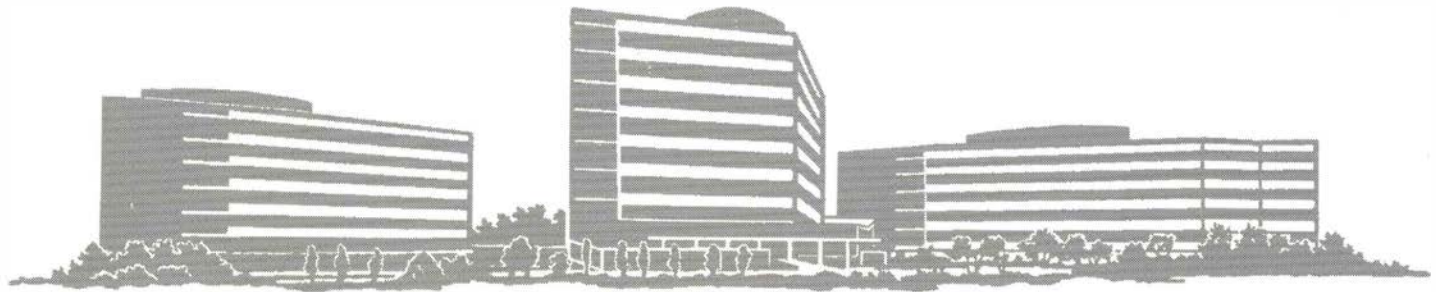


Blue Cross and Blue Shield of Florida

DEERWOOD CAMPUS COMPLEX



Building Quality, Value and Service

DEDICATED TO SERVING THE NEEDS OF OUR CUSTOMERS

Welcome to Blue Cross and Blue Shield of Florida's new Deerwood Campus Complex (DCC)! This facility is a result of our need to consolidate our facilities so we can manage our business more cost effectively in the long-term. The reconfiguration of operations will enhance our effectiveness, resulting in increased productivity and better service for our customers.



The facility shows BCBSF's commitment to the Jacksonville area. Before the completion of these buildings, we housed employees in approximately 16 buildings in the Jacksonville area. Now our employees have been consolidated into four sites— here, our Riverside Avenue office, Corporate Plaza and Freedom Commerce Center.

We also have offices in Gainesville, Pensacola, Tampa, Orlando and Miami.



The development process included benchmarking of top corporations around the country to help shape our new campus center into a world-class facility. We hope that after seeing the facility you will agree that we have developed an atmosphere that will help us continue to deliver quality, value, and service to our customers.

Blue Cross and Blue Shield of Florida

DEERWOOD CAMPUS COMPLEX

DEDICATION CEREMONY

Guided Tours

Design and Construction Awards

Campus Model

Contractors and Subcontractors Exhibit

Cafeteria and Dining Area

Typical Work Floor

Executive Floor

Business Research Information Center

Conference Rooms

Business Service Displays

- Personal Health Advisor
- Healthy Addition
- Blue Cross and Blue Shield of Florida Internet Website
- Virtual Office
- Wellness Programs

Deerwood Campus Complex Dedication Video

Blue Cross and Blue Shield of Florida

DEERWOOD CAMPUS COMPLEX

DEDICATION CEREMONY

Agenda

- 6:00 p.m.** Event Begins in Cafeteria
 Guided Tours Begin
- 6:45-7:00 p.m.** Dedication Ceremony
 Ernest N. Brodsky
 Senior Vice President, North Geographic Business Unit
 Blue Cross and Blue Shield of Florida
- The Honorable James Overton
 President, Jacksonville City Council
- William E. Flaherty
 Chairman and Chief Executive Officer
 Blue Cross and Blue Shield of Florida
- Hilario Candela
 President, Spillis, Candela & Partners
 Architect
- Preston Haskell
 President, The Haskell Company
 General Contractor
- 7:00-8:00 p.m.** Refreshment, Entertainment and Tours continue
- Entertainment Provided by University of North Florida
 Student Jazz Band

*Please enjoy the tour, entertainment and refreshments.
Visit our displays for information about some of the
business services available to our customers.*

Facts about the Facilities

Building 100	Building 200	Building 300
8 stories	6 stories	6 stories
270,000 square feet	190,000 square feet	180,000 square feet
Completion April 1997	Completion January 1997	Completion May 1997
Cafeteria	Central Security	YMCA Fitness Center
Corporate Library	Computer Print Operations	Public Affairs
Executive Offices	Main Shipping & Receiving	Health Care Services
Convenience Store	Engineering	Marketing
50-person Conference Room	Corporate Accounts	Health Clinic
Video Conference Room	National Accounts Operations	
Purchasing and Travel	Facilities and Office Services	
Legal and Finance		
Human Resources		

Milestone Dates

- 1989** Planning Begins
- 1991** Work group formed to develop strategic facilities plan
- 1992** Site selection begins
- 1993** Architect, owner's representative and general contractor added
- 1995** Acquired property and began construction
- 1997** Construction completed in phases and employee move-in begins
- 1998** Phase I move-ins completed

Two million Floridians trust the name Blue Cross and Blue Shield of Florida (BCBSF) for their health care needs. Building on a tradition of more than 50 years of success, BCBSF continues to be the state's health care leader, earning the respect and trust of our customers.



As a company, BCBSF is building on that tradition and trust through proactive, comprehensive programs that emphasize prevention through early disease detection and childhood immunizations, prenatal education and intervention for high-risk pregnancies, and disease management programs that improve the quality of life for members.



Our employees have earned the trust of fellow Floridians by reaching out to communities and neighborhoods across the state. During the past year, our employees donated enough food to the Second Harvest Food Bank to provide 32,600 meals, built a HabiJax house, walked 3,000 miles to raise \$18,000 for the March of Dimes, and pledged more than \$646,000 to United Way programs.



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