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Shepherd Center, Inc. and Subsidiaries
(A Not-for-Profit Organization)

Consolidated Financial Statements
March 31, 2026 and 2025



Shepherd Center, Inc. and Subsidiaries

(A Not-for-Profit Organization)

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Independent Auditor's Report

To the Members of
Shepherd Center, Inc. and Subsidiaries

Opinion

We have audited the accompanying consolidated financial statements of Shepherd Center, Inc. and Subsidiaries (collectively, the Center), which comprise the consolidated statements of financial position as of March 31, 2026 and 2025, and the related consolidated statements of operations, changes in net assets and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Shepherd Center, Inc. and Subsidiaries as of March 31, 2026 and 2025, and the changes in net assets and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Shepherd Center, Inc. and Subsidiaries and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Shepherd Center, Inc. and Subsidiaries ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

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Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Shepherd Center, Inc. and Subsidiaries internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Shepherd Center, Inc. and Subsidiaries ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.



Other Matters

Other Information

Our audits were conducted for the purpose of forming an opinion on the consolidated financial statements as a whole. The accompanying schedule of expenditures of federal awards for the year ended March 31, 2026, as required by *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, is presented for purposes of additional analysis and is not a required part of the consolidated financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements. The information has been subjected to the auditing procedures applied in the audits of the consolidated financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the consolidated financial statements or to the consolidated financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the consolidated financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated July 28, 2026 on our consideration of the Center's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Center's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Center's internal control over financial reporting and compliance.

Bennett Thrasher LLP

Atlanta, Georgia
July 28, 2026

Shepherd Center, Inc. and Subsidiaries
(A Not-for-Profit Organization)

Consolidated Statements of Financial Position
March 31, 2026 and 2025

	2026	2025
Assets		
Current assets:		
Cash and cash equivalents	\$ 90,699,937	\$ 75,141,383
Patient accounts receivable, less allowance for doubtful accounts of \$3,382,392 in 2026 and \$3,604,821 in 2025	110,314,865	83,567,434
Current portion of contributions receivable	28,402,781	34,685,136
Other current assets	14,372,040	12,950,549
Total current assets	243,789,623	206,344,502
Investments	501,968,141	460,830,842
Assets limited as to use	6,794,945	5,662,991
Property and equipment, at cost less accumulated depreciation	399,907,554	360,135,576
Contributions receivable, less current portion and discount of \$5,040,867 in 2026 and \$9,921,920 in 2025	33,468,821	63,822,201
Other assets	7,642,508	10,155,684
Total assets	<u>\$ 1,193,571,592</u>	<u>\$ 1,106,951,796</u>
Liabilities and Net Assets		
Current liabilities:		
Current portion of long-term debt	\$ 2,900,000	\$ 2,800,000
Accounts payable	19,926,632	16,280,995
Accrued compensation and expenses	28,960,550	25,211,606
Deferred revenue and other liabilities	2,503,602	2,653,986
Total current liabilities	54,290,784	46,946,587
Annuities payable	5,503,098	5,579,363
Long-term debt, less current portion and unamortized bond issuance costs	124,551,108	104,272,297
Total liabilities	184,344,990	156,798,247
Net assets:		
Without donor restrictions	728,806,243	662,157,993
With donor restrictions	280,420,359	287,995,556
Total net assets	1,009,226,602	950,153,549
Total liabilities and net assets	<u>\$ 1,193,571,592</u>	<u>\$ 1,106,951,796</u>

See accompanying notes to consolidated financial statements.

Shepherd Center, Inc. and Subsidiaries
(A Not-for-Profit Organization)

Consolidated Statements of Operations
For the Years Ended March 31, 2026 and 2025

	2026	2025
Revenues, gains and other support without donor restrictions:		
Patient service revenue, net of contractual allowances and discounts	\$ 305,325,695	\$ 281,359,016
Other revenue	44,626,946	43,106,297
Investment income including realized gain on investments	7,477,151	7,257,918
Unrealized gain on investments	<u>21,869,513</u>	<u>5,411,348</u>
Total revenues, gains and other support without donor restrictions, net	<u>379,299,305</u>	<u>337,134,579</u>
Expenses:		
Salaries	150,551,379	143,194,353
Payroll taxes and employee benefits	38,299,526	33,617,825
Patient, pharmacy and office supplies	86,669,388	86,568,037
Purchased services	41,150,053	38,604,650
Depreciation and amortization	20,471,410	14,704,814
Interest	4,275,959	2,462,221
Other	<u>11,220,373</u>	<u>15,167,911</u>
Total expenses	<u>352,638,088</u>	<u>334,319,811</u>
Excess of revenues, gains and other support over expenses	26,661,217	2,814,768
Contributions of property and equipment	365,595	88,622
Net assets released from restrictions, used for purchase of property and equipment	<u>39,621,438</u>	<u>41,380,019</u>
Increase in net assets without donor restrictions	<u>\$ 66,648,250</u>	<u>\$ 44,283,409</u>

See accompanying notes to consolidated financial statements.

Shepherd Center, Inc. and Subsidiaries
(A Not-for-Profit Organization)

Consolidated Statements of Changes in Net Assets
For the Years Ended March 31, 2026 and 2025

	2026	2025
Net assets without donor restrictions:		
Excess of revenues, gains and other support over expenses	\$ 26,661,217	\$ 2,814,768
Contributions of property and equipment	365,595	88,622
Net assets released from restrictions, used for purchase of property and equipment	<u>39,621,438</u>	<u>41,380,019</u>
Increase in net assets without donor restrictions	<u>66,648,250</u>	<u>44,283,409</u>
Net assets with donor restrictions:		
Contributions	32,961,251	35,729,137
Investment income including realized gain on investments	3,715,177	5,107,750
Unrealized gain on investments	10,797,142	1,724,547
Change in charitable gift annuities	(395,922)	(392,081)
Net assets released from restrictions, used for operations	(15,031,407)	(14,934,710)
Net assets released from restrictions, used for purchase of property and equipment	<u>(39,621,438)</u>	<u>(41,380,019)</u>
Decrease in net assets with donor restrictions	<u>(7,575,197)</u>	<u>(14,145,376)</u>
Increase in net assets	59,073,053	30,138,033
Net assets, beginning of year	<u>950,153,549</u>	<u>920,015,516</u>
Net assets, end of year	<u><u>\$ 1,009,226,602</u></u>	<u><u>\$ 950,153,549</u></u>

See accompanying notes to consolidated financial statements.

