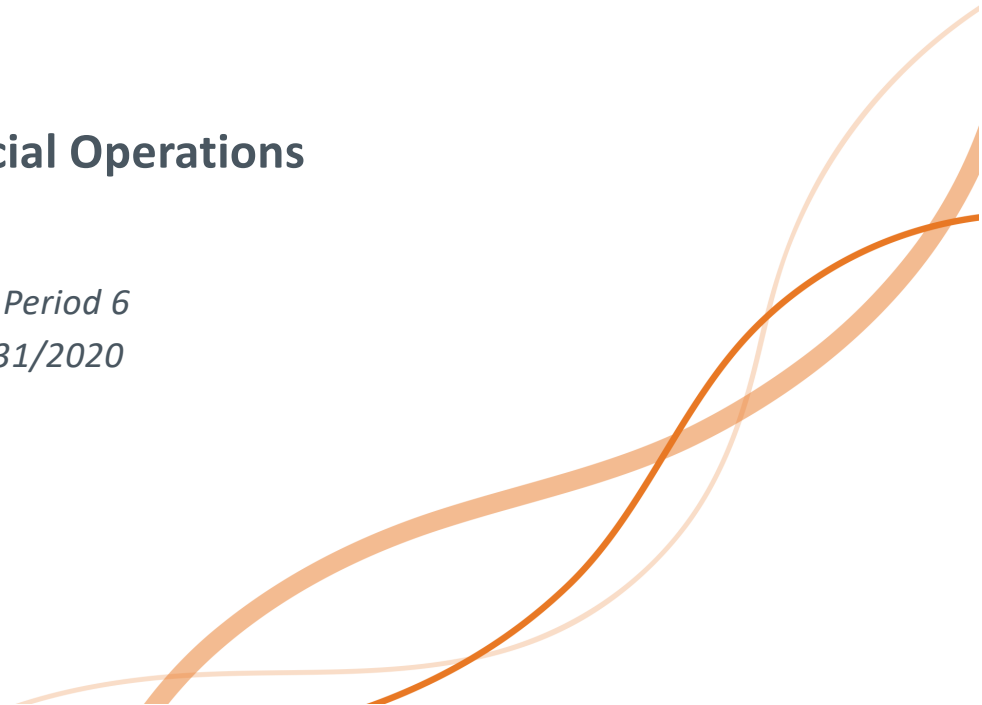




# El Camino Health

## Summary of Financial Operations

*Fiscal Year 2021 – Period 6  
7/1/2020 to 12/31/2020*



# Operational / Financial Results: Period 6 – December 2020 (as of 12/31/2020)

## PERIOD 6 - RESULTS

| (\$ thousands)        |                              | Current Year  | Budget         | Variance to Budget | Performance to Budget | Prior Year    | Variance to Prior Year |
|-----------------------|------------------------------|---------------|----------------|--------------------|-----------------------|---------------|------------------------|
| Activity / Volume     | ADC                          | 454           | 454            | -                  |                       | 443           | 11                     |
|                       | Total Discharges             | 1,867         | 1,775          | 92                 |                       | 2,151         | (284)                  |
|                       | Adjusted Discharges          | 3,012         | 2,659          | 353                |                       | 3,304         | (292)                  |
|                       | Emergency Room               | 3,158         | 2,800          | 358                |                       | 4,274         | (1,116)                |
|                       | OP Procedural Cases          | 14,576        | 7,925          | 6,651              |                       | 10,100        | 4,476                  |
|                       | Gross Charges (\$)           | 367,494       | 282,925        | 84,569             |                       | 323,501       | 43,993                 |
| Operations            | Total FTEs                   | 2,873         | 2,870          | 3                  |                       | 2,810         | 64                     |
|                       | Productive Hrs. / APD        | 30.0          | 34.3           | (4)                |                       | 30.4          | (0)                    |
|                       | Cost Per Adjusted Discharge  | 16,256        | 18,412         | (2,155)            |                       | 15,286        | 971                    |
|                       | Net Days in A/R              | 46.0          | 49.0           | (3)                |                       | 49.3          | (3)                    |
| Financial Performance | Net Patient Revenue (\$)     | 92,289        | 73,742         | 18,547             |                       | 86,005        | 6,284                  |
|                       | Total Operating Revenue (\$) | 95,368        | 78,820         | 16,548             |                       | 91,764        | 3,604                  |
|                       | <b>Operating Income (\$)</b> | <b>6,922</b>  | <b>(2,594)</b> | <b>9,516</b>       |                       | <b>12,996</b> | <b>(6,074)</b>         |
|                       | <b>Operating EBIDA (\$)</b>  | <b>13,941</b> | <b>4,013</b>   | <b>9,928</b>       |                       | <b>15,766</b> | <b>(1,825)</b>         |
|                       | Net Income (\$)              | 64,279        | 819            | 63,460             |                       | 27,174        | 37,105                 |
|                       | Operating Margin (%)         | 7.3%          | -3.3%          | 10.5%              |                       | 14.2%         | -6.9%                  |
|                       | <b>Operating EBIDA (%)</b>   | <b>14.6%</b>  | <b>5.1%</b>    | <b>9.5%</b>        |                       | <b>17.2%</b>  | <b>-2.6%</b>           |
|                       | DCOH (days)                  | 569           | 435            | 134                |                       | 484           | 85                     |

| Moody's Medians |         | Performance to 'A1' Median |
|-----------------|---------|----------------------------|
| 'A1'            | 'Aa3'   |                            |
| ---             | ---     | ---                        |
| ---             | ---     | ---                        |
| ---             | ---     | ---                        |
| ---             | ---     | ---                        |
| ---             | ---     | ---                        |
| ---             | ---     | ---                        |
| ---             | ---     | ---                        |
| 47.7            | 47.1    |                            |
| 106,723         | 257,000 |                            |
| 116,864         | 314,648 |                            |
| 3,948           | 10,135  |                            |
| 11,301          | 27,969  |                            |
| 8,219           | 18,726  |                            |
| 2.9%            | 3.6%    |                            |
| 9.7%            | 8.9%    |                            |
| 254             | 264     |                            |

Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2020. Dollar amounts have been adjusted to reflect month averages.

# Operational / Financial Results: YTD FY2021 (as of 12/31/2020)

## YTD FY2021 - RESULTS

| (\$ thousands)        |                              | Current Year  | Budget          | Variance to Budget | Performance to Budget | Prior Year    | Variance to Prior Year | Moody's Medians |                | Performance to 'A1' Median |
|-----------------------|------------------------------|---------------|-----------------|--------------------|-----------------------|---------------|------------------------|-----------------|----------------|----------------------------|
|                       |                              |               |                 |                    |                       |               |                        | 'A1'            | 'Aa3'          |                            |
| Activity / Volume     | ADC                          | 454           | 454             | -                  |                       | 443           | 11                     | ---             | ---            | ---                        |
|                       | Total Discharges             | 11,341        | 10,200          | 1,141              |                       | 12,314        | (973)                  | ---             | ---            | ---                        |
|                       | Adjusted Discharges          | 17,556        | 15,237          | 2,319              |                       | 19,247        | (1,691)                | ---             | ---            | ---                        |
|                       | Emergency Room               | 18,531        | 15,291          | 3,240              |                       | 24,518        | (5,987)                | ---             | ---            | ---                        |
|                       | OP Procedural Cases          | 77,213        | 46,024          | 31,189             |                       | 57,114        | 20,099                 | ---             | ---            | ---                        |
|                       | Gross Charges (\$)           | 2,105,782     | 1,615,223       | 490,559            |                       | 1,931,508     | 174,274                | ---             | ---            | ---                        |
| Operations            | Total FTEs                   | 2,788         | 2,841           | (53)               |                       | 2,780         | 8                      | ---             | ---            | ---                        |
|                       | Productive Hrs. / APD        | 30.9          | 35.0            | (4)                |                       | 31.3          | (0)                    | ---             | ---            | ---                        |
|                       | Cost Per Adjusted Discharge  | 16,875        | 18,844          | (1,969)            |                       | 15,724        | 1,151                  | ---             | ---            | ---                        |
|                       | Net Days in A/R              | 46.0          | 49.0            | (3)                |                       | 49.3          | (3)                    | 47.7            | 47.1           |                            |
| Financial Performance | Net Patient Revenue (\$)     | 532,989       | 420,339         | 112,650            |                       | 507,573       | 25,416                 | 640,335         | 1,541,999      |                            |
|                       | Total Operating Revenue (\$) | 556,320       | 448,147         | 108,173            |                       | 535,379       | 20,941                 | 701,184         | 1,887,889      |                            |
|                       | <b>Operating Income (\$)</b> | <b>35,884</b> | <b>(31,250)</b> | <b>67,134</b>      |                       | <b>45,295</b> | <b>(9,411)</b>         | <b>23,691</b>   | <b>60,807</b>  |                            |
|                       | <b>Operating EBIDA (\$)</b>  | <b>78,266</b> | <b>9,391</b>    | <b>68,875</b>      |                       | <b>72,598</b> | <b>5,668</b>           | <b>67,803</b>   | <b>167,812</b> |                            |
|                       | Net Income (\$)              | 177,512       | (13,926)        | 191,438            |                       | 93,670        | 83,842                 | 49,311          | 112,355        |                            |
|                       | Operating Margin (%)         | 6.5%          | -7.0%           | 13.4%              |                       | 8.5%          | -2.0%                  | 2.9%            | 3.6%           |                            |
|                       | <b>Operating EBIDA (%)</b>   | <b>14.1%</b>  | <b>2.1%</b>     | <b>12.0%</b>       |                       | <b>13.6%</b>  | <b>0.5%</b>            | <b>9.7%</b>     | <b>8.9%</b>    |                            |
|                       | DCOH (days)                  | 569           | 435             | 134                |                       | 484           | 85                     | 254             | 264            |                            |

