

L N E	ACCOUNT	ACCT. NO.	TOTAL OPERATIONS				NEW VEHICLES 1200		USED VEHICLES 1300		L N E
			MONTH	YEAR TO DATE	MONTH % OF SALES	YTD % OF SALES	MONTH	YEAR TO DATE	MONTH	YEAR TO DATE	
1	TOTAL SALES (from P.4 & 5)		2290588	14432008	1000	1000	1248617	8486619	624916	3933868	1
2	GROSS PROFIT (from P.4 & 5)		299882	1627247	131	113	84954	454763	40338	325555	2
3											3
4											4
5	VARIABLE SELLING EXPENSES				MONTH % OF GP	YTD % OF GP					5
6	Compensation Vehicle Salespersons	01	20847	127911	70	79	15035	78596	5812	49315	6
7	Compensation Finance and Insurance	02	8829	79928	29	49	6480	43394	2349	36534	7
8	Pre-Delivery	03	12790	69328	43	43	12790	69328			8
9	Policy Inspection	05	68	325					68	325	9
10	TOTAL VARIABLE	L 6 thru 9	42534	277492	142	171	34305	191318	8229	86174	10
11											11
12											12
13											13
14											14
15											15
16											16
17											17
18	SEMI-FIXED EXPENSES										18
19	Salaries - Dept. Managers	20	45890	268745	153	165	18547	105071	9322	63785	19
20	Salaries - Owners	21	9827	44413	33	27	2948	13324	1474	6662	20
21	Salaries - Other	22	39089	218113	130	134	11202	54074	1881	12124	21
22	Absentee & Vacation Pay	23	8770	60148	29	37	4651	27259	182	2111	22
23	Employee Benefits	24	12543	84704	42	52	4854	32193	880	4884	23
24											24
25	(SUB-TOTAL EMPLOYMENT EXP.)	L 19 thru 24	116119	676123	387	416	42202	231921	13739	89566	25
26	Office Supplies	30	549	2385	2	1	229	823	69	335	26
27	Shop Tools - Sundry Supplies	31	- 1730	- 6763	- 6	- 4	281	2261	69	443	27
28	Courtesy Vehicle	32	1500	6000	5	4					28
29	Laundry - Uniforms	34	331	2634	1	2					29
30	Janitor Services - Cleaning	35	796	4443	3	3	239	1333	119	666	30
31	Postage	36		460				138		69	31
32	Policy Adjustments	37	554	3233	2	2	521	2259		- 1	32
33	Co-op Advertising Rebate	38	15587	99158	52	61	8039	51343	3768	25533	33
34	Co-op Rebate	40	(2600)	(12800)	9	8	(2600)	(12800)	()	()	34
35	Donations	39	500	500	2		150	150	75	75	35
36	Company Vehicle	41	5245	21683	17	13	1847	5168	178	983	36
37	Inventory Maintenance	42	4201	21155	14	13	1588	6250	2613	14753	37
38	Data Processing	44	6304	42416	21	26	2749	18076	950	7336	38
39	Training	45	1405	3004	5	2	388	388	194	194	39
40	Travel - Entertainment	46	200	1200	1	1	60	360	30	180	40
41	Telephone - Fax	47	714	3829	2	2	214	1149	107	574	41
42	Membership Dues & Subscript.	48	602	1126	2	1	152	281	76	141	42
43	Freight - Express	49									43
44	Outside Services	50	2314	14185	8	9	190	1529	80	462	44
45	Audit - Legal & Collection	51	700	4200	2	3	210	1260	105	630	45
46	Miscellaneous	52	1844	10821	6	7	863	4822	134	903	46
47	Interest & Bank Charges	53	6151	29839	21	18	1845	8928	923	4474	47
48	Floor Plan Interest	54	1371	21728	5	13	1371	21728			48
49	TOTAL SEMI-FIXED EXPENSES	L 25 THRU 48	162657	950559	542	584	60538	347367	23229	147316	49
50	FIXED EXPENSES										50
51	Rent or Mortgage Interest	60	37000	222000	123	136	11100	66600	5550	33300	51
52	Amortization Leasehold Impr.	61									52
53	Property Maintenance	62	862	7079	3	4	199	1824	99	912	53
54	Property Taxes	63		4307		3		1292		646	54
55	Building Insurance	64									55
56	Building Amortization	65									56
57	(SUB-TOTAL RENT FACTOR)	L 51 thru 56	37862	233386	126	143	11299	69716	5649	34858	57
58	Business & Other Taxes	68									58
59	Amortization - Equipment and Fixtures	69	4166	24369	14	15	1182	7065	432	2581	59
60	General Insurance	70	2538	15229	8	9	761	4569	381	2284	60
61	Maintenance of Equipment	73									61
62	Heat - Light - Power - Water	74	2829	12344	9	8	849	3703	424	1852	62
63	Equipment Rental	75	519	2848	2	2		1140			63
64	Licenses - Company Only	80	3040	3040	10	2	2060	2060	210	210	64
65											65
66	TOTAL FIXED EXPENSES	L 57 thru 64	50954	291216	170	179	16151	88253	7096	41785	66
67	TOTAL FIXED OVERHEAD	L 49+ L 66	213611	1241775	712	763	76689	435620	30325	189101	67
68	TOTAL EXPENSES	L 10 +L 67	256145	1519267	854	934	110994	626938	38554	275275	68
69	OPERATING PROFIT	L 2 minus L 68	43737	107980	146	66	26040	- 172175	1784	50280	69
70											70
71	Marketing Allowance	90	29961	137835	100	85	29961	137835			71
72	Quality Delivery Assistance	91	13953	78460	47	48	13953	78460			72
73	ADJUSTED OPERATING PROFIT	L 69 thru L 72	87651	324275	292	199	17874	44120			73
74	Net Other Income and Deductions	NET P3 L 80	431	78607	1	48					74
75											75
76	Net Profit Before Bonuses and Income Tax	L 73 +L 74	88082	402882	294	248					76
77											77
78	Bonuses - Owners	99	1	4							78
79	NET INCOME (Before Provision for Income Tax)	L 76 minus L 78	88081	402878	294	248					79
80											80

