



Dannel P. Malloy
GOVERNOR
STATE OF CONNECTICUT

May 15, 2017

Mark Bertolini
President and CEO
Aetna
151 Farmington Ave.
Hartford, CT

Dear Mr. Bertolini,

It is my understanding that you are considering proposals regarding the future of Aetna's corporate headquarters. As the leader of a global health care company, you have much to contemplate as you make a decision about the future of Aetna and your employees. Enclosed for your consideration is a proposal to retain Aetna's corporate headquarters and your current 5800 Connecticut employees.

Aetna is an excellent employer and corporate citizen. Since its founding in 1853, Aetna has been an esteemed member of the Hartford community. The company has an iconic presence in our state. We value tremendously the relationship the company and its employees have in our community. It is an honor to have such a forward-thinking and inclusive company located within our borders.

I know you are frustrated with the fiscal problems and leadership of our state. I am frustrated also. As a huge Connecticut employer and a pillar of the insurance industry, it must be infuriating to feel like you must fight your home state policymakers who seem blind to the future while you diligently lead Aetna's transformation from a fee for service health insurer to a value based health care leader. The lack of respect afforded Aetna as an important and innovative economic engine of Connecticut bewilders me. Please know I respect and value Aetna.

As you consider this proposal, I ask that you keep in mind that my administration is committed to putting the state on a firm and stable financial footing that ensures a predictable economic climate, attractive to business. After decades of poor fiscal stewardship and leadership that swept liabilities under the carpet, I have shone a bright light on the state's fiscal problems in an effort to right this ship. It has not made me popular, but I believe it was in the best long-term interest of Connecticut citizens and businesses. Today I am steadfast in my pursuit of a responsible, balanced budget that positions Connecticut for a fiscally sustainable future.

I do not believe the decision in front of you is driven by money. That is why our enclosed proposal focuses on improving Hartford and working together to build the city you envision Aetna needs as a global healthcare leader. A principled company like Aetna that shares the inclusive values of Connecticut can surely see the great opportunity to transform Hartford, bring about its renaissance

and set the new paradigm for corporate leadership and partnership with the community. Our offer is to rebuild Hartford into a global gem; to make you the hero for Hartford.

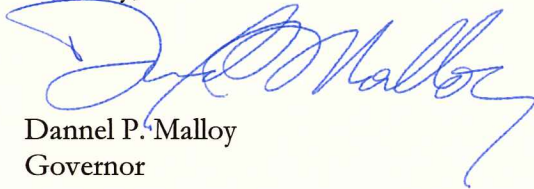
With new rail service to New Haven coming in 2018, UConn's downtown branch opening this summer, and nearly two thousand new downtown apartments that house many insurance industry employees, I see the potential in Hartford and remain committed to helping the city fulfill its promise. I hope you do too.

Aetna is a global leader and you must act in the best interests of your shareholders. I must act in the best interest of all of Connecticut's residents. My intention today is to show how your decision to remain headquartered in Hartford can be in the best interests of both constituencies.

The Hartford region needs the transformative and compassionate leadership you have demonstrated since you took the helm at Aetna. As I have said previously, I believe we can work together, along with Mayor Luke Bronin, to find the right set of initiatives that will continue to make Hartford the best home for Aetna, and make Aetna the model partner for a reimagined and revitalized city.

Thank you for your leadership and partnership, and your staff's time in consideration of how the State of Connecticut can be a partner as Aetna considers its future.

Sincerely,

A handwritten signature in blue ink, appearing to read "D. Malloy". The signature is fluid and cursive, with a large initial "D" and a long, sweeping tail.

Dannel P. Malloy
Governor

cc: Karen Lynch
Steve Kelmar