EMSA Consolidated

Income Statement Budget to Actuals by Month and YTD

For Periods Ending September 30, 2026

	Actual vs Budget				YTD Actual to YTD Budget			
	Sep 2026	Sep Budget	Variance $	Variance %	YTD Actual	YTD Budget	Variance $	Variance %
Revenue								
Net Patient Revenue								
Patient Revenue	23,340,685	22,040,746	1,299,939	6%	71,498,697	67,830,063	3,668,634	5%
Contractuals & Deductions	(14,429,254)	(13,540,836)	(888,418)	7%	(44,223,887)	(41,671,788)	(2,552,099)	6%
Total Net Patient Revenue	**8,911,431**	**8,499,910**	**411,521**	**5%**	**27,274,811**	**26,158,275**	**1,116,536**	**4%**
Realization Rate	38.2%	38.6%	(0%)		38.1%	38.6%	(1%)	
Other Operating Revenue	978,082	1,094,430	(116,348)	(11%)	2,995,459	3,190,108	(194,649)	(6%)
Total Revenue	**9,889,513**	**9,594,340**	**295,173**	**3%**	**30,270,270**	**29,348,384**	**921,886**	**3%**
Expense								
Salary & Wages	5,190,661	4,668,653	(522,008)	(11%)	15,596,181	14,505,361	(1,090,820)	(8%)
Benefits	1,120,187	1,209,537	89,350	7%	3,467,308	3,647,198	179,891	5%
Professional & Contracted Services	358,959	297,772	(61,187)	(21%)	963,090	837,246	(125,843)	(15%)
Training & Development	44,020	54,032	10,013	19%	121,204	151,032	29,827	20%
Supplies	788,050	667,518	(120,532)	(18%)	2,379,952	2,061,035	(318,917)	(15%)
Repairs & Maintenance	242,963	313,326	70,363	22%	793,105	944,566	151,461	16%
Utilities	95,474	107,038	11,564	11%	323,295	321,115	(2,180)	(1%)
Rent	100,690	93,579	(7,111)	(8%)	290,867	280,736	(10,132)	(4%)
Risk Management	300,639	227,794	(72,844)	(32%)	826,529	694,901	-131,628	-19%
Public Relations	4,598	25,568	20,971	82%	22,118	84,966	62,848	74%
Other Expenses	310,223	277,007	(33,216)	(12%)	733,900	828,250	94,350	11%
Total Operating Expense	**8,556,463**	**7,941,824**	**(614,639)**	**(8%)**	**25,517,550**	**24,356,406**	**(1,161,144)**	**(5%)**
Non-Operating Income	**61,315**	**49,333**	**11,982**	**24%**	**176,432**	**148,000**	**(28,432)**	**(19%)**
Non-Operating Expenses	**581,890**	**599,467**	**17,577**	**3%**	**1,757,868**	**1,798,402**	**40,534**	**2%**
Net Income	**812,475**	**1,102,382**	**(289,907)**	**(26%)**	**3,171,284**	**3,341,576**	**(170,292)**	**(5%)**
Net Income %	**8%**	**11%**	**(3%)**		**10%**	**11%**	**(1%)**	

