EMSA Consolidated

Income Statement Budget to Actuals by Month and YTD

For Periods Ending July 31, 2026

	Actual vs Budget				YTD Actual to YTD Budget			
	Jul 2026	Jul Budget	Variance $	Variance %	YTD Actual	YTD Budget	Variance $	Variance %
Revenue								
Net Patient Revenue								
Patient Revenue	24,148,475	22,854,291	1,294,184	6%	24,148,475	22,854,291	1,294,184	6%
Contractuals & Deductions	(14,968,297)	(14,041,810)	(926,487)	7%	(14,968,297)	(14,041,810)	(926,487)	7%
Total Net Patient Revenue	**9,180,179**	**8,812,481**	**367,698**	**4%**	**9,180,179**	**8,812,481**	**367,698**	**4%**
Realization Rate	38.0%	38.6%	(1%)		38.0%	38.6%	(1%)	
Other Operating Revenue	968,765	1,021,249	(52,484)	(5%)	968,765	1,021,249	(52,484)	(5%)
Total Revenue	**10,148,944**	**9,833,730**	**315,214**	**3%**	**10,148,944**	**9,833,730**	**315,214**	**3%**
Expense								
Salary & Wages	5,314,621	5,132,957	(181,663)	(4%)	5,314,621	5,132,957	(181,663)	(4%)
Benefits	1,187,395	1,219,247	31,852	3%	1,187,395	1,219,247	31,852	3%
Professional & Contracted Services	312,483	269,667	(42,816)	(16%)	312,483	269,667	(42,816)	(16%)
Training & Development	39,684	47,073	7,389	16%	39,684	47,073	7,389	16%
Supplies	867,396	689,945	(177,452)	(26%)	867,396	689,945	(177,452)	(26%)
Repairs & Maintenance	220,460	312,072	91,611	29%	220,460	312,072	91,611	29%
Utilities	101,866	107,038	5,172	5%	101,866	107,038	5,172	5%
Rent	94,847	93,579	(1,269)	(1%)	94,847	93,579	(1,269)	(1%)
Risk Management	249,902	227,304	(22,598)	(10%)	249,902	227,304	(22,598)	(10%)
Public Relations	13,841	33,861	20,020	59%	13,841	33,861	20,020	59%
Other Expenses	204,133	275,990	71,857	26%	204,133	275,990	71,857	26%
Total Operating Expense	**8,606,629**	**8,408,732**	**(197,896)**	**(2%)**	**8,606,629**	**8,408,732**	**(197,896)**	**(2%)**
Non-Operating Income	**57,565**	**49,333**	**8,232**	**17%**	**57,565**	**49,333**	**8,232**	**17%**
Non-Operating Expenses	**596,552**	**599,467**	**2,915**	**0%**	**596,552**	**599,467**	**2,915**	**0%**
Net Income	**1,003,327**	**874,863**	**128,464**	**15%**	**1,003,327**	**874,863**	**128,464**	**15%**
Net Income %	**10%**	**9%**	**1%**		**10%**	**9%**	**1%**	

EMSA Consolidated

Trended Balance Sheet

For Periods Ending July 31, 2026

	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Assets												
Current Assets												
Cash	19,367,369	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
Patient A/R												
Gross Patient A/R	22,813,532	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
Collections- Patient A/R	9,841,327	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
Allowance for contractual and bad debts	(18,773,019)	(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)
Total Patient A/R	**13,881,840**	**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**
Allowance as % of A/R	***57.5%***	***60.1%***	***59.9%***	***58.7%***	***57.7%***	***56.4%***	***56.3%***	***57.1%***	***57.3%***	***55.8%***	***54.8%***	***50.2%***
Other Current Assets	4,513,487	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
Total Current Assets	**37,762,696**	**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**
Fixed Assets												
Property and Equipment	64,998,872	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
Accumulated Depreciation	(31,855,433)	(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)
Total Fixed Assets	**33,143,438**	**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**
Other LT Assets	**3,911,369**	**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**
Total Assets	**74,817,503**	**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**
Liabilities and Equities												
Liabilities												
Current Liabilities												
Accounts Payable and Accrued Liabilities	7,525,099	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	7,669,440
Current portion of long term debt	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**7,525,099**	**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**	**7,669,440**
Long Term Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Liabilities	**7,525,099**	**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**	**7,669,440**
Equity	**67,292,404**	**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**	**73,971,933**
Total Liabilities and Equities	**74,817,503**	**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**
Current Ratio	***5.10***	***4.80***	***4.57***	***4.60***	***4.59***	***4.38***	***4.73***	***5.29***	***5.87***	***6.92***	***4.65***	***5.56***

