Forward-looking statements

CAUTIONARY STATEMENT FOR PURPOSES OF THE "SAFE HARBOR" PROVISIONS OF THE PRIVATE SECURITIES LITIGATION REFORM ACT OF 1995

This presentation and oral statements made with respect to information contained in this presentation, may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are based on Cigna's current expectations and projections about future trends, events and uncertainties. These statements are not historical facts. Forward-looking statements may include, among others, statements concerning our projected adjusted income (loss) from operations outlook for 2020, on a consolidated, per share, and segment basis; projected adjusted revenue outlook for 2020; projected adjusted margin outlook for 2020; projected global medical customer growth over year end 2019; projected client retention; projected growth beyond 2020; statements concerning our long-term projected adjusted income (loss) from operations and adjusted margin outlook; projected medical care and SG&A expense ratios and medical cost trends; projected adjusted pharmacy scripts; our projected consolidated adjusted tax rate; projected debt to capitalization ratio; projected cash flow from operations; projected interest expense; future financial or operating performance, including our ability to deliver affordable, personalized and innovative solutions for our customers and clients; future growth, business strategy, strategic or operational initiatives; economic, regulatory or competitive environments, particularly with respect to the pace and extent of change in these areas; financing or capital deployment plans and amounts available for future deployment; our prospects for growth in the coming years; strategic transactions, including the merger ("Merger") with Express Scripts Holding Company and the sale of our Group, Disability and Life business; and other statements regarding Cigna's future beliefs, expectations, plans, intentions, financial condition or performance. You may identify forward-looking statements by the use of words such as "believe," "expect," "plan," "intend," "anticipate," "estimate," "predict," "potential," "may," "should," "will" or other words or expressions of similar meaning, although not all forward-looking statements contain such terms.

Forward-looking statements are subject to risks and uncertainties, both known and unknown, that could cause actual results to differ materially from those expressed or implied in forward-looking statements. Such risks and uncertainties include, but are not limited to: our ability to achieve our financial, strategic and operational plans or initiatives; our ability to predict and manage medical and pharmacy costs and price effectively; our ability to adapt to changes or trends in an evolving and rapidly changing industry; our ability to effectively differentiate our products and services from those of our competitors and maintain or increase market share; our ability to develop and maintain good relationships with physicians, hospitals, other health care providers, producers, consultants and pharmaceutical manufacturers; changes in the pharmacy provider marketplace or pharmacy networks; changes in drug pricing; the impact of modifications to our operations and processes; our ability to identify potential strategic transactions and realize the expected benefits (including anticipated synergies) of such transactions in full or within the anticipated time frame, including with respect to the Merger and the sale of our Group, Disability and Life business, as well as our ability to integrate or separate operations, resources and systems; the substantial level of government regulation over our business and the potential effects of new laws or regulations or changes in existing laws or regulations; the outcome of litigation, regulatory audits, investigations, actions or guaranty fund assessments; uncertainties surrounding participation in government-sponsored programs such as Medicare; the effectiveness and security of our information technology and other business systems and those of our key suppliers or other third parties; the impact of our debt service obligations on the availability of funds for other business purposes; unfavorable industry, economic or political conditions, including foreign currency movements; acts of civil unrest, war, terrorism, natural disasters or pandemics; reinsurance credit risk; as well as more specific risks and uncertainties discussed in our most recent report on Form 10-K and subsequent reports on Forms 10-Q and 8-K available on the Investor Relations section of www.cigna.com. You should not place undue reliance on forward-looking statements, which speak only as of the date they are made, are not guarantees of future performance or results, and are subject to risks, uncertainties and assumptions that are difficult to predict or quantify. Cigna undertakes no obligation to update or revise any forward-looking statement, whether as a result of new information, future events or otherwise, except as may be required by law.
Non-GAAP measures and other key financial information

NON-GAAP MEASURES AND OTHER KEY FINANCIAL INFORMATION
Throughout this presentation, the term “earnings” means adjusted income from operations and “earnings per share” or “EPS” means adjusted income from operations on a diluted per share basis. At the consolidated level, “adjusted income from operations” and “adjusted revenues” are not determined in accordance with accounting principles generally accepted in the United States (“GAAP”) and should not be viewed as a substitute for the most directly comparable GAAP measures, shareholders’ net income and total revenues, respectively.

