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2020 FORD MOTOR COMPANY DEALER FINANCIAL STATEMENT										2020			
P & A CODE 0129 06880					DEALER BASIL FORD OF NIAGARA FALLS					REC'D 0131			
PERIOD OF 0130 12					ADDRESS 6980 NIAGARA FALLS BLVD					SALES CODE			
MONTH ENDED 31 DEC 2020					CITY-STATE/PROVINCE NIAGARA FALLS, NY 143042297					0132 44F606			
ASSETS					BALANCE SHEET					LIABILITIES			
1	CASH	ON HAND, IN BANK	• 1000 • 1010	0001	460842					NEW VEHICLES & DEMOS	• 2000 • 2005	0201	3073327
2		MONEY MARKET / DEPOSIT	• 1015	0002						USED VEHICLES - NON CPO	2010	0202	266700
3	FINANCE CONTRACTS	NEW	• 1020	0003	410897					CPO VEHICLES (FRANCHISE ONLY)	2017	0401	
4		USED	• 1030	0004						REMARKETED VEHICLES	2015	0203	
5	MARKETABLE SECURITIES		• 1040	0005						RECREATION VEHICLES	2020	0204	
6	NOTES RECEIVABLE		0050	1100	0006					OTHER - SHORT TERM	2030	0205	
7	DISCOUNTED NOTES RECEIVABLE (NON US)		0051	1105	0007					LONG TERM - CURRENT PORTION	2040	0206	
8	ACCOUNTS RECEIVABLE	VEHICLE	0052	1110 1125	0008	72444				OVERDRAFT/LINE OF CREDIT (LINE OF CREDIT LIMIT)	0208	• 2055	
9		PARTS SERVICE BODY	0053	1120	0009	99179				ACCOUNTS PAYABLE	2100-2140 2182, 2183	0210	167170
10		OTHER	0054	1130, 1131 1132, 1135	0010					ACCOUNTS PAYABLE - CUSTOMER SALES TAX	2150	0403	25501
11		INCOME TAX REFUND	1139	0015						INCOME TAXES	2200 2205	0211	
12	FOR W & P CLAIMS	1140 1150	0011		220				CUSTOMER DEPOSITS	• 2300	0212	13071	
13	VEHICLE HOLDBACK	• 1160	0012		29143				ACCOMMODATIONS-SVC. CONTRACTS/REPO REFUND	• 2310 -2320	0213	104647	
14	INCENTIVES	1170	0013		74398				TAXES	2400 -2402	0214	100	
15	0083 LINCOLN SUPPORT	0084 FORD SUPPORT	0085 CSR (FaC)	1174, 1178 1177	0014				PAYROLL & BONUSES	2410 -2415	0215	76394	
16	0086 LINCOLN SUPPORT	0087 FORD SUPPORT	0088 CSR (FaC)	1174, 1178 1177	0014				PROFIT SHARING (NON US)	2450	0216		
17	0089 LINCOLN SUPPORT	0090 FORD SUPPORT	0091 CSR (FaC)	1174, 1178 1177	0014				OTHER	2420 -2423	0217	257010	
18	0092 LINCOLN SUPPORT	0093 FORD SUPPORT	0094 CSR (FaC)	1174, 1178 1177	0014				DEFERRED INTEREST INCOME (CURRENT PORTION - NON US)	2460 2465	0218		
19	0095 LINCOLN SUPPORT	0096 FORD SUPPORT	0097 CSR (FaC)	1174, 1178 1177	0014				TOTAL CURRENT LIABILITIES		0219	3983920	
20	0098 LINCOLN SUPPORT	0099 FORD SUPPORT	0100 CSR (FaC)	1174, 1178 1177	0014				VEHICLE EQUITY		0221 USED	2622552	
21	0101 LINCOLN SUPPORT	0102 FORD SUPPORT	0103 CSR (FaC)	1174, 1178 1177	0014				NET CASH	•		650650	
22	0104 LINCOLN SUPPORT	0105 FORD SUPPORT	0106 CSR (FaC)	1174, 1178 1177	0014				AVERAGE MONTH TOTAL EXPENSES			319410	
23	0106 LINCOLN SUPPORT	0107 FORD SUPPORT	0108 CSR (FaC)	1174, 1178 1177	0014				NET CASH OVER (UNDER)			331240	
24	0108 LINCOLN SUPPORT	0109 FORD SUPPORT	0110 CSR (FaC)	1174, 1178 1177	0014				LONG TERM LIABILITIES				
25	0109 LINCOLN SUPPORT	0110 FORD SUPPORT	0111 CSR (FaC)	1174, 1178 1177	0014				MORTGAGES PAYABLE	2500	0225		
26	0110 LINCOLN SUPPORT	0111 FORD SUPPORT	0112 CSR (FaC)	1174, 1178 1177	0014				OFFICERS & OWNERS	2510	0226		
27	0111 LINCOLN SUPPORT	0112 FORD SUPPORT	0113 CSR (FaC)	1174, 1178 1177	0014				FORD	2515	0227		
28	0112 LINCOLN SUPPORT	0113 FORD SUPPORT	0114 CSR (FaC)	1174, 1178 1177	0014				OTHER	2520	0228	512153	
29	0113 LINCOLN SUPPORT	0114 FORD SUPPORT	0115 CSR (FaC)	1174, 1178 1177	0014				LEASED VEHICLES	2530	0229		
30	0114 LINCOLN SUPPORT	0115 FORD SUPPORT	0116 CSR (FaC)	1174, 1178 1177	0014				RENTAL VEHICLES	2540	0230		
31	0115 LINCOLN SUPPORT	0116 FORD SUPPORT	0117 CSR (FaC)	1174, 1178 1177	0014				ESTIMATED LIABILITY - REPOSSESSION PURCHASE LOSS	2600	0231		
32	0116 LINCOLN SUPPORT	0117 FORD SUPPORT	0118 CSR (FaC)	1174, 1178 1177	0014				OTHER LIABILITIES	2700 2710	0232		
33	0117 LINCOLN SUPPORT	0118 FORD SUPPORT	0119 CSR (FaC)	1174, 1178 1177	0014				TOTAL LIABILITIES		0233	4496073	
34	0118 LINCOLN SUPPORT	0119 FORD SUPPORT	0120 CSR (FaC)	1174, 1178 1177	0014				NET WORTH				
35	0119 LINCOLN SUPPORT	0120 FORD SUPPORT	0121 CSR (FaC)	1174, 1178 1177	0014				CAPITAL STOCK	2800 -2802	0234	2839840	
36	0120 LINCOLN SUPPORT	0121 FORD SUPPORT	0122 CSR (FaC)	1174, 1178 1177	0014				CAPITAL IN EXCESS OF STOCK PAR VALUE	2805	0236		
37	0121 LINCOLN SUPPORT	0122 FORD SUPPORT	0123 CSR (FaC)	1174, 1178 1177	0014				RETAINED EARNINGS	2810	0235	551863	
38	0122 LINCOLN SUPPORT	0123 FORD SUPPORT	0124 CSR (FaC)	1174, 1178 1177	0014				TREASURY STOCK	2803	0237		
39	0123 LINCOLN SUPPORT	0124 FORD SUPPORT	0125 CSR (FaC)	1174, 1178 1177	0014				FIXED ASSET REVALUATION (NON US)	2870	0238		
40	0124 LINCOLN SUPPORT	0125 FORD SUPPORT	0126 CSR (FaC)	1174, 1178 1177	0014				SUB "S" DIVIDENDS DECLARED	2820	0239	5119	
41	0125 LINCOLN SUPPORT	0126 FORD SUPPORT	0127 CSR (FaC)	1174, 1178 1177	0014				PARTNERS' OR PROPRIETOR'S INVESTMENT	2830	0240		
42	0126 LINCOLN SUPPORT	0127 FORD SUPPORT	0128 CSR (FaC)	1174, 1178 1177	0014				DRAWING	2840	0241		
43	0127 LINCOLN SUPPORT	0128 FORD SUPPORT	0129 CSR (FaC)	1174, 1178 1177	0014				NET INVESTMENT		0242	3386588	
44	0128 LINCOLN SUPPORT	0129 FORD SUPPORT	0130 CSR (FaC)	1174, 1178 1177	0014				NET PROFIT - AFTER INCOME TAX - YTD	2850	0243	1116889	
45	0129 LINCOLN SUPPORT	0130 FORD SUPPORT	0131 CSR (FaC)	1174, 1178 1177	0014				NET WORTH		0244	4503477	
46	0130 LINCOLN SUPPORT	0131 FORD SUPPORT	0132 CSR (FaC)	1174, 1178 1177	0014				TOTAL LIABILITIES & NET WORTH		0245	8999550	
47	0131 LINCOLN SUPPORT	0132 FORD SUPPORT	0133 CSR (FaC)	1174, 1178 1177	0014				RETURN ON INVESTMENTS - ROI			32 %	
48	0132 LINCOLN SUPPORT	0133 FORD SUPPORT	0134 CSR (FaC)	1174, 1178 1177	0014				WORKING CAPITAL				
49	0133 LINCOLN SUPPORT	0134 FORD SUPPORT	0135 CSR (FaC)	1174, 1178 1177	0014				ACTUAL			3347409	
50	0134 LINCOLN SUPPORT	0135 FORD SUPPORT	0136 CSR (FaC)	1174, 1178 1177	0014				RECOMMENDED MINIMUM OR GUIDE			1139412	
51	0135 LINCOLN SUPPORT	0136 FORD SUPPORT	0137 CSR (FaC)	1174, 1178 1177	0014				ACTUAL OVER (UNDER)			2207997	
52	0136 LINCOLN SUPPORT	0137 FORD SUPPORT	0138 CSR (FaC)	1174, 1178 1177	0014				ACCOUNTS RECEIVABLE AGING				
53	OPERATING ANALYSIS								CURRENT		31 - 60	61 - 90	91 +
54	SALES	2521965	34911569	% TOTAL SALES	VEH. ACCOUNTS	0500	70864	0507	1580	0521			
55	GROSS	337580	4578904	134 131	PARTS ACCOUNTS	0501	39748	0508	19355	0515	4464	0522	6070
56	EXPENSE	344746	3832925	137 110	SERVICE ACCOUNTS	0502		0509		0516		0523	
57	OPERATING PROFIT	-7166	745979	-3 21	BODY ACCOUNTS	0503	-3348	0510	9483	0517	1597	0524	21810
58	ADDIT. & DEDUCT. TO INCOME - BONUSES	484574	370909	192 11	WARR. RECEIVABLES	0504	220	0511		0518		0525	
59	PROFIT BEFORE INCOME TAX	477408	1116888	189 32	FORD INCENTIVES	0505	70697	0512	3315	0519	387	0526	
					NOTES RECEIVABLES	0506		0513		0520		0527	

