EMSA Consolidated

Income Statement Budget to Actuals by Month and YTD

For Periods Ending August 31, 2026

	Actual vs Budget				YTD Actual to YTD Budget			
	Aug 2026	Aug Budget	Variance $	Variance %	YTD Actual	YTD Budget	Variance $	Variance %
Revenue								
Net Patient Revenue								
Patient Revenue	24,009,537	22,935,026	1,074,511	5%	48,158,013	45,789,317	2,368,696	5%
Contractuals & Deductions	(14,826,337)	(14,089,142)	(737,195)	5%	(29,794,633)	(28,130,952)	(1,663,681)	6%
Total Net Patient Revenue	**9,183,201**	**8,845,884**	**337,317**	**4%**	**18,363,379**	**17,658,365**	**705,014**	**4%**
Realization Rate	38.2%	38.6%	(0.40%)	(1%)	38.1%	38.6%	(0.50%)	(1%)
Other Operating Revenue	1,048,612	1,074,430	(25,818)	(2%)	2,017,377	2,095,679	(78,302)	(4%)
Total Revenue	**10,231,813**	**9,920,314**	**311,499**	**3%**	**20,380,756**	**19,754,043**	**626,713**	**3%**
Expense								
Salary & Wages	5,090,899	4,703,751	(387,149)	(8%)	10,405,520	9,836,708	(568,812)	(6%)
Benefits	1,159,725	1,218,414	58,689	5%	2,347,120	2,437,662	90,541	4%
Professional & Contracted Services	291,647	269,807	(21,840)	(8%)	604,130	539,474	(64,656)	(12%)
Training & Development	37,500	49,926	12,426	25%	77,185	96,999	19,814	20%
Supplies	724,506	703,572	(20,934)	(3%)	1,591,902	1,393,517	(198,385)	(14%)
Repairs & Maintenance	329,682	319,169	(10,513)	(3%)	550,143	631,241	81,098	13%
Utilities	125,954	107,038	(18,916)	(18%)	227,820	214,076	(13,744)	(6%)
Rent	95,331	93,579	(1,752)	(2%)	190,178	187,157	(3,021)	(2%)
Risk Management	275,989	239,803	(36,186)	(15%)	525,891	467,107	(58,784)	(13%)
Public Relations	3,680	25,538	21,858	86%	17,521	59,398	41,878	71%
Other Expenses	219,544	275,252	55,708	20%	423,677	551,242	127,565	23%
Total Operating Expense	**8,354,457**	**8,005,849**	**(348,609)**	**(4%)**	**16,961,086**	**16,414,581**	**(546,505)**	**(3%)**
Non-Operating Income	**57,552**	**49,333**	**8,219**	**17%**	**115,117**	**98,667**	**16,450**	**17%**
Non-Operating Expenses	**580,137**	**599,467**	**19,330**	**3%**	**1,175,977**	**1,198,934**	**22,957**	**2%**
Net Income	**1,354,770**	**1,364,331**	**(9,561)**	**(1%)**	**2,358,809**	**2,239,194**	**119,615**	**5%**
Net Income %	**13%**	**14%**	**(1%)**		**12%**	**11%**	**1%**	

