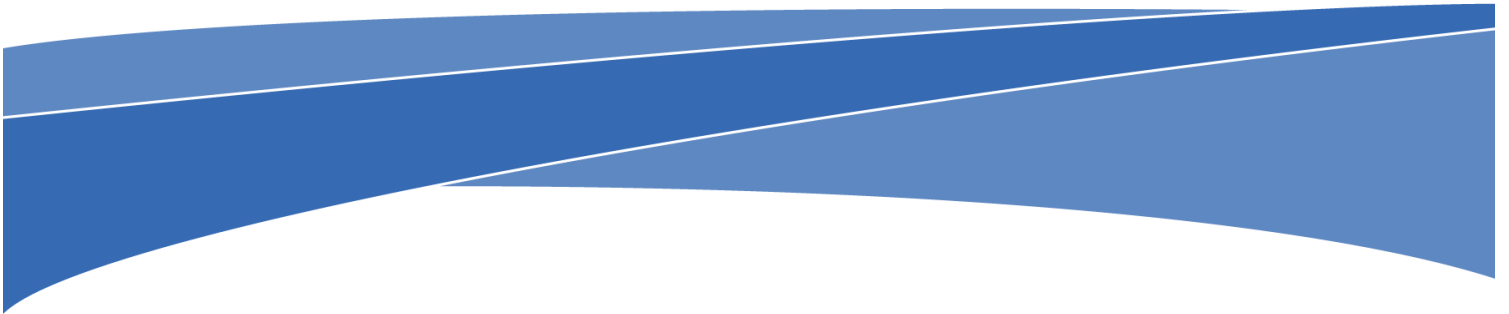


# Qvinci Dental Group

## Business Intelligence Package

For the Period Ending:  
November 30, 2019



### Reporting Entities

AA GL - Apple Family Dental

prepared by  
COMPANY NAME  
COMPANY EMAIL  
COMPANY PHONE

**Qvinci Dental Group**  
**KPI Summary Analysis**  
As of November 30, 2019

**INCOME ANALYSIS**

Description	Ideal Range		Actual
	Low	High	
Total Income	< \$681,291	-	87,476

**EXPENSE ANALYSIS**

Description	Ideal Range		Actual
	Low	High	
Cost of Goods Sold	-	-	23,876
COGS Margin	<26%	>29%	27.20%

Description	Ideal Range		Actual
	Low	High	
Total Labor	-	-	14,876
Total Labor Margin	<24%	>26%	17.01%

Description	Ideal Range		Actual
	Low	High	
Rent	-	-	8,946
Rent Margin	<5%	>10%	10.23%

Description	Ideal Range		Actual
	Low	High	
Total Controllable Expenses	-	-	16,452
Total Controllable Expenses Margin	<9%	>11%	18.81%

Description	Ideal Range		Actual
	Low	High	
Total Other (Royalties, Mktg, Insur, Tax, Other Personnel)	-	-	11,945
Total Other Margin (Royalties, Mktg, Insur, Tax, Other Personnel)	<14%	>16%	13.66%

Description	Ideal Range		Actual
	Low	High	
Operating Profit (before Rent)	-	-	3,567
Operating Profit (before Rent) Margin	<18.5%	-	4.08%

**Qvinci Dental Group**  
**Peer Benchmarking Report**  
**Top 20% Comparison for This Fiscal Year Ending:**  
**November 30, 2019**

	Top 20% (4 of 18 locations)	Top 20% (4 of 18 locations) %	AA GL - Apple Family Dental	AA GL - Apple Family Dental %
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
Unmapped	164,390.46	6.48%	0.00	0.00%
Consulting	712.82	0.03%	0.00	0.00%
Other Income	666.16	0.03%	0.00	0.00%
Rebates	(6,845.66)	-0.27%	0.00	0.00%
Sales	72,561.61	2.86%	0.00	0.00%
Services	2,304,677.03	90.87%	365,480.77	100.00%
<b>Total Income</b>	<b>2,536,162.43</b>	<b>100.00%</b>	<b>365,480.77</b>	<b>100.00%</b>
<b>Gross Profit</b>	<b>2,536,162.43</b>	<b>100.00%</b>	<b>365,480.77</b>	<b>100.00%</b>
<b>Expense</b>				
<b>Business Expenses</b>				
Accounting	10,117.77	0.40%	1,458.05	0.40%
Bank Charges	883.30	0.03%	127.29	0.03%
Building Costs	0.00	0.00%	1,860.24	0.51%
Disposal Costs	1,269.67	0.05%	182.97	0.05%
Donations	1,454.40	0.06%	2.48	0.00%
Dues and Subscriptions	9,598.44	0.38%	1,383.21	0.38%
Equipment	2,691.46	0.11%	387.86	0.11%
Insurance – Worker’s Comp	1,753.69	0.07%	252.72	0.07%
Interest Expense	27,448.97	1.08%	3,955.61	1.08%
Legal	2,506.46	0.10%	361.20	0.10%
Liability Insurance	11,644.62	0.46%	1,678.08	0.46%
Malpractice Insurance	9,261.89	0.37%	1,334.71	0.37%
Materials	52.74	0.00%	7.60	0.00%
Merchant Service Fees	16,355.12	0.64%	2,356.90	0.64%
Office Supply	6,276.07	0.25%	904.43	0.25%
Other Insurance	778.45	0.03%	112.18	0.03%
Outsourcing Fees	8,117.47	0.32%	172.92	0.05%
Postage and Delivery	1,320.82	0.05%	190.34	0.05%
Printing Costs	680.88	0.03%	98.12	0.03%
Processing Costs	4,247.10	0.17%	612.04	0.17%
Professional Licenses	1,322.97	0.05%	190.65	0.05%
Professional Services	85,157.23	3.36%	12,271.82	3.36%
Retirement Plan Costs	320.18	0.01%	46.14	0.01%
Taxes	11,552.26	0.46%	1,664.77	0.46%
Tech Expenses	0.00	0.00%	1,530.83	0.42%
Uniforms	1,319.01	0.05%	190.08	0.05%
Business Expenses - Other	1,199.94	0.05%	0.00	0.00%
<b>Total Business Expenses</b>	<b>217,330.86</b>	<b>8.57%</b>	<b>33,333.24</b>	<b>9.12%</b>
<b>Facility &amp; Equipment Expenses</b>				
Cleaning Costs	2,778.48	0.11%	400.40	0.11%
Communications Costs	0.00	0.00%	755.65	0.21%
Equipment Rental	1,081.69	0.04%	155.88	0.04%
Office Maintenance	12,908.67	0.51%	434.53	0.12%
Property Taxes	3,540.06	0.14%	510.15	0.14%
Rent	70,354.70	2.77%	10,138.66	2.77%

**Qvinci Dental Group**  
**Peer Benchmarking Report**  
**Top 20% Comparison for This Fiscal Year Ending:**  
**November 30, 2019**

