SILVER PINES																				
3 Year Pro Forma P&L & B	alance Sheet																			
02/20/20								CO obtained												
			_			Avg I	Daily Census	6	6	8	8	10	10	12	12	12	14	14	14	
							Month	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	6 Feb-21	7 Mar-21	8 Apr-21	9 May-21	10 Jun-21	11 Jul-21	12 Aug-21	Total Year One
P&L																				
Revenue																				
Average Daily Census (maximum 3 Average Daily Census % Capacity	2)		_	-			x/32	19%	19%	25%	8 25%	10 31%	10 31%	12 38%	12 38%	12 38%	14 44%	14 44%	14 44%	-
Monthly Total Patient Days								180	186	240	248	310	280	372	360	372	420	434	434	
Revenue Per Day per Patient Gross Revenue							\$1,460.00	\$1,460 \$262,800	\$1,460 \$271,560	\$1,460 \$350,400	\$1,460 \$362,080	\$1,460 \$452,600	\$1,460 \$408,800	\$1,460 \$543,120	\$1,460 \$525,600	\$1,460 \$543,120	\$1,460 \$613,200	\$1,460 \$633,640	\$1,460 \$633,640	
Total Revenues								\$262,800	\$271,560	\$350,400	\$362,080	\$452,600	\$408,800	\$543,120	\$525,600	\$543,120	\$613,200	\$633,640	\$633,640	\$5,600,560
Expenses			_																	
Fixed	Rent		_	-		per month 50,000	Annual 600,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$600,000
	Insurance: Property					833	10,000	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$10,000
	Insurance: GL & Prof Insurance: Medical N	essional   Nalpractice (1 Doctor	)			2,000 1,000	24,000 12,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$24,000 \$12,000
	Insurance: E&O Real Estate Taxes					417 3,333	5,000	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$417 \$3,333	\$5,000 \$40,000
	Property Manageme	nt				1,000	12,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
	Building Maintenanc Company Vehicles (1	e \				1,000	12,000 20,004	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$1,000 \$1,667	\$12,000 \$20,004
	Vehicle Expense				- 1	833	10,000	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$10,000
	Marketing Equipment Maintena	~~		-		7,500 417	90,000	\$7,500 417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$7,500 \$417	\$90,000
	Organized Activities					3,000	36,000	3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$36,000
	Laundry/Janitorial Se Stericycle Services	rvices (see Room tur	nove	r)		2,000 1,000	24,000 24,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$2,000 \$1,000	\$24,000 \$12,000
	Utilities Utilities							\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Electric Gas	_			3,000 1,250	36,000 15,000	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$3,000 \$1,250	\$36,000 \$15,000
		Trash				500	6,000	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
		Water & Sewer Phone & IT				1,500 417	18,000 5,000	\$900 \$417	\$900 \$417	\$900 \$417	\$900 \$417	\$900 \$417	\$900 \$417	\$1,125 \$417	\$1,125 \$417	\$1,125 \$417	\$1,125 \$417	\$1,125 \$417	\$1,125 \$417	\$12,150 \$5,000
	Software licenses Misc Supplies					1,667	20,000	\$1,667 \$1,000	\$1,667	\$1,667 \$1,000	\$1,667 \$1,000	\$1,667 \$1,000	\$1,667 \$1,000	\$1,667 \$1,000	\$1,667 \$1,000	\$1,667 \$1,000	\$1,667 \$1,000	\$1,667 \$1,000	\$1,667 \$1,000	\$20,000
	Legal					1,250	15,000	\$1,000	\$1,000	\$1,250	\$1,250	\$1,000	\$1,000	\$1,250	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$15,000
	Depreciation		_	-		5,105		5,105 \$0	\$5,105 \$0	\$5,105 \$0	\$5,105	\$5,105 \$0	\$5,105	\$5,105	\$5,105	\$5,105 \$0	\$5,105	\$5,105	\$5,105	\$61,259 \$0
	Interest Accounting					3,333	40,000	\$3,333	\$3,333	\$3,333	\$0 \$3,333	\$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$3,333	\$0 \$3,333	\$0 \$3,333	\$0 \$3,333	\$40,000
Total Fixed	Accreditation and Ce	rtification		-		2,000	24,000	\$2,000 \$96,422	\$2,000 \$96,422	\$2,000 \$96,422	\$2,000 \$96,422	\$2,000 \$96,422	\$2,000 \$96,422	\$2,000 \$96,647	\$2,000 \$96,647	\$2,000 \$96,647	\$2,000 \$96,647	\$2,000 \$96,647	\$2,000 \$96,647	\$24,000