Moody's Medians: Not-for-profit and public healthcare annual report; September 9, 2020. Dollar amounts have been adjusted to reflect 6 month totals.

## Executive Dashboard (as of 12/31/2020)

|                                     | Month   |         |            |                       | YTD     |         |            |                       |
|-------------------------------------|---------|---------|------------|-----------------------|---------|---------|------------|-----------------------|
|                                     | PY      | CY      | Bud/Target | Variance<br>CY vs Bud | PY      | CY      | Bud/Target | Variance<br>CY vs Bud |
| <b>Consolidated Financial Perf.</b> |         |         |            |                       |         |         |            |                       |
| Total Operating Revenue             | 91,764  | 95,368  | 78,820     | 16,548                | 535,379 | 556,320 | 448,147    | 108,173               |
| Operating Expenses                  | 78,768  | 88,446  | 81,414     | (7,032)               | 490,084 | 520,436 | 479,397    | (41,039)              |
| Operating Margin \$                 | 12,996  | 6,922   | (2,594)    | 9,516                 | 45,295  | 35,884  | (31,250)   | 67,134                |
| Operating Margin %                  | 14.2%   | 7.3%    | (3.3%)     | 10.5%                 | 8.5%    | 6.5%    | (7.0%)     | 13.4%                 |
| EBIDA \$                            | 15,767  | 13,940  | 4,013      | 9,927                 | 72,598  | 78,266  | 9,391      | 68,876                |
| EBIDA %                             | 17.2%   | 14.6%   | 5.1%       | 9.5%                  | 13.6%   | 14.1%   | 2.1%       | 12.0%                 |
| <b>Hospital Volume</b>              |         |         |            |                       |         |         |            |                       |
| Licensed Beds                       | 443     | 454     | 454        | -                     | 443     | 454     | 454        | -                     |
| ADC                                 | 240     | 245     | 205        | 41                    | 232     | 240     | 197        | 43                    |
| Utilization MV                      | 66%     | 64%     | 54%        | 10.2%                 | 63%     | 62%     | 51%        | 11.3%                 |
| Utilization LG                      | 30%     | 33%     | 26%        | 6.4%                  | 30%     | 32%     | 27%        | 5.7%                  |
| Utilization Combined                | 54%     | 54%     | 45%        | 9.0%                  | 52%     | 53%     | 43%        | 9.5%                  |
| Adjusted Discharges                 | 3,304   | 3,012   | 2,659      | 352                   | 19,247  | 17,556  | 15,237     | 2,319                 |
| Total Discharges (Excl NNB)         | 1,790   | 1,597   | 1,432      | 165                   | 10,174  | 9,339   | 8,197      | 1,142                 |
| Total Discharges                    | 2,151   | 1,867   | 1,775      | 92                    | 12,315  | 11,341  | 10,200     | 1,141                 |
| <b>Inpatient Cases</b>              |         |         |            |                       |         |         |            |                       |
| MS Discharges                       | 1,249   | 1,134   | 894        | 240                   | 7,043   | 6,307   | 5,086      | 1,221                 |
| Deliveries                          | 382     | 291     | 362        | (71)                  | 2,257   | 2,139   | 2,116      | 23                    |
| BHS                                 | 113     | 124     | 133        | (9)                   | 605     | 611     | 734        | (123)                 |
| Rehab                               | 46      | 48      | 44         | 4                     | 269     | 282     | 261        | 21                    |
| <b>Outpatient Cases</b>             |         |         |            |                       |         |         |            |                       |
| ED                                  | 14,374  | 17,734  | 10,725     | 7,009                 | 81,632  | 95,744  | 61,316     | 34,428                |
| ED                                  | 4,274   | 3,158   | 2,800      | 358                   | 24,518  | 18,531  | 15,291     | 3,240                 |
| <b>Procedural Cases</b>             |         |         |            |                       |         |         |            |                       |
| OP Surg                             | 551     | 562     | 339        | 223                   | 2,971   | 3,176   | 1,989      | 1,187                 |
| Endo                                | 235     | 192     | 151        | 41                    | 1,398   | 1,352   | 841        | 511                   |
| Interventional                      | 172     | 167     | 115        | 52                    | 1,085   | 1,046   | 603        | 443                   |
| All Other                           | 9,142   | 13,655  | 7,320      | 6,335                 | 51,660  | 71,639  | 42,591     | 29,048                |
| <b>Hospital Payor Mix</b>           |         |         |            |                       |         |         |            |                       |
| Medicare                            | 45.1%   | 47.3%   | 48.6%      | (1.3%)                | 48.9%   | 48.1%   | 48.4%      | (0.4%)                |
| Medi-Cal                            | 8.0%    | 9.0%    | 7.4%       | 1.6%                  | 7.6%    | 7.8%    | 7.5%       | 0.4%                  |
| Commercial IP                       | 20.8%   | 17.6%   | 20.4%      | (2.7%)                | 19.0%   | 19.9%   | 20.5%      | (0.7%)                |
| Commercial OP                       | 23.5%   | 23.2%   | 21.2%      | 2.0%                  | 22.0%   | 22.0%   | 21.1%      | 0.8%                  |
| Total Commercial                    | 44.2%   | 40.8%   | 41.6%      | (0.8%)                | 41.1%   | 41.8%   | 41.7%      | 0.2%                  |
| Other                               | 2.7%    | 2.9%    | 2.4%       | 0.5%                  | 2.4%    | 2.3%    | 2.5%       | (0.1%)                |
| <b>Hospital Cost</b>                |         |         |            |                       |         |         |            |                       |
| Total FTE <sup>1</sup>              | 2,809.5 | 2,872.3 | 2,870.1    | (2.2)                 | 2,779.9 | 2,787.7 | 2,840.8    | 53.1                  |
| Productive Hrs/APD                  | 30.4    | 30.0    | 34.3       | 4.3                   | 31.3    | 30.9    | 35.0       | 4.2                   |
| <b>Consolidated Balance Sheet</b>   |         |         |            |                       |         |         |            |                       |
| Net Days in AR                      | 49.3    | 46.0    | 49.0       | 3.0                   | 49.3    | 46.0    | 49.0       | 3.0                   |
| Days Cash                           | 484     | 569     | 435        | 133                   | 484     | 569     | 435        | 133                   |

<sup>1</sup> Paid FTE; Budget in this case is using the Flex Budget instead of Fixed Budget



## Overall Commentary for Period 6 - December 2020

Period ending 12/31/2020

- ECH and ECHMN volumes continue to exceed budget with a number of service lines exceeding pre-Covid-19 levels
- Due to an increase in the case mix index (CMI) total average length of stay (ALOS) has increased by 0.5 days which has resulted in ADC is 3.4% higher year-over-year
- Total gross charges, a surrogate for volume, were favorable to budget by \$84.6M / 30.0% and \$44.0M / 13.6% better than the same period last year
- Net patient revenue was favorable to budget by \$18.5M / 25.2% and \$6.3M / 7.3% better than the same period last year
- Operating expenses were \$7.0M / 8.6% unfavorable to budget, which is primarily attributed to higher than expected inpatient and outpatient volumes
- Operating margin was favorable to budget by \$9.5M / 366.8% and \$6.1M / 46.7% lower than the same period last year
- Operating EBIDA was favorable to budget by \$9.9M / 247.4% and \$1.8M / 11.6% lower than the same period last year