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 26	N 34	M 879	M 543	1252	312	197	973	148	187	43	950		
2		252	1965	349	1156	U 339	U 689	Y 142	Y 248	Y 678	Y 158	Y 781	Y 125	Y 248	Y 638	Y 217	Y 181	Y 580	Y 235
3	TOTAL GROSS					% TOTAL GROSS		M 54	M 85	199	366	62	839	98	887	21	637		
4		337	580	457	890	MONTH	YTD	Y 84	Y 65	Y 51	Y 14	Y 19	Y 697	Y 85	Y 257	Y 117	Y 627	Y 283	Y 121
5	TOTAL SELLING EXPENSE					M 22	M 92	62	275	26	656	61	281	22	298				
6		196	186	207	314	Y 23	Y 35	Y 1	Y 73	Y 649	Y 313	Y 257	Y 580	Y 639	Y 202	Y 245			
7	TOTAL SELLING/ ADJUSTED SELLING GROSS					M 31	M 85	37	091	25	007	44	933	2	505				
8		141	394	250	576	Y 60	Y 72	Y 0	Y 48	Y 395	Y 361	Y 694	Y 452	Y 126	Y 703				
9	TOTAL FIXED EXPENSE					M 34	M 89	26	250	16	417	41	782	15	219				
10		134	560	161	418	Y 39	Y 40	Y 3	Y 18	Y 22	Y 195	Y 818	Y 541	Y 439	Y 181	Y 070			
11	DEALER SALARY					M 28	M 00	36	40	2	380	3	780	1	400				
12		14	000	14	560	Y 29	Y 12	Y 37	Y 85	Y 6	Y 24	Y 752	Y 393	Y 12	Y 14	Y 560			
13	OPERATING PROFIT					M -5	M 83	7	201	6	210	-6	30	-1	41	11	4		
14		-7	166	74	597	Y -2	Y 16	Y 3	Y 184	Y 34	Y 23	Y 70	Y 113	Y 701	Y -68	Y 928			