EMSA Consolidated
Trended Balance Sheet
For Periods Ending August 31, 2026

	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026
Assets												
Current Assets												
Cash	21,059,862	18,363,888	20,702,015	22,979,284	21,201,982	21,664,144	21,607,373	23,143,335	20,745,234	23,716,980	19,742,757	21,342,474
Patient A/R												
Gross Patient A/R	21,312,846	19,636,859	21,545,194	22,078,830	24,513,509	24,113,478	24,422,978	24,195,962	25,009,373	24,208,881	26,477,119	26,679,885
Collections- Patient A/R	11,634,985	11,543,719	11,197,403	10,794,897	11,053,380	9,928,744	9,627,152	9,759,382	8,753,632	7,509,650	5,606,120	4,463,178
Allowance for contractual and bad debts	(19,798,195)	(18,681,972)	(19,227,874)	(18,970,865)	(20,054,181)	(19,161,283)	(19,434,022)	(19,463,601)	(18,836,712)	(17,386,780)	(16,090,562)	(15,125,586)
Total Patient A/R	**13,149,636**	**12,498,606**	**13,514,724**	**13,902,862**	**15,512,708**	**14,880,939**	**14,616,108**	**14,491,743**	**14,926,293**	**14,331,751**	**15,992,677**	**16,017,477**
Allowance as % of A/R	***60.1%***	***59.9%***	***58.7%***	***57.7%***	***56.4%***	***56.3%***	***57.1%***	***57.3%***	***55.8%***	***54.8%***	***50.2%***	***48.6%***
Other Current Assets	4,259,118	4,294,677	3,911,514	2,479,191	3,965,734	5,084,224	5,870,314	4,437,337	5,400,492	6,391,268	6,919,837	6,481,962
Total Current Assets	**38,468,616**	**35,157,171**	**38,128,253**	**39,361,337**	**40,680,424**	**41,629,307**	**42,093,795**	**42,072,415**	**41,072,019**	**44,439,999**	**42,655,271**	**43,841,913**
Fixed Assets												
Property and Equipment	66,908,710	67,643,087	67,335,163	67,442,402	67,954,965	68,175,618	68,934,162	69,816,147	71,183,810	67,651,241	68,099,542	68,920,301
Accumulated Depreciation	(32,377,819)	(32,088,226)	(32,001,789)	(32,559,085)	(33,104,157)	(33,196,123)	(33,771,431)	(34,067,501)	(34,421,370)	(32,085,251)	(32,529,666)	(33,029,307)
Total Fixed Assets	**34,530,891**	**35,554,861**	**35,333,374**	**34,883,317**	**34,850,808**	**34,979,495**	**35,162,731**	**35,748,646**	**36,762,440**	**35,565,990**	**35,569,876**	**35,890,994**
Other LT Assets	**3,402,439**	**5,100,131**	**3,453,982**	**3,700,559**	**3,666,443**	**3,418,538**	**2,931,175**	**1,873,657**	**1,492,224**	**2,510,862**	**3,416,226**	**2,939,208**
Total Assets	**76,401,946**	**75,812,163**	**76,915,609**	**77,945,213**	**79,197,675**	**80,027,340**	**80,187,701**	**79,694,718**	**79,326,683**	**82,516,851**	**81,641,373**	**82,672,115**
Liabilities and Equities												
Liabilities												
Current Liabilities												
Accounts Payable and Accrued Liabilities	7,952,435	7,698,245	8,292,054	8,567,479	9,281,180	8,794,066	7,955,065	7,171,966	5,936,826	9,548,245	7,668,728	7,344,700
Current portion of long term debt	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**7,952,435**	**7,698,245**	**8,292,054**	**8,567,479**	**9,281,180**	**8,794,066**	**7,955,065**	**7,171,966**	**5,936,826**	**9,548,245**	**7,668,728**	**7,344,700**
Long Term Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Liabilities	**7,952,435**	**7,698,245**	**8,292,054**	**8,567,479**	**9,281,180**	**8,794,066**	**7,955,065**	**7,171,966**	**5,936,826**	**9,548,245**	**7,668,728**	**7,344,700**
Equity	**68,449,511**	**68,113,918**	**68,623,555**	**69,377,734**	**69,916,495**	**71,233,274**	**72,232,636**	**72,522,752**	**73,389,857**	**72,968,606**	**73,972,645**	**75,327,415**
Total Liabilities and Equities	**76,401,946**	**75,812,163**	**76,915,609**	**77,945,213**	**79,197,675**	**80,027,340**	**80,187,701**	**79,694,718**	**79,326,683**	**82,516,851**	**81,641,373**	**82,672,115**
Current Ratio	***4.80***	***4.57***	***4.60***	***4.59***	***4.38***	***4.73***	***5.29***	***5.87***	***6.92***	***4.65***	***5.56***	***5.97***