# Financial Overview: Period 6 - December 2020

Period ending 12/31/2020

## Financial Performance

- December operating income was \$6.9M compared to a budgeted loss of \$2.6M, resulting in a favorable variance of \$9.5M. The primary drivers are volume which have significantly exceeded budget, stable payor mix and close management of variable expenses
- Volumes and Revenues continue to be stronger than budget as demonstrated by:
  - Adjusted discharges were favorable to budget by 352 cases / 13.2% and 292 / 8.8% lower than the same period last year
  - Favorable variance gross charges of \$84.6M was nearly evenly split between inpatient and outpatient services:
    - Inpatient gross charges: Favorable to budget by \$42M / 28% variance primarily driven by lab, pharmacy, imaging, and critical care
    - Outpatient gross charges: Favorable to budget by \$42M / 33% variance primarily driven by surgery, lab, cath. lab, emergency room, and ancillary services
  - Operating Expenses were unfavorable to budget by \$7.0M / 8.6%, primarily due to increased patient activity, increased use / cost of PPE associated with Covid-19 and other Covid-19 associated expenses
    - SWB were unfavorable by \$3.3M / 7.3%
    - Supplies were unfavorable by \$2.7M / 28.4%
    - All other discretionary non-volume driven expenses were unfavorable to budget by \$1.0M
    - Additional expenses attributed to Covid-19 are an average of approx. \$950K per month for the first six months of FY2021
- Non Operating Income includes:
  - Investment Income of \$57.4M is primarily attributed to unrealized gains on investments



## Financial Overview: Period 6 – December 2020 (cont.)

Period ending 12/31/2020

### Financial Performance

#### Hospital Operations:

- Adjusted Discharges (AD): Favorable to budget by 352 / 13% and below prior year by 293 / 9%:
  - Mountain View: Favorable to budget by 202 ADs / 10% and below prior year by 380 / 14%
  - Los Gatos: Favorable to budget by 150 ADs / 27% and above than prior year by 87 / 14%
- Operating Expense Per Adjusted Discharge: \$24,506 which is 2% favorable to budget

Note: Excludes depreciation and interest

#### El Camino Health Medical Network (ECHMN) Operations:

- December total visits of 21,308 was 10.5% above prior month and 7.7% favorable to budget
- Net income was favorable to budget by 3% and 11% better than December 2020
- YTD ECHMN remains favorable to budget by \$195K or 1% and is \$1.3M or 7% better than FY 2020 performance



## Financial Overview: YTD FY2021 (as of 12/31/2020)

### Consolidated Financial Performance

- YTD FY2021 net operating margin of \$35.9M is favorable to budgeted by \$67.1M and consistent with Q2 forecast as presented by management in November
- Year-over-year operating margin is \$9.4M lower than the same period last year, which directly an increase in depreciation and interest of \$15.1M expenses associated with recently completed capital projects at the Mountain View campus
- Strong volume recovery from the first wave of Covid-19, consistent payor mix and careful management of variable expenses continue to be the primary drivers of favorable performance to budget
  - Adjusted discharges are 2,315 /15.2% favorable to budget and 1,682 / 8.8% lower than the same period last year
- Operating expenses are \$41.0M / 8.6% unfavorable to budget
  - Unfavorability driven higher than budgeted volumes and expenses associated with Covid-19 pandemic
  - Operating expense per adjusted discharge of \$24,551 is 4.1% favorable to budget which demonstrates consistent management of variable expenses

**Note: Excludes depreciation and interest expense**



# Consolidated Statement of Operations (\$000s)

Period ending 12/31/2020

| Period 6<br>FY 2020 | Period 6<br>FY 2021 | Period 6<br>Budget 2021 | Variance<br>Fav (Unfav) | Var%            | \$000s                               | YTD<br>FY 2020 | YTD<br>FY 2021 | YTD<br>Budget 2021 | Variance<br>Fav (Unfav) | Var%             |
|---------------------|---------------------|-------------------------|-------------------------|-----------------|--------------------------------------|----------------|----------------|--------------------|-------------------------|------------------|
|                     |                     |                         |                         |                 | <b>OPERATING REVENUE</b>             |                |                |                    |                         |                  |
| 323,501             | 367,494             | 282,925                 | 84,569                  | 29.9%           | <b>Gross Revenue</b>                 | 1,931,508      | 2,105,782      | 1,615,223          | 490,559                 | 30.4%            |
| (237,496)           | (275,206)           | (209,183)               | (66,022)                | (31.6%)         | <b>Deductions</b>                    | (1,423,935)    | (1,572,793)    | (1,194,884)        | (377,909)               | (31.6%)          |
| <b>86,005</b>       | <b>92,289</b>       | <b>73,742</b>           | <b>18,547</b>           | <b>25.2%</b>    | <b>Net Patient Revenue</b>           | <b>507,573</b> | <b>532,989</b> | <b>420,339</b>     | <b>112,650</b>          | <b>26.8%</b>     |
| 5,759               | 3,079               | 5,078                   | (1,999)                 | (39.4%)         | <b>Other Operating Revenue</b>       | 27,806         | 23,331         | 27,808             | (4,477)                 | (16.1%)          |
| <b>91,764</b>       | <b>95,368</b>       | <b>78,820</b>           | <b>16,548</b>           | <b>21.0%</b>    | <b>Total Operating Revenue</b>       | <b>535,379</b> | <b>556,320</b> | <b>448,147</b>     | <b>108,173</b>          | <b>24.1%</b>     |
|                     |                     |                         |                         |                 | <b>OPERATING EXPENSE</b>             |                |                |                    |                         |                  |
| 46,746              | 48,774              | 45,468                  | (3,306)                 | (7.3%)          | <b>Salaries &amp; Wages</b>          | 275,279        | 287,363        | 264,268            | (23,095)                | (8.7%)           |
| 12,307              | 14,519              | 11,304                  | (3,215)                 | (28.4%)         | <b>Supplies</b>                      | 80,414         | 84,167         | 65,468             | (18,700)                | (28.6%)          |
| 12,673              | 14,035              | 14,381                  | 347                     | 2.4%            | <b>Fees &amp; Purchased Services</b> | 84,322         | 83,514         | 86,654             | 3,140                   | 3.6%             |
| 4,271               | 4,100               | 3,653                   | (447)                   | (12.2%)         | <b>Other Operating Expense</b>       | 22,766         | 23,010         | 22,367             | (643)                   | (2.9%)           |
| (1,317)             | 1,428               | 926                     | (502)                   | (54.2%)         | <b>Interest</b>                      | 1,216          | 8,572          | 5,554              | (3,018)                 | (54.4%)          |
| 4,087               | 5,591               | 5,681                   | 91                      | 1.6%            | <b>Depreciation</b>                  | 26,087         | 33,810         | 35,087             | 1,277                   | 3.6%             |
| <b>78,768</b>       | <b>88,446</b>       | <b>81,414</b>           | <b>(7,032)</b>          | <b>(8.6%)</b>   | <b>Total Operating Expense</b>       | <b>490,084</b> | <b>520,436</b> | <b>479,397</b>     | <b>(41,039)</b>         | <b>(8.6%)</b>    |
| <b>12,996</b>       | <b>6,922</b>        | <b>(2,594)</b>          | <b>9,516</b>            | <b>(366.8%)</b> | <b>Net Operating Margin</b>          | <b>45,295</b>  | <b>35,884</b>  | <b>(31,250)</b>    | <b>67,134</b>           | <b>(214.8%)</b>  |
| 14,178              | 57,357              | 3,413                   | 53,943                  | 1580.4%         | <b>Non Operating Income</b>          | 48,375         | 141,628        | 17,324             | 124,304                 | 717.5%           |
| <b>27,174</b>       | <b>64,279</b>       | <b>819</b>              | <b>63,460</b>           | <b>7750.0%</b>  | <b>Net Margin</b>                    | <b>93,670</b>  | <b>177,512</b> | <b>(13,926)</b>    | <b>191,438</b>          | <b>(1374.7%)</b> |
| 17.2%               | 14.6%               | 5.1%                    | 9.5%                    |                 | <b>EBIDA</b>                         | 13.6%          | 14.1%          | 2.1%               | 12.0%                   |                  |
| 14.2%               | 7.3%                | -3.3%                   | 10.5%                   |                 | <b>Operating Margin</b>              | 8.5%           | 6.5%           | -7.0%              | 13.4%                   |                  |
| 29.6%               | 67.4%               | 1.0%                    | 66.4%                   |                 | <b>Net Margin</b>                    | 17.5%          | 31.9%          | -3.1%              | 35.0%                   |                  |