	Top 20% (4 of 18 locations)	Top 20% (4 of 18 locations) %	AA GL - Apple Family Dental	AA GL - Apple Family Dental %
Repairs and Maintenance	5,178.48	0.20%	746.26	0.20%
Utilities	14,370.56	0.57%	1,315.26	0.36%
Facility & Equipment Expenses - Other	3,015.31	0.12%	0.00	0.00%
<b>Total Facility &amp; Equipment Expenses</b>	<b>113,227.95</b>	<b>4.46%</b>	<b>14,456.79</b>	<b>3.96%</b>
<b>Marketing Expenses</b>				
Advertising and Promotion	33,897.40	1.34%	3,113.23	0.85%
Internet and Website	27,393.11	1.08%	2,416.73	0.66%
SEO	0.00	0.00%	1,601.95	0.44%
<b>Total Marketing Expenses</b>	<b>61,290.51</b>	<b>2.42%</b>	<b>7,131.91</b>	<b>1.95%</b>
<b>Owner Expenses</b>				
Cars	4,554.92	0.18%	656.40	0.18%
Donations	7.84	0.00%	210.72	0.06%
Entertainment	0.00	0.00%	578.45	0.16%
Parking and Tolls	232.40	0.01%	33.49	0.01%
Special Marketing Costs	0.00	0.00%	169.70	0.05%
Staff Development	6,738.22	0.27%	230.94	0.06%
Training	1,602.55	0.06%	971.03	0.27%
Travel Expense	10,505.96	0.41%	935.54	0.26%
<b>Total Owner Expenses</b>	<b>23,641.89</b>	<b>0.93%</b>	<b>3,786.27</b>	<b>1.04%</b>
<b>Payroll Expenses</b>				
401K	2,504.31	0.10%	328.50	0.09%
Back Payroll Expenses	529.46	0.02%	76.30	0.02%
Benefits	5,934.65	0.23%	852.75	0.23%
Contractors	34,823.59	1.37%	1,169.79	0.32%
Executive Assistant Comp	57,956.75	2.29%	8,352.02	2.29%
Hygienist Compensation	63,809.04	2.52%	9,195.38	2.52%
Misc Salary Costs	84,661.97	3.34%	12,200.45	3.34%
Office Staff Compensation	70,827.47	2.79%	10,206.79	2.79%
Part-time Labor	0.00	0.00%	1,366.56	0.37%
Payroll Service Fees	2,617.90	0.10%	377.26	0.10%
Payroll Taxes	28,613.23	1.13%	4,123.39	1.13%
Profit Sharing Pool	0.00	0.00%	112.45	0.03%
Reimbursement	4.37	0.00%	0.63	0.00%
Salaries	135,037.81	5.32%	1,190.59	0.33%
Payroll Expenses - Other	780.32	0.03%	0.00	0.00%
<b>Total Payroll Expenses</b>	<b>488,100.88</b>	<b>19.25%</b>	<b>49,552.86</b>	<b>13.56%</b>
<b>Temp Labor Costs</b>				
Temp Labor	0.00	0.00%	5,018.35	1.37%
Temp Payroll Taxes	9,482.90	0.37%	0.00	0.00%
Temp Retirement Program	0.00	0.00%	32.39	0.01%
Temp Salary	0.00	0.00%	18,269.41	5.00%
<b>Total Temp Labor Costs</b>	<b>9,482.90</b>	<b>0.37%</b>	<b>23,320.15</b>	<b>6.38%</b>
<b>Variable Costs</b>				
Dental Supplies	131,894.26	5.20%	19,006.99	5.20%
Dentures and Implants	20,110.43	0.79%	2,898.07	0.79%
Lab Fees	55,892.12	2.20%	8,054.49	2.20%
<b>Total Variable Costs</b>	<b>207,896.81</b>	<b>8.20%</b>	<b>29,959.55</b>	<b>8.20%</b>
<b>Total Expense</b>	<b>1,120,971.79</b>	<b>44.20%</b>	<b>161,540.77</b>	<b>44.20%</b>
<b>Net Ordinary Income</b>	<b>1,415,190.65</b>	<b>55.80%</b>	<b>203,940.00</b>	<b>55.80%</b>

**Qvinci Dental Group**  
**Peer Benchmarking Report**  
**Top 20% Comparison for This Fiscal Year Ending:**  
**November 30, 2019**

	Top 20% (4 of 18 locations)	Top 20% (4 of 18 locations) %	AA GL - Apple Family Dental	AA GL - Apple Family Dental %
<b>Other Income/Expense</b>				
<b>Other Income</b>		0.03%		0.00%
<b>Total Other Income</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Other Expense</b>				
<b>Doctor Comp</b>				
Disability Ins	5,079.53	0.20%	732.00	0.20%
Health Ins	6,939.25	0.27%	1,000.00	0.27%
Life Insurance	3,247.57	0.13%	468.00	0.13%
Owner Salary	277,570.00	10.94%	40,000.00	10.94%
Payroll Taxes	27,618.22	1.09%	3,980.00	1.09%
Retirement Fund	1,804.21	0.07%	260.00	0.07%
<b>Total Doctor Comp</b>	<b>322,258.77</b>	<b>12.71%</b>	<b>46,440.00</b>	<b>12.71%</b>
<b>Total Other Expense</b>	<b>322,258.77</b>	<b>12.71%</b>	<b>46,440.00</b>	<b>12.71%</b>
<b>Net Other Income</b>	<b>(322,258.77)</b>	<b>-12.71%</b>	<b>(46,440.00)</b>	<b>-12.71%</b>
<b>Net Income</b>	<b>1,092,931.88</b>	<b>43.09%</b>	<b>157,500.00</b>	<b>43.09%</b>

**Qvinci Dental Group**  
**KPI - Month Over Month Analysis for Month Ending:**  
**November 30, 2019**

	Nov 2019	Nov 2018	Trend	
<b>PROFITABILITY</b>				
Total Revenue	\$365,481	\$446,166	↓	-18%
Operating Profit Margin	55.8%	40%	↑	39%
Profitability Ratio	43%	35%	↑	22%
Gross Profit Margin	100%	100%	↑	0%
<b>ACTIVITY</b>				
Working Capital Ratio	11552%	11586%	↓	0%
Accounts Receivable Days	0	0	↓	-51%
Accounts Payable Days	7	11	↓	-39%
<b>CASH</b>				
Cash on Hand	\$2,468,750	\$2,468,750	↑	0%
Months of Cash Reserves	15.3	9.2	↑	66%
<b>EFFICIENCY</b>				
Return on Equity	68%	111%	↓	-38%
Return on Assets	2%	3%	↓	-25%
Return on Capital Employed	68%	111%	↓	-38%
<b>ASSET USAGE</b>				
Asset Turnover	68%	110%	↓	-38%
<b>LIQUIDITY</b>				
Quick Ratio	11552%	11586%	↓	0%
Current Ratio	11552%	11586%	↓	0%
<b>DEBT</b>				
Debt to Equity	1%	1%	↑	0%
Debt to Total Assets	1%	1%	↑	0%
<b>VERTICAL ANALYSIS</b>				
COGS	\$0	\$0	↑	0%
Gross Profit	\$365,481	\$446,166	↓	-18%
Total Expenses	\$161,541	\$267,666	↓	-40%
Net Income	\$157,500	\$157,500	↑	0%