INCOME STATEMENT - DEPARTMENTAL (continued)

Security Code **062382**

of Months **6**

L N E	LEASE & RENTAL 1800		PARTS DEPT. 1400		SERVICE DEPT. 1500		BODY SHOP 1600		OTHER		2800	L N E
	MONTH	YEAR TO DATE	MONTH	YEAR TO DATE	MONTH	YEAR TO DATE	MONTH	YEAR TO DATE	MONTH	YEAR TO DATE		
1			260584	1265769	156471	745752						1
2			59513	309816	115077	537113						2
3												3
4	VARIABLE SELLING EXPENSES											
5	ACT. NO.											5
6	01											6
7	02											7
8	03											8
9	05											9
10												10
11												11
12												12
13												13
14												14
15												15
16												16
17												17
18	SEMI-FIXED EXPENSES											
19	20		9701	55660	8320	44229						19
20	21		2457	11103	2948	13324						20
21	22		9695	56083	16311	95832						21
22	23		1090	8467	2847	22311						22
23	24		2476	15283	4333	32344						23
24												24
25			25419	146596	34759	208040						25
26	30		114	558	137	669						26
27	31		115	992	- 2195	- 10459						27
28	32				1500	6000						28
29	34		67	438	264	2196						29
30	35		199	1111	239	1333						30
31	36			115		138						31
32	37		55	286	- 22	689						32
33	38		242	1415	3538	20867						33
34	40	()	()	()	()	()	()	()	()	()	()	34
35	39		125	125	150	150						35
36	41		2437	11638	783	3894						36
37	42			162		10						37
38	44		916	6123	1689	10881						38
39	45		324	324	499	2098						39
40	46		50	300	60	360						40
41	47		179	957	214	1149						41
42	48		127	234	247	470						42
43	49											43
44	50		784	4670	1260	7524						44
45	51		175	1050	210	1260						45
46	52		265	1807	582	3289						46
47	53		1538	7456	1845	8981						47
48	54											48
49			33131	186357	45759	269519						49
50	FIXED EXPENSES											
51	60		9250	55500	11100	66600						51
52	61											52
53	62		165	1773	399	2570						53
54	63			1077		1292						54
55	64											55
56	65											56
57			9415	58350	11499	70462						57
58	68											58
59	69		857	5117	1695	9606						59
60	70		635	3807	761	4569						60
61	73											61
62	74		707	3086	849	3703						62
63	75				519	1708						63
64	80		350	350	420	420						64
65												65
66			11964	70710	15743	90468						66
67			45095	257067	61502	359987						67
68			45095	257067	61502	359987						68
69			14418	52749	53575	177126						69
70												70
71	OTHER INCOME						OTHER DEDUCTIONS					
72			ACCOUNT	MONTH	YEAR TO DATE		ACCOUNT	MONTH	YEAR TO DATE			72
73			Cash Discount Earned	801		976	Cash Discount Allowed	853				73
74			Interest Earned	802			Bad Debt Expense	854				74
75			Bad Debt Collected	804								75
76							Directors' Fees	856				76
77			Compensation Earned - Sales Tax	806								77
78			Miscellaneous	810	431	77631	Miscellaneous	860				78
79			Holdbacks	807			Dealer Management Group Fees	861				79
80			TOTAL	L. 73 thru 79	431	78607	TOTAL	L. 73 thru 79				80

