EMSA Consolidated

Income Statement Budget to Actuals by Month and YTD

For Periods Ending November 30, 2025

	Actual vs Budget				YTD Actual to YTD Budget			
	Nov 2025	Nov Budget	Variance $	Variance %	YTD Actual	YTD Budget	Variance $	Variance %
Revenue								
Net Patient Revenue								
Patient Revenue	20,612,393	20,618,384	(5,991)	0%	105,430,367	107,266,412	(1,836,045)	-2%
Contractuals & Deductions	(12,700,166)	(13,129,463)	429,297	-3%	(65,395,333)	(68,306,303)	2,910,970	-4%
Total Net Patient Revenue	**7,912,227**	**7,488,921**	**423,306**	**6%**	**40,035,034**	**38,960,109**	**1,074,925**	**3%**
Realization Rate	38.4%	36.3%	2.10%	6%	38.0%	36.3%	1.70%	5%
Other Operating Revenue	1,210,822	1,119,089	91,733	8%	5,413,547	5,411,355	2,192	0%
Total Revenue	**9,123,048**	**8,608,010**	**515,038**	**6%**	**45,448,581**	**44,371,464**	**1,077,117**	**2%**
Expense								
Salary & Wages	5,060,178	4,982,949	(77,229)	-2%	25,851,791	25,006,729	(845,061)	-3%
Benefits	1,202,729	1,096,825	(105,904)	-10%	5,380,589	5,531,191	150,603	3%
Professional & Contracted Services	306,171	348,112	41,940	12%	1,456,743	1,791,050	334,307	19%
Training & Development	27,655	48,073	20,418	42%	139,395	221,181	81,786	37%
Supplies	565,126	626,475	61,349	10%	2,934,259	3,270,771	336,511	10%
Repairs & Maintenance	238,966	289,868	50,901	18%	1,263,957	1,482,191	218,235	15%
Utilities	135,653	97,111	(38,542)	-40%	453,014	485,557	32,543	7%
Rent	98,508	93,162	(5,346)	-6%	502,263	465,809	(36,454)	-8%
Risk Management	200,298	231,208	30,910	13%	1,014,939	1,154,136	139,198	12%
Public Relations	9,119	17,932	8,813	49%	42,390	108,785	66,395	61%
Other Expenses	260,808	239,877	(20,931)	-9%	1,200,657	1,209,273	8,616	1%
Total Operating Expense	**8,105,212**	**8,071,591**	**(33,621)**	**0%**	**40,239,996**	**40,726,673**	**486,678**	**1%**
Non-Operating Income	**53,951**	**41,000**	**12,951**	**-32%**	**292,758**	**205,000**	**87,758**	**43%**
Non-Operating Expenses	**557,574**	**374,667**	**(182,907)**	**-49%**	**2,605,276**	**1,877,589**	**(727,687)**	**-39%**
Net Income	**514,214**	**202,752**	**311,462**	**154%**	**2,896,067**	**1,972,202**	**923,865**	**47%**
Net Income %	**6%**	**2%**			**6%**	**4%**		