Adjusted income (loss) from operations is defined as shareholders’ net income (loss) excluding the following adjustments: earnings contributions from transitioning pharmacy benefit management clients Anthem Inc. and Coventry Health Care, Inc. (the “transitioning clients”), net realized investment results, amortization of acquired intangible assets, and special items. Special items are items that management believes are not representative of the underlying results of operations due to the nature or size of these matters, such as integration and transaction related costs and litigation matters. Adjusted income (loss) from operations is measured on an after-tax basis for consolidated results and on a pre-tax basis for segment results. Adjusted income (loss) from operations is a measure of profitability used by Cigna’s management because it presents the underlying results of operations of Cigna’s businesses and permits analysis of trends in underlying revenue, expenses and shareholders’ net income.

Adjusted revenues is defined as total revenues excluding revenue contributions from transitioning clients, net realized investment results from equity method investments, and special items. We exclude these items from this measure because they are not indicative of past or future underlying performance of the business. Reconciliations of Cigna’s historic non-GAAP measures to their most directly comparable GAAP measure are also set forth in the appendix.

The appendix slide titled “Definitions of Key Financial and Business Terms” includes definitions of other financial or business metrics referenced in this presentation, including adjusted pharmacy scripts, medical cost trend, market segments, customer relationships, medical care ratio, SG&A expense ratio, adjusted tax rate, free cash flow yield and adjusted margin, pre-tax.

Note Regarding Outlook
Management is not able to provide a reconciliation of adjusted income from operations to shareholders’ net income (loss) or adjusted revenues to total revenues on a forward-looking basis because we are unable to predict certain components thereof including (i) future net realized investment results (from equity method investments with respect to adjusted revenues) and (ii) future special items. These items are inherently uncertain and depend on various factors, many of which are beyond our control. As such, any associated estimate and its impact on shareholders’ net income and total revenues could vary materially.

As previously disclosed, beginning in 2020, the Company will no longer exclude contributions from transitioning clients from its adjusted metrics, as the transition for those clients was substantially complete as of December 31, 2019.

The Company’s 2020 outlook excludes the impact of prior year reserve development of medical costs and the potential effects of any share repurchases or business combinations that may occur after the date of this presentation. Additionally, the Company’s 2020 outlook assumes a full year of contributions from Cigna’s Disability and Life business. The Company’s 2021 and long-term outlook includes the potential effects of capital deployment and includes contributions from Cigna’s Disability and Life business.

Note Regarding Share Repurchases
The timing and actual number of shares repurchased will depend on a variety of factors, including share price, general business and market conditions, and alternate uses of capital. Our share repurchase program may be effected through open market purchases or privately negotiated transactions in compliance with Rule 10b-18 under the Securities Exchange Act of 1934, as amended, including through Rule 10b5-1 trading plans. The program may be suspended or discontinued at any time.
# Table of contents

- Purpose and mission
- First year successes of Cigna and Express Scripts combination
- Four growth platforms
- 2020 guidance
- Capital deployment priorities and capacity
- Longer term outlook
Our purpose and mission

A global health service company dedicated to improving the health, well-being and peace of mind of those we serve.
Our mission guides our strategy:

Go Deeper
To expand and deepen our customer, client and partner relationships, and create depth in targeted sub-segments and geographies

Go Local
To ensure our solution suite and services meet customer, client and partner needs at a local market level

Go Beyond
To innovate and further differentiate our businesses, the experiences we deliver, and overall social impact

And our strategy drives how we win:

Address Whole Person Health
Be the Undisputed Partner of Choice
Accelerate Innovation

Affordable
Predictable
Simple

Greater Customer Value
We grow from a strong track record of delivering value

Our focus on delivering affordability, predictability, and simplicity delivers meaningful customer value, and drives significant EPS growth

Industry leading medical and pharmacy cost trend

10 consecutive years of organic Commercial enrollment growth

650+ physician collaboratives

17% 5 year EPS CAGR
We brought our companies together to accelerate our strategy

Together we have:

