactions per week\(^\text{17}\)

400+
basis points increase in digitally-active pharmacy patients
Enhance the consumer experience by improving efficiency and sustainability
Powering our strategy with a consumer centric technology foundation by digitalizing how we work

Digital and technology infrastructure

Foundational process improvement

Workforce and workplace strategies

Vendor and procurement strategies
Only CVS Health has this unique collection of assets...

- **Destination and partner of choice** for consumers in communities across America
- 100M+ aggregated health care lives
- Differentiated care delivery assets (community, home, virtual)
  - Industry-leading pharmacy fulfillment assets
  - Deep health care experience
- Trusted brand associated with health care services
- Proven ability to scale assets
- Demonstrated ability to assume and manage risk
Deliver

value for all

with bold strategic moves
We have a clear path to sustainable low double-digit adjusted EPS growth

- **2021E**: At least $8.00 (Baseline at least $7.60)
- **2022E**: ~$8.10 – $8.30 High single-digit growth vs. 2021E baseline
- **2023E**: High single-digit Y/Y growth
- **2024E+**: Low double-digit Y/Y growth
And a capital management strategy that will enable this path to sustainable growth

- Deploy capital aligned with strategic priorities
- M&A to enhance capabilities
- Share repurchase and dividend growth
- Maintain strong investment grade credit rating
What you can expect from CVS Health

- **Strong, sustainable growth** in our foundational businesses
- **Meaningful** cost improvements
- **Powerful** cash flow generation
- **Strategic** capital deployment
- **Consumer-focused** approach
- Commitment to **sustainable business practices** and employee development
- Pathway to sustainable **low double-digit adjusted EPS growth in 2024+**
Our foundation is strong, with a dynamic growth strategy.
In closing...

why CVS Health?

• **Strong foundational businesses** well-positioned for future growth

• **Unique collection of assets** and capital generation power

• **Closest to the consumer** with our trusted brand and presence in communities across America

• Right people and **deep health care expertise** to deliver on our strategy

• Bold strategic moves to drive **future new growth**

• Well positioned to achieve **sustainable low double-digit EPS growth** in 2024 and beyond
All data is provided by CVS Health Enterprise Analytics or other internal CVS Health Sources, unless otherwise noted. All data is as of September 30, 2021, unless otherwise noted.

1. Growth rates for total revenues are calculated against 2020 adjusted revenues. 2020 adjusted revenues removes the receipt of $313 million owed to CVS Health under the ACA’s risk corridor program, net of MLR rebates of $2 million in Q4 2020 that had been previously reserved. Reconciliation to the most directly comparable GAAP measure, refer to our Investor Relations website at https://www.investors.cvshealth.com.

2. CVS Health 2020 Form 10-K. Includes an adjustment to convert 90-day prescriptions to the equivalent of three 30-day prescriptions. This adjustment reflects the fact that these prescriptions include approximately three times the amount of product days supplied compared to a normal prescription.

3. Represents number of COVID and other vaccines administered YTD through November 2021.

4. Enterprise prescriptions include prescriptions dispensed through the Company’s retail pharmacies, long-term care pharmacies, and mail order pharmacies as well as prescription claims managed through our pharmacy benefits manager, with an elimination for managed prescription claims filled through CVS Health dispensing channels. Management uses this metric to analyze the total prescription volume across the Company, including variances between actual prescriptions and expected amounts, as well as trends in period-over-period results. This metric provides management and investors with information useful in understanding the impact of prescription volume on total revenues and operating results. Includes an adjustment to convert 90-day prescriptions to the equivalent of three 30-day prescriptions. This adjustment reflects the fact that these prescriptions include approximately three times the amount of product days supplied compared to a normal prescription.

5. Represents new customers to CVS Health through COVID services through November 2021.

6. https://jamanetwork.com/journals/jamainternalmedicine/fullarticle/2757495
15. Total addressable market size derived from multiple sources including Bain, BCG analyses, McKinsey and Kaiser Foundation.
17. Represents average number of pharmacy visits per week as of November 2021.
Prioritizing and delivering on our commitments to sustainability
Our long-term commitment to invest in sustainability

Transform Health 2030

Healthy

People
Planet
Business
Community
Proud of key 2021 sustainability accomplishments

• **Named to the DJSI for the ninth year in a row** - ranked in the 99th percentile¹

• Diverted **more than 1 million pounds** of unused medication across our in-store kiosks and police station disposal units

• **52%** of colleagues hired in 2021 identify as Black, Hispanic, or Asian²

• Served **103 million meals to underserved communities**; 40 million made available to people of color suffering from food insecurity

• Introduced **new mental health foundation programming** to increase education and screenings for over 2M people in BIPOC communities over the next three years

• Will complete **1,700 health screening events across 32 markets** throughout the U.S. and Puerto Rico.
Our commitment to the environment

The health of our planet and environment is inextricably linked to the health of all people.

Among the first of only seven companies globally to have science-based net-zero GHG emissions targets validated by SBTi³, with

**Programs to...**

Reduce our overall environmental impact by at least 50% by 2030

Reduce greenhouse gas emissions across our operations and supply chain

Reduce resource consumption, especially paper and plastic

**And goals to achieve...**

Net-zero emissions by 2050

50% renewable energy by 2040

Zero waste in our corporate facilities by 2030

100% of Store Brand packaging to be reusable, recyclable, compostable and/or returned to CVS Health for proper disposal at end of life by 2030

Please see https://www.cvshealth.com/social-responsibility for more information.
Advancing Health Equity

Integrating health equity across our business and leveraging our unique collection of assets to assure that every person can achieve optimal health

1. Expand access to health care in our communities with an emphasis on increasing engagement among underserved populations.

2. Identify and reduce disparities in health and its drivers in our communities.

3. Use our scale in health care to improve quality of care for historically marginalized members of our communities.
Endnotes

All data is provided by CVS Health Enterprise Analytics or other internal CVS Health Sources, unless otherwise noted. All data is as of September 30, 2021, unless otherwise noted.

2. Represents external hires in the 10 months ended October 31, 2021.