LINE NO	DESCRIPTION	CODE	ADJUSTMENTS TO INCOME	
			MONTH	YTD
15	LEASED VEHICLE	5300		
16	RENTAL VEHICLE	5200		
17	RECREATIONAL VEHICLE	9000		
18				
19	OTHER INVENTORY INCOME	9050		
20	ADJ. TO INCOME	9100 - 9600	498	175
21	FORD MOTOR COMPANY PROGRAMS	9430, 9440, 9450, 9420		
22	INDEMNITIES (NON US)	9060		
23	BONUS	9500		
24	EMPLOYEE	9550	136	601
25	PROFIT BEFORE INCOME TAX		477	408
26	INCOME TAX			
27	EST. INCOME TAX	9000	-1	
28	PROFIT SHARING (NON US)	9910		
29	COMBINED CAPITAL (LEGAL RESERVE)(NON US)	9920, 9925		
30	NET PROFIT AFTER TAX		477	409

ADJUSTMENTS TO INCOME	ADDITIONS		DEDUCTIONS	
	MONTH	YTD	MONTH	YTD
CASH DISC. EARNED	65	713		
INTEREST INCOME				
DIVIDEND INCOME				
SALES FIXED ASSETS				
OTHER INCOME	498	110		
DOCUMENTATION FEES				
CASH DISCOUNT				
OTHER				
TOTAL (Line 20)	498	110	131	592

FORD MOTOR COMPANY PROGRAMS				
LINCOLN SUPPORT	9430			1414
FORD SUPPORT	9440			1415
AD STANDARDS	9460			1410
CUSTOMER SATISFACTION RECOGNITION (FoC)	9620			1410
TOTAL FORD MOTOR COMPANY PROGRAMS (Line 21)				1429

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%)	70.7%	81.0%

NON-US DEALER ADJUSTMENTS (MEMO)				
EXCHANGE RATE ADJUSTMENT	9350			1440
MONETARY ADJUSTMENT	9600			1444

	MONTH	YTD
TOTAL PAYROLL	239	1332

LINE NO	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	2	24	22	37	107	23	59	33	66	9	141	36	24	922				
48	FEBRUARY	2	33	10	46	123	26	21	33	60	12	138	3	-5	-151				
49	MARCH		16	12	25	65	12	50	30	53	5	128	11	2	107				
50	APRIL	1	14	6	24	53	20	10	33	45	7	145	-41	-43	-2899				
51	MAY	4	23	17	38	85	63	63	32	40	19	131	75	63	2332				
52	JUNE	5	31	25	53	149	49	95	40	75	13	126	135	118	3264				
53	JULY	2	46	16	56	149	108	81	38	70	14	132	164	144	2991				
54	AUGUST	4	32	23	63	164	63	125	29	55	15	137	139	134	3721				
55	SEPTEMBER	2	40	23	38	132	96	37	37	69	6	132	102	88	2094				
56	OCTOBER		46	27	52	151	72	77	32	64	10	144	97	90	1966				
57	NOVEMBER	2	24	17	42	113	43	27	34	52	14	126	33	26	1008				
58	DECEMBER	2	20	12	42	112	32	37	25	45	3	135	-7	477	21700				
59	CURRENT YTD	26	349	210	516	1403	607	682	395	694	127	1614	746	1117	2978				
60	PRIOR YTD	34	B	132	337	C	323	618	386	641	69	1619	273	208	-990				

