

# CORPORATE RESPONSIBILITY AND SUSTAINABILITY REPORT

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2025



# TABLE OF CONTENTS

## **3 About Molina**

- 3 Company profile
- 3 Mission, Vision, Values
- 4 Business footprint
- 4 The Molina Experience
- 5 Awards and recognitions

## **6 The MolinaCares Accord**

- 6 Grant highlights

## **8 Our people**

- 8 Employee resource groups
- 9 Employee Engagement Survey results
- 10 Leadership and career development

## **11 Member outcomes**

## **12 Climate change**

- 12 Task Force on Climate-Related Financial Disclosures (TCFD)
- 12 Greenhouse gas emissions
- 12 Remote work

## **13 Responsible business practices**

- 13 Privacy and data security

## **14 Corporate governance**

## **15 Appendix**

- 16 Task Force on Climate-Related Financial Disclosures (TCFD)





# ABOUT MOLINA

## Company profile

Molina Healthcare, Inc. (Molina), a Fortune 500 company, provides managed health care services under the Medicaid and Medicare programs and through state insurance marketplaces. Through its locally operated health plans, Molina served approximately **5.5 million members** as of October 2025.



## Mission, Vision, Values

These simple words—Mission, Vision and Values—are profoundly important because we believe they express who Molina is as an organization and why we do what we do every day.

### Our Mission:



We improve the health and lives of our members by delivering high-quality health care.

### Our Vision:



We will distinguish ourselves as the low-cost, most effective and reliable health plan delivering government-sponsored care.

### Our Values:



- Integrity always
- Absolute accountability
- Supportive teamwork
- Honest and open communication
- Member- and community-focused





## Awards and recognitions

### Enterprise recognitions:



In 2025, Molina Healthcare was recognized by *Newsweek* as one of:

- America's Greatest Workplaces
- America's Greatest Workplaces in Healthcare
- America's Best Customer Service Companies
- America's Greatest Workplaces for Diversity
- America's Greatest Workplaces for Inclusion
- America's Greatest Workplaces for LGBTQ+
- America's Greatest Workplaces by State
- America's Greatest Workplaces for Black Americans
- America's Greatest Workplaces for Women



Also in 2025, Molina Healthcare was recognized by *Forbes* as one of:

- America's Best Employers for Engineers
- America's Dream Employers
- Forbes 2025 Most Trusted Companies in America



Finally, Molina Healthcare was included in the *Forbes Global 2000 List* and was named one of the *World's Best Companies* by *TIME* magazine in 2025.

### Health plan recognition:



In 2025, Molina Healthcare was named one of America's Greatest Workplaces in Ohio by *Newsweek*.





# THE MOLINACARES ACCORD

The MolinaCares Accord is our commitment to building stronger communities through philanthropy, education and volunteerism. By raising awareness and supporting innovative programs, we address critical issues within states. We deeply value our local providers and partners, whose contributions are vital to our success.



## Grant highlights



### **Fire and flood disaster relief in California, Kentucky and Texas**

MolinaCares committed \$200,000 to local organizations that are providing food, housing, shelter, rescue and mental health services for individuals and families affected by fires and floods in California, Kentucky and Texas. The Eaton Fire in California alone displaced thousands of residents. In addition to donations, Molina Healthcare of California created the Eaton Health Village as a community resource hub to regularly distribute essential goods and health care resources directly in this Southern California community. Since January 2025, Eaton Health Village has served over 1,500 individuals and over 300,000 pounds of fresh fruit and vegetables.



### **Partnership with sheriff's office to improve mental health in rural Nevada**

In collaboration with the Carson City Sheriff's Office and National Alliance on Mental Illness (NAMI) Western Nevada, MolinaCares is expanding the Carson City Sheriff's Mobile Outreach and Safety Team (MOST) Program by funding a full-time peer recovery support specialist (PRSS) for one year. This initiative aims to improve mental health care for individuals in rural Nevada. The PRSS will be embedded into the MOST team currently comprised of a mental health clinician and behavioral peace officer. The PRSS will respond to individuals experiencing mental health crises, follow up with clients, assist with resource navigation and be a liaison to the community.



