By all accounts, 2014 was another bright year for Delta Dental. We thank you for your support of our mission to be the dental benefits company of choice in the markets we serve.

Our dedicated employees focused on providing high-quality service to our customers, growing our business, building our networks of participating dentists and improving oral health.

In sales, we added $187.4 million in new business in 2014, increasing our total number of subscribers to 3.9 million in Michigan, Ohio and Indiana.

In customer satisfaction, we maintained our 99 percent customer retention rate, which speaks volumes about the quality of our company and the service we provide. Also in 2014, we were proud to maintain our ISO 9001 Quality Certification, as well as our A.M. Best rating of “A” for financial strength.

Two major moves in 2014 to strengthen our core business involved purchasing Dewpoint and forming Red Cedar Investment Management LLC.

Dewpoint, an information technology solutions company headquartered in Lansing, Michigan, has extensive experience in marketing information technology solutions, which will help us identify opportunities to market our claims system and data center capabilities to other Delta Dental companies and outside organizations.

Red Cedar is our new company that is registered as an investment adviser with the U.S. Securities and Exchange Commission. Red Cedar offers independent growth opportunities by putting our significant financial expertise to work selling consulting and investment management services.

In 2014 we continued our dedication to improving oral health in the communities we serve, and we continued in our role as strong advocates for sound oral health policy at the state and federal levels.

The Healthy Kids Dental program for Medicaid-eligible children, administered by Delta Dental in partnership with the Michigan Department of Community Health, expanded into two more Michigan counties, adding coverage for approximately 84,000 additional children. This brought the total number of children covered to more than 530,000 in 80 of Michigan’s 83 counties.

More good news for oral health for the underserved population was the establishment of the Healthy Michigan Plan (HMP), Michigan’s Medicaid expansion program overseen by the Michigan Department of Community Health. Delta Dental partnered with nine of Michigan’s 13 Medicaid health plans to deliver HMP dental benefits.

We deeply appreciate the support of our customers, business partners, participating dentists and board members in our three states in 2014. We also thank our employees for their dedication and commitment to making Delta Dental number one in the marketplace.

It was a great year for the company, and the future continues to look bright.

Laura L. Czelada, CPA
President and Chief Executive Officer

Bruce R. Smith
Chairman of the Board of Directors
ADDING AND RETAINING BUSINESS

In 2014, the value that Delta Dental provided to customers translated into a 99 percent retention rate for the second year in a row.

Further, most of our clients have been with us for at least five years—with one in four clients with us for at least 10 years.

Our TriState sales team brought in more than $187.4 million in new business in 2014. We added more than 546,000 subscribers in 2014, bringing our total number of subscribers to 3.9 million in Michigan, Ohio and Indiana.

Our ongoing, positive relationships and the respect we’ve earned over the years allow us to demonstrate Delta Dental’s overall value to customers in a competitive market. Savings to groups and their employees, excellent customer service, accurate claims processing, benefit consulting, and research and development all help to keep our customers coming back year after year.

ADVANCING RESEARCH

As the research and development arm of the company, Delta Dental’s Research and Data Institute continued to work toward improving oral health and reducing health care costs in 2014.

The institute, through its Research and Development Committee, evaluates products, services and technology in the marketplace and mines data from Delta Dental’s massive claims database for product development, cost reduction, improvement of oral and overall health, and fraud and abuse detection.

The company also provides funding to support research focused on oral health and the use of biotechnology and genetic tools for cutting-edge diagnosis and treatment of diseases.

Nationwide, support for research related to oral health lags behind research for other health issues. Through our Research and Data Institute, we are able to apply our data and scientific findings to ensure our customers and members exceptional coverage that improves their oral and overall health and maximizes benefit dollars.
ADVOCATING FOR ORAL HEALTH

Throughout 2014, we continued our role as strong advocates for sound oral health policy at the state and federal levels.

The Healthy Kids Dental (HKD) program, a Medicaid partnership with the Michigan Department of Community Health, expanded to cover 84,000 additional children in two more Michigan counties, taking the total number of children covered to more than 530,000 in 80 of Michigan’s 83 counties.

