

2020		FORD MOTOR COMPANY DEALER FINANCIAL STATEMENT										2020								
P & A CODE 0120		04275										DEALER LANDERS MCLARTY FORD, JEEP		REC'D 0131						
PERIOD OF 0130		8										ADDRESS 2609 SOUTH WALTON BLVD		SALES CODE						
MONTH ENDED		31 AUG 2020										CITY, STATE, PROVINCE ZIP/POSTAL CODE BENTONVILLE, AR 72712		0132 23B189						
ASSETS													BALANCE SHEET				LIABILITIES			
1	CASH	ON HAND, IN BANK	• 1602 1610 2187535										P A Y A B L E	NEW VEHICLES & DEMOS		• 2000 2005 15687940				
2		MONEY MARKET / DEPOSIT	• 1015 12000000											USED VEHICLES - NON CPO		2010 2020 1450907				
3	FINANCE CONTRACTS	NEW	• 1020 1684691											CPO VEHICLES (FRANCHISE ONLY)		2017 2020				
4		USED	• 1030											REMARKETED VEHICLES		2018 2023				
5	MARKETABLE SECURITIES		• 1040											RECREATION VEHICLES		2020 2024				
6	NOTES RECEIVABLE		• 1100 1100											OTHER - SHORT TERM		2020 2026				
7	DISCOUNTED NOTES RECEIVABLE (NON US)		• 1105											LONG TERM - CURRENT PORTION		2040 2026				
8	ACCOUNTS RECEIVABLE	VEHICLE	0057 98540 • 1110 1125 480858											OVERDRAFT/LINE OF CREDIT (LINE OF CREDIT LIMIT)		0208 • 2088 2026				
9		PARTS SERVICE BODY	0053 17421 • 1120 79400											ACCOUNTS PAYABLE		2100-2140 2162, 2163 752656				
10		OTHER	0054 1130, 1131 1132, 1135 3481043											ACCOUNTS PAYABLE - CUSTOMER SALES TAX		2180 2403				
11		INCOME TAX REFUND		1139										INCOME TAXES		2203 2205				
12	FORD INCENTIVES	W & P CLAIMS	1140 1150 32196										CUSTOMER	DEPOSITS		• 2300 2021				
13		VEHICLE HOLDBACK	• 1160											ACCOMMODATIONS SVC. CONTRACTS/REPO REFUND		• 2310 2320 821507				
14			1170 430813											TAXES		2400 2402 247177				
15	RECEIVABLE	LINCOLN SUPPORT	0063 1174 1179 2177										PAYROLL & BONUSES		2410 2415 401553					
16		JOBBER INCENTIVES/ESP/FLOOR PLAN ASSISTANCE/OTHER	1180 1190 214135										PROFIT SHARING (NON US)		2480 2026					
17	FINANCE RECEIVABLES - CURRENT		1200 111928										OTHER		2420 2423 1304809					
18	ALLOWANCE - DOUBTFUL RECEIVABLES		1280 1291										DEFERRED INTEREST INCOME (CURRENT PORTION - NON US)		2480 2486					
19	NEW	CARS	0080 FORD 62		0081 LINC 3		0082 OTHER		• 1300 1305 1855453		TOTAL CURRENT LIABILITIES		0215 20666549							
20		TRUCKS	0083 FORD 248		0084 LINC 13		0085 OTHER		• 1310 1316 13134397		VEHICLE EQUITY		0220 2069043							
21		DEMOS	0086 FORD		0087 LINC		0088 OTHER		• 1320 1325		NET CASH		• 14833487							
22	USED	NON CPO	CARS 0089 40		60 DAY		0090		1330 1350 845902		AVERAGE MONTH TOTAL EXPENSES		785301							
23		TRUCKS	0091 98		0092		1360 1370 2674048		NET CASH OVER (UNDER)		14048186		NET CASH							
24	REMARKETED VEHICLES	CPO (Franchise Only)	CARS 0110				1380		0101		MORTGAGES PAYABLE		2500 2510							
25		TRUCKS	0111				1395		0102		OFFICERS & OWNERS		2510 2520 12000000							
26	REMARKETED VEHICLES	CARS	0093		60 DAY		0095		1240 0026		FORD		2515 2516							
27		TRUCKS	0094		0096		1345 0027		OTHER		2520 0028		1627430							
28	PARTS INV.	0097 FCM000 378609		1430 1435 27786		1460 1465 350823		0028		LEASED VEHICLES		2530 2530								
29	ALLOWANCE - PARTS INVENTORY ADJUSTMENT		1430 1435 1460 1465										RENTAL VEHICLES		2540 2540 1847434					
30	OTHER INVENTORIES		MEMO, WORK IN PROCESS 0250 1658 1470 1475 1658										ESTIMATED LIABILITY - REPOSSESSION PURCHASE LOSS		2600 2021					
31	LIFO INVENTORY RESERVE	0100 NEW 1470		0101 USED		1490 1495		0051		OTHER LIABILITIES		2700 2710 325260								
32	PREPAID EXPENSES		1500 1505 43561										TOTAL LIABILITIES		0225 36466673					
33	TOTAL CURRENT ASSETS		39608441										CORPORATION		CAPITAL STOCK		2800 2802 8949972			
34	LEASED VEHICLES - NET		0122 0127 1610 1620 1727957										CAPITAL IN EXCESS OF STOCK PAR VALUE		2805 2020					
35	RENTAL VEHICLES - NET		1760 1765 1727957										RETAINED EARNINGS		2810 0230 30120217					
36	LAND AND IMPROVEMENTS - NET		1780 1785										TREASURY STOCK		2803 0237					
37	BUILDINGS	COST	1710										FIXED ASSET REVALUATION (NON US)		2870 0238					
38		DEPRECIATION	1715										SUB "S" DIVIDENDS DECLARED		2920 0239 12530391					
39	EQUIPMENT	COST	1720 1725 2933551										PARTNERS' OR PROPRIETOR'S INVESTMENT		2830 0240					
40		DEPRECIATION	1725 1727 1280296										DRAWING		2840 0241 14315306					
41	LEASEHOLDS	COST	1730 99225										NET INVESTMENT		0242 12224492					
42		AMORTIZED	1735 80666										NET PROFIT - AFTER INCOME TAX - YTD		2860 0243 3399413					
43	FINANCE RECEIVABLES DEFERRED - NET		1850 1855										NET WORTH		2240 15623905					
44	RECEIVABLES - OFFICERS & EMPLOYEES		1810										TOTAL LIABILITIES & NET WORTH		0244 52090578					
45	CASH VALUE - LIFE INSURANCE		1820										RETURN ON INVESTMENTS - ROI		25 %					
46	OTHER ASSETS - NET		1825 1827 9082366										WORKING CAPITAL		0245 18941892					
47	TOTAL ASSETS		52090578										ACTUAL		18941892					
48	FROZEN CAPITAL (negative amount = no frozen capital for dealership)	USED VEHICLE INVENTORY		- 1487436										RECOMMENDED MINIMUM OR GUIDE		7173671				
49		PARTS INVENTORY		- 51566										ACTUAL OVER (UNDER)		11768221				
50		PSB RECEIVABLES		- 154513										ACCOUNTS RECEIVABLE AGING						
51	OPERATING ANALYSIS		MONTH		YTD		MONTH		YTD		VEH. ACCOUNTS		0500 382318		0507 56090		0514 37350		0521 5100	
52	TOTAL	SALES	10684253		84683186		% TOTAL SALES		PARTS ACCOUNTS		0501 61979		0508 10905		0515 2179		0522 4337			
53		GROSS	1395710		10240224		131 121		SERVICE ACCOUNTS		0502		0509		0516		0523			
54	OPERATING PROFIT	EXPENSE	738539		6282406		69 74		BODY ACCOUNTS		0503		0510		0517		0524			
55		ADDIT & DEDUCT TO INCOME - BONUSES	- 113890		- 558407		- 11 - 7		WARR. RECEIVABLES		0504 28886		0511 1379		0518 1337		0525 594			
56	PROFIT BEFORE INCOME TAX		543281		3399411		51 40		FORD INCENTIVES		0505 414894		0512 - 268		0519 15187		0526 1000			
57	TOTAL ASSETS		52090578										NOTES RECEIVABLES		0506		0513		0520	

**OPERATING SUMMARY**