EMSA Consolidated
Trended Balance Sheet
For Periods Ending November 30, 2025

	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025
Assets												
Current Assets												
Cash	18,194,205	17,663,502	18,617,438	17,608,566	18,648,359	20,244,515	19,583,992	21,584,061	19,367,369	21,059,862	18,363,888	20,702,015
Patient A/R												
Gross Patient A/R	22,236,074	23,424,947	23,334,712	24,254,083	22,769,888	22,310,234	23,027,800	21,619,891	22,813,532	21,312,846	19,636,859	21,545,194
Collections- Patient A/R	17,396,825	19,018,888	20,410,356	20,231,996	21,043,744	17,503,944	10,334,450	11,080,316	9,841,327	11,634,985	11,543,719	11,197,403
Allowance for contractual and bad debts	(27,471,266)	(29,299,404)	(30,406,462)	(30,406,461)	(30,915,851)	(25,245,641)	(18,787,151)	(19,294,962)	(18,773,019)	(19,798,195)	(18,681,972)	(19,227,874)
Total Patient A/R	**12,161,633**	**13,144,431**	**13,338,606**	**14,079,618**	**12,897,781**	**14,568,538**	**14,575,099**	**13,405,245**	**13,881,840**	**13,149,636**	**12,498,606**	**13,514,724**
Allowance as % of A/R	***69.3%***	***69.0%***	***69.5%***	***68.4%***	***70.6%***	***63.4%***	***56.3%***	***59.0%***	***57.5%***	***60.1%***	***59.9%***	***58.7%***
Other Current Assets	5,183,456	5,635,140	5,374,478	5,958,571	4,831,064	2,958,521	4,824,212	4,334,408	4,513,487	4,259,118	4,294,677	3,911,514
Total Current Assets	**35,539,293**	**36,443,073**	**37,330,522**	**37,646,755**	**36,377,204**	**37,771,574**	**38,983,303**	**39,323,714**	**37,762,696**	**38,468,616**	**35,157,171**	**38,128,253**
Fixed Assets												
Property and Equipment	58,610,354	59,108,775	60,111,212	59,723,033	61,017,634	61,017,634	61,912,421	63,933,038	64,998,872	66,908,710	67,643,087	67,335,163
Accumulated Depreciation	(29,529,507)	(29,943,300)	(30,239,113)	(30,289,966)	(30,745,133)	(31,198,725)	(31,489,819)	(31,642,072)	(31,704,053)	(32,235,322)	(31,955,500)	(31,901,769)
Total Fixed Assets	**29,080,847**	**29,165,475**	**29,872,099**	**29,433,066**	**30,272,501**	**29,818,909**	**30,422,602**	**32,290,967**	**33,294,818**	**34,673,388**	**35,687,588**	**35,433,394**
Other LT Assets	**2,331,885**	**3,040,676**	**2,815,006**	**3,212,560**	**3,787,840**	**3,995,062**	**6,172,050**	**4,017,210**	**3,912,908**	**3,403,979**	**5,112,281**	**3,466,133**
Total Assets	**66,952,025**	**68,649,223**	**70,017,626**	**70,292,382**	**70,437,544**	**71,585,545**	**75,577,955**	**75,631,891**	**74,970,423**	**76,545,983**	**75,957,040**	**77,027,780**
Liabilities and Equities												
Liabilities												
Current Liabilities												
Accounts Payable and Accrued Liabilities	6,832,446	8,458,661	7,952,133	5,976,146	6,112,759	5,903,631	9,777,430	9,806,755	7,699,426	8,236,477	7,961,837	8,518,363
Current portion of long term debt	371,763	186,438	186,438	186,438	0	0	187,475	0	0	0	0	0
Total Current Liabilities	**7,204,208**	**8,645,099**	**8,138,571**	**6,162,583**	**6,112,759**	**5,903,631**	**9,964,905**	**9,806,755**	**7,699,426**	**8,236,477**	**7,961,837**	**8,518,363**
Long Term Liabilities	187,475	187,475	187,475	187,475	187,475	187,475	0	0	0	0	0	0
Total Liabilities	**7,391,683**	**8,832,574**	**8,326,046**	**6,350,058**	**6,300,234**	**6,091,106**	**9,964,905**	**9,806,755**	**7,699,426**	**8,236,477**	**7,961,837**	**8,518,363**
Equity	**59,560,342**	**59,816,649**	**61,691,580**	**63,942,324**	**64,137,311**	**65,494,439**	**65,613,050**	**65,825,136**	**67,270,997**	**68,309,506**	**67,995,203**	**68,509,417**
Total Liabilities and Equities	**66,952,025**	**68,649,223**	**70,017,626**	**70,292,382**	**70,437,544**	**71,585,545**	**75,577,955**	**75,631,891**	**74,970,423**	**76,545,983**	**75,957,040**	**77,027,780**
Current Ratio	***4.90***	***4.20***	***4.60***	***6.10***	***6.00***	***6.40***	***3.91***	***4.01***	***4.90***	***4.67***	***4.42***	***4.48***