# Consolidated Balance Sheet (as of 12/31/2020)

(\$ thousands)

| ASSETS                                       | Audited           |                  | LIABILITIES AND FUND BALANCE              | Audited           |                  |
|----------------------------------------------|-------------------|------------------|-------------------------------------------|-------------------|------------------|
|                                              | December 31, 2020 | June 30, 2020    |                                           | December 31, 2020 | June 30, 2020    |
| <b>CURRENT ASSETS</b>                        |                   |                  | <b>CURRENT LIABILITIES</b>                |                   |                  |
| Cash                                         | 207,967           | 228,464          | Accounts Payable                          | 24,647            | 35,323           |
| Short Term Investments                       | 284,968           | 221,604          | Salaries and Related Liabilities          | 46,099            | 35,209           |
| Patient Accounts Receivable, net             | 137,338           | 128,564          | Accrued PTO                               | 31,128            | 28,124           |
| Other Accounts and Notes Receivable          | 8,741             | 13,811           | Worker's Comp Reserve                     | 2,300             | 2,300            |
| Intercompany Receivables                     | 32,953            | 72,592           | Third Party Settlements                   | 16,097            | 10,956           |
| Inventories and Prepays                      | 23,783            | 101,267          | Intercompany Payables                     | 32,364            | 70,292           |
| <b>Total Current Assets</b>                  | <b>695,750</b>    | <b>766,303</b>   | Malpractice Reserves                      | 1,560             | 1,560            |
|                                              |                   |                  | Bonds Payable - Current                   | 9,020             | 9,020            |
| <b>BOARD DESIGNATED ASSETS</b>               |                   |                  | Bond Interest Payable                     | 8,463             | 8,463            |
| Foundation Board Designated                  | 17,341            | 15,364           | Other Liabilities                         | 13,871            | 3,222            |
| Plant & Equipment Fund                       | 188,907           | 166,859          | <b>Total Current Liabilities</b>          | <b>185,550</b>    | <b>204,469</b>   |
| Women's Hospital Expansion                   | 30,401            | 22,563           |                                           |                   |                  |
| Operational Reserve Fund                     | 159,684           | 148,917          | <b>LONG TERM LIABILITIES</b>              |                   |                  |
| Community Benefit Fund                       | 17,917            | 17,916           | Post Retirement Benefits                  | 31,275            | 30,731           |
| Workers Compensation Reserve Fund            | 16,482            | 16,482           | Worker's Comp Reserve                     | 16,482            | 16,482           |
| Postretirement Health/Life Reserve Fund      | 31,275            | 30,731           | Other L/T Obligation (Asbestos)           | 6,509             | 4,094            |
| PTO Liability Fund                           | 30,504            | 27,515           | Bond Payable                              | 497,174           | 513,602          |
| Malpractice Reserve Fund                     | 1,971             | 1,919            | <b>Total Long Term Liabilities</b>        | <b>551,441</b>    | <b>564,908</b>   |
| Catastrophic Reserves Fund                   | 21,010            | 17,667           |                                           |                   |                  |
| <b>Total Board Designated Assets</b>         | <b>515,491</b>    | <b>465,933</b>   | <b>DEFERRED REVENUE-UNRESTRICTED</b>      | <b>76,960</b>     | <b>77,133</b>    |
|                                              |                   |                  | <b>DEFERRED INFLOW OF RESOURCES</b>       | <b>31,009</b>     | <b>30,700</b>    |
| <b>FUNDS HELD BY TRUSTEE</b>                 | <b>12,247</b>     | <b>23,478</b>    | <b>FUND BALANCE/CAPITAL ACCOUNTS</b>      |                   |                  |
|                                              |                   |                  | Unrestricted                              | 1,951,139         | 1,771,854        |
| <b>LONG TERM INVESTMENTS</b>                 | <b>476,303</b>    | <b>372,175</b>   | Board Designated                          | 194,242           | 188,457          |
|                                              |                   |                  | Restricted                                | 30,892            | 28,631           |
| <b>CHARITABLE GIFT ANNUITY INVESTMENTS</b>   | <b>708</b>        | <b>680</b>       | <b>Total Fund Bal &amp; Capital Accts</b> | <b>2,176,273</b>  | <b>1,988,942</b> |
|                                              |                   |                  |                                           |                   |                  |
| <b>INVESTMENTS IN AFFILIATES</b>             | <b>32,348</b>     | <b>29,065</b>    | <b>TOTAL LIABILITIES AND FUND BALANCE</b> | <b>3,021,233</b>  | <b>2,866,153</b> |
|                                              |                   |                  |                                           |                   |                  |
| <b>PROPERTY AND EQUIPMENT</b>                |                   |                  |                                           |                   |                  |
| Fixed Assets at Cost                         | 1,364,216         | 1,342,012        |                                           |                   |                  |
| Less: Accumulated Depreciation               | (710,283)         | (676,535)        |                                           |                   |                  |
| Construction in Progress                     | 495,912           | 489,848          |                                           |                   |                  |
| <b>Property, Plant &amp; Equipment - Net</b> | <b>1,149,845</b>  | <b>1,155,326</b> |                                           |                   |                  |
|                                              |                   |                  |                                           |                   |                  |
| <b>DEFERRED OUTFLOWS</b>                     | <b>21,425</b>     | <b>21,416</b>    |                                           |                   |                  |
| <b>RESTRICTED ASSETS</b>                     | <b>32,543</b>     | <b>28,547</b>    |                                           |                   |                  |
| <b>OTHER ASSETS</b>                          | <b>84,572</b>     | <b>3,231</b>     |                                           |                   |                  |
| <b>TOTAL ASSETS</b>                          | <b>3,021,233</b>  | <b>2,866,153</b> |                                           |                   |                  |