**Delivered** on our commitments in the first year of our combination

**Innovated**, bringing new solutions to the market

**Partnered**, in new ways accessing new markets

...and we’re **just getting started**, with four growth platforms well-positioned to deliver value and drive sustained growth
Strong integration progress in first year of Cigna and Express Script combination – delivering on promises

- Outstanding 1/1 execution for 2019 and 2020
- Very high employee and leadership retention and engagement levels
- Delivering shareholder synergies; on track for >$600M run-rate in 2022
- Significant medical and pharmacy cost savings
- Bringing vision to life with ongoing innovation
- Insourced retail pharmacy volumes from OptumRx
- Transitioned all Cigna specialty pharmacy volumes to Accredo
- Reduced debt-to-cap ratio from 50.9% to 45.2% in 2019; on path to debt-to-cap ratio < 40% by end of 2020

20% EPS growth in 2019 with compelling outlook for growth in 2020 and longer term
## Driving continuous market-leading innovation

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Patient Assurance Program</strong></td>
<td>Caps insulin copay at $25 per 30-day script, creating a simple, affordable, and predictable solution</td>
</tr>
<tr>
<td><strong>Embarc Benefit Protection</strong></td>
<td>Provides protection for gene therapies, initially covering Zolgensma® and Luxturna®, giving payors predictability with a flat per member per month cost, and ensuring affordability for members with zero out of pocket costs</td>
</tr>
<tr>
<td><strong>HealthConnect 360</strong></td>
<td>Outcomes-based model of care that guarantees clinical targets and provides a holistic, 360-degree view of patients; connects health plans, providers, pharmacists and other clinical partners to ensure each person gets the personalized clinical care they need</td>
</tr>
<tr>
<td><strong>Digital Health Formulary</strong></td>
<td>Simplifies process for consumers and payors to navigate personal digital health technologies and interventions, while ensuring the safety, effectiveness and usability of these tools</td>
</tr>
<tr>
<td><strong>SafeGuardRx Bronze</strong></td>
<td>Tailored version for healthplan clients of SafeGuardRx solution for value-based payment strategies, addressing the most complex, costly conditions patients and payers face</td>
</tr>
</tbody>
</table>
Cigna is the partner of choice in health care

Choice Framework:
Aligned to best interests of customers and clients

Scope and quality of capabilities

Collaboration Consultation Connection

Innovative partner creating greater value with affordable, predictable, simple solutions
Cigna is the partner of choice in health care

Recently announced partnerships illustrate breadth of ability to partner

Our four growth platforms drive sustained value creation

**HEALTH SERVICES**
- Increase pharmacy services for Cigna clients
- Offer Cigna services
- Accredo expansion

**COMMERCIAL**
- Select and Middle Market expansion and integration
- Go deeper
- Geographic expansion

**GOVERNMENT**
- New markets
- PPO product expansion
- Acceleration via Express Scripts

**INTERNATIONAL**
- Expansion in existing geographies
- Innovating new solutions
- New market entry
Health Services unique abilities deliver value

We serve health plans, governmental entities, employers, and risk-bearing provider groups to deliver the best pharmacy services cost and quality outcomes for patients and customers.

- Bringing innovative solutions to market
- Driving best cost and quality outcomes
- Best in class specialty and home delivery operations
- Leveraging scale to deliver value to customers and clients

- 97% retention in 2020
- Delivered industry leading commercial pharmacy trend of 0.4% in 2018
- Expect 20%-23% adjusted pharmacy script growth in 2020

Driving innovative solutions and industry leading outcomes fueling growth
Health Services leading specialty pharmacy

Accredo is well-positioned to drive market-leading growth

Clinical excellence to improve health outcomes
- Industry-leading specialization in 15 therapeutic classes
- 500 condition-focused pharmacists
- 350+ proprietary clinical protocols

Local and community support to drive engagement
- Nurse educators help caregivers provide critical care
- 200 trusted physician advisors
- 600+ field nurses providing in-home care across the continental U.S.