EMSA Consolidated

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

	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Revenue												
Net Patient Revenue												
Patient Revenue	21,501,810	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
Contractuals & Deductions	(12,776,405)	(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)
Total Net Patient Revenue	**8,725,405**	**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**
Realization Rate	40.6%	36.9%	38.0%	38.4%	37.3%	40.3%	40.3%	38.5%	38.3%	36.6%	42.5%	38.0%
Other Operating Revenue	1,064,373	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
Total Revenue	**9,789,777**	**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**
Expense												
Salary & Wages	5,063,948	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
Benefits	1,017,823	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
Professional & Contracted Services	264,767	236,477	397,592	306,171	346,021	319,896	369,365	312,098	383,544	311,644	363,543	312,483
Training & Development	18,772	34,003	32,152	27,655	45,687	16,407	89,329	56,951	36,177	44,426	19,627	39,684
Supplies	612,631	416,312	773,935	565,126	577,691	658,259	703,487	722,996	736,737	826,170	849,623	867,396
Repairs & Maintenance	239,610	177,665	380,848	238,966	234,404	326,054	336,964	285,323	264,588	281,609	285,219	220,460
Utilities	54,969	86,961	105,590	135,653	101,377	115,369	76,175	103,817	70,436	89,687	90,570	101,866
Rent	105,958	100,449	100,788	98,508	98,747	95,502	99,310	94,958	97,822	95,823	98,460	94,847
Risk Management	252,571	167,031	248,802	200,298	187,312	187,495	268,944	176,431	256,269	192,497	83,963	249,902
Public Relations	10,528	(3,777)	1,833	9,119	25,705	9,423	11,863	2,041	7,309	(632)	20,971	13,841
Other Expenses	245,372	227,876	295,278	260,808	273,222	286,136	246,309	244,561	225,668	229,454	259,044	204,133
Total Operating Expense	**7,886,950**	**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**	**8,060,171**	**8,606,629**
Non-Operating Income	**61,615**	**56,881**	**58,803**	**53,951**	**51,995**	**62,632**	**50,721**	**55,347**	**54,737**	**56,752**	**54,935**	**57,565**
Non-Operating Expenses	**497,174**	**517,286**	**509,032**	**516,581**	**552,196**	**555,876**	**573,146**	**570,208**	**797,692**	**611,039**	**2,653,994**	**596,552**
Net Income	**1,467,268**	**1,046,895**	**(305,030)**	**555,207**	**794,422**	**503,986**	**1,281,617**	**1,133,523**	**349,554**	**924,482**	**(264,057)**	**1,003,327**
Net Income %	**15%**	**12%**	**(3%)**	**6%**	**9%**	**5%**	**13%**	**12%**	**4%**	**10%**	**(3%)**	**10%**