LINE NO	MONTH				NEW RETAIL VEHICLES (GAS & DIESEL)		YEAR-TO-DATE						
	SALES	GROSS	UNITS	GR PVS			UNITS	GR PVS	SALES	GROSS			
1			10		MUSTANG	3040 3041	2034	5	1086	2038	177075	2037	5431
2					FIESTA	3110 3111	2084	1	513	2088	17560	2087	513
3	51749	1827	2	914	FUSION	3027 3028	2154	19	740	2150	496005	2157	14058
4					FORD GT	3037 3038	2114			2110		2117	
5					FIGO (MEXICO ONLY)	3114 3115	2524			2520		2527	
6					FORD DISCONTINUED MODEL CARS	3045 3046	2124	1	2276	2128	28919	2127	2276
7	51749	1837	2	919	TOTAL FORD RETAIL CARS		2204	26	857	2206	719559	2207	22278
8					LINCOLN MKZ	3222 3223	2284			2288		2287	
9					LINCOLN CONTINENTAL	3300 3301	2744			2748		2747	
10					LINCOLN DISCONTINUED MODEL CARS	3242 3243	2294			2298		2297	
11					TOTAL LINCOLN RETAIL CARS		2304			2306		2307	
12					NON FOMOCO CARS	3340 3341	2804			2808		2807	
13	51749	1837	2	919	TOTAL RETAIL CARS		2004	26	857	2006	719559	2007	22278
14					FORD MOTOR CO. FLEET CAR	3360	2914			2918		2917	
15					NON FOMOCO FLEET CAR	3370	2924			2928		2927	
16					TOTAL FLEET CAR		2934			2938		2937	
17		1927			CAR INCENTIVES (GAS & DIESEL)	4380						2947	10969
18	51749	3764	2	1882	TOTAL NEW CARS		2954	26	1279	2956	719559	2957	33247
19					EDGE	3475 3476	3044	19	1111	3048	730430	3047	21112
20	159295	4019	5	804	ESCAPE	3450 3451	3004	64	767	3008	1989437	3007	49060
21	140932	3012	3	1004	EXPLORER	3410 3411	3014	67	646	3018	2960696	3017	43315
22					EXPEDITION	3400 3401	3024	1	2226	3028	78084	3027	2226
23	28500	287	1	287	BRONCO	3007 3008	3384	1	487	3388	28500	3387	487
24					ECONOLINE / CLUB WAGON	3420 3421	3054	2	778	3058	79945	3057	1556
25	42839	185	1	185	RANGER	3422 3423	3354	12	600	3358	448064	3357	7203
26	391871	8766	8	1096	F150 (UNDER 8500# GVW)	3780 3781	3074	90	761	3078	4298052	3077	68454
27		-70			F-SUPER DUTY (F-250-350 OVER 8500# GVW)	3790 3791	3084	14	1925	3088	801091	3087	26953
28					TRANSIT CONNECT	3597 3598	3114	5	-27	3118	146088	3117	-134
29					TRANSIT (VAN)	3550 3551	3164			3168		3167	
30					FLEX	3484 3485	3174			3178		3177	
31	26150	-146	1	-146	ECOSPORT	3564 3565	3104	70	660	3108	1771113	3107	46234
32					TBD FORD TRUCK #1	3556 3557	3884			3888		3887	
33					FORD DISCONTINUED MODEL TRUCKS	3570 3571	3124			3128		3127	
34	789587	16053	19	845	TOTAL FORD LIGHT TRUCKS RETAIL		3204	345	772	3206	13331500	3207	266466
35					LINCOLN NAVIGATOR	3590 3591	3234			3238		3237	
36					LINCOLN NAUTILUS	3586 3587	3444			3448		3447	
37					LINCOLN AVIATOR	3582 3583	3254			3258		3257	
38					LINCOLN CORSAIR	3592 3593	3304			3308		3307	
39					TBD LINCOLN TRUCK # 2	3594 3595	3324			3328		3327	
40					LINCOLN DISCONTINUED MODEL TRUCKS	3586 3587	3204			3208		3207	
41					TOTAL LINCOLN SUV RETAIL		3274			3278		3277	
42					NON FOMOCO LIGHT TRUCK	3460 3461	3494			3498		3497	
43	789587	16053	19	845	TOTAL LIGHT TRUCK RETAIL		3504	345	772	3506	13331500	3507	266466
44					F-SUPER DUTY (F450-550 OVER 8500# GVW)	3740 3741	3564	1	48	3568	61898	3567	48
45					F-SUPER DUTY (F650-750)	3500 3501	3574			3578		3577	
46					TOTAL FORD COMMERCIAL TRUCKS RETAIL		3584	1	48	3588	61898	3587	48
47					NON FOMOCO CLASS 4-7-8	3600 3601	3594			3598		3597	
48					TOTAL COMMERCIAL/OTHER TRUCKS RETAIL		3604	1	48	3608	61898	3607	48
49	789587	16053	19	845	TOTAL RETAIL TRUCKS		3684	346	770	3686	13393398	3687	266514
50	38207	4302	1	4302	FOMOCO FLEET LIGHT TRUCKS	3470	3474	3	2918	3478	135721	3477	8753
51					NON FOMOCO FLEET LIGHT TRUCKS	3516	3414			3418		3417	
52	38207	4302	1	4302	TOTAL FLEET LIGHT TRUCKS		3674	3	2918	3678	135721	3677	8753
53					F-SUPER DUTY (F450-550 OVER 8500# GVW) FLEET	3606	3684			3688		3687	
54					F-SUPER DUTY (F650-750) FLEET	3608	3744			3748		3747	
55					TOTAL FORD COMMERCIAL FLEET TRUCKS		3754			3758		3757	
56					NON FOMOCO CLASS 4-7-8 FLEET	3610	3764			3768		3767	
57					TOTAL COMMERCIAL/OTHER FLEET TRUCKS		3774			3778		3777	
58	38207	4302	1	4302	TOTAL FLEET TRUCKS		3784	3	2918	3788	135721	3787	8753
59		4578			TRUCK INCENTIVES (GAS & DIESEL)	4620						3817	206306
60	827794	24933	20	1247	TOTAL NEW TRUCK		3824	349	1380	3826	13529119	3827	481573
61		2203			DEALER TRANSFERS	3630	4640	129		4644		3837	2413
62	879543	30900	22	1405	TOTAL NEW RETAIL VEHICLES (GAS AND DIESEL)		3844	375	1379	3846	14248678	3847	517233