								330,411	330,422	750,421	730,411	330,421	250,422	330,041	330,041	330,047	330,047	330,047	330,047	51,130,413
Variable	# of I	Patients for Staffing	6	12	18	24														
	Clinical Payroll			_																
		Medical Director Medical Prov	1.5	2	3	3	260,000 225,000	\$10,833 \$28,125	\$10,833 \$28,125	\$10,833 \$28,125	\$10,833 \$28,125	\$10,833 \$28,125	\$10,833 \$28,125	\$10,833 \$37,500	\$10,833 \$37,500	\$10,833 \$37,500	\$10,833 \$37,500	\$10,833 \$37,500	\$10,833 \$37,500	\$130,000 \$393,750
		Medical Prov	0.8	0.75	1	1	125,000	\$7,813	\$7,813 \$8,750	\$7,813	\$7,813 \$8,750	\$7,813	\$7.813	\$7,813	\$7,813	\$7,813	\$7,813	\$7,813	\$7,813	\$93,750 \$105,000
		Nurse Manag Nurse	4	4	9	10	105,000 80,000	\$8,750 \$26,667	\$8,750 \$26,667	\$8,750 \$26,667	\$8,750	\$8,750 \$26,667	\$8,750 \$26,667	\$8,750 \$26,667	\$8,750 \$26,667	\$8,750 \$26,667	\$8,750 \$26,667	\$8,750 \$26,667	\$8,750 \$26,667	\$105,000
		Mobile Regis Clinical Director	1		1	1	90,000	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$90,000 \$150,000
		Clinical Director Counselor	1.5		3	1 4	150,000 70,000	\$12,500 \$8,750	\$12,500 \$8,750	\$12,500 \$8,750	\$12,500 \$8,750	\$12,500 \$8,750	\$12,500 \$8,750	\$12,500 \$11,667	\$12,500 \$11,667	\$12,500 \$11,667	\$12,500 \$11,667	\$12,500 \$11,667	\$12,500 \$11,667	\$150,000
		Aftercare Speciali	1	. 1	2	3	42,000	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$3,500	\$42,000
	Admin Payroll	Direct Care S	- 6	10	10	14	38,500	\$19,250	\$19,250	\$19,250	\$19,250	\$19,250	\$19,250	\$32,083	\$32,083	\$32,083	\$32,083	\$32,083	\$32,083	\$308,000
		Executive Directo Receptionist	1	1	1	1	150,000 50,000	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500 \$4,167	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$150,000 \$50,000
		Intake Coordinate	4	4	5	5		\$4,167 \$13,173	\$4,167 \$13,173	\$4,167 \$13,173	\$4,167 \$13,173	\$13,173	\$4,167 \$13,173	\$4,167 \$13,173	\$4,167 \$13,173	\$4,167 \$13,173	\$4,167 \$13,173	\$4,167 \$13,173	\$4,167 \$13,173	\$158,080
		Database Manage Accountant	0.5	0.5	0.5	0.5	70,000 70,000	\$2,917 \$4,375	\$2,917 \$4,375	\$2,917 \$4,375	\$2,917	\$2,917 \$4,375	\$2,917 \$4,375	\$2,917 \$4,375	\$2,917	\$2,917 \$4,375	\$2,917 \$4,375	\$2,917 \$4,375	\$2,917	\$35,000 \$52,500
		Human Resource		0.75	0.5	0.5		\$7,500	\$7,500	\$7,500	\$4,375 \$7,500	\$7,500	\$7,500	\$5,625	\$4,375 \$5,625	\$5,625	\$5,625	\$5,625	\$4,375 \$5,625	\$78,750
	Support Services	Chef	_	٠.			80,000	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$6,667	\$0 \$80,000
		Cooks	2	3	4	4	58,240	\$9,707	\$9,707	\$9,707	\$9,707	\$9,707	\$9,707	\$14,560	\$14,560	\$14,560	\$14,560	\$14,560	\$14,560	\$145,600
		Kitchen Staff Drivers	0.5	0.5	0.5	0.5	41,600 41,600	\$6,933 \$1,733	\$6,933 \$1,733	\$6,933 \$1,733	\$6,933 \$1,733	\$6,933 \$1,733	\$6,933 \$1,733	\$10,400 \$1,733	\$10,400 \$1,733	\$10,400 \$1,733	\$10,400 \$1,733	\$10,400 \$1,733	\$10,400 \$1,733	\$104,000 \$20,800
							12,000	41,.55	44,00	44/100	\$2,100	72,100	45/100	42/100	72,133	44,100	44,111	45/.55	45,.55	
	Total Payroll		32	38.8	50.5	57.5		\$203,359	\$203,359	\$203,359	\$203,359	\$203,359	\$203,359	\$234,929	\$234,929	\$234,929	\$234,929	\$234,929	\$234,929	\$2,629,730
	Payroll Taxes Health Care		26	31	40.4	Annual 46	Cost per emp 18.000	\$20,336 \$38,400	\$20,336 \$38,400	\$20,336 \$38,400	\$20,336 \$38,400	\$20,336 \$38,400	\$20,336 \$38,400	\$23,493 \$46,500	\$23,493 \$46,500	\$23,493 \$46.500	\$23,493 \$46,500	\$23,493 \$46,500	\$23,493 \$46,500	\$262,973 \$509.400
	Life and Disability						40,000	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$3,333	\$40,000
	Insurance: Workers 0 401k	Comp	_				80,000	\$6,667	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$6,667 \$0	\$80,000