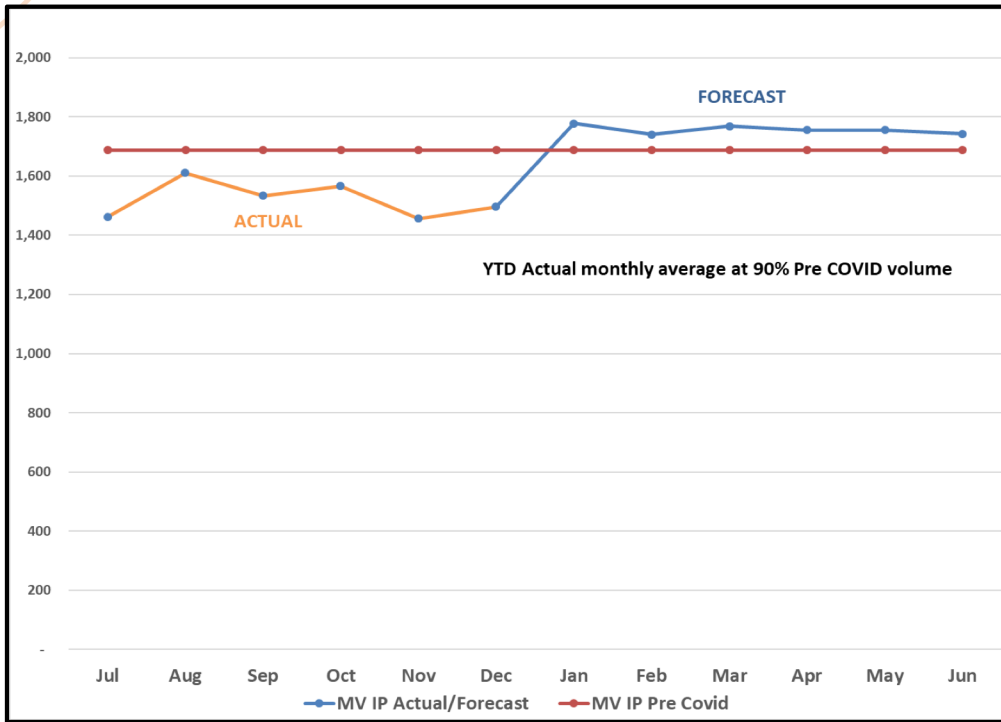


# APPENDIX

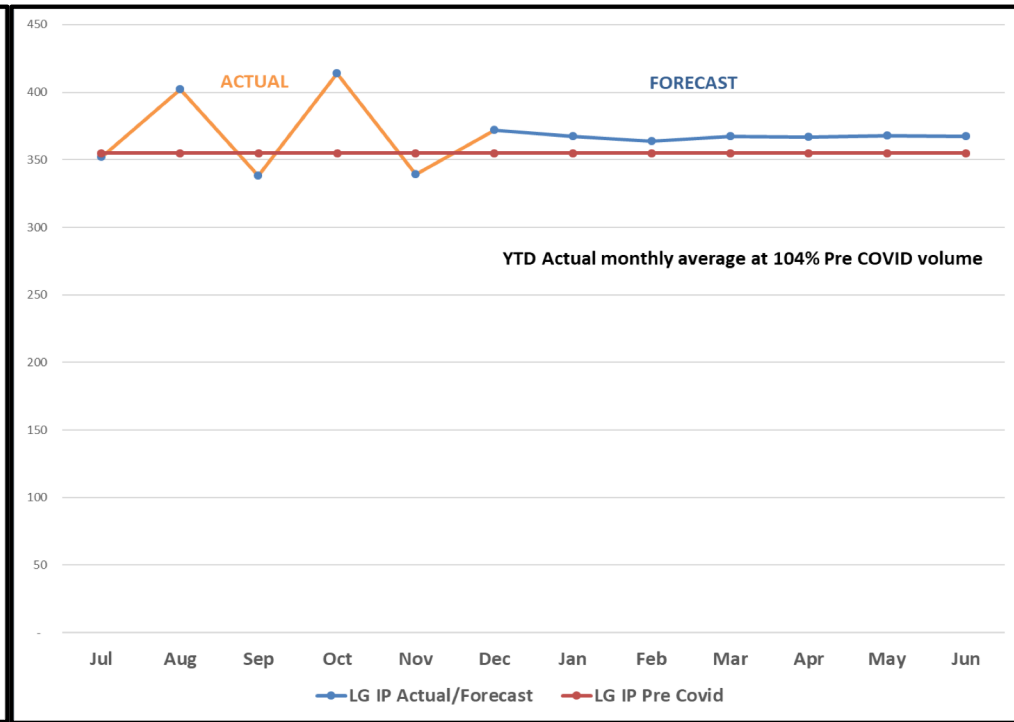
# Monthly Inpatient Volume Trends

## FY2021 Actual (Jul-Dec) & Budget (Jan-Jun) – Including Pre COVID Levels

MV



LG

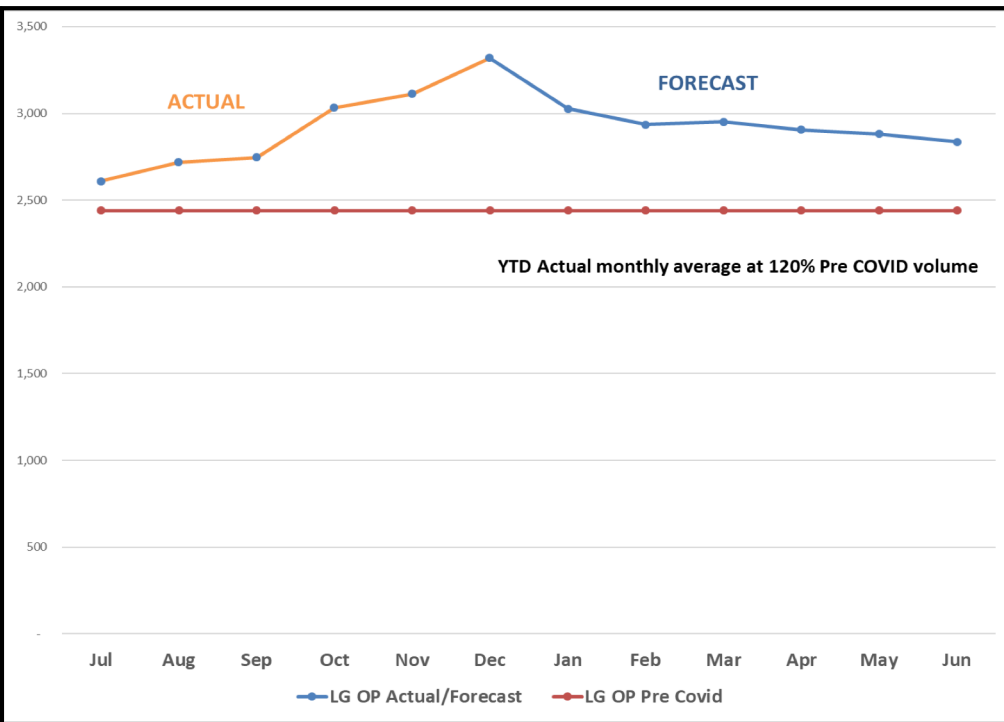
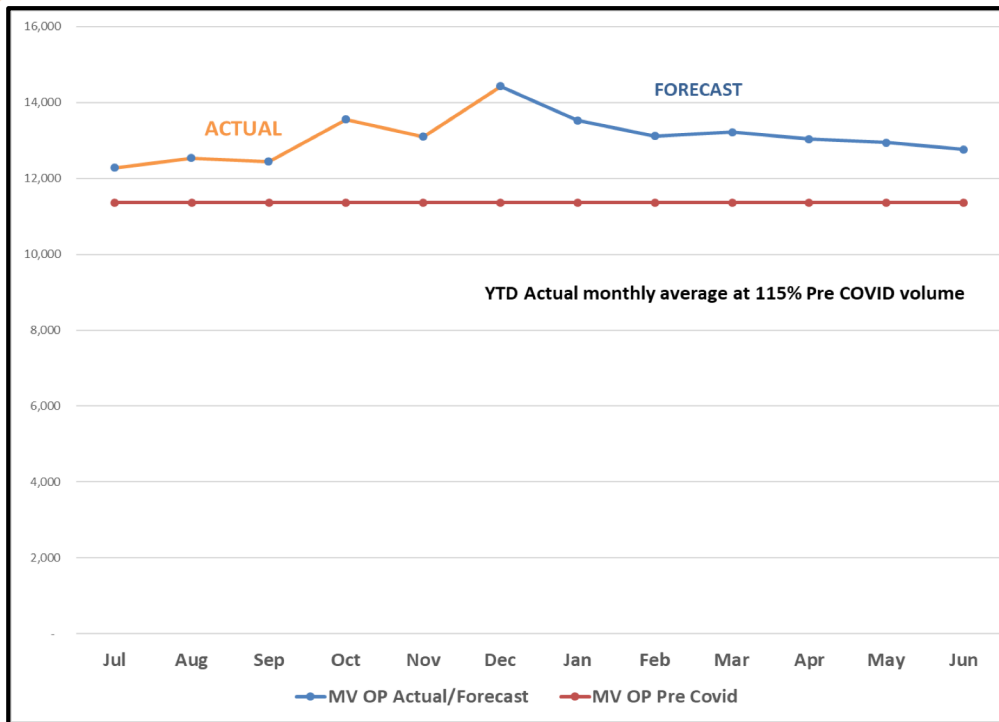


