FINANCIAL SUMMARY

MEMORIAL SLOAN KETTERING CANCER CENTER

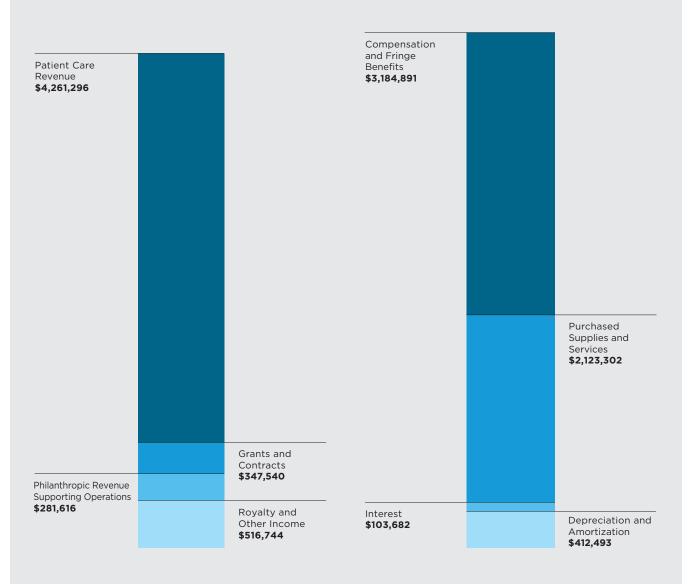
2020 TOTAL OPERATING REVENUES

(Dollars in Thousands)

\$5,407,196

2020 TOTAL OPERATING EXPENSES (Dollars in Thousands)

\$5,824,368



| | 2016 | 2017 | 2018 | 2019 | 2020 |
|--|-------------|--------------|--------------|--------------|--------------|
| | | | | | |
| OPERATING REVENUES (in thousands) | | | | | |
| Patient Care Revenue | \$3,068,587 | \$3,536,976 | \$3,973,778 | \$4,560,174 | \$4,261,296 |
| Grants and Contracts | 257,893 | 296,493 | 334,536 | 368,743 | 347,540 |
| Philanthropic Revenue Supporting | | | | | |
| Operations | 248,095 | 278,643 | 290,927 | 268,525 | 281,616 |
| Royalty and Other Income | 242,934 | 159,458 | 159,140 | 123,489 | 357,654 |
| Investment Earnings Supporting | | | | | |
| Operations | 136,979 | 137,750 | 151,473 | 162,445 | 159,090 |
| Total Operating Revenues | \$3,954,488 | \$4,409,320 | \$4,909,854 | \$5,483,376 | \$5,407,196 |
| OPERATING EXPENSES | | | | | |
| Compensation and Fringe Benefits | \$2,131,070 | \$2,335,132 | \$2,587,336 | \$2,892,770 | \$3,184,891 |
| Purchased Supplies and Services | 1,320,893 | 1,501,935 | 1,756,174 | 2,026,254 | 2,123,302 |
| Depreciation and Amortization | 263,964 | 287,145 | 300,239 | 329,774 | 412,493 |
| Interest | 48,724 | 45,343 | 47,045 | 40,099 | 103,682 |
| Total Operating Expenses | \$3,764,651 | \$4,169,555 | \$4,690,794 | \$5,288,897 | \$5,824,368 |
| (LOSS) INCOME FROM OPERATIONS | \$189,837 | \$239,765 | \$219,060 | \$194,479 | \$(417,172) |
| PHILANTHROPIC REVENUE | \$317,270 | \$318,386 | \$383,341 | \$254,401 | \$263,572 |
| CAPITAL SPENDING | \$634,134 | \$737,965 | \$700,827 | \$628,148 | \$264,706 |
| BALANCE SHEET SUMMARY | | | | | |
| Assets | \$9,891,492 | \$10,636,012 | \$10,623,567 | \$11,621,453 | \$13,315,250 |
| Liabilities | 4,160,515 | 4,530,909 | 4,196,154 | 4,646,113 | 5,246,709 |
| Net Assets | 5,730,977 | 6,105,103 | 6,427,413 | 6,975,340 | 8,068,541 |
| | | | | | |

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