LINE NO	MONTH				NEW ALTERNATIVE ENERGY RETAIL VEHICLES	YEAR-TO-DATE						
	SALES	GROSS	UNITS	GR PVS		UNITS	GR PVS	SALES	GROSS			
1					FUSION HYBRID	3018 3018	2134		2136		2137	
2					FUSION ENERGI	3134 3135	2404		2406		2407	
3					TBD FORD ALTERNATIVE ENERGY CAR #1	3138 3139	2544		2546		2547	
4					TBD FORD ALTERNATIVE ENERGY CAR #2	3140 3141	2554		2556		2557	
5					FORD DISCONTINUED ALTERNATIVE ENERGY CARS	3142 3143	2564		2566		2567	
6					TOTAL FORD ALTERNATIVE ENERGY RETAIL CARS	4274			4276		4277	
7					LINCOLN MKZ HYBRID	3208 3209	2234		2236		2237	
8					TBD LINCOLN ALTERNATIVE ENERGY CAR #1	3144 3145	2564		2566		2567	
9					TBD LINCOLN ALTERNATIVE ENERGY CAR #2	3146 3147	2564		2566		2567	
10					LINCOLN DISCONTINUED ALTERNATIVE ENERGY CARS	3148 3149	2614		2616		2617	
11					TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL CARS	4264			4266		4267	
12					NON FOMOCO ALTERNATIVE ENERGY CARS	3150 3151	2634		2636		2637	
13					TOTAL ALTERNATIVE ENERGY RETAIL CARS	2644			2646		2647	
14					CAR INCENTIVES (ALTERNATIVE ENERGY)	4109					2657	
15					TOTAL NEW ALTERNATIVE ENERGY CARS	2714			2716		2717	
16					ESCAPE (PHEV)	3152 3153	3464		3466		3467	
17					ESCAPE HYBRID	3414 3415	3314		3316		3317	
18					EXPLORER HYBRID	3154 3155	3434		3436		3437	
19					F150 HYBRID	3156 3157	3514		3516		3517	
20					MUSTANG MACH-E	3136 3137	3194		3196		3197	
21					TBD FORD ALTERNATIVE ENERGY TRUCK #1	3158 3159	3534		3536		3537	
22					TBD FORD ALTERNATIVE ENERGY TRUCK #2	3160 3161	3654		3656		3657	
23					FORD DISCONTINUED ALTERNATIVE ENERGY TRUCKS	3162 3163	3694		3696		3697	
24					TOTAL FORD ALTERNATIVE ENERGY RETAIL TRUCKS	3164			3166		3167	
25					LINCOLN CORSAIR (PHEV)	3164 3165	3664		3666		3667	
26					LINCOLN AVIATOR (PHEV)	3166 3167	3544		3546		3547	
27					TBD LINCOLN ALTERNATIVE ENERGY TRUCK #1	3168 3169	3464		3466		3467	
28					TBD LINCOLN ALTERNATIVE ENERGY TRUCK #2	3170 3171	3454		3456		3457	
29					LINCOLN DISCONTINUED ALTERNATIVE ENERGY TRUCKS	3172 3173	3734		3736		3737	
30					TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL TRUCKS	3354			3356		3357	
31					NON FOMOCO ALTERNATIVE ENERGY TRUCKS	3174 3175	3474		3476		3477	
32					TOTAL ALTERNATIVE ENERGY RETAIL TRUCKS	3404			3406		3407	
33					TRUCK INCENTIVES (ALTERNATIVE ENERGY) 4009						3407	
34					TOTAL NEW ALTERNATIVE ENERGY TRUCKS	3334			3336		3337	
35					TOTAL NEW ALTERNATIVE ENERGY VEHICLES	3724			3726		3727	
36	879543	30900	22	1405	TOTAL NEW VEHICLES	3704	375	1379	3706	14248678	3707	517233

LINE NO	NEW ADVERTISING	MTD		YTD		DIGITAL ADVERTISING		MTD		YTD		USED ADVERTISING	
38		38207	4302	1	4302	TOTAL FLEET CARS & TRUCKS	3954	3	2918	3956	135721	8753	
39		841336	17890	21	852	TOTAL FORD & LINCOLN RETAIL VEHICLES	3064	371	778	3066	14051059	288744	
40		51749	1827	2	914	TOTAL FUSION RETAIL CARS	2824	19	740	2826	496005	14058	
41						TOTAL LINCOLN MKZ RETAIL CARS	2844			2846			
42		159295	4019	5	804	TOTAL ESCAPE RETAIL TRUCKS	3424	64	767	3426	1989437	49060	
43		140932	3012	3	1004	TOTAL EXPLORER RETAIL TRUCKS	3074	67	646	3076	2960696	43315	
44		391871	8766	8	1096	TOTAL F150 RETAIL TRUCKS	3934	90	761	3936	4298052	68454	
45						TOTAL LINCOLN AVIATOR RETAIL TRUCKS	3624			3626			
46						TOTAL LINCOLN CORSAIR RETAIL TRUCKS	3644			3646			
47	NEW ADVERTISING	MTD		YTD		DIGITAL ADVERTISING		MTD		YTD		USED ADVERTISING	
48			2849	4214	3553	7250	SEARCH ENGINE MARKETING (SEM)	7430	102	4284	32754		
49				4215	209	7251	DISPLAY ADS / RETARGETING INC. SOCIAL	7431		4285	173		
50			1971	4216	2001	7252	DIGITAL RETAILING	7432		4286	1900		
51				4217		7253	ONLINE REPUTATION SERVICES	7433		4287			
52			1025	4218	2043	7254	3RD PARTY LEAD PROVIDERS	7434	7002	4288	69553		
53			1865	4219	2283	7255	DATABASE MARKETING	7435		4289			
54			285	4220	931	7256	OTHER	7436	4603	4290	55370		
55			7995	4221	1083	7256	TOTAL DIGITAL ADVERTISING		11707	4291	159750		
56			MTD		YTD		TRADITIONAL ADVERTISING		MTD		YTD		
57				4222		7257	TV BROADCAST & CABLE	7437		4292			
58				4223		7258	RADIO	7438		4293			
59		984	4224	1699	7259	DIRECT MAIL	7439		4294	9442			
60		4476	4225	3518	7260	OTHER	7440	4854	4295	36589			
61		5460	4226	5217	7260	TOTAL TRADITIONAL ADVERTISING		4854	4296	46031			
62		13455	4227	1605	7260	TOTAL ADVERTISING		16561	4297	205781			