Our Delta Dental team continues to advocate for statewide access to this nationally acclaimed model.

Also in 2014, Michigan’s Medicaid expansion plan, called the Healthy Michigan Plan (HMP), launched. The program improves access to medical and dental care for low-income Michigan residents ages 19 to 64 and is administered by Michigan’s 13 Medicaid health plans. Delta Dental partnered with nine of the health plans to administer the HMP dental benefits. Since its inception in April, HMP enrolled hundreds of thousands of Michiganders. At the end of the year, Delta Dental had nearly 300,000 HMP enrollees.

FOCUSING ON QUALITY

In 2014 we proudly maintained our ISO 9001 Quality Certification for the 12th consecutive year. This certification demonstrates our commitment to serving the needs of our customers and strengthens our dedication to quality and innovation.

Satisfaction remains high with members, dentists and dental office staff, according to survey results. In 2014, 97 percent of members said they are satisfied with Delta Dental and would recommend us to others. When dentists were asked about satisfaction levels with various dental benefits providers in their respective states, Delta Dental was consistently rated number one—averaging 37 percent higher than the next highest rated competitor.

In 2014 we were proud to maintain our A.M. Best rating of “A” for financial strength. Also in finance, the company formed Red Cedar Investment Management LLC, an investment adviser registered with the U.S. Securities and Exchange Commission. Red Cedar offers independent growth opportunities by putting our significant financial expertise to work to sell consulting and investment management services.

Delta Dental understands the importance of great customer service. In 2014 our average speed of answer for customer service calls was 15 seconds, and 99.9 percent of inquiries were resolved on first contact.

In addition, our online Toolkits for members, dental office staff, producers and customers provide easy ways to obtain information at any time.
ENHANCING TECHNOLOGY

Our industry-leading technology platform, Enterprise Technology Solution (ETS), has been internationally recognized as providing the best in fast, flexible service including online, real-time claims processing.

In a move to strengthen our core business, Delta Dental purchased Dewpoint, an information technology solutions company headquartered in Lansing, Michigan. Dewpoint’s extensive experience in marketing information technology solutions will help to identify opportunities to market our claims system and data center capabilities to other Delta Dental companies and outside organizations.

Our continued priority is to reduce costs and improve service by increasing the volume of claims that are submitted electronically. In 2014, an estimated 81 percent of claims were submitted electronically, which represents a 1 percent increase over 2013. Nearly 95 percent of all claims—electronic, online and paper—were processed without any manual intervention.

As a diverse group of eight affiliated Delta Dental plans—Arkansas, Indiana, Kentucky, Michigan, New Mexico, North Carolina, Ohio and Tennessee—our goal is to all operate on the same ETS platform. Planning took place in 2014 for the final state conversion of Arkansas, which will be completed in 2015.

PROMOTING BRIGHTER FUTURES

Launched in 2012, Brighter Futures is Delta Dental’s initiative to improve the oral and overall health and well-being of children and adults through education, advocacy and philanthropy.

A major focus is our dedication to improving children’s oral health and literacy. Also central to Brighter Futures is the work we are doing to advance our seven public policy priorities.

Brighter Futures Public Policy Priorities:

- Expand the Healthy Kids Dental program throughout Michigan.
- Make a dental assessment part of the requirements for starting kindergarten.
- Ensure that pregnant women understand the importance of and have access to dental care.
- Provide high-quality oral health education for children pre-K through elementary school.
- Make oral health care more accessible, especially for at-risk populations.
- Raise awareness regarding the advantages of reducing consumption of sugar-sweetened beverages and drinking water instead.
- Support science-based programs such as sealant programs and community water fluoridation efforts to prevent oral diseases.
COMBINED FINANCIAL RESULTS¹
(as of December 31)

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>(000s omitted)</td>
<td>(000s omitted)</td>
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<tr>
<td>Total Assets</td>
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<td>Capital and General Reserves</td>
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<td>Total Revenues</td>
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<td>Total Benefits and Expenses</td>
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<tr>
<td>Operating Income</td>
<td>$68,018</td>
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</tbody>
</table>