Taking action to realize the full value of innovative medicines
- Industry’s broadest access to exclusive and limited distribution drugs
- Leveraging clinical expertise to improve adherence and mitigate risk

Cigna®
Commercial differentiated value

Value proposition
whole person health

Highly consultative sales and account teams

Partnership with providers aligned on value-based care

Powered by technology, broad solution portfolio, and talent

Organic customer growth for ten years in a row
Strong client retention
Solution depth and coordination
Best-in-class medical trend
Commercial industry-leading medical cost trend

Medical cost trend

Industry-leading trend drives strong retention and customer growth

Cigna Commercial customer growth (customers in millions)

AET/CVS did not report 2018 medical cost trend; CVS 2019 medical cost trend assumed at midpoint of their guidance as of their third quarter 2019 earnings calls; UNH 2019 medical cost trend assumed at the midpoint of its guidance as of its December 2019 Investor Day.
Medicare Advantage leveraging a solid foundation for growth

- Deep provider engagement and mature value-based models
  - Over 85% of MA customers in value-based arrangements

- Strong customer satisfaction
  - Achieved top J.D. Power ranking among national peers

- Outstanding clinical quality and health outcomes
  - 87% of Cigna customers will be in a 4-Star or higher rated plan in 2021
In 2019, Cigna competed for ~4 million MA purchasers.

In 2020, first year of expansion, expect 13% to 16% MA customer growth.

Cigna footprint figures are indicative of addressable market within geographies Cigna is/plans to operate in.

In 2025, Cigna will compete for ~15 million MA purchasers.
International Markets

We serve individuals, corporations, governments, intragovernmental organizations (IGO’s) and non-governmental organizations (NGO’s) with:

- **Deep customer insights**
- **Local talent and operating model**
- **Global provider network**
- **Continuous innovation**
- **Local license base**

30+ COUNTRIES/ JURISDICTIONS  
14+ MILLION  
CUSTOMER RELATIONSHIPS  
5,000+ EMPLOYER  
CLIENTS
Strong foundation, strong momentum, strong outlook

Our...

Mission and focused strategy
Track record
Successful first year of our combination
Proven partnership approach
Four well-positioned growth platforms
Financial Flexibility

Give us great confidence in our...

Near and long-term outlook
Multiple paths for sustained growth
Fueled by financial strength and flexibility
## 2020 guidance – select metrics

### Adjusted Income from Operations

<table>
<thead>
<tr>
<th>Component</th>
<th>2020 Guidance</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise</td>
<td>$6.48B to $6.8B</td>
<td>+9% to 12%</td>
</tr>
<tr>
<td>Health Services</td>
<td>$5.09B to $5.30B</td>
<td>+4% to 7%</td>
</tr>
<tr>
<td>Integrated Medical</td>
<td>$3.83B to $4.0B</td>
<td>+11% to 13%</td>
</tr>
</tbody>
</table>

### Additional Metrics

<table>
<thead>
<tr>
<th>Component</th>
<th>2020 Guidance</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted Revenues - Enterprise</td>
<td>$140.2B to $154B</td>
<td>+10% to 11%</td>
</tr>
<tr>
<td>Adjusted Pharmacy Scripts – Health Services</td>
<td>1.22B to 1.47B</td>
<td>+20% to 23%</td>
</tr>
<tr>
<td>Medicare Advantage Customer Growth</td>
<td>444K to 504K, +60K to 70K</td>
<td>+13% to 16%</td>
</tr>
</tbody>
</table>

### Key Ratios

- **Medical cost trend:** 3.5% to 4.5%
- **Medical care ratio:** 80.2% to 81.2%
- **SG&A expense ratio:** 8.6% to 9.1%
- **Adjusted tax rate:** 23% to 24%

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1. Growth reflects baseline adjustments to 2019 after-tax Enterprise Adjusted Income from Operations including: ($45M) for the absence of favorable 2Q19 tax item, ~($65M) after-tax for no assumption of recurrence of favorable PYD, and ~($100M) after-tax for the timing impact of resumption of the HIF in 2020 and permanent suspension in 2021.