EMSA Consolidated

Income Statement Trend 12 Months
For Periods Ending August 31, 2026

	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026
Revenue												
Net Patient Revenue												
Patient Revenue	20,820,028	20,993,725	20,612,393	21,983,290	22,305,176	21,112,088	22,167,995	21,508,527	22,568,180	22,598,134	24,148,475	24,009,537
Contractuals & Deductions	(13,145,704)	(13,021,369)	(12,700,166)	(13,777,429)	(13,314,551)	(12,594,148)	(13,623,380)	(13,261,295)	(14,310,001)	(12,989,786)	(14,968,297)	(14,826,337)
Total Net Patient Revenue	**7,674,324**	**7,972,356**	**7,912,227**	**8,205,861**	**8,990,624**	**8,517,940**	**8,544,614**	**8,247,232**	**8,258,179**	**9,608,348**	**9,180,179**	**9,183,201**
Realization Rate	36.9%	38.0%	38.4%	37.3%	40.3%	40.3%	38.5%	38.3%	36.6%	42.5%	38.0%	38.2%
Other Operating Revenue	1,172,649	1,034,285	1,210,822	1,000,787	986,592	1,091,154	1,044,047	998,744	1,455,254	786,824	968,765	1,048,612
Total Revenue	**8,846,973**	**9,006,641**	**9,123,048**	**9,206,648**	**9,977,216**	**9,609,094**	**9,588,661**	**9,245,976**	**9,713,434**	**10,395,172**	**10,148,944**	**10,231,813**
Expense												
Salary & Wages	4,904,299	5,376,969	5,060,178	4,854,003	5,684,054	4,517,871	4,820,637	4,903,991	4,933,455	4,819,643	5,314,621	5,090,899
Benefits	992,378	1,147,657	1,202,729	1,167,857	1,281,390	1,085,435	1,120,466	1,170,928	1,230,532	1,169,509	1,187,395	1,159,725
Professional & Contracted Services	236,477	397,592	306,171	346,021	319,896	369,365	312,098	383,544	311,644	363,543	312,483	291,647
Training & Development	34,003	32,152	27,655	45,687	16,407	89,329	56,951	36,177	44,426	19,627	39,684	37,500
Supplies	416,312	773,935	565,126	577,691	658,259	703,487	722,996	736,737	826,170	849,623	867,396	724,506
Repairs & Maintenance	177,665	380,848	238,966	234,404	326,054	336,964	285,323	264,588	281,609	547,284	220,460	329,682
Utilities	86,961	105,590	135,653	101,377	115,369	76,175	103,817	70,436	89,687	90,570	101,866	125,954
Rent	100,449	100,788	98,508	98,747	95,502	99,310	94,958	97,822	95,823	271,120	94,847	95,331
Risk Management	167,031	248,802	200,298	187,312	187,495	268,944	176,431	256,269	192,497	83,963	249,902	275,989
Public Relations	(3,777)	1,833	9,119	25,705	9,423	11,863	2,041	7,309	(632)	20,971	13,841	3,680
Other Expenses	227,876	295,278	260,808	273,222	286,136	246,309	244,561	225,668	229,454	241,062	204,133	219,544
Total Operating Expense	**7,339,672**	**8,861,442**	**8,105,212**	**7,912,025**	**8,979,986**	**7,805,053**	**7,940,278**	**8,153,469**	**8,234,664**	**8,476,912**	**8,606,629**	**8,354,457**
Non-Operating Income	**56,881**	**58,803**	**53,951**	**51,995**	**62,632**	**50,721**	**55,347**	**54,737**	**56,752**	**54,935**	**57,565**	**57,552**
Non-Operating Expenses	**517,286**	**509,032**	**516,581**	**552,196**	**555,876**	**573,146**	**570,208**	**797,692**	**611,039**	**2,611,950**	**595,840**	**580,137**
Net Income	**1,046,895**	**(305,030)**	**555,207**	**794,422**	**503,986**	**1,281,617**	**1,133,523**	**349,554**	**924,482**	**(638,755)**	**1,004,039**	**1,354,770**
Net Income %	**12%**	**(3%)**	**6%**	**9%**	**5%**	**13%**	**12%**	**4%**	**10%**	**(6%)**	**10%**	**13%**