LINE NO	OPERATING SUMMARY	DOLLARS		UNITS YTD		DEPARTMENTAL OPERATING SUMMARY				
		MONTH	YTD	CAR	TRUCK	NEW	USED	PARTS *	SERVICE *	BODY SHOP *
1	TOTAL SALES			N 102	N 894	M 6159029	M 3655751	M 422912	M 446561	
2		10684253	84683186	U 370	U 1201	Y 46916991	Y 31348557	Y 3217154	Y 3200484	
3	TOTAL GROSS			% TOTAL GROSS		M 447882	M 480478	M 154653	M 312697	
4		1395710	10240224	MONTH	YTD	Y 3074013	Y 3688026	Y 1193609	Y 2284576	
5	TOTAL SELLING EXPENSE			Y 83047	Y 175368	M 816294	M 1344412	M 263847	M 530476	
6		352062	2955029	252	289	M 364835	M 305110	M 121738	M 251965	
7	TOTAL SELLING/ ADJUSTED SELLING GROSS			Y 2257719	Y 2343614	M 929762	M 1754100			
8		1043648	7285195	748	711	M 350117	M 21302	M 7984	M 7074	
9	TOTAL FIXED EXPENSE			Y 2988055	Y 183482	M 62212	M 82059			
10		386477	3327377	277	325					
11	DEALER SALARY									
12										
13	OPERATING PROFIT			M 14718	M 283808	M 113754	M 244891			
14		657171	3957818	471	386	Y -730336	Y 2160132	Y 867550	Y 1672041	
15	LEASED VEHICLE									
16	RENTAL VEHICLE									
17	RECREATIONAL VEHICLE									
18	OTHER INVENTORY INCOME									
19	ADJ TO INCOME									
20	FORD MOTOR COMPANY PROGRAMS									
21	INDEMNITIES (NON US)									
22	BONUS									
23	DEALER									
24	EMPLOYEE									
25	PROFIT BEFORE INCOME TAX									
26	EST. INCOME TAX									
27	PROFIT SHARING (NON US)									
28	COMBINED CAPITAL LEGAL RESERVE (NON US)									
29	NET PROFIT AFTER TAX									
30		543279	3399413	51	40					
31										
32	TOTAL OVERHEAD EXP.									
33	TOTAL P. S. BS GROSS									
34	NET OPERATING COST									
35	TOTAL									
36	VEHICLE GROSS									
37	VAR. SALES EXP									
38	VARIABLE GROSS									
39	BREAK-EVEN UNITS = N.O.C. / VAR. GROSS + DOC FEES + FOMOCO PROGRAMS PN/UVR									
40										
41										
42										
43										
44										

ADJUSTMENTS TO INCOME	MONTH		YTD
	CASH DISC. EARNED	9100	
INTEREST INCOME	9150		1310
DIVIDEND INCOME	9200		1311
SALES FIXED ASSETS	9250		1312
OTHER INCOME	9300	26572	1315
DOCUMENTATION FEES	9370		1314
<b>DEDUCTIONS</b>			
CASH DISCOUNT	9400	4204	1315
OTHER	9450	25000	1316
9500			
<b>TOTAL (Line 20)</b>		<b>- 2632</b>	<b>1317</b>
			<b>156658</b>

FORD MOTOR COMPANY PROGRAMS			
LINCOLN SUPPORT	9430		1414
FORD SUPPORT	9440		1415
AD STANDARDS	9450		1419
CUSTOMER SATISFACTION RECOGNITION (F&C)	9470		1416
<b>TOTAL FORD MOTOR COMPANY PROGRAMS (Line 21)</b>			<b>1420</b>
Service Absorption: The Sum of Total Parts, Service & Body Shop Gross Profits DIVIDED By the Sum of Total Fixed Expense + Dealer Salary + Parts, Service & Body Shop Sales Expense.			
		MONTH	YTD
(Benchmark is 85% - 100%)		<b>97.3%</b>	<b>84.4%</b>

NON-US DEALER ADJUSTMENTS (MEMO)			
EXCHANGE RATE ADJUSTMENT	9300		1443
MONETARY ADJUSTMENT	9400		1444
		MONTH	YTD
<b>TOTAL PAYROLL</b>			<b>1445</b>

OPERATING TREND ANALYSIS	NEW UNITS		USED UNITS RETAIL		TOTAL CAR/TRK (INC. WHSL.)	SELLING/ADJUSTED * SELLING GROSS (000)					FIXED EXP. (000)	OPT PFT (000)	PFT BIT (000)	NET PROFIT PNVS
	CAR	TRUCK	CAR	TRUCK		NEW	USED	PARTS *	SERVICE *	BODY SHOP *				
47	JANUARY	3	82	19	97	269	13	255	149	219	423	213	186	2187
48	FEBRUARY	12	117	21	66	280	251	178	121	207	435	320	276	2139
49	MARCH	13	131	22	92	304	354	270	121	247	443	548	474	3290
50	APRIL	19	132	40	122	379	304	374	98	210	393	593	524	3471
51	MAY	19	121	29	125	431	390	345	92	195	428	594	514	3673
52	JUNE	12	95	32	104	327	275	377	99	198	427	523	448	4183
53	JULY	7	103	24	74	282	305	241	129	226	391	509	435	3952
54	AUGUST	17	113	28	83	295	365	305	122	252	386	657	543	4179
55	SEPTEMBER													
56	OCTOBER													
57	NOVEMBER													
58	DECEMBER													