### **Ending silence in Iowa: A youth mental health initiative**

MolinaCares is supporting an evidence-based NAMI initiative called "Ending the Silence" (ETS) designed to better understand mental health challenges among youth, help identify youth who may experience mental health conditions and connect them to appropriate services when needed. Through this grant, NAMI Iowa will train at least 15 individuals to be ETS trainers, who will then provide this education for students, school personnel and families across five different schools or youth organizations in Iowa.



## Grant highlights (continued)

### One Utah Health Collaborative

Led by the state of Utah, the One Utah Health Collaborative is investing in a long-term effort to improve the affordability, trust and quality of the health care system within the state. The MolinaCares sponsorship contributes to activities that align with the three roles of the Collaborative: (1) aligning the community's discussions and efforts to meet these goals, (2) identifying opportunities to improve quality and cost efficiency and (3) accelerating innovative solutions that support technology and systems.

### Santa Fe Indian School youth scholarships

In partnership with the Santa Fe Indian School (SFIS) and the New Mexico Caregivers Coalition, MolinaCares provided scholarships to 24 SFIS students interested in becoming community health workers or community health representatives in tribal and rural areas of New Mexico. Students who enrolled and completed the SFIS's Health Careers Program were eligible for scholarships to pursue a community health worker/ community health representative (CHW/CHR) certification and other academic or employment opportunities in health care.

### Rosalind Franklin University's Mini Medical School

Rosalind Franklin University of Medicine and Science's Mini Medical School is a free, innovative hands-on program for fourth through eighth grade students from local communities to explore and encourage careers as health professionals. MolinaCares is sponsoring a cohort of 30-35 students who will participate in a white coat ceremony, anatomy and dissection classes, science fairs and more. On a parallel track, parents of these students can participate in the Parent Hero Academy, where they can learn more about navigating college, financial aid and other important academic-related resources to support their children's pathways toward higher learning.





## OUR PEOPLE

Molina is focused on creating an inclusive and modern workplace for all our employees. Our policies and practices respond to the needs of our workforce as to age, gender, race and ethnicity, and family situations, among others. We deliver programs focused on employee health and wellness, growth, development and the unique needs of today's families.

**Total number of employees:**

# 18,636

### Employee resource groups

Molina is focused on creating a dynamic, rewarding workplace where our employees' differing experiences, talents and perspectives are valued and celebrated. Our employee resource groups (ERGs), which are open to all, play a pivotal role in fostering this environment by encouraging cross-organizational collaboration, community engagement and cultural awareness.

Membership in our ERGs has consistently grown, underscoring the ERGs' value to employees and their impact on our organizational culture.

As Molina continues to evolve our ERG Program, we remain dedicated to building a workplace that empowers employees and drives meaningful change within our company and the broader communities we serve.





## Employee engagement and survey insights



Our 2025 engagement score was 77, an increase by 1 point from the April Pulse Survey and exceeds external benchmarks by 3 points.

We maintained our score of 77 relative to the September 2024 survey.

# 82%

Our participation rate was 82%, 7 points above external benchmarks. This rate increased by 2% from the April Pulse Survey. Participation decreased by 1% from September 2024.

“Collaboration” our enterprise commitment from the 2024 survey, increased by 1 point.



“Purpose” received a score of 84 and continued to be our highest result.

“Well-being” was among the top comments (2,161 mentions) and had an overall positive sentiment.

### Strengths

- **Purpose:** The work that I do at Molina is meaningful to me. (84 – same score as last year)
- **Priorities:** Manager: My manager keeps our team focused on clear priorities. (83 – same score as last year)
- **Feedback:** My manager provides me with feedback that helps me improve my performance. (83 – same score as last year)

### Opportunities for improvement:

- **Action-taking:** I believe meaningful action will be taken as a result of this survey. (67 – up 1 point from last year)
- **Retention:** I rarely think about looking for a job at a different company. (71 – up 1 point from last year)
- **Collaboration:** Teams at Molina collaborate effectively to get things done. (71 – up 1 point from last year)

### Additional highlights

- We received 19,565 comments, with “well-being” as the most positive sentiment across the organization.
- Notably, 21 of 24 questions maintained or improved scores from last year.
- 22 of 24 questions scored at or above external benchmarks with standout areas, including leadership (10 points above), accountability (8 points above) and strategy (9 points above).