**ENTITIES IN THIS REPORT**

AA GL - Apple Family Dental

**Qvinci Dental Group**  
**KPI - Year Over Year Analysis as of:**  
**November 30, 2019**

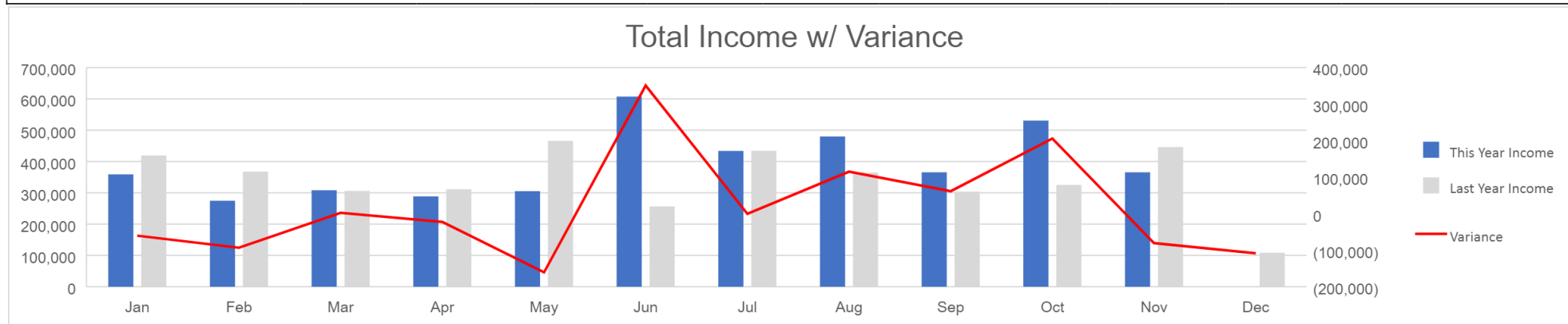
	Jan 01, 2019-Nov 30, 2019	Jan 01, 2018-Nov 30, 2018		Trend
<b>PROFITABILITY</b>				
Total Revenue	\$4,317,887	\$4,000,352	↑	8%
Operating Profit Margin	47.1%	44%	↑	8%
Profitability Ratio	35%	38%	↓	-8%
Gross Profit Margin	100%	100%	↑	0%
<b>ACTIVITY</b>				
Working Capital Ratio	11552%	11586%	↓	0%
Accounts Receivable Days	1	2	↓	-35%
Accounts Payable Days	77	95	↓	-19%
<b>CASH</b>				
Cash on Hand	\$2,468,750	\$2,468,750	↑	0%
Months of Cash Reserves	1.1	1.1	↓	-2%
<b>EFFICIENCY</b>				
Return on Equity	808%	995%	↓	-19%
Return on Assets	23%	31%	↓	-26%
Return on Capital Employed	808%	995%	↓	-19%
<b>ASSET USAGE</b>				
Asset Turnover	801%	986%	↓	-19%
<b>LIQUIDITY</b>				
Quick Ratio	11552%	11586%	↓	0%
Current Ratio	11552%	11586%	↓	0%
<b>DEBT</b>				
Debt to Equity	1%	1%	↑	0%
Debt to Total Assets	1%	1%	↑	0%
<b>VERTICAL ANALYSIS</b>				
COGS	\$0	\$0	↑	0%
Gross Profit	\$4,317,887	\$4,000,352	↑	8%
Total Expenses	\$2,283,110	\$2,246,852	↑	2%
Net Income	\$1,504,877	\$1,522,500	↓	-1%

**ENTITIES IN THIS REPORT**

AA GL - Apple Family Dental

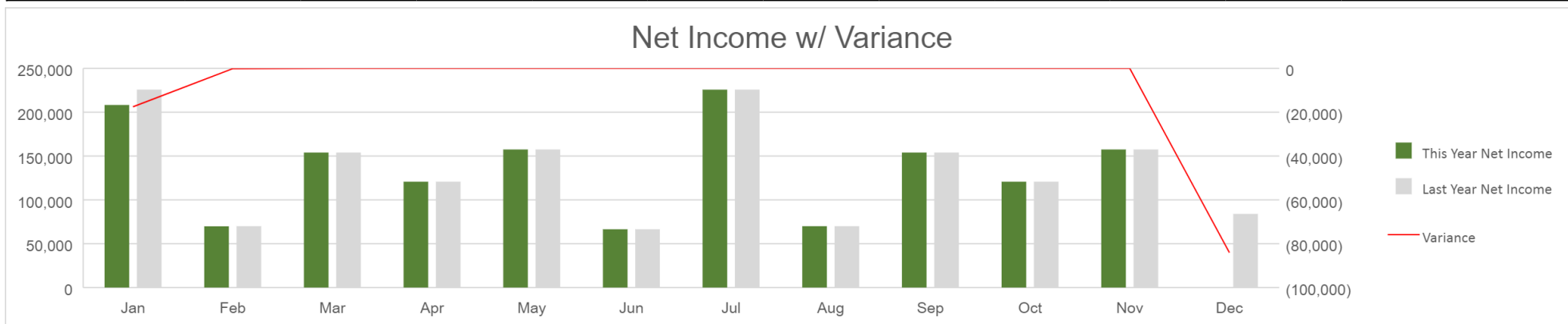
### Total Income Analysis Year Over Year By Month

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Last Year Income	419,166	367,666	305,941	311,166	465,865	256,441	434,166	364,666	303,941	325,166	446,166	108,500
This Year Income	358,911	274,636	308,161	288,511	305,261	607,282	433,731	479,842	365,481	530,592	365,481	0
Variance	(60,256)	(93,030)	2,220	(22,656)	(160,605)	350,842	(436)	115,175	61,540	205,425	(80,686)	(108,500)



### Net Income Analysis Year Over Year By Month

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Last Year Net Income	225,750	70,000	154,000	120,750	157,500	66,500	225,750	70,000	154,000	120,750	157,500	84,000
This Year Net Income	208,250	69,877	154,000	120,750	157,500	66,500	225,750	70,000	154,000	120,750	157,500	0
Variance	(17,500)	(123)	0	0	0	0	0	0	0	0	0	(84,000)



### Entities In This Report

AA GL - Apple Family Dental

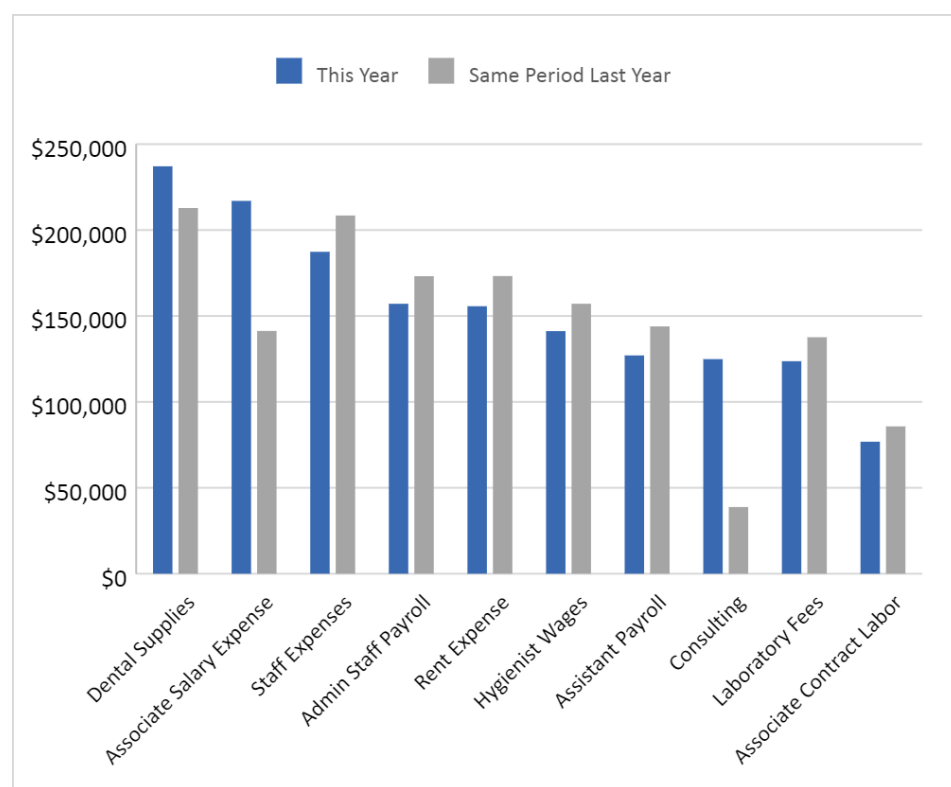


## Expense Account Analysis

Expenses YTD	Expenses Same Period Last Year	Diff
\$2,283,110	\$2,246,852	\$36,258