Shepherd Center, Inc. and Subsidiaries
(A Not-for-Profit Organization)

Consolidated Statements of Cash Flows
For the Years Ended March 31, 2026 and 2025

	2026	2025
Cash flows from operating activities:		
Change in net assets	\$ 59,073,053	\$ 30,138,033
Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities:		
Net unrealized gain on investments	(32,666,655)	(7,135,895)
Non-operating restricted contributions	(32,961,251)	(35,729,137)
Net realized gains on investments	(336,356)	(1,411,637)
Bad debt expense	621,222	3,676,997
Depreciation and amortization	20,471,410	14,704,814
Non-operating interest expense	178,811	178,811
Changes in operating assets and liabilities:		
Patient accounts receivable, net of bad debt expense	(27,368,653)	6,820,422
Other assets	(1,125,198)	968,057
Accounts payable and other liabilities	4,041,558	(4,606,130)
Accrued compensation and expenses	3,748,944	(229,186)
Deferred revenue	<u>(150,384)</u>	<u>(96,143)</u>
Net cash (used in) provided by operating activities	<u>(6,473,499)</u>	<u>7,279,006</u>
Cash flows from investing activities:		
Purchases of property and equipment	(58,026,505)	(103,583,446)
Purchases of investments	(22,699,811)	(64,580,423)
Proceeds from sale of investments	<u>13,433,569</u>	<u>60,590,032</u>
Net cash used in investing activities	<u>(67,292,747)</u>	<u>(107,573,837)</u>
Cash flows from financing activities:		
Proceeds from restricted contributions	69,596,986	64,023,148
Proceeds of long-term debt	23,000,000	54,500,000
Payment of long-term debt	(2,800,000)	(2,700,000)
New annuities and payments on annuities, net	<u>(472,186)</u>	<u>(419,188)</u>
Net cash provided by financing activities	<u>89,324,800</u>	<u>115,403,960</u>
Net increase in cash and cash equivalents	15,558,554	15,109,129
Cash and cash equivalents at beginning of year	<u>75,141,383</u>	<u>60,032,254</u>
Cash and cash equivalents at end of year	<u>\$ 90,699,937</u>	<u>\$ 75,141,383</u>
Supplemental Disclosure of Cash Flow Information		
Cash paid for interest	<u>\$ 4,108,987</u>	<u>\$ 2,128,151</u>

See accompanying notes to consolidated financial statements.

Shepherd Center, Inc. and Subsidiaries

(A Not-for-Profit Organization)

Notes to Consolidated Financial Statements

March 31, 2026 and 2025

Note 1: Description of Organization and Summary of Significant Accounting Policies

Principles of Consolidation

The accompanying consolidated financial statements include the accounts of Shepherd Center, Inc. (Shepherd) and its wholly owned subsidiaries, SSC Affiliates, Inc. (SSC) and Shepherd Center Foundation, Inc. (Foundation) (collectively, the Center). All significant intercompany accounts and transactions have been eliminated.

Description of Organization

Shepherd is a private not-for-profit hospital in Atlanta providing acute and rehabilitative care primarily to patients with traumatic spinal cord injuries and disease, acquired brain injury, multiple sclerosis and other neuromuscular disease. Shepherd was incorporated under the laws of the state of Georgia on April 21, 1975. SSC conducts a pharmacy and medical supply sales practice at the Center's premises. SSC was incorporated under the laws of the state of Georgia on November 16, 1990. Foundation raises funding for Shepherd by seeking potential donors and conducting fundraising activities in the community. Foundation was incorporated under the laws of the state of Georgia on May 26, 2004 and remained dormant until April 1, 2005.

Use of Estimates in Consolidated Financial Statements

The preparation of consolidated financial statements in conformity with generally accepted accounting principles (GAAP) in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Net Patient Service Revenue

Net patient service revenue is reported at the estimated net realizable amounts from patients, third-party payors, and others for services rendered, after contractual adjustments. Patient accounts receivable include charges for amounts due from Medicare, Medicaid, pending Medicaid benefits, other third-party payors and patients (see Note 14). Contractual adjustments represent the differences between amounts billed as patient service revenue and amounts contracted with third-party payors and are accrued on an estimated basis in the period in which the related services are rendered and adjusted in future periods as final settlements are determined. Contractual adjustments are included in the determination of net patient service revenue as reported in the accompanying consolidated statements of operations before the provision for doubtful accounts. Deferred revenue represents amounts invoiced or collected prior to having completed performance of service obligations.

Services ordered by a healthcare provider in an episode of care are not separately identifiable and, therefore, have been combined into a single performance obligation for each contract. The Center recognizes revenue as its performance obligations are completed. The performance obligation is satisfied over time as the patient simultaneously receives and consumes the benefits of the healthcare services provided. For inpatient treatment, the Center recognizes revenue equally over the patient stay on a daily basis. For outpatient treatment, the Center recognizes revenue equally over the number of treatments provided in a single episode of care. The Center has minimal unsatisfied performance obligations at the end of the reporting period as patients are typically under no obligation to remain admitted to a facility or program.

Patients and third-party payors are billed within several days of the service being performed or the patient being discharged. Payments are due based on contract terms. As the period between the time of service and time of payment is typically one year or less, the Center elected the practical expedient and did not adjust for the effects of a significant financing component.

The Center grants credit without collateral to its patients, most of whom are insured under third-party payor agreements. Patient accounts receivable are reported at their net realizable value from third-party payors, patients and others for services rendered. Allowances are provided for third-party payors based on estimated reimbursement rates. Allowances are also provided for doubtful accounts based on an estimate of uncollectible accounts. Write-off of uncollectible accounts is determined on a case-by-case basis after a review of the circumstances surrounding the individual patient accounts.

Charity Care

The Center provides care to patients who meet certain criteria under its charity care policy without charge or at amounts less than its established rates. Because the Center does not pursue collection of amounts determined to qualify as charity care, such amounts are not reported as patient service revenue or patient accounts receivable (see Note 11).

Cash and Cash Equivalents

Cash and cash equivalents consist of cash in banks and highly liquid temporary investments with initial maturities of ninety days or less. The Center routinely invests its surplus operating funds in money market accounts and highly liquid U.S. government and agency obligations. The Center believes it mitigates any risks by depositing cash and investing in cash equivalents with major financial institutions.

Investments

Investments in equity securities with readily determinable fair values and all investments in debt securities are measured at fair value in the consolidated statements of financial position. Investment income or loss (including realized gains and losses on investments, interest and dividends and unrealized gains (losses) on marketable equity securities) is reported net of external and direct internal investment expenses and is included in the excess of revenues, gains and other support over expenses unless the income or loss is restricted by donor or law. Unrealized gains and losses on all other investments are excluded from the excess of revenues, gains and other support over expenses and are included in the changes in net assets with donor restrictions.

Property and Equipment

Property and equipment acquisitions are recorded at cost, net of accumulated depreciation. Depreciation is provided over the estimated useful life of each class of depreciable assets and is computed using the straight-line method. Interest costs incurred on borrowed funds during the period of construction of capital assets are capitalized as a component of the costs of acquiring those assets. A summary of the estimated useful lives of the various asset classes is as follows:

Land improvements	5 to 15 years
Building	5 to 40 years
Building services equipment	5 to 27 years
Fixed equipment	5 to 20 years
Major movable equipment	3 to 20 years

Gifts of long-lived assets such as land, buildings, or equipment are reported as support without donor restrictions, unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as support with donor restrictions. Absent explicit donor stipulations about how long those long-lived assets must be maintained, expirations of donor restrictions are reported when the donated or acquired long-lived assets are placed in service.

Impairment of Long-Lived Assets

Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. When indicators of impairment are present, management evaluates the carrying amount of such assets in relation to the operating performance and future estimated undiscounted net cash flows expected to be generated by the assets or underlying operations. If such assets are considered to be impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the fair value of the assets. The assessment of the recoverability of assets will be impacted if estimated future operating cash flows are not achieved. In the opinion of management, no long-lived assets were impaired as of March 31, 2026 or 2025.

