

Shepherd Center, Inc.  
Consolidated Balance Sheet  
March 31, 2021

*NOTE: \$272 million, 61% of total cash and investments of \$445 million is unrestricted, and available for core operating purposes, including debt repayment.*

**ASSETS**

|   |                       |                      |
|---|-----------------------|----------------------|
| Near Term Cash and Equivalents                        | \$ 74,600,412         |                      |
| <u>Short Term Cash and Equivalents</u>                | <u>\$ 4,977,071</u>   |                      |
| Total Cash and Equivalents                            |                       | \$ 79,577,483        |
| Hospital Net Patient Accounts Receivable              | \$ 79,919,217         |                      |
| Professional Net Patient Accounts Receivable          | \$ 1,697,463          |                      |
| <u>Apothecary Accounts Receivable</u>                 | <u>\$ 334,149</u>     |                      |
| Total Net Patient Accounts Receivable                 |                       | \$ 81,950,829        |
| Contributions Receivable                              |                       | \$ 22,398,777        |
| Estimated Third-Party Payor Settlements               |                       | \$ 149,174           |
| Other Current Assets                                  |                       | \$ 10,930,961        |
| <u>Intercompany Assets</u>                            |                       | <u>\$ -</u>          |
| Total Current Assets                                  |                       | \$ 195,007,224       |
| Long Term Investments - Fixed Income                  | \$ 50,483,767         |                      |
| <u>Long Term Investments - Equity</u>                 | <u>\$ 314,763,589</u> |                      |
| Total Long Term Investments                           |                       | \$ 365,247,356       |
| Assets with Limited Use                               |                       | \$ 3,790,102         |
| Net Plant Property & Equipment                        |                       | \$ 134,030,392       |
| Noncurrent Contributions Receivable, Net of Discounts |                       | \$ 60,150,452        |
| <u>Other Non-Current Assets</u>                       |                       | <u>\$ 16,246,975</u> |
| Total Assets  |                       | \$ 774,472,501       |

**LIABILITIES AND NET ASSETS**

|  |                      |                |
|--|----------------------|----------------|
| Current Portion of Long Term Debt (Bonds)      | \$ 2,400,000         |                |
| Current Portion of Annuities Payable           | \$ 492,791           |                |
| Accounts Payable                               | \$ 4,897,203         |                |
| Intercompany Payable                           | \$ -                 |                |
| Accrued Compensation and Expense               | \$ 26,138,841        |                |
| Deferred Income                                | \$ 8,185,656         |                |
| <u>Estimated Third Party Payor Settlements</u> | <u>\$ -</u>          |                |
| Total Current Liabilities                      |                      | \$ 42,114,491  |
| Long Term Annuities Payable                    | \$ 5,367,213         |                |
| <u>Long Term Debt</u>                          | <u>\$ 45,725,226</u> |                |
| Total Long-Term Debt                           |                      | \$ 51,092,439  |
| Total Liabilities                              |                      | \$ 93,206,930  |
| Unrestricted Net Assets                        |                      | \$ 431,447,371 |
| Temporarily Restricted Net Assets              |                      | \$ 205,244,717 |
| Permanently Restricted Net Assets              |                      | \$ 44,573,483  |
| Total Net Assets                               |                      | \$ 681,265,571 |
| Total Liabilities and Net Assets               |                      | \$ 774,472,501 |

*Shepherd Center*  
*Statement of Revenue & Expense*  
*FY2021 YTD Through March 2021*