2. Growth reflects baseline adjustments to 2019 pre-tax Integrated Medical Adj. Income from Operations including: ($85M) pre-tax for no assumption of recurrence of favorable PYD, and ~($130M) pre-tax for the timing impact of the HIF.
Baseline adjustments to 2019 EPS include: ($0.12) for the absence of favorable 2Q19 tax item, ($0.18) for no assumption of recurrence of favorable PYD, and ($0.25) for the timing impact of resumption of the HIF in 2020 and permanent suspension in 2021.
**2020 SG&A**

- **2019 SG&A expense ratio**: 9.3%
- **Return of Health Insurance Tax in 2020**: 0.3%
- **Operating efficiencies and growth**: ~(0.75)%
- **2020 SG&A expense ratio guidance**: 8.6% to 9.1%
2020 medical care ratio (MCR)

- 2019 MCR: 80.8%
- Absence of 2019 favorable prior year development: 0.3%
- Return of Health Insurance Tax in 2020: (0.8%)
- Medicare Advantage lives mix and continued normalization of Individual margins: ~0.4%
- 2020 MCR Guidance: 80.2% to 81.2%

Return of Health Insurance Tax in 2020
Ongoing:

- Reinvestment in businesses
- Strategic M&A
- Return capital to shareholders

Near term:

- Deleveraging to debt-to-capitalization ratio < 40% by end of 2020

Significant financial flexibility

1 Approximately $3.7B of remaining share repurchase authority as of February 5, 2020
Strategic M&A priorities

Global footprint

Seniors capabilities

Care coordination and facilitation

Data analytics and digital capabilities

State-based high-risk program capabilities
Cash flow from operations targets

2018
- $2.9B
- $0.3B
- $0.5B
- $0.1B

2019
- $5.2B
- $1.3B
- $2.0B
- $1.0B

2020
- $4.5B to $5.0B
- $1.5B to $2.0B
- ~$1.0B
- >$7.5B

2021
- >$8.5B
- ~$7.5B
- ~$1.0B

Surplus & other
Debt repayment
Capital expenditures
Share repurchase
Growth capital

Very Attractive Cash Flow from Operations Yield of 10%

Does not include proceeds from the pending sale of the Group Disability and Life business.
Decline from 2019 to 2020 due to termination of transitioning client relationship.
## Long-term target margins, earnings growth and revenue growth

<table>
<thead>
<tr>
<th>Business</th>
<th>Long-term adjusted before-tax margins</th>
<th>Long-term earnings growth</th>
<th>Long-term adjusted revenue growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise</td>
<td>5.5% to 6.5%</td>
<td>6% to 8%</td>
<td>6% to 8%</td>
</tr>
<tr>
<td>Health Services</td>
<td>4.5% to 5.5%</td>
<td>3% to 5%</td>
<td>3% to 5%</td>
</tr>
<tr>
<td>Commercial</td>
<td>12% to 14%</td>
<td>8% to 10%</td>
<td>8% to 10%</td>
</tr>
<tr>
<td>Government</td>
<td>4% to 5%</td>
<td>11% to 14%</td>
<td>12% to 15%</td>
</tr>
<tr>
<td>International</td>
<td>11% to 13%</td>
<td>9% to 11%</td>
<td>8% to 10%</td>
</tr>
</tbody>
</table>

Earnings growth target is after-tax for the Enterprise and before-tax for segments. Corporate revenue eliminations are a partial offset to revenue growth for the Enterprise.
## EPS growth targets

<table>
<thead>
<tr>
<th></th>
<th>Long-term EPS outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earnings contribution</td>
<td>6% to 8%</td>
</tr>
<tr>
<td>Accretive capital deployment</td>
<td>4% to 5%</td>
</tr>
<tr>
<td>Earnings per share</td>
<td>10% to 13%</td>
</tr>
</tbody>
</table>

$20 to $21 of EPS in 2021

$20 to $21 of EPS in 2021
Key differentiators

- MISSION AND FOCUSED STRATEGY
- STRONG TRACK RECORD
- PROVEN PARTNERSHIP APPROACH
- FOUR GROWTH PLATFORMS
- OUTSTANDING FINANCIAL FLEXIBILITY

Competitively attractive long-term growth

Health Services      Commercial      Government      International Markets
APPENDIX
Appendix

Definitions of Key Financial and Business Terms

As previously disclosed, beginning in 2020, the Company will no longer exclude contributions from transitioning clients from its adjusted metrics, as the transition for those clients was substantially complete as of December 31, 2019.