Inventory

Inventories of pharmaceuticals, supplies and equipment are valued at the lower of cost (as principally determined on the first-in, first-out method) or market.

Other Assets

Other assets primarily consist of costs incurred related to the development and integration of internal use software pursuant to a right of use contract with an unrelated healthcare provider. The costs are amortized over the related contract period. The amortizable life is continually monitored for any situation where the estimated useful life of the capitalized costs would be shorter than the amortization period.

Deferred Certificate and Bond Issuance Costs

Certificate and bond issuance costs were paid to a financial institution for structuring financing arrangements (see Note 7). These issuance costs are being amortized over the related debt term of 5 to 30 years. Interest expense includes amortization of certificate and bond issuance costs of \$178,811 in 2026 and 2025.

The unamortized portions of the certificate and bond issuance costs are presented as other assets and a reduction to long-term debt in the accompanying consolidated statements of financial position. The unamortized bond issuance costs totaled \$398,992 and \$577,803 at March 31, 2026 and 2025, respectively.

Fair Value of Financial Instruments

The following methods and assumptions were used by the Center in estimating the fair value of its financial instruments:

Cash and cash equivalents: The carrying amount reported in the consolidated statements of financial position for cash and cash equivalents approximates its fair value.

Investments: Fair value, which are the amounts reported in the consolidated statements of financial position, are based on quoted market prices, if available, or estimated using quoted market prices for similar securities.

Long-term debt: The fair value of the Center's long-term debt is estimated to approximate its carrying value as a result of the debt's variable interest rate.

Net Assets

To ensure observance of limitations and restrictions placed on the use of resources available to the Center, the resources are classified for accounting and reporting purposes into categories established according to their nature and purpose. The assets, liabilities, and net assets of the Center are reported as follows:

- *Net Assets Without Donor Restrictions* – Net assets available for use in general operations and not subject to donor-imposed restrictions.
- *Net Assets With Donor Restrictions* – Net assets subject to donor-imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Endowment Funds

The Center's endowment funds consist of funds established for a variety of purposes (see Note 8). The endowment funds include only donor-restricted endowments. As required by GAAP, net assets associated with these endowment funds are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of Relevant Law Related to Endowment Funds

The Center's Board of Directors has interpreted Georgia's adoption of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) as requiring the preservation of the purchasing power of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. Because of this, the Center classifies the original value of gifts (initial or subsequent) donated, as well as any gains or other net income generated and potentially available for expenditure, as net assets with donor restrictions in accordance with the purpose established by the donor or until appropriated by the Board of Directors for endowments whose use is without donor restrictions.

Investment and Spending Policies of Endowment Funds

The Center has established prudent investment and spending policies related to the management of endowment funds and related amounts available for expenditure. These policies have been established and are continually reviewed and updated by the Center's Finance & Investment Committee and Board of Directors. With regard to investments, the Committee takes into account the need to preserve the donor principal, the purposes for which the fund was established, overall economic conditions (to include the effects of inflation and deflation), the expected total return from income as well as possible appreciation from investments, and other resources of the Center. The Center from time to time may also employ an outside investment consultant who assists with the overall asset allocation, investment manager selection, and monitoring and reporting of investment results. The Center's policies are set to achieve a return of at least 5% over inflation in an appropriately diversified portfolio over the long-term, and further allows for spending up to 10% of available earnings in a given year if the endowment earnings are greater than 10% of the principal balance, limited to 4% of the total principal and earnings. In so doing, the goal is to carefully manage the endowment funds such that the principal is preserved and earnings are available in most years for the appropriate purpose. Other goals of spending less than anticipated earnings are allowing for reasonable inflationary growth and helping to cushion against reasonable downturns in the economy. It is also understood that these assumptions and allocations may be revised from time to time as circumstances dictate, so that the Center may continually manage these assets in a prudent manner in accordance with UPMIFA.

Excess of Revenues over Expenses

The consolidated statements of operations include excess of revenues, gains and other support over expenses. Changes in net assets with donor restrictions, which are excluded from the excess of revenues, gains and other support over expenses, consistent with industry practice, include restricted contributions and contributions of long-lived assets (including assets acquired using contributions which by donor restriction were to be used for the purposes of acquiring such assets), investment income including realized gain on investments, unrealized gains and losses on investments other than trading securities, marketable equity securities, change in charitable gift annuities, and net assets released from restrictions used for operations and for purchases of property and equipment.

Donor-Restricted Contributions

Contributions (including unconditional promises to give, i.e., pledges) are recorded in the year they are received or pledged, with allowances provided for pledges estimated to be uncollectible. Unconditional pledges are recorded at the present value of their estimated future cash flows. The discounts on those amounts are computed using prevailing interest rates applicable to the years in which the promises are received. Amortization of the discounts is included in contributions in the accompanying consolidated statements of changes in net assets. The gifts are reported as contributions with donor restrictions if they are received with donor stipulations or time restrictions that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restrictions are accomplished, net assets with donor restrictions are reclassified as net assets without donor restrictions and reported in the consolidated statements of operations as net assets released from restrictions.

Contributed Services

A substantial number of volunteers have donated significant amounts of their time to the Center and its various programs; however, these donated services are not reflected in the consolidated financial statements since these services do not meet the criteria for recognition as contributed services.

Income Taxes

Shepherd and Foundation have both been granted tax-exempt status under Section 501(a) of the Internal Revenue Code (the Code) as organizations described in Section 501(c)(3) whereby only unrelated business income, as defined by Section 512(a)(1) of the Code, is subject to federal income tax. Shepherd and Foundation had no significant unrelated business taxable income during 2026 and 2025; accordingly, no provision or benefit for income taxes has been included in the accompanying consolidated financial statements.

SSC is subject to federal and state income taxes, the balances of which were not material for the years ended March 31, 2026 and 2025.

The provisions of accounting standards for income taxes require that a tax position be recognized or derecognized based on a 'more-likely-than-not' threshold. This applies to positions taken or expected to be taken in a tax return. The Center does not believe its consolidated financial statements include any material uncertain tax positions. The Center is no longer subject to federal or state income tax examinations by tax authorities for calendar years before 2022.

Vacation and Earned Time Off

Vacation and earned time off benefits are accrued as earned by employees. At March 31, 2026 and 2025, the accrual for vacation and earned time off benefits was approximately \$9,748,000 and \$8,940,000, respectively, and is included as a component of accrued compensation and expenses in the accompanying consolidated statements of financial position.

Self-Insurance

The Center has a self-insured health plan for medical coverage provided to employees. The Center has purchased stop-loss insurance in order to limit its exposure for large claims that exceed a certain threshold. This coverage will reimburse the Center for claims incurred in excess of \$250,000 per covered person in calendar year 2026 and 2025. In addition, the Center has a self-insured worker's compensation plan, with losses accrued based on estimates of the aggregate liability for uninsured claims incurred using certain actuarial assumptions followed in the insurance industry. At March 31, 2026 and 2025, the accrual for self-insured plans was approximately \$3,251,000 and \$2,627,000, respectively, and is included as a component of accrued compensation and expenses in the accompanying consolidated statements of financial position.