# Monthly Outpatient Volume Trends (Hospital Volume)

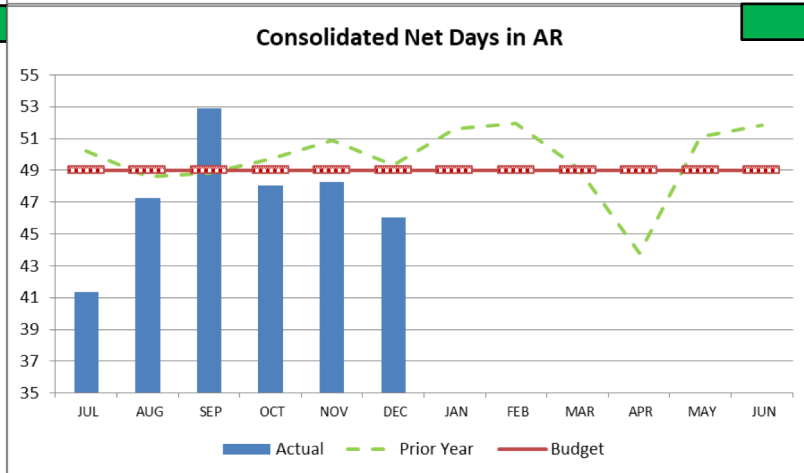
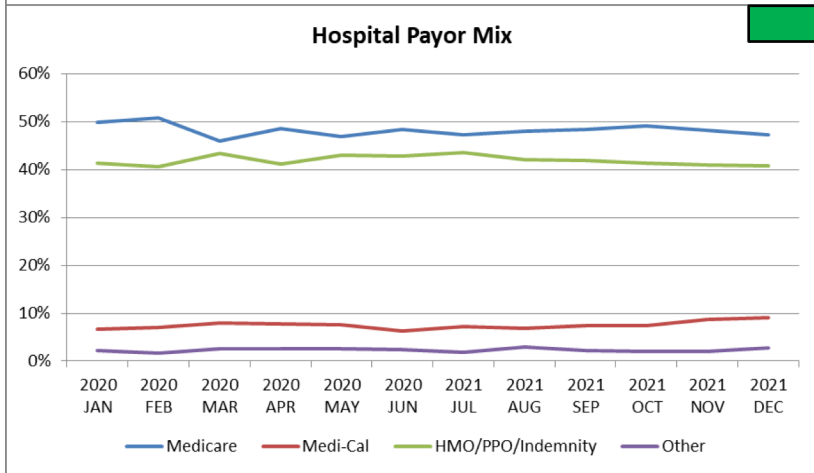
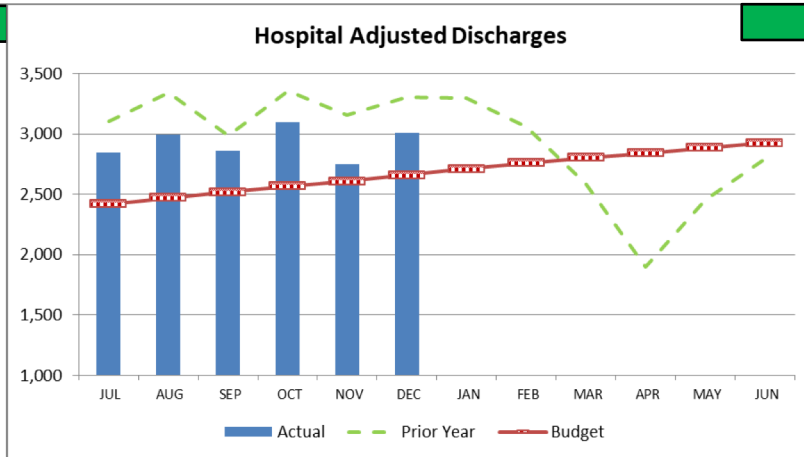
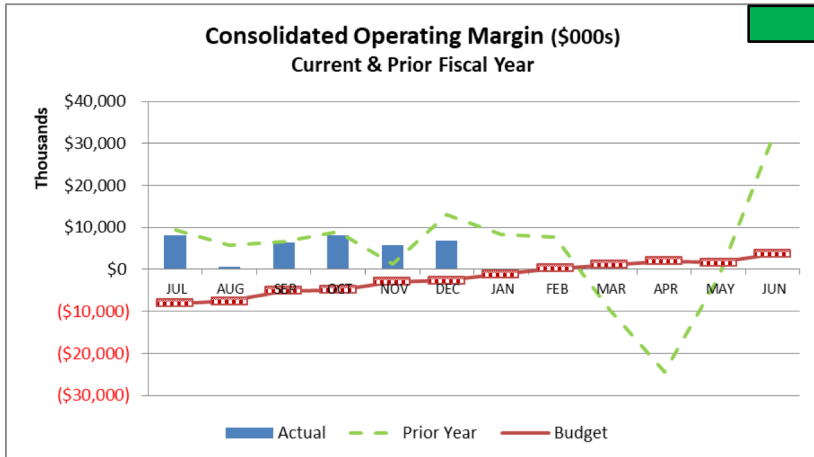
## FY2021 Actual (Jul-Dec) & Budget (Jan-Jun) – Including Pre COVID Levels

MV

LG



# YTD FY2021 Financial KPIs – Monthly Trends



## Investment Scorecard (as of 12/31/2020)

| Key Performance Indicator                 | Status | El Camino               | Benchmark                   | El Camino                | Benchmark                          | El Camino                          | Benchmark | FY21 Budget | Expectation Per Asset Allocation |
|-------------------------------------------|--------|-------------------------|-----------------------------|--------------------------|------------------------------------|------------------------------------|-----------|-------------|----------------------------------|
| <b>Investment Performance</b>             |        | CY 4Q 2020 / FY 2Q 2021 |                             | Fiscal Year-to-Date 2021 |                                    | By 2m Since Inception (annualized) |           | FY 2021     | 2019                             |
| Surplus cash balance*                     |        | \$1,302.1               | --                          | --                       | --                                 | --                                 | --        | --          | --                               |
| Surplus cash return                       |        | 8.5%                    | 8.0%                        | 13.0%                    | 12.2%                              | 6.6%                               | 6.4%      | 4.0%        | 5.6%                             |
| Cash balance plan balance (millions)      |        | \$396.2                 | --                          | --                       | --                                 | --                                 | --        | --          | --                               |
| Cash balance plan return                  |        | 11.2%                   | 9.2%                        | 17.1%                    | 14.3%                              | 8.9%                               | 7.9%      | 6.0%        | 6.0%                             |
| 403(b) plan balance (millions)**          |        | \$581.5                 | --                          | --                       | --                                 | --                                 | --        | --          | --                               |
| <b>Risk vs. Return</b>                    |        | 3-year                  |                             |                          | By 2m Since Inception (annualized) |                                    |           | 2019        |                                  |
| Surplus cash Sharpe ratio                 |        | 0.69                    | 0.67                        | --                       | --                                 | 0.93                               | 0.93      | --          | 0.34                             |
| Net of fee return                         |        | 7.8%                    | 7.3%                        | --                       | --                                 | 6.6%                               | 6.4%      | --          | 5.6%                             |
| Standard deviation                        |        | 9.0%                    | 8.6%                        | --                       | --                                 | 6.3%                               | 6.1%      | --          | 8.7%                             |
| Cash balance Sharpe ratio                 |        | 0.73                    | 0.64                        | --                       | --                                 | 1.00                               | 0.96      | --          | 0.32                             |
| Net of fee return                         |        | 9.8%                    | 8.0%                        | --                       | --                                 | 8.9%                               | 7.9%      | --          | 6.0%                             |
| Standard deviation                        |        | 11.4%                   | 10.3%                       | --                       | --                                 | 8.1%                               | 7.4%      | --          | 10.3%                            |
| <b>Asset Allocation</b>                   |        | CY 4Q 2020 / FY 2Q 2021 |                             |                          |                                    |                                    |           |             |                                  |
| Surplus cash absolute variances to target |        | 9.4%                    | < 10% Green<br>< 20% Yellow | --                       | --                                 | --                                 | --        | --          | --                               |
| Cash balance absolute variances to target |        | 7.9%                    | < 10% Green<br>< 20% Yellow | --                       | --                                 | --                                 | --        | --          | --                               |
| <b>Manager Compliance</b>                 |        | CY 4Q 2020 / FY 2Q 2021 |                             |                          |                                    |                                    |           |             |                                  |
| Surplus cash manager flags                |        | 16                      | < 24 Green<br>< 30 Yellow   | --                       | --                                 | --                                 | --        | --          | --                               |
| Cash balance plan manager flags           |        | 19                      | < 27 Green<br>< 34 Yellow   | --                       | --                                 | --                                 | --        | --          | --                               |

\*Excludes debt reserve funds (~\$12 mm), District assets (~\$34 mm), and balance sheet cash not in investable portfolio (\$214 mm). Includes Foundation (~\$39 mm) and Concern (~\$15 mm) assets.  
 \*\*As of September 30, 2020 as more recent data not yet available.