59	CURRENT YTD	102	894	215	763	2567	2258	2344	930	1754	3327	3958	3399	3413
60	PRIOR YTD													

LINE	DEALER LANDERS MCLARTY FORD				P & A CODE 04275	SALES CODE 23B189	MONTH 31 AUG 2020	PG 3		
	SALES	MONTH GROSS	UNITS	GR PVS	NEW RETAIL VEHICLES (GAS & DIESEL)					
					UNITS	GR PVS	YEAR-TO-DATE			
							SALES	GROSS		
1	268639	16781	5	3356	MUSTANG	3040 3041	2034 39	2036 - 375	1568068	2037 - 14637
2					FIESTA	3110 3111	2064	2055		2067
3	263691	- 23423	11	2129	FUSION	3027 3028	2154 54	2155 1456	1323126	2157 - 78611
4					FORD GT	3037 3038	2114	2116		2117
5					FIJO (MEXICO ONLY)	3114 3115		2524		2527
6					FORD DISCONTINUED MODEL CARS	3045 3046		2124		2127
7	532330	- 6642	16	415	TOTAL FORD RETAIL CARS	2264	93	1003	2891194	2267 + 93248
8	54671	1476	1	1476	LINCOLN MKZ	3222 3223	2284 6	2285 - 661	262185	2287 - 3968
9					LINCOLN CONTINENTAL	3300 3301	2144 3	2145 572	151295	2147 1716
10					LINCOLN DISCONTINUED MODEL CARS	3242 3243	2294	2295		2297
11	54671	1476	1	1476	TOTAL LINCOLN RETAIL CARS	2304	9	250	413480	2307 - 2252
12					NON FOMOCO CARS	3340 3341	2384	2385		2387
13	587001	- 5166	17	304	TOTAL RETAIL CARS	2394	102	936	3304674	2397 - 95500
14					FORD MOTOR CO FLEET CAR	3360	2914	2915		2917
15					NON FOMOCO FLEET CAR	3370	2924	2925		2927
16					TOTAL FLEET CAR	3380	2934	2935		2937
17		116602			CAR INCENTIVES (GAS & DIESEL)	4380				2947 871613
18	587001	111436	17	6555	TOTAL NEW CARS	3394	102	7609	3304674	3397 776113
19	142310	- 5705	4	1426	EDGE	3475 3476	2044 42	2045 1229	1546753	2047 - 51605
20	380185	- 18651	13	1435	ESCAPE	3450 3451	3064 66	3065 1240	1944031	3067 - 81861
21	872339	- 2133	18	119	EXPLORER	3110 3411	3016 152	3017 1009	7008560	3019 - 153309
22	474396	- 10855	7	1551	EXPEDITION	3400 3401	3024 38	3025 1287	2697892	3027 - 48907
23					BRONCO	3007 3008	3334	3335		3337
24					ECONOLINE / CLUB WAGON	3420 3421	3054 30	3055 2034	722615	3057 - 61015
25	223442	- 2239	6	373	RANGER	3422 3423	3354 46	3355 1115	1688342	3357 - 51278
26	2751977	- 13875	51	272	F150 (UNDER 8500# GVW)	3780 3781	3074 380	3075 1122	20296519	3077 - 426189
27	153845	4485	2	2243	F-SUPER DUTY (F-250-350 OVER 8500# GVW)	3790 3791	3084 27	3085 - 34	1818158	3087 - 917
28	81223	- 6800	3	2267	TRANSIT CONNECT	3597 3598	3114 15	3115 2943	419906	3117 - 44144
29					TRANSIT (VAN)	3550 3551	3164	3165		3167
30					FLEX	3484 3485	3174 7	3175 2981	256328	3177 - 20864
31	92776	- 12039	4	3010	ECOSPORT	3564 3565	3104 22	3105 2375	543068	3107 - 52248
32					TBD FORD TRUCK #1	3550 3557	3884	3885		3887
33					FORD DISCONTINUED MODEL TRUCKS	3570 3571	3174	3175		3177
34	5172493	- 67812	108	628	TOTAL FORD LIGHT TRUCKS RETAIL	3204	825	1203	38942172	3207 - 992337
35	199161	7988	2	3994	LINCOLN NAVIGATOR	3590 3591	3234 20	3235 2077	1718133	3237 - 41547
36	53371	- 1820	1	1820	LINCOLN MAULILIS	3566 3567	3444 13	3445 1794	691592	3447 - 23323
37	147003	2728	2	1364	LINCOLN AVIATOR	3582 3583	3254 23	3255 787	1588116	3257 18093
38					LINCOLN CORSAIR	3592 3593	3304 8	3305 2202	329941	3307 - 17614
39					TBD LINCOLN TRUCK # 2	3584 3585	3374	3375		3377
40					LINCOLN DISCONTINUED MODEL TRUCKS	3586 3587	3384	3385		3387
41	399535	8896	5	1779	TOTAL LINCOLN SUV RETAIL	3274	64	1006	4327782	3277 - 64391
42					NON FOMOCO LIGHT TRUCK	3480 3481	3484	3485		3487
43	5572028	- 58916	113	521	TOTAL LIGHT TRUCK RETAIL	3504	889	1189	43269954	3507 - 1056728
44					F-SUPER DUTY (F450-450 OVER 8500# GVW)	3740 3741	3564 5	3565 1473	342363	3567 7365
45					F-SUPER DUTY (F650-750)	3500 3501	3574	3575		3577
46					TOTAL FORD COMMERCIAL TRUCKS RETAIL	3584	5	1473	342363	3587 7365
47					NON FOMOCO CLASS 4-7-8	3600 3601	3584	3585		3587