2014 OPERATIONAL RESULTS¹
Claims Processed | 20.0 million
Claims Processed within 10 Working Days | 98.0 percent

2014 COST MANAGEMENT RESULTS¹
Submitted Charges | $6.7 billion
Paid Charges | $2.8 billion
Total Cost Management Savings | $3.9 billion
The Delta Dental Difference® | $1.2 billion
Other Savings | $2.6 billion

2014 COVERAGE RESULTS¹
Total New Business | $255.8 million
Total Covered People | 13.1 million

THE DELTA DENTAL DIFFERENCE
$1.2 BILLION
OTHER SAVINGS
$2.6 BILLION

TOTAL COST MANAGEMENT SAVINGS

CLAIMS PROCESSED (IN MILLIONS)

DOLLARS PAID OUT IN DENTAL BENEFITS (IN BILLIONS)
2014 SERVICE ACCOMPLISHMENTS

CALL CENTER RESULTS
Average Speed of Answer ......................... 15 seconds
Inquiries Resolved on First Contact ............... 99.9 percent

CUSTOMER SATISFACTION RESULTS
Business Renewal Rate ............................ 99.0 percent
Implementation Grade Point Average ............ 4.0 on a 4.0 scale

MEMBER SATISFACTION RESULTS
Satisfaction with Delta Dental ..................... 97.2 percent
Would Recommend Delta Dental to Others ....... 96.6 percent

1. Combined financial, operational, cost management and coverage results are for Renaissance Health Service Corporation and Affiliates, which include Renaissance Health Service Corporation; Renaissance Life and Health Insurance Company of America; Renaissance Health Insurance Company of New York; Renaissance Holding Company and subsidiaries; Delta Dental Plan of Michigan, Inc. and subsidiaries; Delta Dental Plan of Ohio, Inc.; Delta Dental Plan of Indiana, Inc.; Delta Dental Plan of Tennessee, Inc.; Delta Dental Plan of Kentucky; Delta Dental Plan of New Mexico; Delta Dental Plan of North Carolina; Delta Dental Plan of Arkansas, Inc.; and Delta Dental Fund. Delta Dental is a registered trademark of the Delta Dental Plans Association. The Renaissance trade name and marks are owned by Delta Dental Plan of Michigan, Inc. and are not sponsored or endorsed by the Delta Dental Plans Association.

2. Service accomplishments are for Delta Dental of Michigan, Ohio, and Indiana as of December 31, 2014.

TRISTATE LEADERSHIP TEAM

Laura L. Czelada, CPA
President and Chief Executive Officer

Lu Battaglieri
Senior Vice President, Chief Public Affairs Officer and Chief of Operations

Karen M. Green
Vice President, Quality Assurance and Informatics

Jonathan S. Groat, Esq.
Vice President and General Counsel

Toby L. Hall, FSA, MAAA
Senior Vice President and Chief Actuary

Nancy E. Hostetler
Senior Vice President and Chief of Staff

Jed J. Jacobson, DDS, MS, MPH
Senior Vice President and Chief Science Officer

Goran M. Jurkovic, CPA, CGMA
Senior Vice President, Chief Financial Officer and Chief Risk Officer

Joadi A. Keck
Vice President, Human Resources and Administration

Randy M. Tasco
Senior Vice President and Chief Marketing Officer

Kenneth D. Theis
Senior Vice President and Chief Information Officer
# Delta Dental of Michigan Executive Committee and Board of Directors