EMSA Consolidated

Trended Balance Sheet

For Periods Ending September 30, 2026

	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026
Assets												
Current Assets												
Cash	18,363,888	20,702,015	22,979,284	21,201,982	21,664,144	21,607,373	23,143,335	20,745,234	23,058,401	19,742,757	21,342,474	24,078,562
Patient A/R												
Gross Patient A/R	19,636,859	21,545,194	22,078,830	24,513,509	24,113,478	24,422,978	24,195,962	25,009,373	24,208,882	26,477,119	26,679,885	23,634,902
Collections- Patient A/R	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	2,289,950
Allowance for contractual and bad debts	(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)	(11,289,437)
Total Patient A/R	**12,498,606**	**13,514,724**	**13,902,862**	**15,512,708**	**14,880,939**	**14,616,108**	**14,491,743**	**14,926,293**	**14,331,752**	**15,992,677**	**16,017,477**	**14,635,415**
Allowance as % of A/R	***59.9%***	***58.7%***	***57.7%***	***56.4%***	***56.3%***	***57.1%***	***57.3%***	***55.8%***	***54.8%***	***50.2%***	***48.6%***	***43.5%***
Other Current Assets	4,294,677	3,911,514	2,479,191	3,965,734	5,590,053	6,371,158	4,437,337	5,400,492	5,809,809	6,919,837	6,481,962	6,090,783
Total Current Assets	**35,157,171**	**38,128,253**	**39,361,337**	**40,680,424**	**42,135,136**	**42,594,639**	**42,072,415**	**41,072,019**	**43,199,962**	**42,655,271**	**43,841,913**	**44,804,760**
Fixed Assets												
Property and Equipment	67,643,087	67,335,163	67,442,402	67,954,965	68,175,618	68,934,162	69,797,211	71,164,873	69,736,864	68,099,542	68,920,301	68,956,614
Accumulated Depreciation	(31,955,500)	(31,901,769)	(32,467,972)	(33,034,249)	(33,163,974)	(33,722,937)	(33,982,078)	(34,329,812)	(32,043,207)	(32,529,666)	(33,029,307)	(33,532,323)
Total Fixed Assets	**35,687,588**	**35,433,394**	**34,974,430**	**34,920,716**	**35,011,644**	**35,211,226**	**35,815,133**	**36,835,061**	**37,693,657**	**35,569,876**	**35,890,994**	**35,424,291**
Other LT Assets	**5,112,281**	**3,466,133**	**3,712,710**	**3,682,194**	**3,434,289**	**2,946,251**	**1,890,797**	**1,522,216**	**3,339,520**	**3,416,226**	**2,939,208**	**3,873,602**
Total Assets	**75,957,040**	**77,027,780**	**78,048,477**	**79,283,334**	**80,581,069**	**80,752,116**	**79,778,345**	**79,429,296**	**84,233,139**	**81,641,373**	**82,672,115**	**84,102,653**
Liabilities and Equities												
Liabilities												
Current Liabilities												
Accounts Payable and Accrued Liabilities	7,961,837	8,518,363	8,753,048	9,501,027	9,526,332	8,547,013	7,206,600	5,926,815	11,466,261	7,870,456	7,546,428	8,164,491
Current portion of long term debt	0	0	0	0	0	0	0	0	0	0	0	0
Total Current Liabilities	**7,961,837**	**8,518,363**	**8,753,048**	**9,501,027**	**9,526,332**	**8,547,013**	**7,206,600**	**5,926,815**	**11,466,261**	**7,870,456**	**7,546,428**	**8,164,491**
Long Term Liabilities	0	0	0	0	0	0	0	0	0	0	0	0
Total Liabilities	**7,961,837**	**8,518,363**	**8,753,048**	**9,501,027**	**9,526,332**	**8,547,013**	**7,206,600**	**5,926,815**	**11,466,261**	**7,870,456**	**7,546,428**	**8,164,491**
Equity	**67,995,203**	**68,509,417**	**69,295,429**	**69,782,307**	**71,054,737**	**72,205,103**	**72,571,745**	**73,502,481**	**72,766,878**	**73,770,917**	**75,125,687**	**75,938,162**
Total Liabilities and Equities	**75,957,040**	**77,027,780**	**78,048,477**	**79,283,334**	**80,581,069**	**80,752,116**	**79,778,345**	**79,429,296**	**84,233,139**	**81,641,373**	**82,672,115**	**84,102,653**
Current Ratio	***4.42***	***4.48***	***4.50***	***4.28***	***4.42***	***4.98***	***5.84***	***6.93***	***3.77***	***5.42***	***5.81***	***5.49***