EMSA Consolidated

Income Statement Trend 12 Months

For Periods Ending November 30, 2025

	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025
Revenue												
Net Patient Revenue												
Patient Revenue	21,529,911	22,387,147	20,789,086	21,457,881	20,408,806	20,769,369	20,975,133	21,502,413	21,501,810	20,820,028	20,993,725	20,612,393
Contractuals & Deductions	(13,052,373)	(14,226,884)	(12,818,156)	(12,639,519)	(13,326,714)	(11,977,498)	(13,134,234)	(13,751,690)	(12,776,405)	(13,145,704)	(13,021,369)	(12,700,166)
Total Net Patient Revenue	**8,477,538**	**8,160,263**	**7,970,929**	**8,818,363**	**7,082,093**	**8,791,872**	**7,840,899**	**7,750,723**	**8,725,405**	**7,674,324**	**7,972,356**	**7,912,227**
Realization Rate	39.4%	36.5%	38.3%	41.1%	34.7%	42.3%	37.4%	36.0%	40.6%	36.9%	38.0%	38.4%
Other Operating Revenue	1,014,899	996,804	1,086,938	1,021,974	997,138	1,142,810	1,170,490	931,418	1,064,373	1,172,649	1,034,285	1,210,822
Total Revenue	**9,492,437**	**9,157,066**	**9,057,867**	**9,840,336**	**8,079,230**	**9,934,681**	**9,011,389**	**8,682,141**	**9,789,777**	**8,846,973**	**9,006,641**	**9,123,048**
Expense												
Salary & Wages	4,650,408	5,250,267	4,390,182	4,746,781	4,559,083	5,168,364	5,273,129	5,419,272	5,070,869	4,904,299	5,397,173	5,060,178
Benefits	928,189	1,082,838	903,621	1,119,973	960,889	1,027,881	1,167,548	1,020,002	1,017,823	992,378	1,147,657	1,202,729
Professional & Contracted Services	220,179	290,114	277,129	245,278	252,186	328,084	598,478	251,735	264,767	236,477	397,592	306,171
Training & Development	59,795	(657)	27,078	18,453	50,305	68,185	26,511	26,813	18,772	34,003	32,152	27,655
Supplies	600,686	734,191	445,131	410,672	708,734	634,980	679,439	566,256	612,631	416,312	773,935	565,126
Repairs & Maintenance	162,907	474,135	162,504	178,973	415,504	239,830	238,614	226,567	239,610	177,665	381,148	238,966
Utilities	146,374	113,010	118,952	60,833	89,420	100,746	80,799	69,841	54,969	86,961	105,590	135,653
Rent	15,173	15,657	15,539	9,929	16,819	16,249	28,032	96,561	105,958	100,449	100,788	98,508
Risk Management	169,780	178,401	175,767	253,097	225,310	224,488	95,180	173,361	245,651	167,031	228,598	200,298
Public Relations	18,779	9,190	4,976	23,189	4,999	6,110	31,967	24,688	10,528	(3,777)	1,833	9,119
Other Expenses	266,396	276,641	225,002	306,759	271,791	153,527	306,148	171,323	245,372	227,876	295,278	260,808
Total Operating Expense	**7,238,667**	**8,423,789**	**6,745,881**	**7,373,938**	**7,555,040**	**7,968,444**	**8,525,846**	**8,046,418**	**7,886,950**	**7,339,672**	**8,861,743**	**8,105,212**
Non-Operating Income	**55,156**	**55,107**	**52,004**	**49,605**	**55,332**	**56,050**	**196,249**	**61,507**	**61,615**	**56,881**	**58,803**	**53,951**
Non-Operating Expenses	**420,444**	**429,312**	**435,171**	**439,032**	**457,270**	**453,592**	**606,906**	**485,144**	**518,581**	**525,672**	**518,305**	**557,574**
Net Income	**1,888,482**	**359,073**	**1,928,820**	**2,076,971**	**122,252**	**1,568,696**	**74,887**	**212,086**	**1,445,861**	**1,038,509**	**(314,604)**	**514,214**
Net Income %	**20%**	**4%**	**21%**	**21%**	**2%**	**16%**	**1%**	**2%**	**15%**	**12%**	**(3%)**	**6%**