Insurance Claims and Related Insurance Recoveries

The Center evaluates its exposure to losses arising from claims and, if necessary, recognizes a liability separate from any related anticipated insurance recoveries. The liability, if any, is not presented net of anticipated insurance recoveries. There were no material claims liabilities or related insurance recoveries recorded as of March 31, 2026 and 2025.

Note 2: Liquidity and Availability

Unrestricted financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, are comprised of the following as of March 31, 2026 and 2025:

	2026	2025
Unrestricted cash, cash equivalents and investments	\$ 368,366,224	\$ 340,654,643
Patient accounts receivable, net	<u>110,314,865</u>	<u>83,567,434</u>
	<u>\$ 478,681,089</u>	<u>\$ 424,222,077</u>

The Center's investments are highly liquid, typically invested in mutual funds and thus available in a very short timeframe. Given this, the amounts shown above are not limited to simply cash, cash equivalents, or investments with a maturity less than one year. In addition, the Center anticipates collecting sufficient patient service revenue to cover general expenditures not covered by donor-restricted resources.

The Center receives significant contributions both with and without donor restrictions to be used in accordance with the associated donor-imposed restrictions. The Center also receives gifts to establish donor-restricted endowments that will exist in perpetuity. Income from donor-restricted endowments is restricted for specific purposes, with the exception of the amounts available for general use. Donor-restricted endowment funds are not available for general expenditure.

Finally, as part of the Center's liquidity management, the Center invests cash in excess of daily requirements in short-term investments and money market funds.

Note 3: Assets Limited as to Use

Assets limited as to use are comprised of a supplemental deferred compensation plan and consisted of mutual funds stated at fair value of \$6,794,945 and \$5,662,991 at March 31, 2026 and 2025, respectively.

Note 4: Cash and Investments

Fair Value Measurement

The Center defines fair value as the price that would be received from selling an asset or paid to transfer a liability (i.e., the exit price) in an orderly transaction between market participants at the measurement date.

When determining fair value, the Center uses various valuation approaches. The accounting standards establish a fair value hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available. Observable inputs are those that market participants would use in pricing the asset or liability based on market data obtained from sources independent of the Center.

Unobservable inputs reflect the Center's assumptions about the inputs that market participants would use in pricing the asset or liability developed based on the best information available in the circumstances.

The fair value hierarchy is categorized into three levels based on the inputs as follows:

Level 1 - Valuations based on unadjusted quoted prices in active markets for identical assets or liabilities that the Center has the ability to access. Valuation adjustments and block discounts are not applied to Level 1 securities. Since valuations are based on quoted prices that are readily and regularly available in an active market, valuation of these securities does not entail a significant degree of judgment.

Level 2 - Valuations based on quoted prices in markets that are not active or for which all significant inputs are observable, either directly or indirectly.

Level 3 - Valuations based on inputs that are unobservable and significant to the overall fair value measurement.

The availability of valuation techniques and observable inputs can vary from security to security and is affected by a wide variety of factors, including the type of security, whether the security is new and not yet established in the marketplace, and other characteristics particular to the transaction. To the extent that valuation is based on models or inputs that are less observable or unobservable in the market, the determination of fair value requires more judgment. Those estimated values do not necessarily represent the amounts that may be ultimately realized due to the occurrence of future circumstances that cannot be reasonably determined. Because of the inherent uncertainty of valuation, those estimated values may be materially higher or lower than the values that would have been used had a ready market for the securities existed. Accordingly, the degree of judgment exercised by the Center in determining fair value is greatest for securities categorized in Level 3. In certain cases, the inputs used to measure fair value may fall into different levels of the fair value hierarchy. In such cases, for disclosure purposes, the level in the fair value hierarchy within which the fair value measurement falls in its entirety is determined by the lowest level input that is significant to the fair value measurement.

Fair value is a market-based measure considered from the perspective of a market participant rather than an entity-specific measure. Therefore, even when market assumptions are not readily available, the Center's own assumptions are set to reflect those that market participants would use in pricing the asset or liability at the measurement date. The Center uses prices and inputs that are current as of the measurement date, including during periods of market dislocation. In periods of market dislocation, the ability to observe prices and inputs may be reduced for many securities. This condition could cause a security to be reclassified to a lower level within the fair value hierarchy.

Valuation Techniques

Investments in exchange traded funds, U.S. Government securities, corporate bonds, and mutual funds are valued at quoted market prices.

The Center's investments recorded at fair value have been categorized based upon a fair value hierarchy. The measurements of the fair values of the Center's investments in marketable securities are based on Level 1 and 2 inputs as of March 31, 2026 and 2025.

Investments at fair value at March 31, 2026 and 2025 are comprised of the following:

	2026	2025
Fair value investments:		
Exchange traded funds	\$ 1,402,641	\$ 732,997
U.S. Government securities	15,179,177	14,958,805
Corporate bonds	14,370,446	12,972,645
Mutual funds:		
Equity funds	373,066,930	338,206,164
Fixed income funds	<u>97,948,947</u>	<u>93,960,231</u>
	501,968,141	460,830,842
Total cash and cash equivalents:	<u>90,699,937</u>	<u>75,141,383</u>
	<u>\$ 592,668,078</u>	<u>\$ 535,972,225</u>

At March 31, 2026 and 2025, Level 2 investments consisted of corporate bonds. All other assets were classified as Level 1 at March 31, 2026 and 2025. There were no assets classified as Level 3 at March 31, 2026 and 2025. Additionally, there were no assets transferred in or out of Level 2 or 3 classifications.

Note 5: Contributions Receivable

Contributions receivable, net of discounts, at March 31, 2026 and 2025 are comprised of the following:

	2026	2025
Unconditional promises expected to be collected in:		
Less than one year	\$ 28,402,781	\$ 34,685,136
One to five years	<u>33,468,821</u>	<u>63,822,201</u>
	<u>\$ 61,871,602</u>	<u>\$ 98,507,337</u>

There was no allowance for unconditional pledges as of March 31, 2026 and 2025.

Certain pledges receivable with due dates extending beyond one year are discounted using 5% as of March 31, 2026 and 2025.

At March 31, 2026 and 2025, three donors accounted for 72% and 69%, respectively, of total contributions receivable.

Note 6: Property and Equipment

A summary of property and equipment at March 31, 2026 and 2025, is as follows:

	2026	2025
Land	\$ 46,428,807	\$ 44,910,980
Land improvements	7,460,591	5,736,743
Building	340,411,469	342,193,967
Building services equipment	78,802,635	74,030,286
Fixed equipment	4,335,377	4,077,886
Major movable equipment	<u>118,500,235</u>	<u>112,106,827</u>
	595,939,114	583,056,689
Less: accumulated depreciation	<u>(243,837,286)</u>	<u>(226,289,869)</u>
	352,101,828	356,766,820
Construction in progress	<u>47,805,726</u>	<u>3,368,756</u>
	<u>\$ 399,907,554</u>	<u>\$ 360,135,576</u>

Construction in progress at March 31, 2026 and 2025 is primarily related to various Center facility expansion and renovation projects. These projects at March 31, 2026 have an estimated total remaining cost to complete of approximately \$26,566,578, and will be funded by the Pursuing Possible campaign funds and bonds. Capitalized interest is not significant in either 2026 or 2025.

Depreciation expense for the years ended March 31, 2026 and 2025 amounted to \$18,254,528 and \$12,436,566, respectively.