48					TOTAL COMMERCIAL/OTHER TRUCKS RETAIL	3604	5	1473	342363	3607 7365
49	5572028	- 58916	113	521	TOTAL RETAIL TRUCKS	3584	894	1174	43612317	3587 - 1049363
50					FOMOCO FLEET LIGHT TRUCKS	3470	3524	3525		3527
51					NON FOMOCO FLEET LIGHT TRUCKS	3516	3414	3415		3417
52					TOTAL FLEET LIGHT TRUCKS	3674	3674	3675		3677
53					F-SUPER DUTY (F250-350 OVER 8500# GVW) FLEET	3606	3604	3605		3607
54					F-SUPER DUTY (F650-750) FLEET	3608	3744	3745		3747
55					TOTAL FORD COMMERCIAL FLEET TRUCKS	3754	3754	3755		3757
56					NON FOMOCO CLASS 4-7-8 FLEET	3610	3764	3765		3767
57					TOTAL COMMERCIAL/OTHER FLEET TRUCKS	3774	3774	3775		3777
58					TOTAL FLEET TRUCKS	3784	3784	3785		3787
59		149520			TRUCK INCENTIVES (GAS & DIESEL)	4620				3617 1410768
60	5572028	90604	113	802	TOTAL NEW TRUCK	3624	894	404	43612317	3627 361405
61		- 2172			DEALER TRANSFERS	3629	287	4640		3633 33559
62	6159029	199868	130	1537	TOTAL NEW RETAIL VEHICLES (GAS AND DIESEL)	3344	996	1176	46916991	3347 1171077

LINE	SALES	MONTH		GR PVS	NEW ALTERNATIVE ENERGY RETAIL VEHICLES	YEAR-TO-DATE				
		GROSS	UNITS			UNITS	GR PVS	SALES	GROSS	
1					FUSION HYBRID	3018 3019	2134		2135	2137
2					FUSION ENERGY	3134 3135	2484		2496	2497
3					TBD FORD ALTERNATIVE ENERGY CAR #1	3138 3139	2554		2546	2547
4					TBD FORD ALTERNATIVE ENERGY CAR #2	3140 3141	2554		2559	2557
5					FORD DISCONTINUED ALTERNATIVE ENERGY CARS	3142 3143	2564		2566	2567
6					TOTAL FORD ALTERNATIVE ENERGY RETAIL CARS		2574		2575	2577
7					LINCOLN MKZ HYBRID	3208 3209	2234		2235	2237
8					TBD LINCOLN ALTERNATIVE ENERGY CAR #1	3144 3145	2554		2556	2557
9					TBD LINCOLN ALTERNATIVE ENERGY CAR #2	3146 3147	2554		2556	2557
10					LINCOLN DISCONTINUED ALTERNATIVE ENERGY CARS	3148 3149	2614		2615	2617
11					TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL CARS		2624		2625	2627
12					NON FOMOCO ALTERNATIVE ENERGY CARS	3150 3151	2634		2635	2637
13					TOTAL ALTERNATIVE ENERGY RETAIL CARS		2644		2646	2647
14					CAR INCENTIVES (ALTERNATIVE ENERGY)	4109				4057
15					TOTAL NEW ALTERNATIVE ENERGY CARS		2714		2715	2717
16					ESCAPE (PHEV)	3152 3153	3454		3464	3467
17					ESCAPE HYBRID	3414 3415	3314		3316	3317
18					EXPLORER HYBRID	3154 3155	3434		3435	3437
19					F150 HYBRID	3156 3157	3514		3515	3517
20					MUSTANG MACH-E	3135 3137	3104		3105	3107
21					TBD FORD ALTERNATIVE ENERGY TRUCK #1	3158 3159	3534		3535	3537
22					TBD FORD ALTERNATIVE ENERGY TRUCK #2	3160 3161	3534		3535	3537
23					FORD DISCONTINUED ALTERNATIVE ENERGY TRUCKS	3162 3163	3634		3635	3637
24					TOTAL FORD ALTERNATIVE ENERGY RETAIL TRUCKS		3634		3635	3637
25					LINCOLN CORSAIR (PHEV)	3164 3165	3664		3665	3667
26					LINCOLN AVIATOR (PHEV)	3166 3167	3544		3545	3547
27					TBD LINCOLN ALTERNATIVE ENERGY TRUCK #1	3168 3169	3454		3455	3457
28					TBD LINCOLN ALTERNATIVE ENERGY TRUCK #2	3170 3171	3454		3455	3457
29					LINCOLN DISCONTINUED ALTERNATIVE ENERGY TRUCKS	3172 3173	3724		3725	3727
30					TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL TRUCKS		3364		3365	3367
31					NON FOMOCO ALTERNATIVE ENERGY TRUCKS	3174 3175	3474		3475	3477
32					TOTAL ALTERNATIVE ENERGY RETAIL TRUCKS		3404		3405	3407
33					TRUCK INCENTIVES (ALTERNATIVE ENERGY)	4009				3847
34					TOTAL NEW ALTERNATIVE ENERGY TRUCKS		3334		3335	3337
35					TOTAL NEW ALTERNATIVE ENERGY VEHICLES		3724		3725	3727
36	<b>6159029</b>	<b>199868</b>	<b>130</b>	<b>1537</b>	<b>TOTAL NEW VEHICLES</b>		<b>3704</b>	<b>996</b>	<b>1176</b>	<b>3705</b>
37	<b>TOTALS SUMMARY</b>									
38					TOTAL FLEET CARS & TRUCKS		3554		3555	3557
39	<b>6159029</b>	<b>- 64082</b>	<b>130</b>	<b>- 493</b>	TOTAL FORD & LINCOLN RETAIL VEHICLES		3954	<b>991</b>	<b>1163</b>	<b>3955</b>