LINE NO.	SALES				USED VEHICLE DEPARTMENT				SALES				GROSS			
	UNITS	YTD	MONTH	YTD	UNITS	GR PVS	UNITS	GR PVS	UNITS	GR PVS	UNITS	GR PVS	UNITS	GR PVS		
1	146706	22614	12	1885	USED CARS RETAIL (NON CPO)	3700, 3715, 3720, 3730	210	882	2913878			185147				
2					REMARKETED CARS RETAIL	3800, 3815										
3					USED CPO CARS (FRANCHISE ONLY)	3830, 3835										
4	146706	22614	12	1885	TOTAL USED CARS RETAIL	3750, 3765, 3767, 3770	210	882	2913878			185147				
5	857986	2861	42	68	USED LIGHT TRUCKS RETAIL (NON CPO)	3860, 3870, 3865, 3875										
6					USED MED/HVY TRUCKS RETAIL	3950, 3955										
7					REMARKETED TRUCKS RETAIL	3970, 3975										
8					USED CPO TRUCKS (FRANCHISE ONLY)	4000, 4005										
9	857986	2861	42	68	TOTAL USED TRUCKS RETAIL	4000, 4005, 4010, 4015, 4020, 4025	516	517	10638572			2665194				
10					USED CAR/TRK INCENTIVES	4880										
11	1004692	25475	54	472	TOTAL USED RETAIL		726	622	13552450			451666				
12	35240	3664	18	204	USED CARS WHOLESALE	3710	129	167	714279			21539				
13					REMARKETED CARS WHOLESALE	3805										
14	212380	1615	18	90	USED TRUCKS WHOLESALE	3760	173	109	1611396			18814				
15					REMARKETED TRUCKS WHOLESALE	3955										
16					USED VEH. INVENTORY ADJUSTMENT	4702, 4752, 4880										
17	247620	5279	36	147	TOTAL USED WHOLESALE		302	134	2325675			40353				
18	1252312	30754	90	342	TOTAL USED VEHICLES		1028	479	15878125			492019				

LINE NO.	UNITS				COST				C A R	R E C O N D I T I O N I N G A N A L Y S I S	T R K	UNITS				COST			
	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD				MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD
19	16	425	286	19449	425	253600	1216	887				65	425	738	75668	425	702735	1164	952

LINE NO.	INCOME				UNITS				%PEN				PVR				INCOME			
	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD		
21	19797	219487	20	310	833	943	590	5000	5100	FINANCE CONTRACTS	38	500	689	682	654	36804	4400	475056		
22	4285	32536				204	87	5010	5110	FIN. INC. ADJ.				47	40	2524	4410	28879		
23								5020	5120	INSURANCE CONTRACTS										
24								5090	5190	GAP INSURANCE										
25								5030	5130	INSUR. ADJ.										
26	8932	153242	12	139	374	425	412	5040	5140	EXT. SERVICE CONTR.	36	424	584	720	698	38905	4440	507086		
27	1430	12782				68	34	5050	5150	EXT. SERVICE CONTR. REF.				85	37	4573	4450	27077		
28	937	1907				45	5	5060	5160	OTHER MERCHANDISE						2	4460	1492		
29								6070, 6080, 6170, 6180		REPO LOSS NET										
30	23951	329318				1141	885			F & I NET INCOME						1271	1278	68612	4480	927678

LINE NO.	MONTH				YTD				MON				YTD								
	MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED	THUR	FRI	SAT	SUN	MON	TUE	WED	THUR	FRI	SAT	SUN
33																					
34																					
35																					
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59																					
60																					
61																					
62																					

LINE	PARTS DEPARTMENT				SERVICE DEPARTMENT				BODY SHOP DEPARTMENT			
	MONTH	YTD	MON	YTD	MONTH	YTD	MON	YTD	MONTH	YTD	MON	YTD
1	33790	603680										
2	6036	95937										
3	85	26010										
4	6121	121947	181	202								
5	7826	95163										
6	1789	26356	229	277								
7	35756	466048										
8	14088	174409	394	374								
9	1295	52338										
10	565	23217	436	444								
11												
12	28012	410077										
13	12463	182393	445	445								
14	23269	230791										
15	8590	84238	369	365								
16												
17												
18												
19	28003	240608										
20	4966	44635	177	186								
21												
22												
23	116335	1399862										
24	40672	508892	350	364								
25	34668	303663										
26	7700	91653	222	302								
27												
28												
29		15009										
30		6723		448								
31	56	8335										
32	22	2850	393	342								
33	5298	60670										
34	1454	15630	274	258								
35												
36												
37	40022	387677										
38	9176	116856	229	301								
39	5129	79934										
40	-48	-728										
41	197973	2486382										
42	62839	853257	317	343								
43												
44	62839	853257	317	343								
45	76 PARTS SALES EXPENSE % PARTS GROSS				77 SERVICE SALES EXPENSE % SERV GROSS				78 BODY SHOP SALES EXPENSE % BDY. GROSS			
46	6838	83765	109	98	9455	106719	96	91	5799	65376	268	231
47	9295	97499	148	114	15227	147643	154	126	5316	49915	246	176
48	5462	83187	87	97	9718	110394	98	94	450	1907	21	7
49	-139	9171	-2	11	1705	34654	17	29				
50												
51	113	2454	2	3	2183	22278	22	19	176	3488	8	12
52	242	666	4	1	1607	33959	16	29	932	14148	43	50
53		7			-4068	6851	-41	6	300	4106	14	15
54	2016	3670	32	4	18694	55109	189	47	7686	43209	355	153
55	592	3665	9	4								
56	326	5602	5	7	2599	13100	26	11	548	3219	25	11
57	1911	23571	30	28					1426	12690	66	45
58					4161	49932	42	42	349	4187	16	15
59	26656	313257	424	367	61281	580639	620	494	22982	202245	1062	714
60	36183	540000	576	633	37606	595639	380	506	-1345	80876	-62	286
61	1117	144640			7327	98813			3850	45827		
62	25007	395361			44933	694452			2505	126703		