## YTD FY2021 and November Operating Margin, Non-Operating Income and Net Margin by Affiliate (as of 12/31/2020)

(\$ in thousands)

|                                                         | Period 6- Month |                |               | Period 6- FYTD  |                 |                |
|---------------------------------------------------------|-----------------|----------------|---------------|-----------------|-----------------|----------------|
|                                                         | Actual          | Budget         | Variance      | Actual          | Budget          | Variance       |
| <b>El Camino Hospital Operating Margin</b>              |                 |                |               |                 |                 |                |
| Mountain View                                           | 6,118           | (920)          | 7,038         | 41,802          | (19,219)        | 61,020         |
| Los Gatos                                               | 3,846           | 1,448          | 2,398         | 13,640          | 8,053           | 5,587          |
| <b>Sub Total - El Camino Hospital, excl. Affiliates</b> | <b>9,964</b>    | <b>528</b>     | <b>9,436</b>  | <b>55,442</b>   | <b>(11,166)</b> | <b>66,607</b>  |
| Operating Margin %                                      | 11.0%           | 0.7%           |               | 10.5%           | -2.7%           |                |
| <b>El Camino Hospital Non Operating Income</b>          |                 |                |               |                 |                 |                |
| <b>Sub Total - Non Operating Income</b>                 | <b>56,113</b>   | <b>2,905</b>   | <b>53,208</b> | <b>137,091</b>  | <b>15,509</b>   | <b>121,582</b> |
| <b>El Camino Hospital Net Margin</b>                    | <b>66,077</b>   | <b>3,433</b>   | <b>62,644</b> | <b>192,533</b>  | <b>4,343</b>    | <b>188,190</b> |
| <b>ECH Net Margin %</b>                                 | <b>73.0%</b>    | <b>4.7%</b>    |               | <b>36.5%</b>    | <b>1.0%</b>     |                |
| Concern                                                 | 152             | 228            | (76)          | 371             | 170             | 201            |
| ECSC                                                    | 0               | 0              | 0             | (3)             | 0               | (3)            |
| Foundation                                              | 802             | (11)           | 812           | 2,846           | (9)             | 2,855          |
| El Camino Health Medical Network                        | (2,751)         | (2,832)        | 80            | (18,235)        | (18,430)        | 195            |
| <b>Net Margin Hospital Affiliates</b>                   | <b>(1,798)</b>  | <b>(2,615)</b> | <b>816</b>    | <b>(15,021)</b> | <b>(18,269)</b> | <b>3,248</b>   |
| <b>Total Net Margin Hospital &amp; Affiliates</b>       | <b>64,279</b>   | <b>819</b>     | <b>63,460</b> | <b>177,512</b>  | <b>(13,926)</b> | <b>191,438</b> |



# El Camino Hospital – Mountain View (\$000s)

Period ending 12/31/2020

| Period 6<br>FY 2020 | Period 6<br>FY 2021 | Period 6<br>Budget 2021 | Variance<br>Fav (Unfav) | Var%            | \$000s                               | YTD<br>FY 2020 | YTD<br>FY 2021 | YTD<br>Budget 2021 | Variance<br>Fav (Unfav) | Var%             |
|---------------------|---------------------|-------------------------|-------------------------|-----------------|--------------------------------------|----------------|----------------|--------------------|-------------------------|------------------|
| 254,788             | 281,351             | 216,641                 | 64,710                  | 29.9%           | <b>OPERATING REVENUE</b>             |                |                |                    |                         |                  |
| (188,808)           | (211,048)           | (160,479)               | (50,570)                | (31.5%)         | <b>Gross Revenue</b>                 | 1,534,208      | 1,622,656      | 1,226,418          | 396,238                 | 32.3%            |
| <b>65,980</b>       | <b>70,303</b>       | <b>56,162</b>           | <b>14,141</b>           | <b>25.2%</b>    | <b>Deductions</b>                    | (1,129,361)    | (1,208,113)    | (908,537)          | (299,576)               | (33.0%)          |
| 3,207               | 1,161               | 2,125                   | (964)                   | (45.4%)         | <b>Net Patient Revenue</b>           | <b>404,847</b> | <b>414,543</b> | <b>317,881</b>     | <b>96,663</b>           | <b>30.4%</b>     |
| <b>69,186</b>       | <b>71,464</b>       | <b>58,288</b>           | <b>13,176</b>           | <b>22.6%</b>    | <b>Other Operating Revenue</b>       | 11,639         | 8,484          | 10,211             | (1,727)                 | (16.9%)          |
|                     |                     |                         |                         |                 | <b>Total Operating Revenue</b>       | <b>416,486</b> | <b>423,027</b> | <b>328,092</b>     | <b>94,935</b>           | <b>28.9%</b>     |
|                     |                     |                         |                         |                 | <b>OPERATING EXPENSE</b>             |                |                |                    |                         |                  |
| 37,066              | 38,539              | 36,136                  | (2,403)                 | (6.7%)          | <b>Salaries &amp; Wages</b>          | 217,602        | 226,285        | 208,751            | (17,534)                | (8.4%)           |
| 9,822               | 10,923              | 8,438                   | (2,485)                 | (29.4%)         | <b>Supplies</b>                      | 64,286         | 64,294         | 48,951             | (15,344)                | (31.3%)          |
| 5,225               | 7,077               | 6,709                   | (368)                   | (5.5%)          | <b>Fees &amp; Purchased Services</b> | 40,601         | 39,540         | 40,796             | 1,255                   | 3.1%             |
| 3,127               | 2,920               | 2,417                   | (503)                   | (20.8%)         | <b>Other Operating Expense</b>       | 16,167         | 15,367         | 14,743             | (623)                   | (4.2%)           |
| (1,318)             | 1,428               | 926                     | (502)                   | (54.2%)         | <b>Interest</b>                      | 1,215          | 8,572          | 5,554              | (3,018)                 | (54.4%)          |
| 3,245               | 4,459               | 4,581                   | 122                     | 2.7%            | <b>Depreciation</b>                  | 20,985         | 27,167         | 28,517             | 1,350                   | 4.7%             |
| <b>57,167</b>       | <b>65,345</b>       | <b>59,207</b>           | <b>(6,138)</b>          | <b>(10.4%)</b>  | <b>Total Operating Expense</b>       | <b>360,855</b> | <b>381,225</b> | <b>347,311</b>     | <b>(33,915)</b>         | <b>(9.8%)</b>    |
| <b>12,019</b>       | <b>6,118</b>        | <b>(920)</b>            | <b>7,038</b>            | <b>(765.2%)</b> | <b>Net Operating Margin</b>          | <b>55,630</b>  | <b>41,802</b>  | <b>(19,219)</b>    | <b>61,020</b>           | <b>(317.5%)</b>  |
| 12,035              | 56,113              | 2,905                   | 53,208                  | 1831.6%         | <b>Non Operating Income</b>          | 43,101         | 137,091        | 15,509             | 121,582                 | 784.0%           |
| <b>24,054</b>       | <b>62,231</b>       | <b>1,985</b>            | <b>60,246</b>           | <b>3034.7%</b>  | <b>Net Margin</b>                    | <b>98,731</b>  | <b>178,893</b> | <b>(3,710)</b>     | <b>182,603</b>          | <b>(4922.4%)</b> |
| 20.2%               | 16.8%               | 7.9%                    | 8.9%                    |                 | <b>EBIDA</b>                         | 18.7%          | 18.3%          | 4.5%               | 13.8%                   |                  |
| 17.4%               | 8.6%                | -1.6%                   | 10.1%                   |                 | <b>Operating Margin</b>              | 13.4%          | 9.9%           | -5.9%              | 15.7%                   |                  |
| 34.8%               | 87.1%               | 3.4%                    | 83.7%                   |                 | <b>Net Margin</b>                    | 23.7%          | 42.3%          | -1.1%              | 43.4%                   |                  |