## Leadership and career development

At Molina, we recognize that fostering a culture of learning and innovation is vital to our organization's success. To support the growth and advancement of our employees, we have invested in several key initiatives aimed at enhancing leadership and career development:

- **Pathways to Success Program expansion:** We enhanced our *Pathways to Success Program* by introducing *Career Paths*. This initiative empowers employees to explore new internal opportunities within their job families and across the organization, promoting career mobility and growth.
- **Learning Lab platform:** Our centralized *Learning Lab* platform offers personalized learning recommendations and a wide range of skill-building courses. In 2025, we averaged 30 learning hours per employee, reinforcing our focus on continuous development.
- **“Leading at Molina” Program:** This leadership development initiative was designed to identify and nurture the next generation of leaders. Fifty leaders from across the organization participated in the inaugural program, gaining valuable experiences, perspectives and resources to drive success. The program has been expanded to include second- and third-year curriculum.
- **“Managing at Molina” Program:** A comprehensive four-course development program for people leaders, *Managing at Molina* focuses on equipping managers with essential skills and behaviors to effectively motivate and guide their teams toward achieving objectives.
- **Digital Coaching for Senior Leaders:** To refine leadership capabilities, we introduced a digital coaching program tailored for senior leaders, emphasizing core competencies critical to their roles.





# MEMBER OUTCOMES



## Bridges of Care

Bridges of Care is a high-intensity, high-touch behavioral health program designed for members with severe mental/emotional disorders and addiction who are at significant risk of deterioration which could lead to acute care. The program goal is to enhance functioning, support recovery, reduce crises and decrease avoidable emergencies and inpatient utilization, while increasing adherence to routine outpatient care. Our dedicated care managers, who are licensed behavioral health professionals or possess extensive expertise in this field, deliver focused interventions, including frequent communication, education/coaching and support to manage their symptoms, engage in treatment and provide insight into their illness.

Over the past year, we've experienced a significant rise in enrollment in our Molina Bridges of Care Program (previously known as the Behavioral Health Care Model). The number of members has surged from 8,600 at the end of 2024 to 22,800 at the end of Q3 2025. We set a goal of reaching 25,000 members by the end of 2025 and are already well on our way to achieving it. This growth in enrollment has been accompanied by a notable decrease in acute care, including inpatient psychiatric/medical admissions (down 20%), emergency room visits (down 15%) and inpatient readmissions (down 8%) among our members. Conversely, there was an increase in routine care –received by a primary care provider (up 1%) and outpatient behavioral health (up 18%).



## Pediatric Polypharmacy Program

Molina instituted a Pediatric Polypharmacy In 2025, Molina launched a Pediatric Polypharmacy Program for children on multiple psychotropic medications, using a clinical pharmacist, pediatrician and pediatric psychiatrist to review data on each identified child. The children were then categorized into an appropriately managed group versus those who would benefit from medication optimization. The ones identified with medication optimization opportunities were enrolled in appropriate care management services, and outreach was made to the prescribing providers to discuss medication regimens, confirm that appropriate pediatric psychiatric care was available and offer health plan services. This program resulted in a 60% decrease in emergency room visits for the intervention cohort, a 62% decrease in inpatient visits for the intervention cohort and a 34% decrease in pharmacy costs for the intervention cohort.





# CLIMATE CHANGE

## Task Force on Climate-Related Financial Disclosures

To reinforce our commitment to climate protection, we are including our Task Force on Climate-Related Financial Disclosures (TCFD) responses in the appendix. This alignment ensures that our reporting meets global best practices for sustainability reporting.



### Remote work

Molina remains focused on a remote work model for nearly all employees. Molina reduced its real estate footprint by more than two-thirds, and our remaining office space has been reconfigured and optimized for utilization and efficiency.

Remote work offers several environmental benefits, contributing to a more sustainable approach to work. One primary advantage is the reduction in commuting-related emissions. When employees work from home, the need for daily commutes decreases, leading to lower carbon emissions from vehicles. This helps in mitigating air pollution and traffic congestion, positively impacting local air quality.

Additionally, remote work often results in decreased energy consumption within centralized office spaces. With fewer employees in physical offices, there is a reduced demand for electricity, heating and cooling. This leads to lower overall energy consumption and a smaller carbon footprint.