LINE NO		DEALER BASIL FORD OF NIAGAR P & A CODE 06880 SALES CODE 44F606 MONTH31 DEC 2020 PG6										
		SELLING/ADJUSTED * SELLING GROSS ALL DEPTS	MONTH	YTD	MON	YTD	NEW	USED	PARTS *	SERVICE *	BODY *	UNAPPLIED
			141394	2505763	419	547	607200	682048	395361	694452	126703	
		FIXED EXPENSE				% GROSS		DEPARTMENTAL FIXED EXPENSE ALLOCATION - YTD				
1	SAL. - GEN. MGR.	8000, 8005, 8006										
2	SALARIES - ADM.	8020	8000	77944	24	17	27280	15589	11692	19486	3897	
3	EMPLOYEE BENEFIT	8040, 8045, 8041	16819	269666	50	59	37099	33118	32278	138821	28350	
4	PAYROLL TAXES	8100, 8105, 8106	14027	195840	42	43	30368	31961	21841	83058	28612	
5	PENSIONS	8200, 8210, 8205, 8206										
6	INSTL. ADV. & PROMO.	8220, 8240										
7	RENT & EQUIVALENT *	8300-8420, 8305-8425, 8306, 8346, 8356, 8386, 8406, 8426	59335	662031	176	145	203126	137718	78490	162762	79935	
8	UTILITIES	8500, 8505, 8041	4093	54285	12	12	12474	8678	7101	16270	9762	
9	TELEPHONE	8520, 8525, 8446	1246	19989	4	4	4790	2874	3704	7663	958	
10	TAXES	8540, 8445, 8846	248	160	1	1	31	27	15	49	38	
11	INSURANCE	8600, 8620	225	2798	1	1				2798		
12	OFFICE SUPPLIES	8640, 8645, 8666	3500	42000	10	9	9837	12575	4458	12449	2681	
13	PROFESSIONAL & SERVICE FEES	8660, 8665, 8709	22155	200057	66	44	50405	44081	21701	63561	20309	
14	DATA PROCESSING	8680	4632	57223	14	12	9376	7032	9376	26751	4688	
15	BAD DEBTS	8700, 8705, 8729										
16	CONTRIBUTIONS	8720, 8725, 8766	-2782	2893	-8	1	839	752	521	636	145	
17	INTEREST	8740	696	11407	2	2	3194	2738	1483	3194	798	
18	DEPREC. EQUIP.	8760, 8765, 8806										
19	EQ. & VEH. MAINT. GEN'L	8780										
20	TRAVEL & ENTERTAINMENT	8800, 8805, 8829	2366	17279	7	4	5043	4529	3083	3768	856	
21	MISCL. EXPENSE	8820, 8825, 8841		612			173	150	75	173	41	
22	ALLOCATION OF UNAPPLIED EXPENSE											
23	TOTAL FIXED		134560	1614184	399	353	394035	301822	195818	541439	181070	TOTAL APPLIED
24	DEALER SALARY	8900	14000	145600	41	32	29120	37856	24752	39312	14560	
25	OPERATING PROFIT		-7166	745979	-21	163	184045	342370	174791	113701	-68928	
26	NEW VEHICLE	F & I SELLING GROSS ANALYSIS				USED VEHICLE		RENTAL DEPARTMENT			MONTH	YTD
27	MONTH	YTD			MONTH	YTD	INCOME					
28	30900	517233			30754	492019	SALARIES					
29	7318	111324			18372	233763	COMMISSIONS/INCENTIVES					
30	11050	73571			33248	367045	OTHER EXPENSES					
31	12532	332338			-20866	-108789	TOTAL NET					
32	23951	329318			68612	927678	AGREEMENTS					
33	4624	54456			10655	136841	INVENTORY ANALYSIS		RENTAL		SERVICE LOANERS	
34	19327	274862			57957	790837			CAR	TRUCK	RV	
35	31859	607200			37091	682048	TOT UNITS @ EOM					
36							NET RENT OR EQUIV.					
37							DEPREC. & AMORT.					
38							INSURANCE - BUILDING					
39							TAX - REAL ESTATE					
40							MAINT. - BUILDING					
41							TOTAL					
42												
43	PERSONNEL SUMMARY	ADMIN	FRAN N & U	F & I	REN/ISE	FRAN. PARTS	FRAN. SERVICE	BODY				
44	DEALERS	0504	1									
45	MANAGEMENT	0505	1									
46	SLS PRNS / SERV ADVRS		4			2	2					
47	TECH. NICIANS	REPAIR					10	4				
48		INTERNAL										
49	CLERICAL	0509	1				1	0509				
50	OTHER	0510	3			1	5	0500				
51	TOTAL	0501	4	3	10	1	4	19	0501			
52		LESS THAN 12 MOS.	0532	4				1				
53		12 TO 36 MOS.	0533					1				
54		37 TO 60 MOS.	0534					1				
55		61+ MOS.	0535					1				
56	SALESPERSON TURNOVER	HIRED - YTD	0536	1				1				
57		TERM. - YTD	0537	6				1				
58	MEMO. SPLIT SLS FORCE	NEW ONLY	USED ONLY	COMBO. N. & U.	TOTAL	STALL COUNT						
59	MANAGERS	0709	0710	1	1	REPAIR	INTERNAL	BODY				
60	SALESPERSONS	0710	0720	4	4	20		12				