40	<b>263691</b>	<b>- 23423</b>	<b>11</b>	<b>2129</b>	TOTAL FUSION RETAIL CARS		2824	<b>54</b>	<b>1456</b>	<b>2825</b>
41	<b>54671</b>	<b>1476</b>	<b>1</b>	<b>1476</b>	TOTAL LINCOLN MKZ RETAIL CARS		2844	<b>6</b>	<b>661</b>	<b>2845</b>
42	<b>380185</b>	<b>- 18651</b>	<b>13</b>	<b>1435</b>	TOTAL ESCAPE RETAIL TRUCKS		3424	<b>66</b>	<b>1240</b>	<b>3425</b>
43	<b>872339</b>	<b>- 2133</b>	<b>18</b>	<b>119</b>	TOTAL EXPLORER RETAIL TRUCKS		3974	<b>152</b>	<b>1009</b>	<b>3975</b>
44	<b>2751977</b>	<b>- 13875</b>	<b>51</b>	<b>272</b>	TOTAL F150 RETAIL TRUCKS		3934	<b>380</b>	<b>1122</b>	<b>3935</b>
45	<b>147003</b>	<b>2728</b>	<b>2</b>	<b>1364</b>	TOTAL LINCOLN AVIATOR RETAIL TRUCKS		3324	<b>23</b>	<b>787</b>	<b>3325</b>
46					TOTAL LINCOLN CORSAIR RETAIL TRUCKS		3344	<b>8</b>	<b>2202</b>	<b>3345</b>

LINE	NEW ADVERTISING	MTD		YTD		DIGITAL ADVERTISING		MTD		YTD		USED ADVERTISING
47												
48				4214		7250	SEARCH ENGINE MARKETING (SEM)	7430		4254		
49				4215		7251	DISPLAY ADS / RETARGETING INC. SOCIAL	7431		4255		
50				4216		7252	DIGITAL RETAILING	7432		4256		
51				4217		7253	ONLINE REPUTATION SERVICES	7433		4257		
52				4218		7254	3RD PARTY LEAD PROVIDERS	7434		4258		
53				4219		7255	DATABASE MARKETING	7435		4259		
54				4220		7256	OTHER	7436		4260		
55				4221			TOTAL DIGITAL ADVERTISING			4261		
56							TOTAL TRADITIONAL ADVERTISING					
57				4222		7257	TV BROADCAST & CABLE	7437		4262		
58				4223		7258	RADIO	7438		4263		
59				4224		7259	DIRECT MAIL	7439		4264		
60				4225		7260	OTHER	7440		4265		
61				4226			TOTAL TRADITIONAL ADVERTISING			4266		
62				4227			TOTAL ADVERTISING			4267		

LINE NO	DEALER	LANDERS MCLARTY FORD	P & A CODE	04275	SALES CODE	23B189	MONTH	31	AUG	2020	PG	4				
	SALES	GROSS	UNITS	GR PVS	USED VEHICLE DEPARTMENT	UNITS	GR PVS	SALES	GROSS							
1	565630	195836	28	6994	USED CARS RETAIL (NON CPO)	215	7418	3922671	1594847							
2					REMARKETED CARS RETAIL											
3					USED CPO CARS (FRANCHISE ONLY)											
4	565630	195836	28	6994	TOTAL USED CARS RETAIL	215	7418	3922671	1594847							
5	2411652	121658	83	1466	USED LIGHT TRUCKS RETAIL (NON CPO)	763	885	21128899	675545							
6					USED MED/HVY TRUCKS RETAIL											
7					REMARKETED TRUCKS RETAIL											
8					USED CPO TRUCKS (FRANCHISE ONLY)											
9	2411652	121658	83	1466	TOTAL USED TRUCKS RETAIL	763	885	21128899	675545							
10					USED CAR/TRK INCENTIVES											
11	2977282	317494	111	2860	TOTAL USED RETAIL	978	2321	25051570	2270392							
12	104187	5233	14	374	USED CARS WHOLESALE	155	525	988305	81441							
13					REMARKETED CARS WHOLESALE											
14	574282	- 5233	40	- 131	USED TRUCKS WHOLESALE	438	- 186	5308682	- 81665							
15					REMARKETED TRUCKS WHOLESALE											
16					USED VEH INVENTORY ADJUSTMENT											
17	678469		54		TOTAL USED WHOLESALE	593		6296987	- 224							
18	3655751	317494	165	1924	TOTAL USED VEHICLES	1571	1445	31348557	2270168							
19	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD				
20	4251		4252		4253		4254		4255		4256					
21	INCOME		UNITS		%PEN	PVR	F & I DEPARTMENT		UNITS		%PEN	PVR	INCOME			
22	MONTH	YTD	MONTH	YTD	YTD	MONTH	YTD	MONTH	YTD	YTD	MONTH	YTD	MONTH	YTD		
23	74758	565297	111	836	839	575	568	5000	5100	64	587	600	587	582		
24	10912	79920				84	80	5010	5110				23	34		
25								5020	5120							
26	28348	228133	63	491	493	218	229	5030	5130	47	427	437	159	176		
27								5040	5140							
28	166305	1330099	78	612	614	1279	1335	5050	5150	75	623	637	989	1002		
29	31258	283269				240	284	5060	5160				245	277		
30	20773	142596				160	143	5070	5170							
31								5080	5180							