The adoption of virtual meetings and digital communication tools reduces the necessity for business travel. Less travel not only translates to lower fuel consumption and emissions from transportation but also reduces the environmental impact associated with accommodations, dining and other travel-related activities.



# RESPONSIBLE BUSINESS PRACTICES

## Privacy and data security

Molina’s business is based on the trust of our members, states and industry health partners. They trust us to handle their most sensitive and private information in a secure and professional manner. We are focused on satisfying state and federal laws protecting the privacy, security and confidentiality of our members’ information and to continuously enhancing and strengthening our technology and security protocols.

- Molina has a comprehensive and robust information privacy and security program which is governed at the board of directors level by the Audit Committee. Our chief information security officer meets with, and provides regular reports to, the Audit Committee on such matters.
- Molina’s security and privacy policies align with regulatory and statutory requirements, including the Health Information Portability Accountability Act (HIPAA) and the Health Information Technology for Economic and Clinical Health Act (HITECH), as well as industry-accepted practices and standards, such as the National Institute Standards and Technology (NIST) 800-53 cyber security standard.
  - Control procedures are assessed regularly to measure their effectiveness.
  - Molina is subject to annual Service Organization Controls (SOC) II Type 2 testing covering the performance of safeguards deployed to protect our systems and members’ personal and protected health information.
- Molina limits the collection, use and disclosure of the personal information that we receive about our members to the minimum necessary information required to administer our members’ health care benefits.
- Molina is conscious of the potential damage to the health industry associated with cyberattacks, and we take our role seriously. Molina has implemented the following best practices, processes and systems:
  - Dedicated chief information security officer and security official who reports to the chief compliance officer and board of directors
  - Dedicated corporate privacy official who reports to the chief compliance officer

- Modernized IT systems, such as Microsoft Azure Cloud
- Safeguards such as multi-factor authentication and encryption of sensitive data
- Secure backups and recovery practices
- Patching of systems on a timely basis
- Lateral movement controls such as network segmentation
- Molina conducts periodic security and privacy risk assessments and audits.
- Molina’s Computer Incident Response Team (CIRT) monitors systems for any threats to Molina’s information systems and addresses security-related issues. An incident response plan is maintained and regularly tested through tabletop exercises with executive management and various departments participating to simulate their response to a cybersecurity incident. Data breaches are reported in accordance with applicable law.
- Business continuity and recovery plans are developed for all core business processes, including disaster recovery plans for associated systems of record. These plans are tested on an annual basis.
- Employees and certain contractors are trained in privacy and security when onboarded and annually. Given the risks associated with email phishing attacks, employees are tested each month to identify a fake phishing email to reinforce continued diligence. We also provide our employees with security awareness communications, emphasizing the importance of promptly reporting potential privacy and security issues.
- Molina imposes contractual privacy and security obligations on its third-party service providers to ensure they maintain effective controls and comply with applicable privacy and security laws. Molina conducts regular risk assessments and audits of vendors’ security and privacy programs, complemented by ongoing monitoring tools to track their performance.



# CORPORATE GOVERNANCE

The corporate governance and nominating committee of our board of directors assists the board in fulfilling its oversight responsibilities about health and safety, corporate social responsibility, corporate governance, sustainability and other public policy matters relevant to the Company.

Name	Independence	Leadership	Tenure	Committee
Joe Zubretsky	Exec.	CEO	7	
Dale Wolf	Ind.	Chair	12	Compensation, Governance and Nominating, Finance
Barbara Brasier	Ind.		6	Audit, Compensation
Daniel Cooperman	Ind.		12	Compliance and Quality
Leo Grohowski	Ind.		1	Compliance and Quality Committee
Dr. Stephen Lockhart	Ind.		4	Compliance and Quality
Steve Orlando	Ind.		19	Audit, Governance and Nominating, Finance
Ronna Romney	Ind.	Vice Chair	26	Compensation, Governance and Nominating
Richard Schapiro	Ind.		9	Audit, Finance
Richard Zoretic	Ind.		5	Audit, Compliance and Quality



# APPENDIX



# Task Force on Climate-Related Financial Disclosures (TCFD) Index - 2025

All information is as of December 2025.