## Year Over Year Top 10 Expenses by Account

Top 10 Expenses			
Accounts	This Year	Same Period Last Year	% Diff
Dental Supplies	\$237,107	\$212,818	10%
Associate Salary Expense	\$216,972	\$141,289	35%
Staff Expenses	\$187,331	\$208,454	-11%
Admin Staff Payroll	\$157,089	\$173,156	-10%
Rent Expense	\$155,673	\$173,227	-11%
Hygienist Wages	\$141,190	\$157,110	-11%
Assistant Payroll	\$127,039	\$143,935	-13%
Consulting	\$124,882	\$38,816	69%
Laboratory Fees	\$123,672	\$137,617	-11%
Associate Contract Labor	\$76,820	\$85,742	-12%



### ENTITIES IN THIS REPORT

AA GL - Apple Family Dental

## Forecast Based on Prior Two Years Performance

Projected From The Last 90 Days Forward

### Snapshot Metrics

Last Month Income	365,481
Last Month Expense	161,541
Last Month Net Income	157,500

### Forward-looking Trend

	Actual		Projected			12 Month Trended Forecast
	YTD - YOY Variance	Last 90 Days	Next 1 - 90 Days	Next 91 - 180 Days	Next 181 - 270 Days	
Total Income	-3%	1,261,553	1,251,359	1,241,248	1,231,218	4,985,377
Total COGS	0%	0	0	0	0	0
Gross Profit	-3%	1,261,553	1,251,359	1,241,248	1,231,218	4,985,377
Total Expense	-6%	649,663	639,721	629,930	620,290	2,539,603
Net Ordinary Income	1%	611,890	612,676	613,463	614,251	2,452,280
Total Other Income	0%	0	0	0	0	0
Total Other Expense	-3%	179,640	178,258	176,887	175,526	710,311
Net Other Income	-3%	(179,640)	(178,258)	(176,887)	(175,526)	(710,311)
<b>Net Income</b>	<b>1%</b>	<b>432,250</b>	<b>433,440</b>	<b>434,634</b>	<b>435,830</b>	<b>1,736,154</b>

### ENTITIES IN THIS REPORT

AA GL - Apple Family Dental

**Qvinci Dental Group  
Balance Sheet As of:  
November 30, 2019**

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Nov 2019

**ASSETS**

**Current Assets**

**Checking/Savings**

Bank

2,468,750.00

**Total Checking/Savings**

2,468,750.00

**Accounts Receivable**

Accounts Receivable

4,000,500.00

**Total Accounts Receivable**

4,000,500.00

**Total Current Assets**

6,469,250.00

**TOTAL ASSETS**

**6,469,250.00**

**LIABILITIES & EQUITY**

**Current Liabilities**

**Accounts Payable**

Accounts Payable

56,000.00

**Total Accounts Payable**

56,000.00

**Total Current Liabilities**

56,000.00

**Total Liabilities**

56,000.00

**Equity**

Capital Contributions

20,444.54

Net Income

1,504,876.77

Opening Balance Equity

153,811.44

Retained Earnings

4,734,117.25

**Total Equity**

6,413,250.00

**TOTAL LIABILITIES & EQUITY**

**6,469,250.00**

**Qvinci Dental Group  
A/P Aging Summary As of:  
December 24, 2019**

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	<b>Current</b>	<b>1 - 30</b>	<b>31 - 60</b>	<b>61 - 90</b>	<b>Over 90</b>	<b>Total</b>
<b>A/P Aging</b>						
Premier Advertising				3,250.00	48,750.00	52,000.00
Uniforms Direct				250.00	3,750.00	4,000.00
<b>Total A/P Aging</b>				<b>3,500.00</b>	<b>52,500.00</b>	<b>56,000.00</b>

**Qvinci Dental Group  
A/R Aging Summary As of:  
December 24, 2019**

	Current	1 - 30	31 - 60	61 - 90	Over 90	Total
<b>A/R Aging</b>						
Billy Customer		35,000.00	35,000.00	35,000.00	735,000.00	840,000.00
Carlos Customer				50,750.00	456,750.00	507,500.00
Dan Customer					63,000.00	63,000.00
Sally Customer		87,500.00		87,500.00	1,050,000.00	1,225,000.00
Tina Customer		35,000.00	35,000.00	35,000.00	1,312,500.00	1,417,500.00
<b>Total A/R Aging</b>		<b>157,500.00</b>	<b>70,000.00</b>	<b>208,250.00</b>	<b>3,617,250.00</b>	<b>4,053,000.00</b>

**Qvinci Dental Group**  
**Profit & Loss For the Month and Prior Period Ending:**  
**November 30, 2019**

	Nov 2019	Nov 2018	\$ Diff	% Diff
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
Services	365,480.77	446,166.29	(80,685.52)	(22.1%)
<b>Total Income</b>	<b>365,480.77</b>	<b>446,166.29</b>	<b>(80,685.52)</b>	<b>(22.1%)</b>
<b>Gross Profit</b>	<b>365,480.77</b>	<b>446,166.29</b>	<b>(80,685.52)</b>	<b>(22.1%)</b>
<b>Expense</b>				
<b>Business Expenses</b>				
Accounting	1,458.05	3,159.66	(1,701.61)	(116.7%)
Bank Charges	127.29	275.85	(148.56)	(116.7%)
Building Costs	1,860.24	4,031.21	(2,170.97)	(116.7%)
Disposal Costs	182.97	179.79	3.18	1.7%
Donations	2.48	5.38	(2.90)	(116.9%)
Dues and Subscriptions	1,383.21	830.43	552.78	40.0%
Equipment	387.86	840.51	(452.65)	(116.7%)
Insurance – Worker's Comp	252.72	547.65	(294.93)	(116.7%)
Interest Expense	3,955.61	8,571.98	(4,616.37)	(116.7%)
Legal	361.20	782.73	(421.53)	(116.7%)
Liability Insurance	1,678.08	1,469.43	208.65	12.4%
Malpractice Insurance	1,334.71	725.33	609.38	45.7%
Materials	7.60	16.48	(8.88)	(116.8%)
Merchant Service Fees	2,356.90	5,107.50	(2,750.60)	(116.7%)
Office Supply	904.43	1,959.94	(1,055.51)	(116.7%)
Other Insurance	112.18	243.10	(130.92)	(116.7%)
Outsourcing Fees	172.92	374.73	(201.81)	(116.7%)
Postage and Delivery	190.34	412.48	(222.14)	(116.7%)
Printing Costs	98.12	212.64	(114.52)	(116.7%)
Processing Costs	612.04	1,326.32	(714.28)	(116.7%)
Professional Licenses	190.65	413.15	(222.50)	(116.7%)
Professional Services	12,271.82	4,923.13	7,348.69	59.9%
Retirement Plan Costs	46.14	99.98	(53.84)	(116.7%)
Taxes	1,664.77	1,440.59	224.18	13.5%
Tech Expenses	1,530.83	3,317.37	(1,786.54)	(116.7%)
Uniforms	190.08	411.92	(221.84)	(116.7%)
<b>Total Business Expenses</b>	<b>33,333.24</b>	<b>41,679.28</b>	<b>(8,346.04)</b>	<b>(25.0%)</b>
<b>Facility &amp; Equipment Expenses</b>				
Cleaning Costs	400.40	867.68	(467.28)	(116.7%)
Communications Costs	755.65	1,637.53	(881.88)	(116.7%)
Equipment Rental	155.88	337.80	(181.92)	(116.7%)
Office Maintenance	434.53	941.65	(507.12)	(116.7%)
Property Taxes	510.15	1,105.51	(595.36)	(116.7%)
Rent	10,138.66	21,970.91	(11,832.25)	(116.7%)
Repairs and Maintenance	746.26	1,617.17	(870.91)	(116.7%)
Utilities	1,315.26	2,850.23	(1,534.97)	(116.7%)
<b>Total Facility &amp; Equipment Expenses</b>	<b>14,456.79</b>	<b>31,328.48</b>	<b>(16,871.69)</b>	<b>(116.7%)</b>
<b>Marketing Expenses</b>				
Advertising and Promotion	3,113.23	6,746.51	(3,633.28)	(116.7%)
Internet and Website	2,416.73	5,237.16	(2,820.43)	(116.7%)