Eastern Division
Income Statement Trend 12 Months
For Periods Ending August 31, 2026

	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026
Revenue												
Net Patient Revenue												
Patient Revenue	10,155,452	10,172,723	10,356,240	10,683,428	11,041,451	10,401,574	10,868,211	10,516,698	10,902,973	10,661,605	11,324,417	11,371,501
Contractuals & Deductions	(6,614,108)	(6,532,137)	(6,577,546)	(6,846,653)	(6,878,902)	(6,488,929)	(6,929,682)	(6,625,891)	(7,027,901)	(6,331,119)	(7,315,547)	(7,171,358)
Total Net Patient Revenue	**3,541,344**	**3,640,586**	**3,778,694**	**3,836,775**	**4,162,549**	**3,912,645**	**3,938,529**	**3,890,807**	**3,875,072**	**4,330,486**	**4,008,870**	**4,200,143**
Realization Rate	34.9%	35.8%	36.5%	35.9%	37.7%	37.6%	36.2%	37.0%	35.5%	40.6%	35.4%	36.9%
Other Operating Revenue	676,291	514,980	638,186	495,551	486,740	563,544	533,547	480,556	694,073	317,828	478,844	552,242
Total Revenue	**4,217,635**	**4,155,566**	**4,416,880**	**4,332,326**	**4,649,289**	**4,476,189**	**4,472,076**	**4,371,363**	**4,569,145**	**4,648,314**	**4,487,714**	**4,752,384**
Expense												
Salary & Wages	2,280,958	2,489,312	2,263,293	2,143,332	2,587,615	1,958,775	2,172,199	2,194,458	2,186,448	2,165,146	2,403,647	2,264,115
Benefits	523,925	604,232	688,293	620,740	681,804	518,541	593,373	613,527	651,258	546,172	605,381	586,623
Professional & Contracted Services	108,509	185,146	151,185	173,178	159,880	184,114	153,751	195,034	163,308	185,431	158,936	135,807
Training & Development	18,193	14,630	11,929	22,553	9,143	42,659	30,307	13,725	18,730	9,457	20,890	22,125
Supplies	112,392	396,291	246,951	249,578	260,031	365,636	320,793	338,673	333,878	359,135	426,179	344,176
Repairs & Maintenance	100,301	143,819	122,466	115,806	114,978	200,491	134,776	120,480	137,066	256,010	100,608	155,489
Utilities	42,714	54,673	67,850	50,511	51,089	36,925	49,838	30,440	46,360	46,627	46,536	55,658
Rent	46,950	47,109	44,424	43,742	43,009	43,964	42,754	44,044	43,287	123,643	42,471	42,926
Risk Management	45,216	133,025	93,386	96,285	87,173	126,164	80,261	104,653	93,697	51,109	121,420	128,059
Public Relations	(4,444)	1,030	4,229	11,988	4,429	4,614	919	2,251	(1,576)	9,739	6,426	2,140
Other Expenses	111,920	143,770	100,991	118,881	127,060	115,010	100,948	96,752	101,346	95,797	108,665	96,611
Total Operating Expense	**3,386,634**	**4,213,035**	**3,794,997**	**3,646,594**	**4,126,211**	**3,596,894**	**3,679,918**	**3,754,036**	**3,773,802**	**3,848,266**	**4,041,158**	**3,833,729**
Non-Operating Income	**28,321**	**29,221**	**26,847**	**25,867**	**31,214**	**25,184**	**27,598**	**28,678**	**28,148**	**231,218**	**28,629**	**38,889**
Non-Operating Expenses	**232,140**	**202,974**	**232,963**	**256,246**	**256,250**	**271,691**	**262,034**	**259,580**	**292,180**	**1,183,138**	**293,869**	**273,604**
Net Income	**627,181**	**(231,222)**	**415,766**	**455,353**	**298,042**	**632,789**	**557,722**	**386,426**	**531,311**	**(151,872)**	**181,316**	**683,941**
Net Income %	**15%**	**(6%)**	**9%**	**11%**	**6%**	**14%**	**12%**	**9%**	**12%**	**(3%)**	**4%**	**14%**

