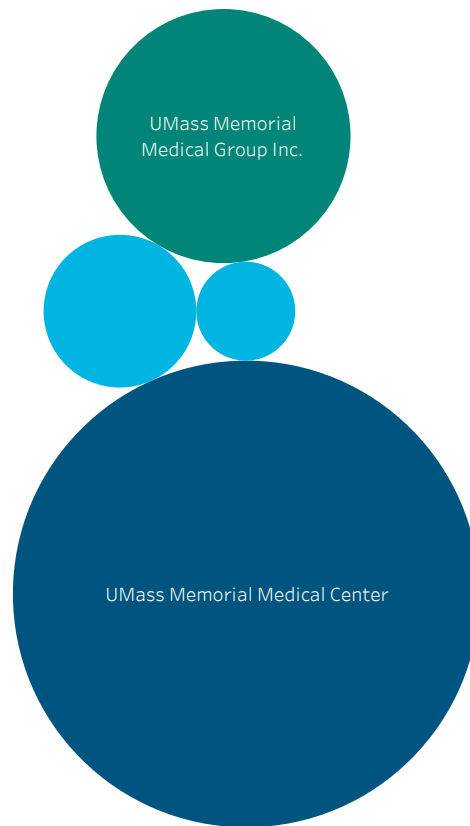


## UMass Memorial Health Care

- Academic Medical Center
- Community-High Public Payer
- Physician Organization



Images are sized based on the entity's portion of operating revenue within their health system. Image size is not comparable between systems.

		Operating Revenue in Millions	Net Assets in Millions	Profit (Loss) in Millions	Operating Margin	Total Margin
<b>Hospital Health System</b>	UMass Memorial Health Care	\$2,825.0	\$1,076.5	\$216.7	4.6%	7.5%
<b>Acute Hospital</b>	HealthAlliance-Clinton Hospital	\$201.3	\$155.1	(\$8.2)	-6.0%	-4.0%
	Marlborough Hospital	\$84.4	\$46.0	\$0.3	-1.8%	0.3%
	UMass Memorial Medical Center	\$1,878.8	\$194.8	\$48.3	1.9%	2.6%
<b>Physician Organization</b>	UMass Memorial Medical Group Inc.	\$557.2		(\$46.3)	-8.6%	-8.3%

\* Table includes only the system's affiliated acute hospitals, physician organizations, and health plans. System totals may also include non-acute hospitals, other health care providers, other owned organizations, and consolidating eliminations.