**Qvinci Dental Group**  
**Profit & Loss For the Month and Prior Period Ending:**  
**November 30, 2019**

	Nov 2019	Nov 2018	\$ Diff	% Diff
SEO	1,601.95	3,471.51	(1,869.56)	(116.7%)
<b>Total Marketing Expenses</b>	<b>7,131.91</b>	<b>15,455.18</b>	<b>(8,323.27)</b>	<b>(116.7%)</b>
<b>Owner Expenses</b>				
Cars	656.40	1,422.44	(766.04)	(116.7%)
Donations	210.72	456.63	(245.91)	(116.7%)
Entertainment	578.45	1,253.53	(675.08)	(116.7%)
Parking and Tolls	33.49	72.57	(39.08)	(116.7%)
Special Marketing Costs	169.70	367.75	(198.05)	(116.7%)
Staff Development	230.94	500.46	(269.52)	(116.7%)
Training	971.03	2,104.27	(1,133.24)	(116.7%)
Travel Expense	935.54	2,027.35	(1,091.81)	(116.7%)
<b>Total Owner Expenses</b>	<b>3,786.27</b>	<b>8,205.00</b>	<b>(4,418.73)</b>	<b>(116.7%)</b>
<b>Payroll Expenses</b>				
401K	328.50	711.87	(383.37)	(116.7%)
Back Payroll Expenses	76.30	165.34	(89.04)	(116.7%)
Benefits	852.75	1,847.95	(995.20)	(116.7%)
Contractors	1,169.79	2,534.99	(1,365.20)	(116.7%)
Executive Assistant Comp	8,352.02	19,333.84	(10,981.82)	(131.5%)
Hygienist Compensation	9,195.38	19,926.79	(10,731.41)	(116.7%)
Misc Salary Costs	12,200.45	26,438.90	(14,238.45)	(116.7%)
Office Staff Compensation	10,206.79	20,883.90	(10,677.11)	(104.6%)
Part-time Labor	1,366.56	2,961.40	(1,594.84)	(116.7%)
Payroll Service Fees	377.26	817.55	(440.29)	(116.7%)
Payroll Taxes	4,123.39	8,935.57	(4,812.18)	(116.7%)
Profit Sharing Pool	112.45	243.68	(131.23)	(116.7%)
Reimbursement	0.63	1.36	(0.73)	(115.9%)
Salaries	1,190.59	2,580.06	(1,389.47)	(116.7%)
<b>Total Payroll Expenses</b>	<b>49,552.86</b>	<b>107,383.20</b>	<b>(57,830.34)</b>	<b>(116.7%)</b>
<b>Temp Labor Costs</b>				
Temp Labor	5,018.35	10,874.98	(5,856.63)	(116.7%)
Temp Retirement Program	32.39	70.18	(37.79)	(116.7%)
Temp Salary	18,269.41	17,920.17	349.24	1.9%
<b>Total Temp Labor Costs</b>	<b>23,320.15</b>	<b>28,865.33</b>	<b>(5,545.18)</b>	<b>(23.8%)</b>
<b>Variable Costs</b>				
Dental Supplies	19,006.99	11,015.15	7,991.84	42.0%
Dentures and Implants	2,898.07	6,280.24	(3,382.17)	(116.7%)
Lab Fees	8,054.49	17,454.43	(9,399.94)	(116.7%)
<b>Total Variable Costs</b>	<b>29,959.55</b>	<b>34,749.82</b>	<b>(4,790.27)</b>	<b>(16.0%)</b>
<b>Total Expense</b>	<b>161,540.77</b>	<b>267,666.29</b>	<b>(106,125.52)</b>	<b>(65.7%)</b>

<b>Net Ordinary Income</b>	<b>203,940.00</b>	<b>178,500.00</b>	<b>25,440.00</b>	<b>12.5%</b>
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**Other Income/Expense**

**Other Expense**

**Doctor Comp**

Disability Ins	732.00	366.00	366.00	50.0%
Health Ins	1,000.00	500.00	500.00	50.0%
Life Insurance	468.00	234.00	234.00	50.0%
Owner Salary	40,000.00	18,000.00	22,000.00	55.0%
Payroll Taxes	3,980.00	1,780.00	2,200.00	55.3%

**Qvinci Dental Group**  
**Profit & Loss For the Month and Prior Period Ending:**  
**November 30, 2019**

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	Nov 2019	Nov 2018	\$ Diff	% Diff
Retirement Fund	260.00	120.00	140.00	53.8%
<b>Total Doctor Comp</b>	<b>46,440.00</b>	<b>21,000.00</b>	<b>25,440.00</b>	<b>54.8%</b>
<b>Total Other Expense</b>	<b>46,440.00</b>	<b>21,000.00</b>	<b>25,440.00</b>	<b>54.8%</b>
 <b>Net Other Income</b>	 <b>(46,440.00)</b>	 <b>(21,000.00)</b>	 <b>(25,440.00)</b>	 <b>54.8%</b>
<b>Net Income</b>	<b>157,500.00</b>	<b>157,500.00</b>	<b>0.00</b>	<b>0.0%</b>