32	248014	1902936				1908	1911	5090	5190				1468	1450		
33	MONTH	YTD	PNVS		MON		YTD	PLVS		MONTH		YTD				
34	199868	1171077	1537	1176	CAR / TRUCK GROSS		1924	1445	317494		2270168					
35					COST OF SALES ADJ: LIFO											
36	248014	1902936	1908	1911	F & I NET INCOME (LINE 32)		1468	1450	162984		1417858					
37	6159029	46916991	NEW GROSS % SALES		S	TOTAL VEHICLE	S	USED GROSS % SALES	3655751		31348557					
38	447882	3074013	73	66	G		G	131	118	480478		3688026				
39	NEW VEHICLE SALES EXPENSE				% TOTAL NEW GROSS				% TOTAL USED GROSS				USED VEHICLE SALES EXPENSE			
40	58571	430032	131	140	SALESPERSON		7200	143	145	68561		533912				
41	64371	461282	144	150	SALES MANAGERS		7210	134	121	64612		446073				
42	27307	233799	61	76	F & I		7360	57	63	27307		233699				
43	- 16296	- 91978	- 36	- 30	PRE-DELIVERY		7030									
44					PRE-DELIVERY ALLOWANCES		7040									
45	5717	15291	13	5	FREE SERVICE / MAINTENANCE & POLICY		7230	7	6	3214		22985				
46	139670	1048426	312	341	TOTAL VARIABLE EXPENSE		341	335	163694		1236669					
47	308212	2025587	688	659	VARIABLE GROSS		659	665	316784		2451357					
48	4789	38309	11	12	SALESPERSONS		7270	8	8	3868		30944				
49					SALES MANAGERS		7280									
50	18957	195988	42	64	OTHER		7300	29	34	14029		125456				
51					F & I		7350									
52	TOTAL ADVERTISING															
53	60494	408930	135	133	ADVERTISING REBATES		7320									
54	2850	13701	6	4	PROMOTION		7330	4	4	1750		13885				
55	710	1298	2		TRAINING		7340					455				
56					DEMO EXPENSE		7350	- 20	- 24	- 9753		- 88263				
57					SERVICE LOANERS		7360									
58					F & I OTHER		7370									
59	71919	743789	161	242	INTEREST - FLOOR PLAN		7380	4	7	1780		25266				
60	95354	816287	213	266	FLOOR PLAN ASSISTANCE		7390									
61	- 56623	- 232132	- 126	- 76	TOTAL SEMI-FIXED EXPENSES		24	29	11674		107743					
62	364835	2257719	815	734	SELLING GROSS		635	635	305110		2343614					

LINE NO	PARTS DEPARTMENT				SERVICE DEPARTMENT				BODY SHOP DEPARTMENT			
	MONTH	YTD	MON	YTD	MONTH	YTD	MON	YTD	MONTH	YTD	MON	YTD
1	30445	238130										
2	4944	42938										
3												
4	4944	42938	162	180								
5	21312	122788										
6	6911	40103	324	327								
7	171575	1344972										
8	58708	454911	342	338								
9												
10												
11												
12	57822	748572										
13	25384	330065	439	441								
14	141758	762692										
15	53935	268101	380	352								
16												
17												
18												
19												
20												
21												
22												
23	371155	2856236										
24	138027	1053077	372	369								
25												
26												
27												
28												
29												
30												
31												
32												
33												
34												
35												
36												
37												
38												
39	6271	54491										
40	- 1500	3000										
41	422912	3217154										
42	154653	1193609	366	371								
43												
44	154653	1193609	366	371								
45	76 PARTS SALES EXPENSE	% PARTS GROSS			77 SERVICE SALES EXPENSE	% SERV GROSS			78 BODY SHOP SALES EXPENSE	% BDY. GROSS		
46	5962	54316	39	46	17248	125703	55	55				
47	18949	152616	123	128	30894	258839	99	113				
48					19540	181104	62	79				
49	1000	8244	6	7	5981	43675	19	19				
50												
51	161	790	1	1	880	3394	3	1				
52	1316	3734	9	3	6331	43278	20	19				
53												
54	761	2329	5	2	- 28319	183854	- 91	- 80				
55	651	9276	4	8								
56	642	4755	4	4	2807	15377	9	7				
57												
58	3473	27787	22	23	5370	42960	17	19				
59	32915	263847	213	221	60732	530476	194	232				
60	121738	929762	787	779	251965	1754100	806	768				
61												
62	121738	929762			251965	1754100						