<table>
<thead>
<tr>
<th>Chairperson</th>
<th>Benefit Resource Solutions, LLC (Newport, Kentucky)</th>
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<tbody>
<tr>
<td>Joseph C. Harris, DDS</td>
<td>Vice Chairperson (Detroit, Michigan)</td>
</tr>
<tr>
<td>Kelly J. Scheiderer, RHIA, MHA</td>
<td>Secretary/Treasurer (The Ohio State University Medical Center, Columbus, Ohio)</td>
</tr>
<tr>
<td>Ann M. Flermoen, DDS</td>
<td>Member-at-Large (St. Johns, Michigan)</td>
</tr>
<tr>
<td>Joshua S. Howie</td>
<td>Member-at-Large (Freeport Financial, LLC, Chicago, Illinois)</td>
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<tr>
<td>C. Richard Seitz</td>
<td>Member-at-Large (Okemos, Michigan)</td>
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<tr>
<td>Terence R. Comar, DDS, MS</td>
<td>Immediate Past Chairperson (Kalamazoo, Michigan)</td>
</tr>
<tr>
<td>Douglas R. Anderson, DDS, MS, JD</td>
<td>(Columbus, Ohio)</td>
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<tr>
<td>Lisa A. Dancsok</td>
<td>Rock Ventures (Detroit, Michigan)</td>
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<tr>
<td>Stephen A. Eklund, DDS, MHSA, DrPH</td>
<td>University of Michigan (Ann Arbor, Michigan)</td>
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<tr>
<td>Thomas J. Fleszar, DDS, MS</td>
<td>(Bloomfield Hills, Michigan)</td>
</tr>
<tr>
<td>Kurt D. Gallinger</td>
<td>Amerisure Mutual Insurance Company (Farmington Hills, Michigan)</td>
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<tr>
<td>Rory L. Gamble</td>
<td>UAW Region 1A (Detroit, Michigan)</td>
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<tr>
<td>Jed J. Jacobson, DDS, MS, MPH</td>
<td>Delta Dental of Michigan (Okemos, Michigan)</td>
</tr>
<tr>
<td>Jeffrey A. Keller</td>
<td>The Ohio State University (Columbus, Ohio)</td>
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<tr>
<td>Terri A. Miller, CPCU</td>
<td>Michigan Automobile Insurance Placement Facility (Livonia, Michigan)</td>
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<tr>
<td>Timothy E. Moffit, DBA</td>
<td>Kalamazoo College (Kalamazoo, Michigan)</td>
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# Delta Dental of Ohio Executive Committee and Board of Directors

<table>
<thead>
<tr>
<th>Chairperson</th>
<th>Michael T. Schaeffer, DDS (Cincinnati, Ohio)</th>
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<tr>
<td>Vice Chairperson</td>
<td>Douglas R. Anderson, DDS, MS, JD (Columbus, Ohio)</td>
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<tr>
<td>Secretary</td>
<td>Ann M. Flermoen, DDS (St. Johns, Michigan)</td>
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<tr>
<td>Treasurer</td>
<td>Bruce R. Smith (Benefit Resource Solutions, LLC, Newport, Kentucky)</td>
</tr>
<tr>
<td>Member-at-Large</td>
<td>Judge Patrick T. Cahill (Milford, Michigan)</td>
</tr>
<tr>
<td>Immediate Past Chairperson</td>
<td>James P. Hallan (Michigan Retailers Association, Lansing, Michigan)</td>
</tr>
<tr>
<td>United Steelworkers</td>
<td>Frank Buzaki Jr. (Uniontown, Ohio)</td>
</tr>
<tr>
<td>Treasurer and Director</td>
<td>Timothy E. Moffit, DBA (Kalamazoo College, Kalamazoo, Michigan)</td>
</tr>
<tr>
<td>Director</td>
<td>James R. Stahl, DDS (Toledo, Ohio)</td>
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# Delta Dental of Indiana Executive Committee and Board of Directors

<table>
<thead>
<tr>
<th>President and Director</th>
<th>Laura L. Czelada, CPA (Okemos, Michigan)</th>
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<tbody>
<tr>
<td>Treasurer and Director</td>
<td>Goran M. Jurkovic, CPA, CGMA (Okemos, Michigan)</td>
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<tr>
<td>Secretary and Director</td>
<td>Nancy E. Hostetler (Okemos, Michigan)</td>
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<tr>
<td>Director</td>
<td>Robert P. Mulligan (Indianapolis, Indiana)</td>
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**Delta Dental of Michigan, Ohio, and Indiana**

4100 Okemos Road, Okemos, Michigan 48864 (517) 349-6000
WWW.DELTADENTALMI.COM | WWW.DELTADENTALOH.COM | WWW.DELTADENTALIN.COM