**Qvinci Dental Group**  
**Profit & Loss - Prior Month Comparison for the Month Ending:**  
**November 30, 2019**

	Nov 2019	Oct 2019	\$ Change	% Change
<b>Ordinary Income/Expense</b>				
<b>Income</b>				
Services	365,480.77	530,591.54	(165,110.77)	(45.2%)
<b>Total Income</b>	<b>365,480.77</b>	<b>530,591.54</b>	<b>(165,110.77)</b>	<b>(45.2%)</b>
<b>Gross Profit</b>	<b>365,480.77</b>	<b>530,591.54</b>	<b>(165,110.77)</b>	<b>(45.2%)</b>
<b>Expense</b>				
<b>Business Expenses</b>				
Accounting	1,458.05	2,916.10	(1,458.05)	(100.0%)
Bank Charges	127.29	254.58	(127.29)	(100.0%)
Building Costs	1,860.24	3,720.48	(1,860.24)	(100.0%)
Disposal Costs	182.97	365.94	(182.97)	(100.0%)
Donations	2.48	(118.04)	120.52	4,859.7%
Dues and Subscriptions	1,383.21	2,766.42	(1,383.21)	(100.0%)
Equipment	387.86	775.72	(387.86)	(100.0%)
Insurance – Worker's Comp	252.72	505.44	(252.72)	(100.0%)
Interest Expense	3,955.61	7,911.22	(3,955.61)	(100.0%)
Legal	361.20	722.40	(361.20)	(100.0%)
Liability Insurance	1,678.08	3,356.16	(1,678.08)	(100.0%)
Malpractice Insurance	1,334.71	2,669.42	(1,334.71)	(100.0%)
Materials	7.60	15.20	(7.60)	(100.0%)
Merchant Service Fees	2,356.90	4,713.80	(2,356.90)	(100.0%)
Office Supply	904.43	1,808.86	(904.43)	(100.0%)
Other Insurance	112.18	224.36	(112.18)	(100.0%)
Outsourcing Fees	172.92	345.84	(172.92)	(100.0%)
Postage and Delivery	190.34	380.68	(190.34)	(100.0%)
Printing Costs	98.12	196.24	(98.12)	(100.0%)
Processing Costs	612.04	1,224.08	(612.04)	(100.0%)
Professional Licenses	190.65	381.30	(190.65)	(100.0%)
Professional Services	12,271.82	24,543.64	(12,271.82)	(100.0%)
Retirement Plan Costs	46.14	92.28	(46.14)	(100.0%)
Taxes	1,664.77	3,329.54	(1,664.77)	(100.0%)
Tech Expenses	1,530.83	3,061.66	(1,530.83)	(100.0%)
Uniforms	190.08	380.16	(190.08)	(100.0%)
<b>Total Business Expenses</b>	<b>33,333.24</b>	<b>66,543.48</b>	<b>(33,210.24)</b>	<b>(99.6%)</b>
<b>Facility &amp; Equipment Expenses</b>				
Cleaning Costs	400.40	800.80	(400.40)	(100.0%)
Communications Costs	755.65	1,511.30	(755.65)	(100.0%)
Equipment Rental	155.88	311.76	(155.88)	(100.0%)
Office Maintenance	434.53	869.06	(434.53)	(100.0%)
Property Taxes	510.15	1,020.30	(510.15)	(100.0%)
Rent	10,138.66	20,277.32	(10,138.66)	(100.0%)
Repairs and Maintenance	746.26	1,492.52	(746.26)	(100.0%)
Utilities	1,315.26	2,630.52	(1,315.26)	(100.0%)
<b>Total Facility &amp; Equipment Expenses</b>	<b>14,456.79</b>	<b>28,913.58</b>	<b>(14,456.79)</b>	<b>(100.0%)</b>
<b>Marketing Expenses</b>				
Advertising and Promotion	3,113.23	6,226.46	(3,113.23)	(100.0%)
Internet and Website	2,416.73	4,833.46	(2,416.73)	(100.0%)

**Qvinci Dental Group**  
**Profit & Loss - Prior Month Comparison for the Month Ending:**  
**November 30, 2019**

	Nov 2019	Oct 2019	\$ Change	% Change
SEO	1,601.95	3,203.90	(1,601.95)	(100.0%)
<b>Total Marketing Expenses</b>	<b>7,131.91</b>	<b>14,263.82</b>	<b>(7,131.91)</b>	<b>(100.0%)</b>
<b>Owner Expenses</b>				
Cars	656.40	1,312.80	(656.40)	(100.0%)
Donations	210.72	421.44	(210.72)	(100.0%)
Entertainment	578.45	1,156.90	(578.45)	(100.0%)
Parking and Tolls	33.49	66.98	(33.49)	(100.0%)
Special Marketing Costs	169.70	339.40	(169.70)	(100.0%)
Staff Development	230.94	461.88	(230.94)	(100.0%)
Training	971.03	1,942.06	(971.03)	(100.0%)
Travel Expense	935.54	1,871.08	(935.54)	(100.0%)
<b>Total Owner Expenses</b>	<b>3,786.27</b>	<b>7,572.54</b>	<b>(3,786.27)</b>	<b>(100.0%)</b>
<b>Payroll Expenses</b>				
401K	328.50	657.00	(328.50)	(100.0%)
Back Payroll Expenses	76.30	152.60	(76.30)	(100.0%)
Benefits	852.75	1,705.50	(852.75)	(100.0%)
Contractors	1,169.79	2,339.58	(1,169.79)	(100.0%)
Executive Assistant Comp	8,352.02	16,704.04	(8,352.02)	(100.0%)
Hygienist Compensation	9,195.38	18,390.76	(9,195.38)	(100.0%)
Misc Salary Costs	12,200.45	24,400.90	(12,200.45)	(100.0%)
Office Staff Compensation	10,206.79	20,536.58	(10,329.79)	(101.2%)
Part-time Labor	1,366.56	2,733.12	(1,366.56)	(100.0%)
Payroll Service Fees	377.26	754.52	(377.26)	(100.0%)
Payroll Taxes	4,123.39	8,246.78	(4,123.39)	(100.0%)
Profit Sharing Pool	112.45	224.90	(112.45)	(100.0%)
Reimbursement	0.63	1.26	(0.63)	(100.0%)
Salaries	1,190.59	2,381.18	(1,190.59)	(100.0%)
<b>Total Payroll Expenses</b>	<b>49,552.86</b>	<b>99,228.72</b>	<b>(49,675.86)</b>	<b>(100.2%)</b>
<b>Temp Labor Costs</b>				
Temp Labor	5,018.35	10,036.70	(5,018.35)	(100.0%)
Temp Retirement Program	32.39	64.78	(32.39)	(100.0%)
Temp Salary	18,269.41	36,538.82	(18,269.41)	(100.0%)
<b>Total Temp Labor Costs</b>	<b>23,320.15</b>	<b>46,640.30</b>	<b>(23,320.15)</b>	<b>(100.0%)</b>
<b>Variable Costs</b>				
Dental Supplies	19,006.99	38,013.98	(19,006.99)	(100.0%)
Dentures and Implants	2,898.07	5,796.14	(2,898.07)	(100.0%)
Lab Fees	8,054.49	16,108.98	(8,054.49)	(100.0%)
<b>Total Variable Costs</b>	<b>29,959.55</b>	<b>59,919.10</b>	<b>(29,959.55)</b>	<b>(100.0%)</b>
<b>Total Expense</b>	<b>161,540.77</b>	<b>323,081.54</b>	<b>(161,540.77)</b>	<b>(100.0%)</b>
<b>Net Ordinary Income</b>	<b>203,940.00</b>	<b>207,510.00</b>	<b>(3,570.00)</b>	<b>(1.8%)</b>

**Other Income/Expense**

**Other Expense**

**Doctor Comp**

Disability Ins	732.00	1,098.00	(366.00)	(50.0%)
Health Ins	1,000.00	2,500.00	(1,500.00)	(150.0%)
Life Insurance	468.00	3,802.00	(3,334.00)	(712.4%)
Owner Salary	40,000.00	73,000.00	(33,000.00)	(82.5%)
Payroll Taxes	3,980.00	5,970.00	(1,990.00)	(50.0%)

**Qvinci Dental Group**  
**Profit & Loss - Prior Month Comparison for the Month Ending:**  
**November 30, 2019**

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	Nov 2019	Oct 2019	\$ Change	% Change
Retirement Fund	260.00	390.00	(130.00)	(50.0%)
<b>Total Doctor Comp</b>	<b>46,440.00</b>	<b>86,760.00</b>	<b>(40,320.00)</b>	<b>(86.8%)</b>
<b>Total Other Expense</b>	<b>46,440.00</b>	<b>86,760.00</b>	<b>(40,320.00)</b>	<b>(86.8%)</b>
<b>Net Other Income</b>	<b>(46,440.00)</b>	<b>(86,760.00)</b>	<b>40,320.00</b>	<b>(86.8%)</b>
<b>Net Income</b>	<b>157,500.00</b>	<b>120,750.00</b>	<b>36,750.00</b>	<b>23.3%</b>