|  | <u>PATIENT CARE</u> | <u>RESEARCH</u> | <u>SSC AFFILIATES<br/>APOTHECARY</u> | <u>SHEPHERD<br/>CENTER<br/>FOUNDATION</u> | <u>COMMUNITY<br/>FUNDED<br/>SERVICES</u> | <u>INVESTMENTS</u> | <u>SHEPHERD<br/>CENTER, INC.<br/>CONSOLIDATED</u> |
|--|---------------------|-----------------|--------------------------------------|---|--|--------------------|---|
| <b>REVENUE</b>   |                     |                 |                                      |   |  |                    |   |
| Net Inpatient Revenue  | \$ 169,234,375      | \$ -            | \$ -                                 | \$ -                                      | \$ -                                     | \$ -               | \$ 169,234,375                                    |
| Net Daypatient Revenue   | \$ 3,934,967        | \$ -            | \$ -                                 | \$ -                                      | \$ -                                     | \$ -               | \$ 3,934,967                                      |
| Net Outpatient Revenue   | \$ 76,519,318       | \$ -            | \$ -                                 | \$ -                                      | \$ -                                     | \$ -               | \$ 76,519,318                                     |
| Net Patient Revenue  | \$ 249,688,660      | \$ -            | \$ -                                 | \$ -                                      | \$ -                                     | \$ -               | \$ 249,688,660                                    |
| Unrestricted Contributions   | \$ -                | \$ -            | \$ -                                 | \$ -                                      | \$ 8,591,626                             | \$ -               | \$ 8,591,626                                      |
| Other Income   | \$ 3,523,269        | \$ 5,856,313    | \$ 4,046,280                         | \$ 10,555                                 | \$ 19,316                                | \$ -               | \$ 13,455,732                                     |
| Investment Income  | \$ -                | \$ -            | \$ -                                 | \$ 11,006                                 | \$ -                                     | \$ 2,312,408       | \$ 2,323,414                                      |
| Realized Investment Gains/(Losses)                                   | \$ -                | \$ -            | \$ -                                 | \$ 67,948                                 | \$ -                                     | \$ 13,617,052      | \$ 13,685,001                                     |
| Assets Released for Charity Care and Other Community Funded Services | \$ -                | \$ 1,025,050    | \$ -                                 | \$ -                                      | \$ 7,200,781                             | \$ -               | \$ 8,225,831                                      |
| Net Revenue from all sources   | \$ 253,211,929      | \$ 6,881,362    | \$ 4,046,280                         | \$ 89,510                                 | \$ 15,811,723                            | \$ 15,929,461      | \$ 295,970,265                                    |
| <b>EXPENSE</b>   |                     |                 |                                      |   |  |                    |   |
| Payroll, Benefits and Related Salary Expense                         | \$ 133,827,466      | \$ 4,232,829    | \$ 834,836                           | \$ 3,267,978                              | \$ 7,786,017                             | \$ -               | \$ 149,949,126                                    |
| Supplies and/or Cost of Goods Sold                                   | \$ 72,952,418       | \$ 20,244       | \$ 2,925,288                         | \$ 124,684                                | \$ 474,896                               | \$ -               | \$ 76,497,530                                     |
| Purchased Services   | \$ 27,067,684       | \$ 2,481,233    | \$ 82,924                            | \$ 1,091,039                              | \$ 1,220,492                             | \$ -               | \$ 31,943,373                                     |
| Depreciation & Amortization  | \$ 10,740,552       | \$ 13,328       | \$ 4,572                             | \$ 16,920                                 | \$ 1,244,135                             | \$ -               | \$ 12,019,507                                     |
| Bond Debt Costs  | \$ 639,656          | \$ -            | \$ -                                 | \$ -                                      | \$ -                                     | \$ -               | \$ 639,656  |
| Other Expenses   | \$ 977,769          | \$ 247,005      | \$ 50,531                            | \$ 363,183                                | \$ 8,422,042                             | \$ -               | \$ 10,060,530                                     |
| Subtotal Expenses  | \$ 246,205,545      | \$ 6,994,639    | \$ 3,898,151                         | \$ 4,863,804                              | \$ 19,147,583                            | \$ -               | \$ 281,109,722                                    |
| Excess Revenue/(Loss) - - - OPERATING BOTTOM LINE                    | \$ 7,006,385        | \$ (113,277)    | \$ 148,129                           | \$ (4,774,294)                            | \$ (3,335,860)                           | \$ 15,929,461      | \$ 14,860,543                                     |
| Margin   | 2.8%                | NA              | 3.7%                                 | NA  | NA                                       | NA                 | 5.0%  |
|  | ADD                 | ADD             | ADD                                  | ADD                                       | ADD                                      | ADD                | ADD   |
| Contributions of Plant, Property & Equipment                         | \$ -                | \$ -            | \$ -                                 | \$ -                                      | \$ 2,602                                 | \$ -               | \$ 2,602  |
| Net Assets Released for Plant, Property & Equipment                  | \$ -                | \$ -            | \$ -                                 | \$ -                                      | \$ 2,022,610                             | \$ -               | \$ 2,022,610                                      |
| Extraordinary Item   | \$ -                | \$ -            | \$ -                                 | \$ -                                      | \$ -                                     | \$ -               | \$ -  |
| Unrealized Gains/(Losses)  | \$ -                | \$ -            | \$ -                                 | \$ -                                      | \$ -                                     | \$ 52,202,107      | \$ 52,202,107                                     |
| Increase/(Decrease) in Unrestricted Net Assets                       | \$ 7,006,385        | \$ (113,277)    | \$ 148,129                           | \$ (4,774,294)                            | \$ (1,310,649)                           | \$ 68,131,568      | \$ 69,087,861                                     |