Recommendations	Recommended disclosures	Molina Healthcare, Inc. (“Molina” or the “Company”) disclosure
<p><b>Governance</b></p>	<p>Describe the Board’s oversight of climate-related risks and opportunities.</p>	<p>Molina prepares an annual Corporate Responsibility and Sustainability Report which is posted on the Company’s website. The Board of Directors (“Board”) has oversight of risks and opportunities related to the Company, including those related to climate, as applicable.</p> <p>The Company’s Audit Committee maintains oversight over enterprise risks. In connection with its oversight responsibilities, the Audit Committee (i) meets with management to review and assess the Company’s major financial risk exposures (including those related to climate change) and the manner in which such risks are being monitored and controlled, and (ii) if appropriate, makes recommendations to the Board regarding the same.</p> <p>The Corporate Governance and Nomination Committee purposes include, but are not limited to assisting the Board in fulfilling its oversight responsibilities with regard to health and safety, corporate social responsibility, corporate governance, sustainability, and other public policy matters relevant to the Company (collectively, “Public Policy Matters”).</p>
	<p>Describe management’s role in assessing and managing climate-related risks and opportunities.</p>	<p>The Company’s Chief Legal Officer (“CLO”), Chief Accounting Officer (“CAO”), and Chief Executive Officer (“CEO”) each have a role in assessing and managing Molina’s climate-related risks and opportunities.</p> <p>The CLO assesses and manages climate-related risks and opportunities from a legal, compliance, and business continuity perspective. The CLO is a member of the Executive Committee and reports directly to the CEO, who is a member of the Board.</p> <p>The CAO assesses and manages Molina’s climate-related risks and opportunities from an enterprise risk management (ERM) perspective. The CAO provides periodic updates to the Audit Committee, attends Audit Committee meetings, and reports to the Company’s Chief Financial Officer.</p> <p>The Office of the CEO is responsible for issuing the Company’s annual Corporate Responsibility and Sustainability report.</p>



Recommendations	Recommended disclosures	Molina Healthcare, Inc. (“Molina” or the “Company”) disclosure
<p><b>Strategy</b></p>	<p>Discuss the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</p>	<p><b>Risk: physical risks</b></p> <p>As a health care company operating in over twenty states and serving more than five million members, the communities Molina serves will continue to be directly and indirectly affected by climate-related issues. Among other risks, environmental factors, such as a major earthquake or wildfire in California, or a major hurricane affecting Florida, South Carolina or Texas, may cause widespread illness or medical conditions, or a disruption in members’ services, each of which may result in increased health care costs.</p> <p><b>Opportunity: resource efficiency</b></p> <p>Molina’s direct environmental impacts result primarily from the electricity, heating and cooling systems in its office space. Remote work is an essential element of Molina’s workplace modernization strategy. Molina adopted a permanent remote work model for nearly all employees and has reduced its real estate footprint by more than two thirds since 2020. Molina’s remaining office space has been reconfigured and optimized for utilization and efficiency and workday commuting by Molina’s employees has been almost eliminated. This significantly reduced Molina’s carbon footprint.</p> <p>Molina will continue to consider climate-related risks and opportunities in the future, as applicable.</p>
	<p>Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.</p>	<p>Our strategic planning cycle covers a three-year period, as such the Company focuses on business and strategic risks within this timeframe. The Company performs an annual risk assessment that aligns to our strategic plan with the aim of identifying top risks that could prevent the Company from achieving its strategic objectives. As of the most current risk assessment, management has not identified any material climate-related risks that would impact our ability to achieve our three-year strategic plan.</p> <p>The Company has not identified material risks related to our investments as we maintain a diversified portfolio to minimize risk of any type, including exposure to climate-related risks. Molina will continue to consider climate-related risks and opportunities in the future, as applicable.</p>
	<p>Describe the resilience of the organization’s strategy, taking into consideration different climate related scenarios, including a 2C or lower scenario.</p>	<p>Climate-related scenario analysis to inform Molina’s business strategy has not yet been utilized.</p> <p>Molina’s revenues are derived primarily through premiums received from providing health plan coverage to individuals through government subsidized programs. The premiums we receive for our three major lines of business—Medicaid, Medicare, and Marketplace—are based on rates that are developed and approved for actuarial soundness on an annual basis. Therefore, we have the ability to capture changes in medical costs that may be due to environmental factors</p>