**Qvinci Dental Group**  
**Profit & Loss - Trailing Twelve Months As of:**  
**November 30, 2019**

	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 01, 2018-Nov 30, 2019
<b>Income</b>													
Services	108,500	358,911	274,636	308,161	288,511	305,261	607,282	433,731	479,842	365,481	530,592	365,481	4,426,387
<b>Total Income</b>	<b>108,500</b>	<b>358,911</b>	<b>274,636</b>	<b>308,161</b>	<b>288,511</b>	<b>305,261</b>	<b>607,282</b>	<b>433,731</b>	<b>479,842</b>	<b>365,481</b>	<b>530,592</b>	<b>365,481</b>	<b>4,426,387</b>
<b>Gross Profit</b>	<b>108,500</b>	<b>358,911</b>	<b>274,636</b>	<b>308,161</b>	<b>288,511</b>	<b>305,261</b>	<b>607,282</b>	<b>433,731</b>	<b>479,842</b>	<b>365,481</b>	<b>530,592</b>	<b>365,481</b>	<b>4,426,387</b>
<b>Expense</b>													
<b>Business Expenses</b>													
Accounting	0	1,458	1,975	1,458	1,458	1,458	4,374	1,458	2,916	1,458	2,916	1,458	22,387
Bank Charges	0	127	172	127	127	127	382	127	255	127	255	127	1,954
Building Costs	0	1,860	2,520	1,860	1,860	1,860	5,581	1,860	3,720	1,860	3,720	1,860	28,563
Disposal Costs	0	83	112	83	83	83	449	183	366	183	366	183	2,174
Donations	0	(109)	3	2	2	1,224	7	2	5	2	(118)	2	1,026
Dues and Subscriptions	0	383	519	383	383	383	3,150	1,383	2,766	1,383	2,766	1,383	14,884
Equipment	0	388	525	388	388	388	1,164	388	776	388	776	388	5,955
Insurance – Worker's Comp	0	253	342	253	253	253	758	253	505	253	505	253	3,880
Interest Expense	0	3,956	5,357	3,956	3,956	3,956	11,867	3,956	7,911	3,956	7,911	3,956	60,736
Legal	0	361	489	361	361	361	1,084	361	722	361	722	361	5,546
Liability Insurance	0	678	918	678	678	678	4,034	1,678	3,356	1,678	3,356	1,678	19,412
Malpractice Insurance	0	335	453	335	335	335	3,004	1,335	2,669	1,335	2,669	1,335	14,139
Materials	0	8	10	8	8	8	23	8	15	8	15	8	117
Merchant Service Fees	0	2,357	3,192	2,357	2,357	2,357	7,071	2,357	4,714	2,357	4,714	2,357	36,189
Office Supply	0	904	1,225	904	904	904	2,713	904	1,809	904	1,809	904	13,887
Other Insurance	0	112	152	112	112	112	337	112	224	112	224	112	1,722
Outsourcing Fees	0	173	234	173	173	173	519	173	346	173	346	173	2,655
Postage and Delivery	0	190	258	190	190	190	571	190	381	190	381	190	2,923
Printing Costs	0	98	133	98	98	98	294	98	196	98	196	98	1,507
Processing Costs	0	612	829	612	612	612	1,836	612	1,224	612	1,224	612	9,398
Professional Licenses	0	191	258	191	191	191	572	191	381	191	381	191	2,927
Professional Services	0	2,272	3,077	2,272	2,272	2,272	26,815	12,272	24,544	12,272	24,544	12,272	124,882
Retirement Plan Costs	0	46	62	46	46	46	138	46	92	46	92	46	708
Taxes	0	665	900	665	665	665	3,994	1,665	3,330	1,665	3,330	1,665	19,207
Tech Expenses	0	1,531	2,073	1,531	1,531	1,531	4,592	1,531	3,062	1,531	3,062	1,531	23,505
Uniforms	250	190	257	440	190	190	820	190	380	440	380	190	3,919
<b>Total Business Expenses</b>	<b>250</b>	<b>19,122</b>	<b>26,050</b>	<b>19,483</b>	<b>19,233</b>	<b>20,455</b>	<b>86,150</b>	<b>33,333</b>	<b>66,666</b>	<b>33,583</b>	<b>66,543</b>	<b>33,333</b>	<b>424,203</b>

**Qvinci Dental Group**  
**Profit & Loss - Trailing Twelve Months As of:**  
**November 30, 2019**

	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 01, 2018-Nov 30, 2019
<b>Facility &amp; Equipment Expenses</b>													
Cleaning Costs	0	400	542	400	400	400	1,201	400	801	400	801	400	6,148
Communications Costs	0	756	1,023	756	756	756	2,267	756	1,511	756	1,511	756	11,603
Equipment Rental	0	156	211	156	156	156	468	156	312	156	312	156	2,393
Office Maintenance	0	435	589	435	435	435	1,304	435	869	435	869	435	6,672
Property Taxes	0	510	691	510	510	510	1,530	510	1,020	510	1,020	510	7,833
Rent	0	10,139	13,732	10,139	10,139	10,139	30,416	10,139	20,277	10,139	20,277	10,139	155,673
Repairs and Maintenance	0	746	1,011	746	746	746	2,239	746	1,493	746	1,493	746	11,458
Utilities	0	1,315	1,781	1,315	1,315	1,315	3,946	1,315	2,631	1,315	2,631	1,315	20,195
<b>Total Facility &amp; Equipment Expenses</b>	<b>0</b>	<b>14,457</b>	<b>19,580</b>	<b>14,457</b>	<b>14,457</b>	<b>14,457</b>	<b>43,370</b>	<b>14,457</b>	<b>28,914</b>	<b>14,457</b>	<b>28,914</b>	<b>14,457</b>	<b>221,975</b>
<b>Marketing Expenses</b>													
Advertising and Promotion	1,500	3,224	4,328	4,613	3,113	1,891	10,840	4,314	6,226	4,613	6,226	3,113	54,003
Internet and Website	1,000	2,417	3,273	3,417	2,417	2,417	8,250	2,417	4,833	3,417	4,833	2,417	41,107
SEO	750	1,602	2,170	2,352	1,602	1,602	5,556	1,602	3,204	2,352	3,204	1,602	27,597
<b>Total Marketing Expenses</b>	<b>3,250</b>	<b>7,243</b>	<b>9,770</b>	<b>10,382</b>	<b>7,132</b>	<b>5,910</b>	<b>24,646</b>	<b>8,333</b>	<b>14,264</b>	<b>10,382</b>	<b>14,264</b>	<b>7,132</b>	<b>122,707</b>
<b>Owner Expenses</b>													
Cars	0	656	889	656	656	656	1,969	656	1,313	656	1,313	656	10,079
Donations	0	211	285	211	211	211	632	211	421	211	421	211	3,235
Entertainment	0	578	783	578	578	578	1,735	578	1,157	578	1,157	578	8,882
Parking and Tolls	0	33	45	33	33	33	100	33	67	33	67	33	514
Special Marketing Costs	0	170	230	170	170	170	509	170	339	170	339	170	2,606
Staff Development	0	231	313	231	231	231	693	231	462	231	462	231	3,546
Training	0	971	1,315	971	971	971	2,913	971	1,942	971	1,942	971	14,910
Travel Expense	0	936	1,267	936	936	936	2,807	936	1,871	936	1,871	936	14,365
<b>Total Owner Expenses</b>	<b>0</b>	<b>3,786</b>	<b>5,128</b>	<b>3,786</b>	<b>3,786</b>	<b>3,786</b>	<b>11,359</b>	<b>3,786</b>	<b>7,573</b>	<b>3,786</b>	<b>7,573</b>	<b>3,786</b>	<b>58,136</b>
<b>Payroll Expenses</b>													
401K	0	329	445	329	329	329	986	329	657	329	657	329	5,044
Back Payroll Expenses	0	76	103	76	76	76	229	76	153	76	153	76	1,172
Benefits	0	853	1,155	853	853	853	2,558	853	1,706	853	1,706	853	13,093
Contractors	0	1,170	1,584	1,170	1,170	1,170	3,509	1,170	2,340	1,170	2,340	1,170	17,961
Executive Assistant Comp	0	8,352	11,312	8,352	8,352	8,352	25,056	7,151	16,704	8,352	16,704	8,352	127,039
Hygienist Compensation	0	9,195	12,454	9,195	9,195	9,195	27,586	9,195	18,391	9,195	18,391	9,195	141,190
Misc Salary Costs	0	12,200	16,524	12,200	12,200	12,200	36,601	12,200	24,401	12,200	24,401	12,200	187,331
Office Staff Compensation	0	10,207	14,070	10,207	10,207	10,207	30,620	10,207	20,414	10,207	20,537	10,207	157,089
Part-time Labor	0	1,367	1,851	1,367	1,367	1,367	4,100	1,367	2,733	1,367	2,733	1,367	20,983
Payroll Service Fees	0	377	511	377	377	377	1,132	377	755	377	755	377	5,793
Payroll Taxes	0	4,123	5,585	4,123	4,123	4,123	12,370	4,123	8,247	4,123	8,247	4,123	63,312

