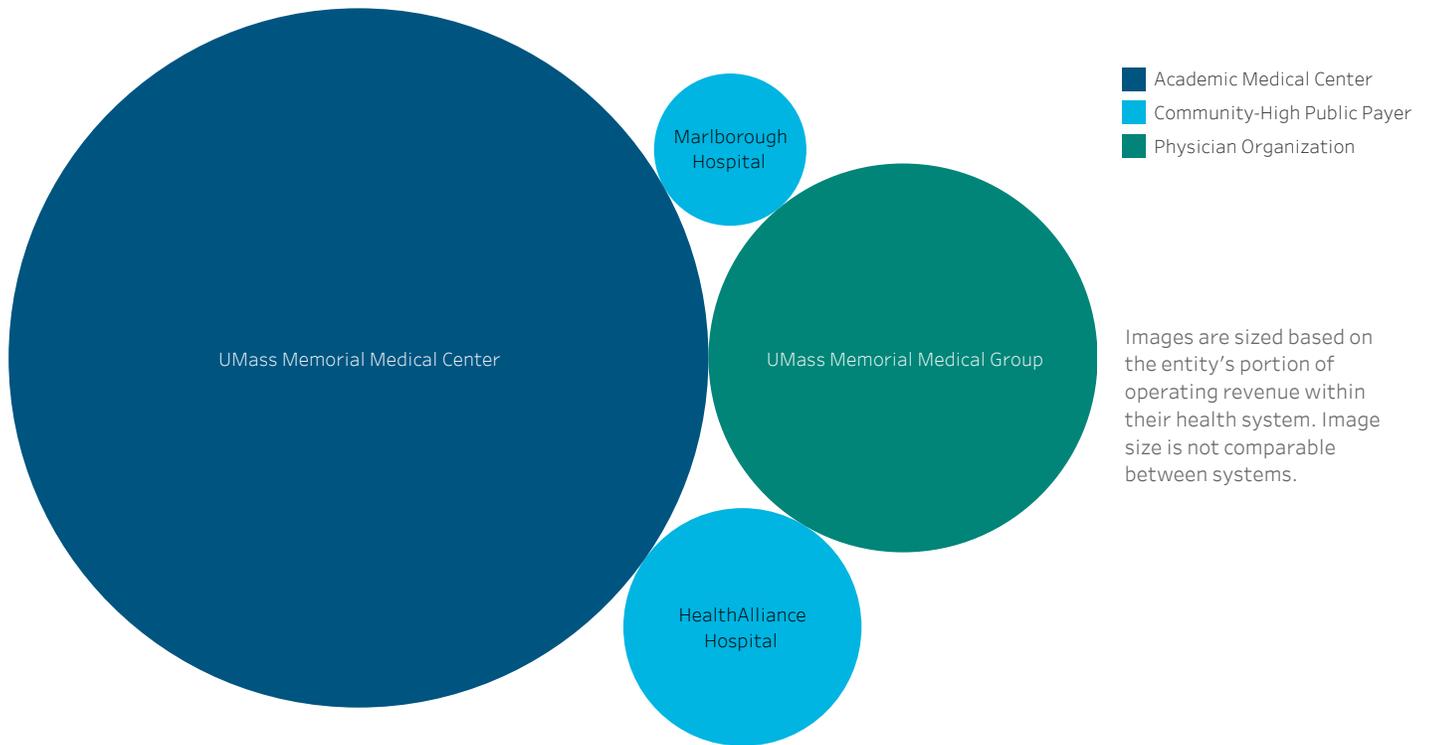


UMass Memorial Health Care



		Operating Revenue in Millions	Net Assets in Millions	Profit (Loss) in Millions	Operating Margin	Total Margin
Hospital Health System*	UMass Memorial Health Care	\$2,487.0	\$1,015.7	(\$19.3)	-2.8%	-0.8%
Acute Hospital	HealthAlliance Hospital	\$200.5	\$166.1	(\$13.7)	-8.2%	-6.7%
	Marlborough Hospital	\$82.1	\$48.6	(\$0.1)	-3.0%	-0.2%
	UMass Memorial Medical Center	\$1,731.3	\$177.3	\$1.7	-0.4%	0.1%
Physician Organization	UMass Memorial Medical Group	\$535.3		(\$52.4)	-10.1%	-9.8%

*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.