Eastern Division

Income Statement Trend 12 Months

For Periods Ending July 31, 2026

	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Revenue												
Net Patient Revenue												
Patient Revenue	10,440,473	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
Contractuals & Deductions	(6,591,486)	(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)
Total Net Patient Revenue	**3,848,987**	**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**
Realization Rate	36.9%	34.9%	35.8%	36.5%	35.9%	37.7%	37.6%	36.2%	37.0%	35.5%	40.6%	35.4%
Other Operating Revenue	545,034	676,291	514,980	638,186	495,551	486,740	563,544	533,547	480,556	694,073	317,828	478,844
Total Revenue	**4,394,020**	**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**
Expense												
Salary & Wages	2,327,463	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
Benefits	519,188	523,925	604,232	688,293	620,740	681,804	518,541	593,373	613,527	651,258	546,172	605,381
Professional & Contracted Services	122,542	108,509	185,146	151,185	173,178	159,880	184,114	153,751	195,034	163,308	185,431	158,936
Training & Development	10,303	18,193	14,630	11,929	22,553	9,143	42,659	30,307	13,725	18,730	9,457	20,890
Supplies	310,483	112,392	396,291	246,951	249,578	260,031	365,636	320,793	338,673	333,878	359,135	426,179
Repairs & Maintenance	116,207	100,301	143,819	122,466	115,806	114,978	200,491	134,776	120,480	137,066	140,500	100,608
Utilities	20,147	42,714	54,673	67,850	50,511	51,089	36,925	49,838	30,440	46,360	46,627	46,536
Rent	49,032	46,950	47,109	44,424	43,742	43,009	43,964	42,754	44,044	43,287	43,527	42,471
Risk Management	117,734	45,216	133,025	93,386	96,285	87,173	126,164	80,261	104,653	93,697	51,109	121,420
Public Relations	7,677	(4,444)	1,030	4,229	11,988	4,429	4,614	919	2,251	(1,576)	9,739	6,426
Other Expenses	102,488	111,920	143,770	100,991	118,881	127,060	115,010	100,948	96,752	101,346	113,779	108,665
Total Operating Expense	**3,703,264**	**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**	**3,670,623**	**4,041,158**
Non-Operating Income	**29,995**	**28,321**	**29,221**	**26,847**	**25,867**	**31,214**	**25,184**	**27,598**	**28,678**	**28,148**	**27,271**	**28,629**
Non-Operating Expenses	**221,622**	**232,140**	**202,974**	**232,963**	**256,246**	**256,250**	**271,691**	**262,034**	**259,580**	**292,180**	**1,225,182**	**294,581**
Net Income	**499,129**	**627,181**	**(231,222)**	**415,766**	**455,353**	**298,042**	**632,789**	**557,722**	**386,426**	**531,311**	**(220,220)**	**180,604**
Net Income %	**11%**	**15%**	**(6%)**	**9%**	**11%**	**6%**	**14%**	**12%**	**9%**	**12%**	**(5%)**	**4%**

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

	Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026
Revenue												
Net Patient Revenue												
Patient Revenue	11,061,337	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
Contractuals & Deductions	(6,184,919)	(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)
Total Net Patient Revenue	**4,876,418**	**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**
Realization Rate	44.1%	38.8%	40.0%	40.3%	38.7%	42.9%	43.0%	40.8%	39.6%	37.6%	44.2%	40.3%
Other Operating Revenue	519,339	496,358	519,305	572,635	505,235	499,852	527,610	510,500	518,188	761,181	468,996	489,921
Total Revenue	**5,395,757**	**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**
Expense												
Salary & Wages	2,736,485	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
Benefits	498,635	468,453	543,425	514,436	547,117	599,586	566,893	527,093	557,401	579,274	623,337	582,014
Professional & Contracted Services	142,225	127,967	212,447	154,987	172,843	160,016	185,251	158,346	188,510	148,336	178,111	153,547
Training & Development	8,468	15,810	17,522	15,726	23,133	7,265	46,670	26,644	22,452	25,696	10,170	18,794
Supplies	302,148	303,920	377,644	318,175	328,113	398,228	337,851	402,203	398,064	492,292	490,487	441,217
Repairs & Maintenance	123,403	77,363	237,029	116,500	118,598	211,076	136,474	150,548	144,108	144,543	144,719	119,853
Utilities	34,823	44,247	50,917	67,803	50,866	64,280	39,250	53,979	39,997	43,327	43,943	55,330
Rent	56,926	53,499	53,679	54,084	55,005	52,493	55,347	52,204	53,779	52,536	54,933	52,376
Risk Management	134,837	121,815	115,777	106,912	91,028	100,322	142,780	96,170	151,616	98,800	32,854	128,482
Public Relations	2,852	667	803	4,890	13,717	4,994	7,249	1,122	5,058	944	11,232	7,415
Other Expenses	142,884	115,956	151,508	159,816	154,341	159,076	131,299	143,612	128,916	128,108	145,265	95,468
Total Operating Expense	**4,183,686**	**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**	**4,389,548**	**4,565,471**
Non-Operating Income	**31,621**	**28,560**	**29,582**	**27,105**	**26,128**	**31,418**	**25,538**	**27,750**	**26,059**	**28,604**	**27,665**	**28,936**
Non-Operating Expenses	**275,552**	**285,146**	**306,058**	**283,618**	**295,950**	**299,626**	**301,455**	**308,174**	**538,112**	**318,859**	**1,428,812**	**301,971**
Net Income	**968,139**	**419,714**	**(73,808)**	**139,441**	**339,069**	**205,945**	**648,828**	**575,801**	**(36,872)**	**393,171**	**(43,837)**	**822,723**
Net Income %	**18%**	**9%**	**(2%)**	**3%**	**7%**	**4%**	**13%**	**11%**	**(1%)**	**8%**	**(1%)**	**15%**