	Ancillary Services	Grp fitness, massag	e, acı	upunctu	re, life coac	hing, & nutriti	ional counseli	\$13,688	\$13,688	\$13,688	\$13,688	\$13,688	\$13,688	\$13,688	\$13,688	\$13,688	\$13,688	\$13,688	\$13,688	\$164,250
		per census per day	_		50			\$9,000	\$9,300	\$12,000	\$12,400	\$15,500	\$14,000	\$18,600	\$18,000	\$18,600	\$21,000	\$21,700	\$21,700	\$0 \$191,800
	Smallwares Uniforms	nual per # residents	_	-	32 ####################################	50 50														\$0
	Linens	inual per employee tual per # residents			32	100														\$0 \$0
	Dues & Subscriptions Charitable Contributi	ons	_	-		167 3.000	2,000 36.000	\$167 \$3,000	\$167 \$3,000	\$167 \$3,000	\$167 \$3,000	\$167 \$3.000	\$167 \$3,000	\$167 \$3,000	\$167 \$3,000	\$167 \$3,000	\$167 \$3,000	\$167 \$3,000	\$167 \$3,000	\$2,000 \$36,000
	Travel and entertains	ment				250	3,000	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$3,000
	Employee Appreciati Background checks	on	_	-		100	1 200	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$100	\$0 \$1.200
	Medication Costs	P	er ce	nsus per	day	50	-,	\$9,000	\$9,300	\$12,000	\$12,400	\$15,500	\$14,000	\$18,600	\$18,000	\$18,600	\$21,000	\$21,700	\$21,700	\$191,800
	Medical Supplies Medical Records (EH	R)	_			2,000		\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$403 \$2,000	\$4,839 \$24,000
		census days/7	_			50 58	700	\$1,286 \$58	\$1,329 \$58	\$1,714 \$58	\$1,771 \$58	\$2,214 \$58	\$2,000 \$58	\$2,657 \$58	\$2,571 \$58	\$2,657 \$58	\$3,000 \$58	\$3,100 \$58	\$3,100 \$58	\$27,400 \$700
	Phones					560	6,720	\$560	\$560	\$560	\$560	\$560	\$560	\$560	\$560	\$560	\$560	\$560	\$560	\$6,720
Total Variable	Computer & IT Exper	ise	_	-		12,000		\$1,000 \$312,607	\$1,000 \$313,249	\$1,000 \$319,035	\$1,000 \$319,892	\$1,000 \$326,535	\$1,000 \$323,321	\$1,000 \$376,005	\$1,000 \$374,719	\$1,000 \$376,005	\$1,000 \$381,148	\$1,000 \$382,648	\$1,000 \$382,648	\$12,000 \$4,187,812
								J312,00/	73,249	JJ47,U33	JJ17,072	yyx0,333	JJE3,321	J., 0,003	JJ, 9, 113	3310,005	3,501,148	3302,048	JJ02,096	5-,107,012
Total Expenses								\$409,028	\$409,671	\$415,457	\$416,314	\$422,957	\$419,743	\$472,652	\$471,366	\$472,652	\$477,795	\$479,295	\$479,295	\$5,346,225
Profit/Loss								(\$146,228)	(\$138,111)	(\$65,057)	(\$54,234)	\$29,643	(\$10,943)	\$70,468	\$54,234	\$70,468	\$135,405	\$154,345	\$154,345	\$254,335
								,	,)		,, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,	,	,		,	,			
Cash Flow																				
Operating Activities	Net Income		_	$\vdash$				(\$146,228)	(\$138,111)	(\$65,057)	(\$54,234)	\$29,643	(\$10,943)	\$70,468	\$54,234	\$70,468	\$135,405	\$154,345	\$154,345	
	Depreciation & Amo	rtization (non cash)						5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	5,105	\$154,345 5,105	
	Change in Accounts I Change in Prepaid Ex	Receivables	_	$\vdash$				(262,800) (1,200,000)	(8,760) 50,000	(78,840) 50,000	(11,680) 50,000	(90,520) 50,000	43,800 50,000	(134,320) 50,000	17,520 50,000	(17,520) 50,000	(70,080) 50,000	(20,440) 50,000	50,000	
	Change in Inventorie	5						(9,000)	(300)	(2,700)	(400)	(3,100)	1,500	(4,600)	600	(600)	(2,400)	(700)	50,000	
	Change in Accounts I	Payable	_	-				39,266	343	3,086	457	3,543	(1,714)	5,707	(686)	686	2,743	800		
Cash Flow from Operating Activitie	Change in Accrued E:	¥						(\$1,573,658)	(\$91,724)	(\$88,406)	(\$10,752)	(\$5,329)	\$87,748	(\$7,640)	\$126,773	\$108,139	\$120,773	\$189,110	\$209,450	
Investing Activities			_	-																
	Fixed Asset additions																			
			_	_																
Financing Activities																				
	Bank loans																		-	
	Bank loans Member equity							- :	- :	- :	- :	- :	- :	- :	- :	- :	- :	- :	- :	
										\$ (88,406)			\$ 87,748 \$ 208,767					\$ 189,110		