For Health Services’ adjusted pharmacy scripts, non-specialty network scripts filled through 90-day programs and home delivery scripts are multiplied by three. All other network and specialty scripts are counted as one script. For 2019, adjusted pharmacy scripts do not include script volumes associated with transitioning clients.

Cigna’s medical cost trend includes all U.S. commercial employer funding arrangements.

Medical care ratio represents medical costs as a percentage of premiums for all U.S. commercial risk products, including medical, pharmacy, dental, stop loss and behavioral products provided through guaranteed cost or experience-rated funding arrangements, as well as Medicare Advantage, Medicare Part D, Medicare Supplement, Medicaid, and individual on and off-exchange products, within our Integrated Medical segment.

SG&A expense ratio represents enterprise selling, general and administrative expenses excluding special items and expenses from transitioning clients, as a percentage of adjusted revenue at a consolidated level.

Adjusted tax rate is defined as the consolidated income tax rate applicable to the Company’s pre-tax income excluding net realized investment results, amortization of acquired intangible assets, special items, and transitioning clients. Adjusted tax rate is not determined in accordance with GAAP and should not be viewed as a substitute for the most directly comparable GAAP measure, “consolidated effective tax rate.” Management is not able to provide a reconciliation to the consolidated effective tax rate on a forward-looking basis because we are unable to predict, without unreasonable effort, certain components thereof including (i) future net realized investment results and (ii) future special items.
**Cash flow from operations yield** is defined as 2020 projected cash flow from operations divided by the Company’s market capitalization as of the close of the market on February 5, 2020.

**Adjusted before-tax margin** is calculated by dividing adjusted income (loss) from operations, pre-tax by adjusted revenues for each segment.

**International Markets Customer Relationships** include International Markets medical customers and International Markets policies.
## Appendix

### Reconciliation of GAAP to non-GAAP Financial Measures (dollars in millions except per share data)

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Shareholders' net income</td>
<td>$7.83</td>
<td>$8.04</td>
<td>$7.19</td>
<td>$8.77</td>
<td>$10.54</td>
<td>$13.44</td>
</tr>
<tr>
<td>Adjustment for transitioning clients</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>($0.19)</td>
<td>($3.46)</td>
</tr>
<tr>
<td>Net realized investment (gains) losses</td>
<td>($0.40)</td>
<td>($0.15)</td>
<td>($0.42)</td>
<td>($0.61)</td>
<td>$0.42</td>
<td>($0.50)</td>
</tr>
<tr>
<td>Amortization of acquired intangible assets</td>
<td>$0.44</td>
<td>$0.30</td>
<td>$0.36</td>
<td>$0.26</td>
<td>$0.71</td>
<td>$5.92</td>
</tr>
<tr>
<td>Special items</td>
<td>-</td>
<td>$0.47</td>
<td>$0.97</td>
<td>$2.04</td>
<td>$2.74</td>
<td>$1.65</td>
</tr>
<tr>
<td>Adjusted income from operations</td>
<td>$7.87</td>
<td>$8.66</td>
<td>$8.10</td>
<td>$10.46</td>
<td>$14.22</td>
<td>$17.05</td>
</tr>
</tbody>
</table>

### Adjusted income from operations

<table>
<thead>
<tr>
<th>12/31/2019</th>
<th>Revenue</th>
<th>12/31/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shareholders' net income</td>
<td>$5,104</td>
<td>$153,566</td>
</tr>
<tr>
<td>Adjustment for transitioning clients</td>
<td>($1,316)</td>
<td>($13,347)</td>
</tr>
<tr>
<td>Net realized investment (gains) losses</td>
<td>($190)</td>
<td></td>
</tr>
<tr>
<td>Amortization of acquired intangible assets</td>
<td>$2,248</td>
<td></td>
</tr>
<tr>
<td>Special items</td>
<td>$630</td>
<td></td>
</tr>
<tr>
<td>Adjusted income from operations</td>
<td>$6,476</td>
<td>$140,175</td>
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