Note 7: Long-Term Debt and Line of Credit

Bonds Payable – Series 2009

Under a Trust Indenture, dated February 1, 2005, between Development Authority of Fulton County (Issuer) and a commercial bank (Trustee), Development Authority of Fulton County Revenue Bonds (Shepherd Center, Inc. Project), Series 2005 (2005 Bonds) totaling \$56,000,000 were issued on April 19, 2005. The Issuer loaned the net proceeds of the sale of the Bonds to the Center, pursuant to a Loan Agreement, dated February 1, 2005 between the Issuer and the Center to enable the Center to finance the acquisition, construction and equipping of improvements to the Center.

Under a Trust Indenture, dated November 4, 2009, between Development Authority of Fulton County (Issuer) and a commercial bank (Trustee), Development Authority of Fulton County Refunding Revenue Bonds (Shepherd Center, Inc. Project), Series 2009 (2009 Bonds) totaling \$56,000,000 were issued on November 4, 2009. The Issuer loaned the net proceeds of the sale of the 2009 Bonds to the Center, pursuant to a Loan Agreement, dated November 1, 2009, between the Issuer and the Center to enable the Center to use the proceeds of the sale of the 2009 Bonds for the purpose of refunding the 2005 Bonds.

Outstanding borrowings totaled \$35,300,000 and \$38,100,000 at March 31, 2026 and 2025, respectively, which are presented net of unamortized bond issuance costs of \$112,355 and \$124,839 for 2026 and 2025, respectively.

The Bonds bear interest at a variable rate set not to exceed 12% per annum (2.48% at March 31, 2026) as determined by the remarketing agent (see below) and interest is paid monthly. The average interest rate during 2026 and 2025 was 2.59% and 3.24%, respectively. Interest expense, which included remarketing fees, letter of credit fees, and amortization of bond issuance costs, totaled \$1,195,187 and \$1,533,510 for 2026 and 2025, respectively.

The Bonds are redeemable at the option of the Center, in whole or in part, at various redemption prices on any interest payment date and have required escalating principal payments due annually beginning in December 2019 and maturing in September 2035. Fiscal year contractual maturities of the Bonds payable at March 31, 2026, are as follows:

Year Ending March 31,

2027	\$ 2,900,000
2028	3,100,000
2029	3,200,000
2030	3,300,000
2031	3,400,000
2032	3,600,000
2033	3,700,000
2034	3,900,000
2035	4,000,000
2036	<u>4,200,000</u>
	<u>\$ 35,300,000</u>

In connection with the issuance of the 2009 Bonds, the Center has maintained an irrevocable letter of credit from financial institutions (Credit Providers). The letter of credit serves as a credit enhancement and as security for the bonds and is secured by the Center's revenues. For the years ended March 31, 2026 and 2025, the Center was subject to an annual fee of 0.50% of the letter of credit amount, payable semi-annually in advance. The existing letter of credit expires on September 2, 2030. The balance at March 31, 2026 and 2025 was \$35,300,000 and \$38,100,000, respectively.

In addition, the Center entered into a remarketing agent agreement with a financial institution. The remarketing agent determines the weekly variable interest rate and remarkets all Bonds redeemed at the option of the Bond holders for an annual fee of 0.08% of the weighted average daily principal amount of Bonds outstanding.

Bonds Payable – Series 2022

Under a Bond Purchase and Loan Agreement (the Loan Agreement), dated December 22, 2022, between Development Authority of Fulton County (Issuer) and a commercial bank (Lender), Development Authority of Fulton County Revenue Bonds (Shepherd Center, Inc. Project), Series 2022 (2022 Bonds) up to \$175,000,000 may be issued pursuant to the Loan Agreement. The Loan Agreement will support the Center in financing the construction and equipping of improvements to the Center.

Outstanding borrowings totaled \$92,550,100 and \$69,550,100 at March 31, 2026 and 2025, respectively. For the years ended March 31, 2026 and 2025, unamortized bond issuance costs were \$286,637 and \$452,964, respectively, and were presented net of outstanding borrowings.

The Bonds bear interest at a variable rate set at the Securities Industry and Financial Markets Association (SIFMA) index rate plus 0.711% (3.13% at March 31, 2026) as determined by the remarketing agent (see below) and interest is paid monthly. The average interest rate during 2026 and 2025 was 3.23% and 3.89%, respectively. Interest expense, which included amortization of bond issuance costs, totaled \$3,037,961 and \$884,138 for 2026 and 2025, respectively.

The Bonds are redeemable at the option of the Center, in whole or in part, at various redemption prices on any interest payment date and mature in December 2027, at which time the Center would be required to either refinance or repay the bonds in full.

Line of Credit

The Center maintains an unsecured revolving loan agreement with maximum borrowing capacity of \$20,000,000 through August 31, 2028, at which time the balance, if any, plus accrued interest is due. Outstanding borrowings bear interest at Adjusted Term Secured Overnight Financing Rate (SOFR), which is defined as the sum of the Term SOFR for the period plus a margin of 0.64%. As of March 31, 2026, and 2025, there was no outstanding balance on the line of credit. Interest expense, which included certain legal and commitment fees, totaled \$25,347 and \$25,417 for 2026 and 2025, respectively.

The Center is subject to certain financial and nonfinancial covenants under the various Bond and line of credit agreements. At March 31, 2026, the Center was in compliance with these covenants.

Note 8: Net Assets With Donor Restrictions

Net assets with donor restrictions, not included in endowment net assets, are restricted for the following purposes at March 31, 2026 and 2025:

	2026	2025
Net Assets With Donor Restrictions - Non-Endowment:		
Pursuing Possible	\$ 81,382,782	\$ 105,808,258
Share Initiative	25,550,880	17,305,421
Research	14,508,737	14,404,592
MS General Fund	9,772,418	9,208,786
Jesse Crawford Research Fund	5,821,513	5,606,653
Other Miscellaneous Funds	5,795,366	4,174,889
Shepherd Center Fund	4,581,584	4,243,133
Charitable Gift Annuity Program	4,468,057	3,601,130
Andee's Army	2,180,951	2,050,355
Animal Therapy Fund	1,651,955	1,515,314
Education	1,543,361	516,573
MS Rehab and Wellness Fund	1,285,318	1,487,217
Assistive Technology Fund	1,099,824	1,094,916
Transition Support	1,081,255	1,002,919
Patient Assistance	912,861	1,039,815
Chaplaincy Fund	805,391	792,502
Outpatient	802,380	702,929
Recreation Therapy	713,848	973,793
Capital Projects and Maintenance	699,700	643,017
SCI Program	437,800	378,422
Vocational Services	390,476	571,882
Housing/Transportation Fund	349,158	1,352,828
Acquired Brain Injury Fund	250,097	316,460
Prevention Fund	47,488	45,737
SCI Research Program	16,272	269,111
Patient Equipment	7,472	6,920
Advocacy	2,891	-
Professional Development	47	-
	<u>\$ 166,159,882</u>	<u>\$ 179,113,572</u>

Endowment net assets with donor restrictions are restricted for the following purposes at March 31, 2026:

	Endowment Principal	Endowment Earnings	Total Endowment
Charity Care	\$ 8,069,309	\$ 10,071,766	\$ 18,141,075
Recreation Therapy	7,013,919	7,053,528	14,067,447
Assistive Technology	6,959,523	5,313,182	12,272,705
Other Miscellaneous Funds	5,311,196	8,968,341	14,279,537
Patient Equipment	4,776,696	9,658,013	14,434,709
Research	3,605,090	2,989,402	6,594,492
Housing/Transportation	2,380,937	2,429,408	4,810,345
Professional Development	2,160,517	4,672,187	6,832,704
MS Research	1,960,111	2,404,610	4,364,721
Capital Projects and Maintenance	1,684,084	4,266,669	5,950,753
Vocational Services	1,374,207	1,467,063	2,841,270
Noble Learning Resource Center	1,208,704	1,297,118	2,505,822
Outpatient	1,000,000	2,101,692	3,101,692
Injury Prevention Program	709,161	795,928	1,505,089
Advocacy	512,509	559,515	1,072,024
Animal Therapy Fund	336,076	289,347	625,423
Chaplaincy	198,110	225,084	423,194
Wishing Wall	106,016	231,078	337,094
Education	103,231	(2,850)	100,381
	<u>\$ 49,469,396</u>	<u>\$ 64,791,081</u>	<u>\$ 114,260,477</u>

Endowment net assets with donor restrictions are restricted for the following purposes at March 31, 2025:

	Endowment Principal	Endowment Earnings	Total Endowment
Charity Care	\$ 8,067,309	\$ 9,402,903	\$ 17,470,212
Recreation Therapy	7,007,919	6,535,092	13,543,011
Assistive Technology	6,959,523	4,585,350	11,544,873
Other Miscellaneous Funds	5,311,196	8,441,695	13,752,891
Patient Equipment	4,776,696	8,849,880	13,626,576
Research	3,605,090	2,746,190	6,351,280
Housing/Transportation	2,380,937	2,251,997	4,632,934
Professional Development	2,160,517	4,256,618	6,417,135
MS Research	1,960,111	2,243,571	4,203,682
Capital Projects and Maintenance	1,684,084	3,827,075	5,511,159
Vocational Services	1,374,207	1,362,274	2,736,481
Noble Learning Resource Center	1,208,704	1,204,700	2,413,404
Outpatient	1,000,000	1,873,914	2,873,914
Injury Prevention Program	709,161	740,419	1,449,580
Advocacy	512,509	520,059	1,032,568
Animal Therapy Fund	336,076	266,429	602,505
Chaplaincy	198,110	209,477	407,587
Wishing Wall	106,016	206,176	312,192
	<u>\$ 49,358,165</u>	<u>\$ 59,523,819</u>	<u>\$ 108,881,984</u>

Changes in endowment net assets with donor restrictions for the years ended March 31, 2026 and 2025, are as follows:

	2026	2025
Beginning of the year	\$ 108,881,984	\$ 107,476,037
Contributions	111,231	1,250,635
Investment income	2,142,544	2,316,635
Unrealized gain	6,546,613	1,900,971
Expenditures	<u>(3,421,895)</u>	<u>(4,062,294)</u>
End of the year	<u>\$ 114,260,477</u>	<u>\$ 108,881,984</u>

From time to time, the fair value of assets associated with individual donor-restricted endowment funds may fall below the level of the donor's original gift. In accordance with GAAP, deficiencies of this nature, should they occur, would be reported as net assets with donor restrictions.

During 2026 and 2025, net assets were released from donor restrictions by incurring expenses, purchasing equipment or completing other capital projects satisfying the restricted purposes in the amounts of \$54,652,845 and \$56,314,729, respectively. The releases generally related to the purposes listed above.

Note 9: Net Patient Service Revenue

The Center has agreements with third-party payors that provide for payments to the Center at amounts different from its established rates. A summary of the payment arrangements with major third-party payors follows:

Services rendered to Medicare program beneficiaries are paid based on prospectively determined rates. These rates vary according to a patient classification system that is based on clinical, diagnostic and other factors.

Medicaid inpatient services are paid on a prospective payment system and outpatient services are reimbursed under a cost reimbursement methodology. The Center is reimbursed at a tentative rate with final settlement determined after submission of annual cost reports by the Center and audits thereof by the Medicaid fiscal intermediary.

Patients identified as low-income and that have not been approved for Medicaid benefits are classified as "Medicaid Pending." The Center assists the patients in obtaining these benefits from the Georgia Department of Medical Assistance.

The Center also has entered into payment agreements with certain commercial insurance carriers, health maintenance organizations, and preferred provider organizations. The basis for payment to the Center under these agreements includes prospectively determined rates per discharge, discounts from established charges, and prospectively determined daily rates. With respect to reserves for these agreements, the Center typically reserves a percentage of relevant revenues. The Center has historically provided such reserves in recognition of the complexity of relevant reimbursement regulations, the volatility of related settlement processes, and an increasingly provocative healthcare regulatory environment and believes that such policy provides the Center's routine exposures in this area consistent with industry-specific accounting principles and practices. In any event, the Center's estimates in this area may differ from actual experience, and those differences may be material.

Note 10: Functional Expenses

The consolidated financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Accordingly, certain costs have been allocated among the programs and supporting services benefited based on what management believes are reasonable methodologies, such as headcount and estimations of time spent within various departments. Expenses that are allocated include food service expense, Shepherd Share bonus, and payroll taxes and benefits. Food service expense is allocated based on the number of patient meals versus employee meals served. The Shepherd Share bonus and payroll taxes and benefits are allocated in each functional area based on salary expense.

Expenses related to providing these services for the year ended March 31, 2026 are as follows:

	Program Expenses		Management & General Expenses			
	Health Care Services	Research	Administrative Services	Facilities and Other Expenses	Fundraising	Total
Salaries	\$ 109,491,673	\$ 4,959,721	\$ 28,627,958	\$ 4,637,814	\$ 2,834,213	\$ 150,551,379
Payroll taxes and employee benefits	27,943,303	1,300,443	7,104,637	1,213,497	737,646	38,299,526
Patient, pharmacy and office supplies	82,528,449	72,768	2,870,800	1,033,606	163,765	86,669,388
Purchased services	15,883,352	954,707	17,522,207	6,187,798	601,989	41,150,053
Depreciation and amortization	-	-	2,216,883	18,254,527	-	20,471,410
Interest	-	-	-	4,275,959	-	4,275,959
Other	1,473,098	285,304	8,082,327	1,081,758	297,886	11,220,373
Total expenses	<u>\$ 237,319,875</u>	<u>\$ 7,572,943</u>	<u>\$ 66,424,812</u>	<u>\$ 36,684,959</u>	<u>\$ 4,635,499</u>	<u>\$ 352,638,088</u>

Expenses related to providing these services for the year ended March 31, 2025 are as follows:

	Program Expenses		Management & General Expenses			
	Health Care Services	Research	Administrative Services	Facilities and Other Expenses	Fundraising	Total
Salaries	\$ 103,157,157	\$ 4,976,675	\$ 28,205,416	\$ 3,850,150	\$ 3,004,955	\$ 143,194,353
Payroll taxes and employee benefits	23,992,659	1,151,717	6,842,909	916,892	713,648	33,617,825
Patient, pharmacy and office supplies	82,963,736	111,402	2,513,403	824,267	155,229	86,568,037
Purchased services	15,015,006	1,347,433	16,792,238	4,888,962	561,011	38,604,650
Depreciation and amortization	-	-	2,268,249	12,436,565	-	14,704,814
Interest	-	-	-	2,462,221	-	2,462,221
Other	5,642,054	284,561	7,808,896	1,127,402	304,998	15,167,911
Total expenses	<u>\$ 230,770,612</u>	<u>\$ 7,871,788</u>	<u>\$ 64,431,111</u>	<u>\$ 26,506,459</u>	<u>\$ 4,739,841</u>	<u>\$ 334,319,811</u>

Note 11: Charity Care

The Center maintains records to identify and monitor the level of charity care it provides. These records include the amount of charges foregone for services and supplies furnished under its charity care policy and the estimated cost of those services and supplies. The following information measures the Center's charity care provided during the years ended March 31, 2026 and 2025:

	2026	2025
Charges foregone, based on established rates	<u>\$ 25,233,210</u>	<u>\$ 15,271,925</u>
Estimated costs and expenses incurred to provide charity care	<u>\$ 9,345,419</u>	<u>\$ 5,520,580</u>

The Center determined estimated costs and expenses incurred to provide charity care by applying the Medicare and Medicaid ratio of costs to charges percentages to charges foregone related to identified charity patients.

In addition to charity care, the Center provides many other services not typically paid for by insurance or government payors. During the years ended March 31, 2026 and 2025, the Center incurred \$21,336,778 and \$18,588,904, respectively, in expenses supporting programs including, but not limited to, recreation therapy, patient equipment, assistive technology, housing, vocational services, research, transition support, the Noble Learning Resource Center, professional development, injury prevention and advocacy.

Note 12: Benefit Plan

The Center provides a defined contribution plan for substantially all employees. The amount of employer contribution is determined by the Board of Directors annually. Employees are one hundred percent vested in employer contributions after three full years of service. Amounts charged to expense for the plan were \$4,447,835 and \$4,203,482 in 2026 and 2025, respectively.

Note 13: Commitments and Contingencies

Industry

The health care industry is subject to laws and regulations of federal, state and local governments. These laws and regulations include, but are not necessarily limited to, matters such as licensure, accreditation, government health care program participation requirements, reimbursement for patient services, and Medicare and Medicaid fraud and abuse. Over the past several years, government activity has increased with respect to investigations and allegations concerning possible violations of fraud and abuse statutes and regulations by health care providers. Violations of these laws and regulations could result in expulsion from government health care programs together with the imposition of significant fines and penalties, as well as significant repayments for patient services previously billed. Management believes that the Center is in compliance with fraud and abuse statutes as well as other applicable government laws and regulations. The Center has established an Ethics in Business program and has a dedicated compliance officer in order to help ensure compliance with applicable laws and regulations.

Litigation

The Center, at times, is involved in litigation arising in the ordinary course of business. After consultation with legal counsel, management estimates that these matters will be resolved without material adverse effect on the Center's financial position, change in net assets or cash flows.

Note 14: Concentrations of Credit Risk

The Center grants credit without collateral to its patients, most of whom participate under third-party payor agreements (see Note 9). The mix of receivables from patients and third-party payors at March 31, 2026 and 2025, is as follows:

	2026	2025
Medicare	6%	6%
Medicaid	5%	9%
Commercial	69%	61%
Workers' compensation	20%	24%
	100%	100%

The mix of gross charges for the years ended March 31, 2026 and 2025 is as follows:

	2026	2025
Medicare	19%	18%
Medicaid	3%	5%
Commercial	59%	58%
Workers' compensation	11%	13%
Other	8%	6%
	100%	100%

At March 31, 2026 and 2025, the Center has cash and cash equivalent balances in major financial institutions which exceed federal depository insurance limits. Management believes that credit risk related to these deposits is minimal. Investment securities are exposed to various risks such as interest rate, market and credit. Market values of securities fluctuate based on the magnitude of changing market conditions; significant changes in market conditions could materially affect portfolio value in the near term.

Note 15: Related Party Transactions

Contributions from Shepherd board members totaled approximately \$3,104,000 and \$1,651,000 in 2026 and 2025, respectively. Contributions from Foundation board members totaled approximately \$3,344,000 and \$2,643,000 in 2026 and 2025, respectively.

Note 16: Gift Annuities

The Center enters into agreements with donors in which the donors contribute Annuity Gifts to the Center in exchange for an annuity to be paid to the donor or their designee for a specified period of time. The assets received for an annuity are recorded at fair value at the date of the gift. The liability associated with Annuity Gifts is recorded at present value based on Internal Revenue Service mortality tables and prevailing interest rates. The difference constitutes an increase to net assets with donor restrictions. At March 31, 2026 and 2025, the liability associated with received Annuity Gifts was estimated to be \$5,503,098 and \$5,579,363, respectively.

Note 17: Other Current Assets

Other current assets as of March 31, 2026 and 2025 consists of the following:

	2026	2025
Inventory (see Note 1)	\$ 6,677,948	\$ 5,803,534
Prepaid expenses	5,034,892	5,296,467
Grant and research receivables	1,615,140	1,717,773
Other current assets	<u>1,044,060</u>	<u>132,775</u>
	<u>\$ 14,372,040</u>	<u>\$ 12,950,549</u>

Note 18: Other Revenue

Other revenue for the years ended March 31, 2026 and 2025 consists of the following:

	2026	2025
Net assets released from restrictions, used for operations (see Note 1)	\$ 15,031,407	\$ 14,934,710
Contributions without donor restrictions	11,426,713	10,104,965
Retail sales, net	6,562,798	6,882,922
Grant income	3,723,612	5,237,803
Rebates and incentives	2,753,142	1,849,347
Other	2,172,108	1,815,481
Cafeteria sales	2,084,655	1,781,923
Clinical trials	<u>872,511</u>	<u>499,146</u>
	<u>\$ 44,626,946</u>	<u>\$ 43,106,297</u>

Note 19: Subsequent Events

The Center has evaluated subsequent events between the consolidated statement of financial position date of March 31, 2026 and the report date, the date the consolidated financial statements were issued, and has concluded all subsequent events requiring recognition or disclosure have been reflected in these consolidated financial statements.