Western Division
Income Statement Trend 12 Months
For Periods Ending August 31, 2026

	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026
Revenue												
Net Patient Revenue												
Patient Revenue	10,664,576	10,821,002	10,256,153	11,299,863	11,263,725	10,710,513	11,299,784	10,991,829	11,665,207	11,936,529	12,824,058	12,638,036
Contractuals & Deductions	(6,531,596)	(6,489,232)	(6,122,620)	(6,930,776)	(6,435,649)	(6,105,219)	(6,693,699)	(6,635,404)	(7,282,100)	(6,658,667)	(7,652,750)	(7,654,978)
Total Net Patient Revenue	**4,132,980**	**4,331,770**	**4,133,533**	**4,369,087**	**4,828,075**	**4,605,295**	**4,606,085**	**4,356,425**	**4,383,107**	**5,277,862**	**5,171,308**	**4,983,058**
Realization Rate	38.8%	40.0%	40.3%	38.7%	42.9%	43.0%	40.8%	39.6%	37.6%	44.2%	40.3%	39.4%
Other Operating Revenue	496,358	519,305	572,635	505,235	499,852	527,610	510,500	518,188	761,181	468,996	489,921	496,370
Total Revenue	**4,629,338**	**4,851,075**	**4,706,169**	**4,874,322**	**5,327,927**	**5,132,905**	**5,116,585**	**4,874,613**	**5,144,289**	**5,746,858**	**5,661,229**	**5,479,428**
Expense												
Salary & Wages	2,623,341	2,887,657	2,796,885	2,710,671	3,096,439	2,559,096	2,648,438	2,709,533	2,747,007	2,654,497	2,910,974	2,826,784
Benefits	468,453	543,425	514,436	547,117	599,586	566,893	527,093	557,401	579,274	623,337	582,014	573,102
Professional & Contracted Services	127,967	212,447	154,987	172,843	160,016	185,251	158,346	188,510	148,336	178,111	153,547	155,840
Training & Development	15,810	17,522	15,726	23,133	7,265	46,670	26,644	22,452	25,696	10,170	18,794	15,376
Supplies	303,920	377,644	318,175	328,113	398,228	337,851	402,203	398,064	492,292	490,487	441,217	380,330
Repairs & Maintenance	77,363	237,029	116,500	118,598	211,076	136,474	150,548	144,108	144,543	291,274	119,853	174,194
Utilities	44,247	50,917	67,803	50,866	64,280	39,250	53,979	39,997	43,327	43,943	55,330	70,296
Rent	53,499	53,679	54,084	55,005	52,493	55,347	52,204	53,779	52,536	147,476	52,376	52,405
Risk Management	121,815	115,777	106,912	91,028	100,322	142,780	96,170	151,616	98,800	32,854	128,482	147,930
Public Relations	667	803	4,890	13,717	4,994	7,249	1,122	5,058	944	11,232	7,415	1,539
Other Expenses	115,956	151,508	159,816	154,341	159,076	131,299	143,612	128,916	128,108	145,265	95,468	122,933
Total Operating Expense	**3,953,038**	**4,648,407**	**4,310,215**	**4,265,431**	**4,853,775**	**4,208,159**	**4,260,359**	**4,399,433**	**4,460,862**	**4,628,646**	**4,565,471**	**4,520,728**
Non-Operating Income	**28,560**	**29,582**	**27,105**	**26,128**	**31,418**	**25,538**	**27,750**	**26,059**	**28,604**	**(176,283)**	**28,936**	**18,663**
Non-Operating Expenses	**285,146**	**306,058**	**283,618**	**295,950**	**299,626**	**301,455**	**308,174**	**538,112**	**318,859**	**1,428,812**	**301,971**	**306,533**
Net Income	**419,714**	**(73,808)**	**139,441**	**339,069**	**205,945**	**648,828**	**575,801**	**(36,872)**	**393,171**	**(486,883)**	**822,723**	**670,829**
Net Income %	**9%**	**(2%)**	**3%**	**7%**	**4%**	**13%**	**11%**	**(1%)**	**8%**	**(8%)**	**15%**	**12%**