# El Camino Hospital – Los Gatos (\$000s)

Period ending 12/31/2020

| Period 6<br>FY 2020 | Period 6<br>FY 2021 | Period 6<br>Budget 2021 | Variance<br>Fav (Unfav) | Var%           | \$000s                               | YTD<br>FY 2020 | YTD<br>FY 2021 | YTD<br>Budget 2021 | Variance<br>Fav (Unfav) | Var%           |
|---------------------|---------------------|-------------------------|-------------------------|----------------|--------------------------------------|----------------|----------------|--------------------|-------------------------|----------------|
|                     |                     |                         |                         |                | <b>OPERATING REVENUE</b>             |                |                |                    |                         |                |
| 61,175              | 77,112              | 57,535                  | 19,577                  | 34.0%          | <b>Gross Revenue</b>                 | 354,507        | 431,838        | 339,574            | 92,263                  | 27.2%          |
| (43,397)            | (58,346)            | (42,836)                | (15,510)                | (36.2%)        | <b>Deductions</b>                    | (264,419)      | (330,023)      | (253,128)          | (76,895)                | (30.4%)        |
| <b>17,778</b>       | <b>18,766</b>       | <b>14,699</b>           | <b>4,067</b>            | <b>27.7%</b>   | <b>Net Patient Revenue</b>           | <b>90,088</b>  | <b>101,815</b> | <b>86,446</b>      | <b>15,368</b>           | <b>17.8%</b>   |
| 379                 | 270                 | 272                     | (2)                     | (0.7%)         | <b>Other Operating Revenue</b>       | 2,311          | 2,268          | 1,627              | 642                     | 39.5%          |
| <b>18,157</b>       | <b>19,036</b>       | <b>14,970</b>           | <b>4,066</b>            | <b>27.2%</b>   | <b>Total Operating Revenue</b>       | <b>92,399</b>  | <b>104,083</b> | <b>88,073</b>      | <b>16,010</b>           | <b>18.2%</b>   |
|                     |                     |                         |                         |                | <b>OPERATING EXPENSE</b>             |                |                |                    |                         |                |
| 7,632               | 8,279               | 7,189                   | (1,091)                 | (15.2%)        | <b>Salaries &amp; Wages</b>          | 44,898         | 48,880         | 42,501             | (6,379)                 | (15.0%)        |
| 1,921               | 3,170               | 2,420                   | (749)                   | (31.0%)        | <b>Supplies</b>                      | 13,482         | 17,164         | 13,898             | (3,266)                 | (23.5%)        |
| 2,957               | 2,517               | 2,678                   | 161                     | 6.0%           | <b>Fees &amp; Purchased Services</b> | 16,602         | 16,934         | 16,017             | (917)                   | (5.7%)         |
| 411                 | 336                 | 398                     | 62                      | 15.7%          | <b>Other Operating Expense</b>       | 2,056          | 2,314          | 2,616              | 302                     | 11.6%          |
| 0                   | 0                   | 0                       | 0                       | 0.0%           | <b>Interest</b>                      | 0              | 0              | 0                  | 0                       | 0.0%           |
| 788                 | 888                 | 837                     | (51)                    | (6.1%)         | <b>Depreciation</b>                  | 4,777          | 5,152          | 4,988              | (164)                   | (3.3%)         |
| <b>13,710</b>       | <b>15,190</b>       | <b>13,522</b>           | <b>(1,668)</b>          | <b>(12.3%)</b> | <b>Total Operating Expense</b>       | <b>81,815</b>  | <b>90,443</b>  | <b>80,020</b>      | <b>(10,423)</b>         | <b>(13.0%)</b> |
| <b>4,447</b>        | <b>3,846</b>        | <b>1,448</b>            | <b>2,398</b>            | <b>165.6%</b>  | <b>Net Operating Margin</b>          | <b>10,584</b>  | <b>13,640</b>  | <b>8,053</b>       | <b>5,587</b>            | <b>69.4%</b>   |
| 0                   | 0                   | 0                       | 0                       | 0.0%           | <b>Non Operating Income</b>          | 0              | 0              | 0                  | 0                       | 0.0%           |
| <b>4,447</b>        | <b>3,846</b>        | <b>1,448</b>            | <b>2,398</b>            | <b>165.6%</b>  | <b>Net Margin</b>                    | <b>10,584</b>  | <b>13,640</b>  | <b>8,053</b>       | <b>5,587</b>            | <b>69.4%</b>   |
| 28.8%               | 24.9%               | 15.3%                   | 9.6%                    |                | <b>EBIDA</b>                         | 16.6%          | 18.1%          | 14.8%              | 3.2%                    |                |
| 24.5%               | 20.2%               | 9.7%                    | 10.5%                   |                | <b>Operating Margin</b>              | 11.5%          | 13.1%          | 9.1%               | 4.0%                    |                |
| 24.5%               | 20.2%               | 9.7%                    | 10.5%                   |                | <b>Net Margin</b>                    | 11.5%          | 13.1%          | 9.1%               | 4.0%                    |                |

# El Camino Health Medical Network (\$000s)

Period ending 12/31/2020

| Period 6<br>FY 2020 | Period 6<br>FY 2021 | Period 6<br>Budget 2021 | Variance<br>Fav (Unfav) | Var%           | \$000s                               | YTD<br>FY 2020  | YTD<br>FY 2021  | YTD<br>Budget 2021 | Variance<br>Fav (Unfav) | Var%           |
|---------------------|---------------------|-------------------------|-------------------------|----------------|--------------------------------------|-----------------|-----------------|--------------------|-------------------------|----------------|
|                     |                     |                         |                         |                | <b>OPERATING REVENUE</b>             |                 |                 |                    |                         |                |
| 7,539               | 9,031               | 8,749                   | 282                     | 3.2%           | <b>Gross Revenue</b>                 | 42,793          | 51,289          | 49,231             | 2,057                   | 4.2%           |
| (5,291)             | (5,811)             | (5,869)                 | 57                      | 1.0%           | <b>Deductions</b>                    | (30,154)        | (34,658)        | (33,220)           | (1,438)                 | (4.3%)         |
| <b>2,248</b>        | <b>3,220</b>        | <b>2,880</b>            | <b>339</b>              | <b>11.8%</b>   | <b>Net Patient Revenue</b>           | <b>12,639</b>   | <b>16,631</b>   | <b>16,012</b>      | <b>619</b>              | <b>3.9%</b>    |
| 1,601               | 803                 | 1,957                   | (1,154)                 | (59.0%)        | <b>Other Operating Revenue</b>       | 9,575           | 8,073           | 11,627             | (3,554)                 | (30.6%)        |
| <b>3,849</b>        | <b>4,023</b>        | <b>4,838</b>            | <b>(815)</b>            | <b>(16.8%)</b> | <b>Total Operating Revenue</b>       | <b>22,214</b>   | <b>24,704</b>   | <b>27,639</b>      | <b>(2,935)</b>          | <b>(10.6%)</b> |
|                     |                     |                         |                         |                | <b>OPERATING EXPENSE</b>             |                 |                 |                    |                         |                |
| 1,566               | 1,603               | 1,622                   | 19                      | 1.2%           | <b>Salaries &amp; Wages</b>          | 10,037          | 9,615           | 9,974              | 358                     | 3.6%           |
| 580                 | 426                 | 435                     | 9                       | 2.1%           | <b>Supplies</b>                      | 2,566           | 2,621           | 2,552              | (69)                    | (2.7%)         |
| 4,070               | 3,942               | 4,583                   | 641                     | 14.0%          | <b>Fees &amp; Purchased Services</b> | 24,817          | 24,501          | 27,386             | 2,885                   | 10.5%          |
| 672                 | 801                 | 768                     | (33)                    | (4.3%)         | <b>Other Operating Expense</b>       | 4,040           | 5,016           | 4,590              | (426)                   | (9.3%)         |
| 1                   | 0                   | 0                       | 0                       | 0.0%           | <b>Interest</b>                      | 0               | 0               | 0                  | 0                       | 0.0%           |
| 52                  | 231                 | 261                     | 31                      | 11.8%          | <b>Depreciation</b>                  | 310             | 1,414           | 1,567              | 153                     | 9.8%           |
| <b>6,940</b>        | <b>7,003</b>        | <b>7,669</b>            | <b>667</b>              | <b>8.7%</b>    | <b>Total Operating Expense</b>       | <b>41,769</b>   | <b>43,168</b>   | <b>46,069</b>      | <b>2,901</b>            | <b>6.3%</b>    |
| <b>(3,092)</b>      | <b>(2,980)</b>      | <b>(2,832)</b>          | <b>(149)</b>            | <b>5.2%</b>    | <b>Net Operating Margin</b>          | <b>(19,555)</b> | <b>(18,464)</b> | <b>(18,430)</b>    | <b>(34)</b>             | <b>0.2%</b>    |
| 0                   | 229                 | 0                       | 229                     | 0.0%           | <b>Non Operating Income</b>          | 0               | 229             | 0                  | 229                     | 0.0%           |
| <b>(3,092)</b>      | <b>(2,751)</b>      | <b>(2,832)</b>          | <b>80</b>               | <b>(2.8%)</b>  | <b>Net Margin</b>                    | <b>(19,555)</b> | <b>(18,235)</b> | <b>(18,430)</b>    | <b>195</b>              | <b>(1.1%)</b>  |
|                     |                     |                         |                         |                | <b>EBIDA</b>                         | -86.6%          | -69.0%          | -61.0%             | (8.0%)                  |                |
|                     |                     |                         |                         |                | <b>Operating Margin</b>              | -88.0%          | -74.7%          | -66.7%             | (8.1%)                  |                |
|                     |                     |                         |                         |                | <b>Net Margin</b>                    | -88.0%          | -73.8%          | -66.7%             | (7.1%)                  |                |