LINE NO.	MONTH	YTD	MON	YTD	MONTH	YTD	MON	YTD	MONTH	YTD
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MEMO: QUICK LANE (CANADA & US)

PARTS DEPARTMENT

7	7000			GRS % SLS	5402	PARTS	S			
8	7007					WHOLESALE	G			
9	7072				5422	PARTS	S			
10	7073					COUNTER RETAIL	G			
11	7076				5435	RETAIL	S			GRS % SLS
12	7077				5705	SHOP SALES	G		7377	
13	7078				5438	TIRE	S		7378	
14	7079					SALES	G		7379	
15	7080				5445	ESP/ESC/QFC	S		7300	
16	7081					SALES	G		7361	
17	7074				5462	WARRANTY	S		7374	
18	7075				5722	SALES	G		7375	
19	7082				5475	INTERNAL	S		7382	
20	7083				5735	SALES	G		7383	
21	7084				5478	INTERNAL	S		7384	
22	7085				5734	TIRE SALES	G		7385	
23					8741	UNAPPLIED TIME	G		7373	
24	7086				5755		S		7386	
25	7087					SUBLET SALES	G		7387	
26	7088				5492	OTHER	S		7388	
27	7089				5761	MERCHANDISE	G		7389	
28	7090				5545	MATERIALS	S		7390	
29	7091				5781		G		7391	
30	7092				6561, 65	DISC EARNED	G			
31	7093				6571, 65	INVENT ADJ	G			
32	7094					TOTAL	S		7394	
33	7095					DEPARTMENTS	G		7395	

SERVICE DEPARTMENT

7370										
7377										
7378										
7379										
7300										
7361										
7374										
7375										
7382										
7383										
7384										
7385										
7373										
7386										
7387										
7388										
7389										
7390										
7391										
7394										
7395										

R.O. ANALYSIS	TRAFFIC R.O. COUNT	SALES PER R.O.	
		PARTS	LABOR
RETAIL SHOP SALES	M		
	Y	7684	
ESP/ECS/QFC SALES	M		
	Y	7690	
INTERNAL SALES	M		
	Y	7698	
OTHER MERCHANDISE	M		
	Y	7699	
WARRANTY SALES	M		
	Y	7692	

PARTS ALLOCATION FIXED EXPENSE

	MTH	YTD
SALARIES	8006	7951
BENEFITS	8041	7952
PAYROLL TAXES	8106	7953
PENSIONS	8208	7954
RENT & LEASE	8306	7955
DEP BLDG & IMP	8348	7956
AMORT of IMPR	8368	7957
INS BLDGS	8388	7958
TAXES REAL ESTATE	8406	7959
MAIN BLDGS	8428	7960
UTILITIES	8508	7961
TELEPHONE	8446	7962
TAXES EXCLUDING INCOME/REAL ESTATE	8646	7963
OFFICE SUPPLIES	8686	7964
PROF & SERV FEES	8708	7965
BAD DEBT	8728	7966
CONTRIBUTIONS	8766	7967
DEPREC EQUIP	8808	7968
TRAVEL & ENTERT	8828	7969
MISC EXPENSE	8841	7970
TOT FIXED EXP		7975

PARTS SALES EXPENSE % PARTS GRS

7098					
7099					
7100					
7101					
7102					
7103					
7104					
7105					
7108					
7107					
7108					
7109					
7110					
7111					

SERV SALES EXPENSE % SERV GRS

7615	SALARIES-MGRS	7900			
7602,03	SALARIES - TECH	7902			
7604	COMM&INC-MGRS	7905			
7608,25	COMM & INC - TECH	7907			
7635,32	ADVERT/PROMO	7930			
7645	TRAINING	7940			
7655	POLICY ADJ	7950			
7665	TOOLS & SUPP	7970			
7675	FREIGHT/HANDLING	7971			
7681	EQ. & VEH MANT	7980			
7685	INV CNTRL & DP	7985			
7696	VAC/ TO PAY-TECH	7990			
	TOTAL SALES EXP	7409			
	SELLING GROSS	7410			

SERVICE ALLOCATION FIXED EXPENSE

	MTH	YTD
SALARIES	8005	7961
BENEFITS	8045	7962
PAYROLL TAXES	8105	7963
PENSIONS	8205	7964
RENT & LEASE	8305	7965
DEP BLDG & IMP	8345	7966
AMORT of IMPR	8365	7967
INS BLDGS	8385	7968
TAXES REAL ESTATE	8405	7969
MAIN BLDGS	8425	7970
UTILITIES	8505	7971
TELEPHONE	8525	7972
TAXES EXCLUDING INCOME/REAL ESTATE	8445	7973
OFFICE SUPPLIES	8645	7974
PROF & SERV FEES	8665	7975
BAD DEBT	8705	7976
CONTRIBUTIONS	8725	7977
DEPREC EQUIP	8765	7978
TRAVEL & ENTERT	8805	7979
MISC EXPENSE	8825	7980
TOT FIXED EXP		7981

QUICK LANE MEMO PROFIT

	MTH	YTD
QL Parts & Serv Gross		7005
QL Parts & Serv Sales Exp		7007
QL P&S Selling Gross		7008
QL Parts & Serv Fixed Exp		7009
QL "Memo" Profit		7010
Sales per Stall		7011

PERSONNEL

MANAGERS	7501		
SERVICE WRITERS	7502		
LEAD/REPAIR TECHS	7503		
MAINTENANCE TECHS	7504		
TOTAL	7505		
STALL COUNT	7510		

ITEMS NOT PRINTED BECAUSE OF EXCESSIVE LENGTH:

A=13809

B=3200239

C=3201012