LINE NO	DEALER LANDERS MCLARTY FORD		P & A CODE 04275		SALES CODE 23B189		MONTH31 AUG 2020		PG 6		
	SELLING/ADJUSTED * SELLING GROSS ALL DEPTS	MONTH	YTD	MON	YTD	NEW	USED	PARTS *	SERVICE *	BODY *	UNAPPLIED
	1043648	7285195	748	711	2257719	2343614	929762	1754100			
	FIXED EXPENSE			% GROSS		DEPARTMENTAL FIXED EXPENSE ALLOCATION - YTD					
1	SAL - GEN. MGR.										
2	SALARIES - ADM.	20427	180182	15	18	74726	35152	35152	35152		
3	EMPLOYEE BENEFIT	46490	401081	33	39	407181	29283	2391	-	37774	
4	PAYROLL TAXES	38942	338592	28	33	338592					
5	PENSIONS										
6	INST'L ADV & PROMO	60902	566296	44	55	566296					
7	RENT & EQUIVALENT *	113240	927931	81	91	854246	57985	2770	12930		
8	UTILITIES	8617	56734	6	6	56734					
9	TELEPHONE	3093	20380	2	2	20380					
10	TAXES										
11	INSURANCE	21448	188190	15	18	132695	46698	3519	5278		
12	OFFICE SUPPLIES	7383	60476	5	6	58406	356	631	1083		
13	PROFESSIONAL & SERVICE FEES	29048	206799	21	20	164708	15558	8075	18458		
14	DATA PROCESSING	13235	157188	9	15	123429	10488	9620	34627		
15	BAD DEBTS										
16	CONTRIBUTIONS		396			396					
17	INTEREST		11569		1						11569
18	DEPREC. EQUIP.	19474	155886	14	15	155886					
19	EQ. & VEH. MAINT. GEN'L	1326	14830	1	1	4435		54	10341		
20	TRAVEL & ENTERTAINMENT	511	16581		2	13902	715		1964		
21	MISCL. EXPENSE	2341	24266	2	2	16043	8223				
22	ALLOCATION OF UNAPPLIED EXPENSE										11569
23	TOTAL FIXED	386477	3327377	277	325	2988055	183482	62212	82059		TOTAL APPLIED
24	DEALER SALARY										
25	OPERATING PROFIT	657171	3957818	471	386	730336	2160132	867550	1672041		
26	NEW VEHICLE	F & I SELLING GROSS ANALYSIS			USED VEHICLE		RENTAL DEPARTMENT		MONTH	YTD	
27	MONTH	YTD		MONTH	YTD	INCOME					
28	199868	1171077	GROSS	317494	2270168	SALARIES					
29	112363	814627	VAR. SELLING EXP	136387	1002970	COMMISSIONS/INCENTIVES					
30	- 56623	- 232132	SEMI-FIXED SELLING EXP.	11674	107743	OTHER EXPENSES					
31	144128	588582	SELLING GROSS	169433	1159455	TOTAL NET					
32	248014	1902936	TOTAL F & I NET INCOME	162984	1417858	AGREEMENTS					
33	27307	233799	F & I SELLING EXPENSES	27307	233699	INVENTORY ANALYSIS		RENTAL			
34	220707	1669137	F & I SELLING GROSS	135677	1184159			CAR	TRUCK	RV	SERVICE LOANERS
35	364835	2257719	TOTAL SELLING GROSS	305110	2343614	TOT UNITS @ EOM					
36			MONTH	YTD		TOT UNIT-DAYS AVAIL. / MO.					
37	NET RENT OR EQUIV.	113241	927931			CUST.-ESP.-PAID DAYS / MO.					
38	DEPREC. & AMORT.					SERVICE LOANER-PAID DAYS / MO.					
39	INSURANCE - BUILDING					DEALER-PAID DAYS / MO.					
40	TAX - REAL ESTATE					NON-UTILIZED DAYS / MO.					
41	MAINT. - BUILDING					% UTILIZATION					
42	TOTAL	113241	927931			% CUSTOMER / ESP. PAID					
43	PERSONNEL SUMMARY	ADMIN	FRAN N & U	F & I	REN/LS	FRAN PARTS	FRAN SERVICE	BODY			
44	DEALERS										
45	MANAGEMENT	1	4	4		1	1				
46	SLS PRNS / SERV ADVRS	20				4	6				
47	TECH. NICIANS	REPAIR				25					
48		INTERNAL									
49	CLERICAL	5	5	5		5	5				
50	OTHER	3	3	3		1	9				
51	TOTAL	89	1	32	4	6	46				
52	SALESPERSON TENURE (IN MOS.)	LESS THAN 12 MOS	5			1					
53		12 TO 36 MOS	9			4					
54		37 TO 60 MOS	5			1					
55		61+ MOS	1								
56	SALESPERSON TURNOVER	HIRED - YTD									
57		TERM - YTD									
58	MEMO. SPLIT SLS FORCE	NEW ONLY	USED ONLY	COMBO. N. & U.	TOTAL	STALL COUNT					
59	MANAGERS	2	2	4	4	REPAIR	INTERNAL	BODY			
60	SALESPERSONS	10	10	20	26						

LINE NO	MONTH				YTD				MONTH				YTD				MON		YTD												
	MON	TUE	WED	THUR	MON	TUE	WED	THUR	MON	TUE	WED	THUR	MON	TUE	WED	THUR	MON	TUE													
1	MEMO: QUICK LANE (CANADA & US)																		R.O ANALYSIS		TRAFFIC R.O. COUNT		SALES PER R.O.								
2																			RETAIL SHOP SALES		M										
3																			SALES		Y	7654									
4																			ESPIECS/QFC SALES		M										
5																			SALES		Y	7668									
6	PARTS DEPARTMENT				GRS % SLS				SERVICE DEPARTMENT				GRS % SLS				OTHER MERCHANDISE		WARRANTY SALES												