EMSA Consolidated

Income Statement Trend 12 Months

For Periods Ending September 30, 2026

	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026
Revenue												
Net Patient Revenue												
Patient Revenue	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	23,340,685
Contractuals & Deductions	(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)	(14,429,254)
Total Net Patient Revenue	**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**	**8,911,431**
Realization Rate	38.0%	38.4%	37.3%	40.3%	40.3%	38.5%	38.3%	36.6%	42.5%	38.0%	38.2%	38.2%
Other Operating Revenue	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	978,082
Total Revenue	**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**	**9,889,513**
Expense												
Salary & Wages	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	5,190,661
Benefits	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	1,120,187
Professional & Contracted Services	397,592	306,171	346,021	319,896	369,365	312,098	383,544	311,644	363,543	312,483	291,647	358,959
Training & Development	32,152	27,655	45,687	16,407	89,329	56,951	36,177	44,426	19,627	39,684	37,500	44,020
Supplies	773,935	565,126	577,691	658,259	703,487	722,996	736,737	826,170	849,623	867,396	724,506	788,050
Repairs & Maintenance	380,848	238,966	234,404	326,054	336,964	285,323	264,588	281,609	547,284	220,460	329,682	242,963
Utilities	105,590	135,653	101,377	115,369	76,175	103,817	70,436	89,687	90,570	101,866	125,954	95,474
Rent	100,788	98,508	98,747	95,502	99,310	94,958	97,822	95,823	271,120	94,847	95,331	100,690
Risk Management	248,802	200,298	187,312	187,495	268,944	176,431	256,269	192,497	83,963	249,902	275,989	300,639
Public Relations	1,833	9,119	25,705	9,423	11,863	2,041	7,309	(632)	20,971	13,841	3,680	4,598
Other Expenses	295,278	260,808	273,222	286,136	246,309	244,561	225,668	229,454	241,062	204,133	219,544	310,223
Total Operating Expense	**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**	**8,556,463**
Non-Operating Income	**58,803**	**53,951**	**51,995**	**62,632**	**50,721**	**55,347**	**54,737**	**56,752**	**54,935**	**57,565**	**57,552**	**61,315**
Non-Operating Expenses	**509,032**	**516,581**	**552,196**	**555,876**	**573,146**	**570,208**	**797,692**	**611,039**	**2,611,950**	**595,840**	**580,137**	**581,890**
Net Income	**(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**	**812,475**
Net Income %	**(3%)**	**6%**	**9%**	**5%**	**13%**	**12%**	**4%**	**10%**	**(6%)**	**10%**	**13%**	**8%**

Eastern Division

Income Statement Trend 12 Months

For Periods Ending September 30, 2026

	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026
Revenue												
Net Patient Revenue												
Patient Revenue	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	11,032,083
Contractuals & Deductions	(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)	(6,926,541)
Total Net Patient Revenue	**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**	**4,105,542**
Realization Rate	35.8%	36.5%	35.9%	37.7%	37.6%	36.2%	37.0%	35.5%	40.6%	35.4%	36.9%	37.2%
Other Operating Revenue	514,980	638,186	495,551	486,740	563,544	533,547	480,556	694,073	317,828	478,844	552,242	492,493
Total Revenue	**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**	**4,598,035**
Expense												
Salary & Wages	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	2,346,322
Benefits	604,232	688,293	620,740	681,804	518,541	593,373	613,527	651,258	546,172	605,381	586,623	575,651
Professional & Contracted Services	185,146	151,185	173,178	159,880	184,114	153,751	195,034	163,308	185,431	158,936	135,807	174,079
Training & Development	14,630	11,929	22,553	9,143	42,659	30,307	13,725	18,730	9,457	20,890	22,125	22,015
Supplies	396,291	246,951	249,578	260,031	365,636	320,793	338,673	333,878	359,135	426,179	344,176	378,250
Repairs & Maintenance	143,819	122,466	115,806	114,978	200,491	134,776	120,480	137,066	256,010	100,608	155,489	137,942
Utilities	54,673	67,850	50,511	51,089	36,925	49,838	30,440	46,360	46,627	46,536	55,658	52,957
Rent	47,109	44,424	43,742	43,009	43,964	42,754	44,044	43,287	123,643	42,471	42,926	44,612
Risk Management	133,025	93,386	96,285	87,173	126,164	80,261	104,653	93,697	51,109	121,420	128,059	149,968
Public Relations	1,030	4,229	11,988	4,429	4,614	919	2,251	(1,576)	9,739	6,426	2,140	2,328
Other Expenses	143,770	100,991	118,881	127,060	115,010	100,948	96,752	101,346	95,797	108,665	96,611	138,084
Total Operating Expense	**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**	**4,022,208**
Non-Operating Income	**29,221**	**26,847**	**25,867**	**31,214**	**25,184**	**27,598**	**28,678**	**28,148**	**231,218**	**28,629**	**38,889**	**40,611**
Non-Operating Expenses	**202,974**	**232,963**	**256,246**	**256,250**	**271,691**	**262,034**	**259,580**	**292,180**	**1,183,138**	**293,869**	**273,604**	**276,393**
Net Income	**(231,222)**	**415,766**	**455,353**	**298,042**	**632,789**	**557,722**	**386,426**	**531,311**	**(151,872)**	**181,316**	**683,941**	**340,045**
Net Income %	**(6%)**	**9%**	**11%**	**6%**	**14%**	**12%**	**9%**	**12%**	**(3%)**	**4%**	**14%**	**7%**