**Qvinci Dental Group**  
**Profit & Loss - Trailing Twelve Months As of:**  
**November 30, 2019**

	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 01, 2018-Nov 30, 2019
Profit Sharing Pool	0	112	152	112	112	112	337	112	225	112	225	112	1,727
Reimbursement	0	1	1	1	1	1	2	1	1	1	1	1	10
Salaries	0	1,191	1,613	1,191	1,191	1,191	3,572	1,191	2,381	1,191	2,381	1,191	18,281
<b>Total Payroll Expenses</b>	<b>0</b>	<b>49,553</b>	<b>67,361</b>	<b>49,553</b>	<b>49,553</b>	<b>49,553</b>	<b>148,659</b>	<b>48,352</b>	<b>99,106</b>	<b>49,553</b>	<b>99,229</b>	<b>49,553</b>	<b>760,023</b>
<b>Temp Labor Costs</b>													
Temp Labor	0	5,018	6,563	5,018	5,018	5,018	15,055	5,018	10,037	5,018	10,037	5,018	76,820
Temp Retirement Program	0	32	44	32	32	32	97	32	65	32	65	32	497
Temp Salary	0	8,269	11,200	8,269	8,269	8,269	44,808	18,269	36,539	18,269	36,539	18,269	216,972
<b>Total Temp Labor Costs</b>	<b>0</b>	<b>13,320</b>	<b>17,807</b>	<b>13,320</b>	<b>13,320</b>	<b>13,320</b>	<b>59,960</b>	<b>23,320</b>	<b>46,640</b>	<b>23,320</b>	<b>46,640</b>	<b>23,320</b>	<b>294,289</b>
<b>Variable Costs</b>													
Dental Supplies	0	9,007	21,009	9,007	9,007	9,007	47,021	19,007	38,014	19,007	38,014	19,007	237,107
Dentures and Implants	0	2,898	3,925	2,898	2,898	2,898	8,694	2,898	5,796	2,898	5,796	2,898	44,498
Lab Fees	0	8,054	10,909	8,054	8,054	8,054	24,163	8,054	16,109	8,054	16,109	8,054	123,672
<b>Total Variable Costs</b>	<b>0</b>	<b>19,960</b>	<b>35,844</b>	<b>19,960</b>	<b>19,960</b>	<b>19,960</b>	<b>79,879</b>	<b>29,960</b>	<b>59,919</b>	<b>29,960</b>	<b>59,919</b>	<b>29,960</b>	<b>405,277</b>
<b>Total Expense</b>	<b>3,500</b>	<b>127,441</b>	<b>181,540</b>	<b>130,941</b>	<b>127,441</b>	<b>127,441</b>	<b>454,022</b>	<b>161,541</b>	<b>323,082</b>	<b>165,041</b>	<b>323,082</b>	<b>161,541</b>	<b>2,286,610</b>
<b>Net Ordinary Income</b>	<b>105,000</b>	<b>231,470</b>	<b>93,097</b>	<b>177,220</b>	<b>161,070</b>	<b>177,820</b>	<b>153,260</b>	<b>272,190</b>	<b>156,760</b>	<b>200,440</b>	<b>207,510</b>	<b>203,940</b>	<b>2,139,777</b>
<b>Other Income/Expense</b>													
<b>Other Expense</b>													
<b>Doctor Comp</b>													
Disability Ins	366	366	366	366	366	11,366	1,098	732	1,098	732	1,098	732	18,686
Health Ins	500	500	500	500	1,500	1,500	2,500	1,000	2,500	1,000	2,500	1,000	15,500
Life Insurance	234	234	234	234	3,334	3,334	3,802	468	3,802	468	3,802	468	20,414
Owner Salary	18,000	20,000	20,000	20,000	33,000	3,000	73,000	40,000	73,000	40,000	73,000	40,000	453,000
Payroll Taxes	1,780	1,990	1,990	1,990	1,990	990	5,970	3,980	5,970	3,980	5,970	3,980	40,580
Retirement Fund	120	130	130	130	130	130	390	260	390	260	390	260	2,720
<b>Total Doctor Comp</b>	<b>21,000</b>	<b>23,220</b>	<b>23,220</b>	<b>23,220</b>	<b>40,320</b>	<b>20,320</b>	<b>86,760</b>	<b>46,440</b>	<b>86,760</b>	<b>46,440</b>	<b>86,760</b>	<b>46,440</b>	<b>550,900</b>
<b>Total Other Expense</b>	<b>21,000</b>	<b>23,220</b>	<b>23,220</b>	<b>23,220</b>	<b>40,320</b>	<b>20,320</b>	<b>86,760</b>	<b>46,440</b>	<b>86,760</b>	<b>46,440</b>	<b>86,760</b>	<b>46,440</b>	<b>550,900</b>
<b>Net Other Income</b>	<b>(21,000)</b>	<b>(23,220)</b>	<b>(23,220)</b>	<b>(23,220)</b>	<b>(40,320)</b>	<b>(20,320)</b>	<b>(86,760)</b>	<b>(46,440)</b>	<b>(86,760)</b>	<b>(46,440)</b>	<b>(86,760)</b>	<b>(46,440)</b>	<b>(550,900)</b>
<b>Net Income</b>	<b>84,000</b>	<b>208,250</b>	<b>69,877</b>	<b>154,000</b>	<b>120,750</b>	<b>157,500</b>	<b>66,500</b>	<b>225,750</b>	<b>70,000</b>	<b>154,000</b>	<b>120,750</b>	<b>157,500</b>	<b>1,588,877</b>