7	7699				6402	PARTS	S																								
8	7697					WHOLESALE	G																								
9	7672				6422	PARTS	S																								
10	7673					COUNTER RETAIL	G																								
11	7676				6436	RETAIL	S		7376																						
12	7677					SHOP SALES	G		7377																						
13	7678				6438	TIRE	S		7378																						
14	7678					SALES	G		7379																						
15	7680				6448	ESPIECS/QFC	S		7380																						
16	7681					SALES	G		7381																						
17	7674				6462	WARRANTY	S		7374																						
18	7675					SALES	G		7375																						
19	7682				6475	INTERNAL	S		7382																						
20	7683					SALES	G		7383																						
21	7684				6476	INTERNAL	S		7384																						
22	7685					TIRE SALES	G		7385																						
23						UNAPPLIED TIME	G		7373																						
24	7686				6485		S		7386																						
25	7687					SUBLET SALES	G		7387																						
26	7688				6492	OTHER	S		7388																						
27	7689					MERCHANDISE	G		7389																						
28	7690				6546	MATERIALS	S		7390																						
29	7691						G		7391																						
30	7692				6561.65	DISC EARNED	G																								
31	7693				6571.85	INVENT ADJ	G																								
32	7694					TOTAL	S		7394																						
33	7695					DEPARTMENTS	G		7395																						
34	PARTS SALES EXPENSE				% PARTS GRS				SERV SALES EXPENSE				% SERV GRS				BAD DEBT		CONTRIBUTIONS												
35	7698				7616	SALARIES-MGRS	7900		7397																						
36	7698				7602.03	SALARIES-TECH	7910		7398																						
37	7100				7604	COMMING MGRS	7905		7399																						
38	7101				7608.26	COMMING TECH	7910		7400																						
39	7102				7635.52	ADVERT PROMO	7831		7401																						
40	7103				7646	TRAINING	7940		7402																						
41	7104				7658	POLICY ADJ	7950		7403																						
42	7105				7685	TOOLS & SUPP	7870		7404																						
43	7106				7676	FREIGHT HANDLING	7971		7405																						
44	7107				7681	EQ & VEH MANT	7880		7406																						
45	7108				7690	MAINTN SET	7995		7407																						
46	7109				7695	MAINTN SET	7995		7408																						
47	7110					TOTAL SALES EXP			7409																						
48	7111					SELLING GROSS			7410																						
49	MEMO: QUICK LANE (CANADA & US)																		INS BLDGS												
50																			TAXES REAL ESTATE												
51																			MAIN BLDGS												
52																			UTILITIES												
53																			TELEPHONE												
54																			TAXES EXCLUDING INCOME/REAL ESTATE												
55																			OFFICE SUPPLIES												
56																			PROF & SERV FEES												
57																			BAD DEBT												
58																			CONTRIBUTIONS												
59	DEPREC EQUIP																														
60	TRAVEL & ENTERT																														
61	MISC EXPENSE																														
62	TOT FIXED EXP																														
52	QUICK LANE MEMO PROFIT																														
53		MTH		YTD																											
54	QL Parts & Serv Gross			7606																											
55	QL Parts & Serv Sales Exp			7607																											
56	QL P&S Selling Gross			7606																											
57	QL Parts & Serv Fixed Exp			7609																											
58	QL "Memo" Profit			7610																											
59	Sales per Stall			7611																											
60	MEMO: QUICK LANE (CANADA & US)																		PERSONNEL												
61																			MANAGERS												
62																			SERVICE WRITERS												
63																			LEAD/REPAIR TECHS												
64																			MAINTENANCE TECHS												
65	TOTAL																														
66	STALL COUNT																														