Western Division

Income Statement Trend 12 Months

For Periods Ending September 30, 2026

	Oct 2025	Nov 2025	Dec 2025	Jan 2026	Feb 2026	Mar 2026	Apr 2026	May 2026	Jun 2026	Jul 2026	Aug 2026	Sep 2026
Revenue												
Net Patient Revenue												
Patient Revenue	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	12,308,602
Contractuals & Deductions	(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)	(7,502,713)
Total Net Patient Revenue	**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**	**4,805,889**
Realization Rate	40.0%	40.3%	38.7%	42.9%	43.0%	40.8%	39.6%	37.6%	44.2%	40.3%	39.4%	39.0%
Other Operating Revenue	519,305	572,635	505,235	499,852	527,610	510,500	518,188	761,181	468,996	489,921	496,370	485,589
Total Revenue	**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**	**5,291,478**
Expense												
Salary & Wages	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	2,844,339
Benefits	543,425	514,436	547,117	599,586	566,893	527,093	557,401	579,274	623,337	582,014	573,102	544,536
Professional & Contracted Services	212,447	154,987	172,843	160,016	185,251	158,346	188,510	148,336	178,111	153,547	155,840	184,880
Training & Development	17,522	15,726	23,133	7,265	46,670	26,644	22,452	25,696	10,170	18,794	15,376	22,005
Supplies	377,644	318,175	328,113	398,228	337,851	402,203	398,064	492,292	490,487	441,217	380,330	409,800
Repairs & Maintenance	237,029	116,500	118,598	211,076	136,474	150,548	144,108	144,543	291,274	119,853	174,194	105,021
Utilities	50,917	67,803	50,866	64,280	39,250	53,979	39,997	43,327	43,943	55,330	70,296	42,517
Rent	53,679	54,084	55,005	52,493	55,347	52,204	53,779	52,536	147,476	52,376	52,405	56,078
Risk Management	115,777	106,912	91,028	100,322	142,780	96,170	151,616	98,800	32,854	128,482	147,930	150,671
Public Relations	803	4,890	13,717	4,994	7,249	1,122	5,058	944	11,232	7,415	1,539	2,270
Other Expenses	151,508	159,816	154,341	159,076	131,299	143,612	128,916	128,108	145,265	95,468	122,933	172,139
Total Operating Expense	**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**	**4,534,255**
Non-Operating Income	**29,582**	**27,105**	**26,128**	**31,418**	**25,538**	**27,750**	**26,059**	**28,604**	**(176,283)**	**28,936**	**18,663**	**20,704**
Non-Operating Expenses	**306,058**	**283,618**	**295,950**	**299,626**	**301,455**	**308,174**	**538,112**	**318,859**	**1,428,812**	**301,971**	**306,533**	**305,497**
Net Income	**(73,808)**	**139,441**	**339,069**	**205,945**	**648,828**	**575,801**	**(36,872)**	**393,171**	**(486,883)**	**822,723**	**670,829**	**472,430**
Net Income %	**(2%)**	**3%**	**7%**	**4%**	**13%**	**11%**	**(1%)**	**8%**	**(8%)**	**15%**	**12%**	**9%**