Eastern Division

Income Statement Trend 12 Months

For Periods Ending November 30, 2025

	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025
Revenue												
Net Patient Revenue												
Patient Revenue	10,701,319	10,821,207	9,962,112	10,373,586	9,926,244	10,047,292	10,218,046	10,512,443	10,440,473	10,155,452	10,172,723	10,356,240
Contractuals & Deductions	(6,842,922)	(6,919,111)	(6,300,218)	(6,190,384)	(6,522,177)	(5,811,814)	(6,335,939)	(6,860,308)	(6,591,486)	(6,614,108)	(6,532,137)	(6,577,546)
Total Net Patient Revenue	**3,858,397**	**3,902,096**	**3,661,894**	**4,183,201**	**3,404,067**	**4,235,478**	**3,882,108**	**3,652,135**	**3,848,987**	**3,541,344**	**3,640,586**	**3,778,694**
Realization Rate	36.1%	36.1%	36.8%	40.3%	34.3%	42.2%	38.0%	34.7%	36.9%	34.9%	35.8%	36.5%
Other Operating Revenue	528,647	499,195	572,749	500,624	499,370	596,885	569,310	451,693	545,034	676,291	514,980	638,186
Total Revenue	**4,387,044**	**4,401,291**	**4,234,643**	**4,683,825**	**3,903,436**	**4,832,363**	**4,451,418**	**4,103,828**	**4,394,020**	**4,217,635**	**4,155,566**	**4,416,880**
Expense												
Salary & Wages	2,147,301	2,295,058	1,900,187	2,148,714	2,001,374	2,083,749	2,327,106	2,330,387	2,330,715	2,280,958	2,498,808	2,263,293
Benefits	475,031	519,161	463,634	557,673	474,205	515,770	637,089	510,812	519,188	523,925	604,232	688,293
Professional & Contracted Services	109,506	159,503	127,580	(28,609)	117,863	146,485	329,939	114,443	122,542	108,509	185,146	151,185
Training & Development	27,989	(21,106)	9,308	8,275	20,130	32,073	11,366	7,720	10,303	18,193	14,630	11,929
Supplies	239,883	331,419	265,010	133,036	334,856	331,851	224,948	277,640	310,483	112,392	396,291	246,951
Repairs & Maintenance	53,214	236,300	92,230	124,505	144,158	164,334	85,305	91,024	116,207	100,301	144,119	122,466
Utilities	67,586	53,417	58,197	31,387	41,984	43,403	44,676	32,876	20,147	42,714	54,673	67,850
Rent	9,574	9,769	9,746	6,267	11,903	9,237	11,112	44,818	49,032	46,950	47,109	44,424
Risk Management	75,873	107,229	80,105	116,713	75,830	117,878	41,582	92,957	114,482	45,216	123,529	93,386
Public Relations	7,823	4,319	2,339	10,885	2,361	2,872	28,081	90	7,677	(4,444)	1,030	4,229
Other Expenses	119,057	133,098	108,539	127,798	119,444	74,143	125,220	75,159	102,488	111,920	143,770	100,991
Total Operating Expense	**3,332,837**	**3,828,166**	**3,116,876**	**3,236,642**	**3,344,109**	**3,521,795**	**3,866,424**	**3,577,927**	**3,703,264**	**3,386,634**	**4,213,336**	**3,794,997**
Non-Operating Income	**27,410**	**27,391**	**25,879**	**24,686**	**27,549**	**27,871**	**139,623**	**30,507**	**29,995**	**28,321**	**29,221**	**26,847**
Non-Operating Expenses	**190,639**	**195,758**	**196,731**	**190,327**	**202,824**	**200,725**	**364,611**	**223,021**	**226,868**	**237,377**	**205,759**	**259,702**
Net Income	**890,978**	**404,757**	**946,914**	**1,281,542**	**384,052**	**1,137,715**	**360,006**	**333,387**	**493,883**	**621,944**	**(234,307)**	**389,027**
Net Income %	**20%**	**9%**	**22%**	**27%**	**10%**	**24%**	**8%**	**8%**	**11%**	**15%**	**(6%)**	**9%**

