

**Kambolis, Nicholas**

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**From:** Fullwood, Michael

**Sent:** Wednesday, June 06, 2007 1:29 PM

**To:** 'MScharff@ins.state.ny.us'

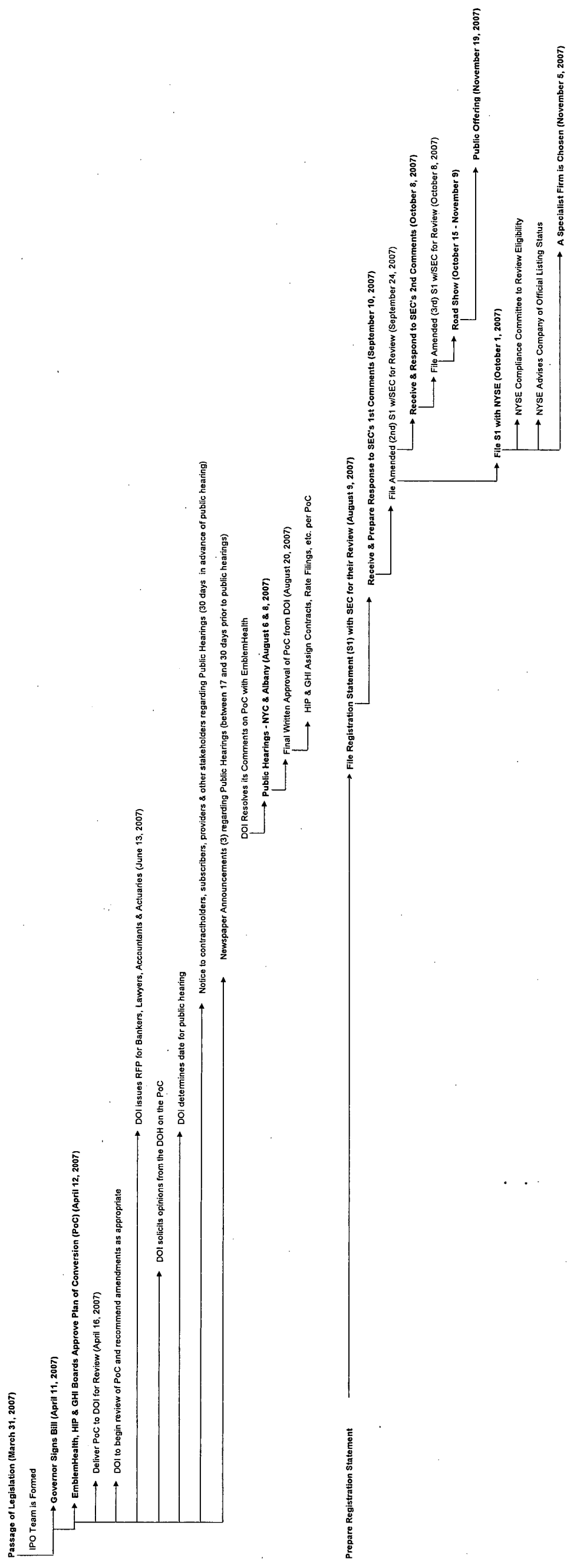
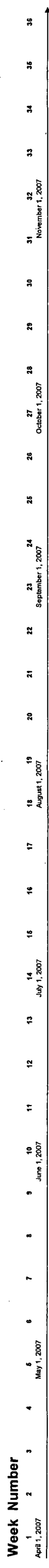
**Subject:** Timeline

Michael, per the Department's request, attached please find our proposed timeline of key dates in the conversion process and the public offering process.

06/22/2007

# EmblemHealth, Inc. Conversion and Initial Public Offering (IPO) Timeline

IPO Process is Executed as of 8/7/2006



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