<b>Risk management</b>	Describe the organization's process for identifying and assessing climate-related risk	<p>The Company's ERM function utilizes the three lines of defense model to ensure responsibility for risk management resides within business functions, operational areas, and with senior management. Molina's risk management framework is in place to identify, assess, monitor, and respond to all risks, including climate-related risks, that could negatively impact achievement of our strategic priorities, operational business objectives or our stakeholders.</p> <p>The Company's ERM function evaluates all risks identified via an annual risk assessment process using its risk priority ranking scales (likelihood and impact), which includes an estimate of potential financial impact.</p> <p>The Company's Business Continuity function maintains daily identification and oversight of any Company-level risks related to climate change that may impact Molina's members, employees, and physical assets.</p> <p>The Company has not identified material risks related to our investments as we maintain a diversified portfolio to minimize risk of any type, including exposure to climate-related risks. The Company may work with our investment managers to further consider these risks.</p>
	Describe the organization's process for managing climate-related risks	<p>To manage the physical risks of climate change, Molina maintains a central threat intelligence, incident monitoring, and emergency response center consisting of trained intelligence analysts and crisis coordinators on a 24/7/365 basis. This team proactively monitors situations such as natural disasters and other climate-related emergencies that could impact Molina's assets, operations, or members. Upon notice of an impending situation, detailed intelligence reports are generated and sent to decision makers within the Company so that they may initiate a coordinated crisis or incident response.</p> <p>Through knowledge generated by a business impact analysis, the crisis and incident response team is able to determine which assets and work practices may be at risk and initiate action plans to help Molina prepare for or manage the incident with minimal impact to its operations and members. This coordinated response includes up to approximately 400 individuals company-wide who are in constant communication and collaboration to maintain our continuity of care standard for members, ensure employee safety, and preserve Company property.</p>
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	<p>Molina's ERM function structure includes a three lines of defense model to delegate responsibility for critical risk management processes across the business functions and operational areas, as well as risk management, compliance, and audit teams.</p>
<b>Metrics and targets</b>	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	<p>Molina will continue to consider metrics and targets regarding climate-related risks and opportunities in the future, as applicable.</p>
	Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	<p>Calendar year 2024:</p> <p><b>Scope 1:</b> 576 MTCO<sub>2e</sub>    <b>Scope 2:</b> 7,925 MTCO<sub>2e</sub></p>
	Describe the targets used by the organization to manage climate-related risk and opportunities and performance against targets.	<p>Molina has not yet set emission reduction targets.</p>



[MolinaHealthcare.com](http://MolinaHealthcare.com)

This report contains certain forward-looking statements that are based on Molina's current expectations which are subject to numerous risks and uncertainties that could cause actual results to differ materially, within the meaning of the Private Securities Litigation Reform Act of 1995, Molina intends for all such forward-looking statements to be covered by the safe harbor provisions for forward-looking statements in such act. Such forward-looking statements can generally be identified by Molina's use of forward looking terminology, such as "may," "might," "will," "expect," "intend," "anticipate," "estimate," "believe," "continue," "seek," "objective," "goal," "strategy," "plan," "focus," "priority," "should," "would," "could," "potential," "possible," "look forward," "optimistic," "hope," "strive," "aim," "target," or other similar words. While certain matters discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality used for the purposes of complying with the U.S. federal securities, or other, laws and regulations [even if we use the words "material" or "materiality" in this report]. Molina cannot give assurances that its forward-looking statements will prove to be accurate. All forward-looking statements in this report represent Molina's judgment as of the date hereof, and Molina disclaims any obligation to update any forward-looking statements to conform the statement to changes in its expectations that occur after the date of this report. Information regarding the other risk factors to which Molina is subject is provided in greater detail in its periodic reports and filings with the Securities and Exchange Commission (SEC), including Molina's most recent Annual Report on Form 10-K and Quarterly Report on Form 10-Q. These reports can be accessed under the investor relations tab of Molina's website or on the SEC's website at SEC.gov. References in this report to Molina products, programs or services do not imply that Molina intends to provide all products, programs or services across all of its businesses. Statements regarding Molina's future direction and intent are subject to change or withdrawal without notice and represent goals and objectives.