Western Division

Income Statement Trend 12 Months

For Periods Ending November 30, 2025

	Dec 2024	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025
Revenue												
Net Patient Revenue												
Patient Revenue	10,828,593	11,565,940	10,826,974	11,084,296	10,482,562	10,722,077	10,757,086	10,989,969	11,061,337	10,664,576	10,821,002	10,256,153
Contractuals & Deductions	(6,209,451)	(7,307,773)	(6,517,938)	(6,449,134)	(6,804,536)	(6,165,683)	(6,798,295)	(6,891,382)	(6,184,919)	(6,531,596)	(6,489,232)	(6,122,620)
Total Net Patient Revenue	**4,619,142**	**4,258,167**	**4,309,036**	**4,635,161**	**3,678,026**	**4,556,394**	**3,958,791**	**4,098,588**	**4,876,418**	**4,132,980**	**4,331,770**	**4,133,533**
Realization Rate	42.7%	36.8%	39.8%	41.8%	35.1%	42.5%	36.8%	37.3%	44.1%	38.8%	40.0%	40.3%
Other Operating Revenue	486,252	497,608	514,189	521,350	497,768	545,924	601,180	479,725	519,339	496,358	519,305	572,635
Total Revenue	**5,105,394**	**4,755,775**	**4,823,225**	**5,156,511**	**4,175,794**	**5,102,318**	**4,559,971**	**4,578,313**	**5,395,757**	**4,629,338**	**4,851,075**	**4,706,169**
Expense												
Salary & Wages	2,503,108	2,955,210	2,489,994	2,598,067	2,557,709	3,084,615	2,946,023	3,088,885	2,740,153	2,623,341	2,898,365	2,796,885
Benefits	453,157	563,676	439,986	562,300	486,684	512,111	530,459	509,190	498,635	468,453	543,425	514,436
Professional & Contracted Services	110,673	130,611	149,549	273,886	134,323	181,599	268,539	137,292	142,225	127,967	212,447	154,987
Training & Development	31,806	20,450	17,770	10,178	30,174	36,112	15,145	19,092	8,468	15,810	17,522	15,726
Supplies	360,803	402,772	180,121	277,637	373,878	303,129	454,491	288,616	302,148	303,920	377,644	318,175
Repairs & Maintenance	109,693	237,835	70,275	54,468	271,346	75,497	153,310	135,543	123,403	77,363	237,029	116,500
Utilities	78,788	59,593	60,754	29,447	47,435	57,343	36,122	36,965	34,823	44,247	50,917	67,803
Rent	5,599	5,888	5,793	3,663	4,916	7,012	16,920	51,742	56,926	53,499	53,679	54,084
Risk Management	93,907	71,172	95,663	136,384	149,480	106,610	53,598	80,404	131,169	121,815	105,069	106,912
Public Relations	10,957	4,871	2,637	12,304	2,639	3,239	3,887	24,598	2,852	667	803	4,890
Other Expenses	147,339	143,543	116,463	178,961	152,347	79,384	180,928	96,164	142,884	115,956	151,508	159,816
Total Operating Expense	**3,905,830**	**4,595,622**	**3,629,005**	**4,137,296**	**4,210,932**	**4,446,649**	**4,659,422**	**4,468,492**	**4,183,686**	**3,953,038**	**4,648,407**	**4,310,215**
Non-Operating Income	**27,745**	**27,716**	**26,126**	**24,919**	**27,783**	**28,179**	**56,626**	**31,001**	**31,621**	**28,560**	**29,582**	**27,105**
Non-Operating Expenses	**229,806**	**233,554**	**238,440**	**248,705**	**254,446**	**252,867**	**242,295**	**262,122**	**291,713**	**288,295**	**312,547**	**297,872**
Net Income	**997,504**	**(45,685)**	**981,905**	**795,429**	**(261,800)**	**430,982**	**(285,119)**	**(121,300)**	**951,978**	**416,565**	**(80,297)**	**125,187**
Net Income %	**20%**	**(1%)**	**20%**	**15%**	**(6%)**	**8%**	**(6%)**	**(3%)**	**18%**	**9%**	**(2%)**	**3%**