* * * * *

Supplemental Information

Shepherd Center, Inc. and Subsidiaries
(A Not-For-Profit Organization)

Schedule of Expenditures of Federal Awards
For the Year Ended March 31, 2026

Federal Grantor/Pass-through Grantor/Program or Cluster Title	Assistance Listing Number	Pass-Through Entity Identifying Number	Provided to Subrecipients	Federal Expenditures
Research and Development Cluster				
Department of Health and Human Services				
Administration for Community Living				
Program - ACL National Institute on Disability, Independent Living, and Rehabilitation Research				
Direct Awards:				
Rehabilitation Engineering Research Centers	93.433		\$ 99,563	\$ 350,581
Disability and Rehab Research Projects Health and Function	93.433		64,321	93,025
Southeastern Regional Spinal Cord Injury Model Systems	93.433		116,150	624,824
Georgia Model Brain Injury System (GAMBIS)	93.433		8,752	406,476
DRRP Project for Advancing Collaborative Translation for mHealth Apps to Support Health and Function of People with Disabilities	93.433		34,744	100,296
Total Direct Awards			323,530	1,575,202
Pass-through Awards from:				
<i>Medical University of South Carolina</i>				
Quality Employment Outcomes Throughout the Work Lifecycle	93.433	NHV3GTWSALA7	-	25,641
Rehabilitation Research & Training Center (RRTC) on Health and Function of People Aging with Physical Disability	93.433	NHV3GTWSALA7	-	13,636
<i>Georgia Institute of Technology</i>				
Developing Evidence-Based Wheelchair Cushion Prescription Using Interface Pressure & Postural Stability Measurements	93.433	EMW9FC8J3HN4	-	10,198
Total Pass-through Awards			-	49,475
Total ACL National Institute on Disability, Independent Living, and Rehabilitation Research			323,530	1,624,677
National Institutes of Health				
Program - Child Health and Human Development Extramural Research				
Direct Awards:				
Calibrating Transcutaneous Spinal Stimulation for Spasticity, Pain, and Motor Function of SCI	93.865		9,162	351,341
Intensive Rehabilitation Research Grant Writing Workshop in the US (TIGRR)	93.865		76,697	206,100
Total Direct Awards			85,859	557,441
Pass-through Award from:				
<i>Indiana University</i>				
Extramural Research Programs in the Neurosciences and Neurological Disorders	93.853	YH86RTW2YVJ4	-	200,432
Total Pass-through Awards			-	200,432
Total Child Health and Human Development Extramural Research			85,859	757,873
Total Department of Health and Human Services			409,389	2,382,550
Department of Defense				
Military Medical Research & Development				
Program - Military Medical Research & Development				
Direct Award:				
Expanding Access to mTBI Treatment for Veterans & Service Members with Co-Occurring Substance Use	12.420		\$ 14,944	\$ 372,514
Total Department of Defense			14,944	372,514
Total Research & Development Cluster			\$ 424,333	\$ 2,755,064

Shepherd Center, Inc. and Subsidiaries
(A Not-For-Profit Organization)

Schedule of Expenditures of Federal Awards (Continued)
For the Year Ended March 31, 2026

Federal Grantor/Pass-through Grantor/Program Title	Assistance Listing Number	Pass-Through Entity Identifying Number	Provided to Subrecipients	Federal Expenditures
Department of Health and Human Services				
Administration for Community Living				
Program - Consolidated Appropriations Act				
Direct Award:				
FY23-CFP-Shepherd Center Inc.	94.493		\$ -	\$ 101,762
Total Department of Health and Human Services			-	101,762
Department of Agriculture				
National Institute of Food and Agriculture				
Program - Cooperative Extension Service				
Pass-through Award from:				
University of Georgia				
AgrAbility in Georgia	10.500	NMJHD63STRC5	-	3,307
Total Department of Agriculture			-	3,307
Department of Transportation				
National Highway Traffic Safety Administration				
Program - National Priority Safety				
Pass-through Award from:				
Georgia Governor's Office of Highway Safety				
A Safe System Approach to Rural Roads	20.616	GA-2024-405B M10P-110	177,818	215,842
Total Department of Transportation			177,818	215,842
Total Expenditures of Federal Awards			\$ 602,151	\$ 3,075,975

See independent auditor's report and accompanying notes to schedule of expenditures of federal awards.

Shepherd Center, Inc. and Subsidiaries

(A Not-for-Profit Organization)

Notes to Schedule of Expenditures of Federal Awards

For the Year Ended March 31, 2026

Note A: Basis of Presentation

The accompanying schedule of expenditures of federal awards (the Schedule) includes the federal award activity of Shepherd Center, Inc. and Subsidiaries (the Center) under programs of the Federal Government for the year ended March 31, 2026. The information in this schedule is presented in accordance with the requirements of *Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the Center, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Center.

Note B: Summary of Significant Accounting Policies

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Note C: Federal Pass-through Funds

The Center is the subrecipient of federal funds, which have been subject to testing and are reported as expenditures and listed as federal pass-through funds in the accompanying schedule. Federal awards other than these are considered direct.

Note D: Indirect Cost Rate

The Center has elected not to use the 15-percent de minimis indirect cost rate allowed under the Uniform Guidance.



**Independent Auditor's Report on Internal Control Over Financial Reporting and
on Compliance and Other Matters Based on an Audit of Financial Statements
Performed in Accordance with *Government Auditing Standards***

To the Board of Directors of
Shepherd Center, Inc. and Subsidiaries

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the consolidated financial statements of Shepherd Center, Inc. and Subsidiaries (the Center), which comprise the consolidated statement of financial position as of March 31, 2026, and the related consolidated statements of operations, changes in net assets, and cash flows for the year then ended, and the related notes to the consolidated financial statements and have issued our report thereon dated July 28, 2026.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the consolidated financial statements, we considered the Center's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the consolidated financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Center's internal control. Accordingly, we do not express an opinion on the effectiveness of the Center's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

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Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Center's consolidated financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the consolidated financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Center's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Center's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Bennett Thrasher LLP

Atlanta, Georgia
July 28, 2026



Independent Auditor's Report on Compliance for the Major Federal Program and on Internal Control Over Compliance Required by the Uniform Guidance

To the Board of Directors of
Shepherd Center, Inc. and Subsidiaries

Report on Compliance for the Major Federal Program

Opinion on the Major Federal Program

We have audited Shepherd Center, Inc. and Subsidiaries' (the Center) compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on the Center's major federal program for the year ended March 31, 2026. The Center's major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Center complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on the major federal program for the year ended March 31, 2026.

Basis for Opinion on the Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Center and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for the major federal program. Our audit does not provide a legal determination of the Center's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Center's federal programs.

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Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Center's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and, therefore, is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Center's compliance with the requirements of the major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Center's compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Center's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Center's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.



Report on Internal Control Over Compliance

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance Section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Bennett Thrasher LLP

Atlanta, Georgia
July 28, 2026

Shepherd Center, Inc. and Subsidiaries
(A Not-for-Profit Organization)

Schedule of Findings and Questioned Costs
For the Year Ended March 31, 2026

Section I – Summary of Auditor’s Results

Financial Statements

Type of auditor’s report issued: Unmodified.

Internal control over financial reporting:

Material weaknesses identified? No.

Significant deficiencies identified? None reported.

Noncompliance material to financial statements noted? No.

Federal Awards

Internal control over major programs:

Material weaknesses identified? No.

Significant deficiencies identified? None reported.

Type of auditor’s report issued on compliance for all major programs: Unmodified.

Any audit findings disclosed that are required to be reported in accordance with 2 CFR section 200.516(a)? No.

Identification of major federal program:

<u>CFDA Number</u>	<u>Name of Federal Program or Cluster</u>
93.433, 93.853, 93.865, 12.420	Research and Development Cluster

Dollar threshold used to distinguish between type A and type B programs: \$1,000,000.

Auditee qualified as low-risk auditee? Yes.

Section II – Financial Statement Findings

No matters were reported.

Section III – Federal Award Findings and Questioned Costs

No matters were reported.

Shepherd Center, Inc. and Subsidiaries
(A Not-for-Profit Organization)

Schedule of Prior Audit Findings
For the Year Ended March 31, 2026

Findings from the year ended March 31, 2025:

None.