DEPARTMENTAL SALES AND GROSS PROFIT ANALYSIS

Security Code 062382

of Months

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L N E	MONTH OF NOV 20 21				ACCOUNT		YEAR TO DATE				L N E
	*UNITS	SALES	GROSS PROFIT	PER UNIT SOLD	NEW VEHICLE DEPARTMENT	ACCT. NO.	UNITS	SALES	GROSS PROFIT	PER UNIT SOLD	
1					Fit	301					1
2					Civic Coupe	302					2
3	13	382401	19722	1517	Civic Sedan	304	73	2048820	76997	1055	3
4	3	113619	7891	2630	Civic Hatchback / Civic Type R	305	9	310111	16081	1787	4
5					Insight	306	1	30686	251	251	5
6					Clarity	303	1	42583	274	274	6
7											7
8	1	36285	725	725	Accord Sedan	308	18	640249	24946	1386	8
9					Accord Hybrid	310					9
10	4	126689	5787	1447	HR-V	311	17	514735	20586	1211	10
11	12	465816	26309	2192	CR-V	312	73	2794632	102869	1409	11
12	1	49255	2906	2906	Passport	309	7	342512	10769	1538	12
13					Pilot	313	9	480698	23718	2635	13
14					Odyssey	314	8	399173	12140	1518	14
15	1	45725	1239	1239	Ridgeline	315	11	572569	30334	2758	15
16											16
17	35	1219790	64579	1845	TOTAL NEW RETAIL	L 1 thru 15	227	8176768	318965	1405	17
18					Internal	320	3	103908	767	256	18
19					Fleet Sales	321					19
20					Discontinued Models	322					20
21	5	157426			Dealer Trades (only GP in totals)	330	87	2895382	79	1	21
22	35	1219790	64579	1845	TOTAL NEW VEHICLE	L 17 thru 21	230	8280676	319811	1390	22
23	26		7197	277	Finance Income	701	184		35864	195	23
24					Insurance Income	712	5	6349	3054	611	24
25	12	16868	7266	606	Extended Warranty Income	702	65	106515	45627	702	25
26	33	11959	5912	179	Honda Products	723	229	91091	49957	218	26
27					Non-Honda Products	724					27
28					Maintenance Contracts	710	1	1988	450	450	28
29					Repossession Losses and Chargebacks	705					29
30	71	28827	20375	582	TOTAL F&W Dept (GP per Unit - GPNVR only)	L 23 thru 29	484	205943	134952	595	30
31	35	1248617	84954	2427	TOTAL NEW VEH. DEPT.	L 22, 30	230	8486619	454763	1977	31
32											32
33					USED VEHICLE DEPARTMENT						33
34	4	95421	8107	2027	Cert. Used Honda-Retail	323	40	932544	77465	1937	34
35			5378	1345	Cert. Used Honda - Reconditioning (Memo)	424			64184	1605	35
36	6	143996	20616	3436	Non-Cert. Used Honda-Retail	325	49	1071843	106144	2166	36
37			5228	871	Non-Cert. Used Honda-Reconditioning (Memo)	426			72929	1488	37
38	2	29634	4037	2019	Used Other - Retail	327	15	284367	26037	1736	38
39			1698	849	Used Other - Reconditioning (Memo)	428			19250	1283	39
40	12	269051	32760	2730	TOTAL RETAIL USED VEH.	L 34 thru 39	104	2288754	209646	2016	40
41	26	208251	80	3	Wholesale	332	111	880230	3055	28	41
42	7	139278	161	23	Lease Buy/Out	333	37	652376	1806	49	42
43					Inventory Revaluation	435					43
44	45	616580	33001	733	TOTAL USED VEH.	L 40 thru 43	252	3821360	214507	851	44
45	1		1263	1263	Finance Income - Cert. Honda	725	21		23202	1105	45
46					Insurance Income - Cert. Honda	713	3	3744	1769	590	46
47	2	2608	848	424	Extended Warranty Income - Cert. Honda	726	15	23189	7937	529	47
48	3	897	897	299	Maintenance Contracts - Cert. Honda	714	36	10974	10686	297	48
49	1		749	749	Finance Income - Non-Cert. Honda	715	18		18519	1029	49
50					Insurance Income - Non-Cert. Honda	716	1	1300	705	705	50
51	1	1850	599	599	Extended Warranty Income - Non-Cert. Honda	717	26	41379	13945	536	51
52	8	2383	2383	298	Maintenance Contracts - Non-Cert. Honda	718	72	22448	21600	300	52
53					Finance Income - Other Retail	719	6		6317	1053	53
54					Insurance Income - Other Retail	720					54
55					Extended Warranty Income - Other Retail	721	4	5466	4667	1167	55
56	2	598	598	299	Maintenance Contracts - Other Retail	722	14	4008	1701	122	56
57					Repossession Losses and Chargebacks	709					57
58	18	8336	7337	611	TOTAL F&W Dept (GR per Unit - GPVVR only)	L 45 thru 57	216	112508	111048	1068	58
59	45	624916	40338	896	TOTAL USED VEH. DEPT.	L 44 & 58	252	3933868	325555	1292	59
60											60
61	MONTH END UNITS			PER UNIT	LEASE AND RENTAL DEPT.		YTD UNITS			PER UNIT	61
62					Lease Income - Honda	390					62
63					Lease Income-Other Makes	391					63
64					Rental Income	392					64
65					L & R Disposal Sales	394					65
66					TOTAL L & R	L 62 thru 65					66
67	80	1873533	125292	1566	TOTAL - VARIABLE DEPTS.	L 31, 59, 66	482	12420487	780318	1619	67

DEPARTMENTAL SALES AND GROSS PROFIT ANALYSIS

Security Code **062382**

of Months

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LINE	MONTH OF NOV 20 21				ACCOUNT	ACCT. NO.	YEAR TO DATE				LINE
	# CT WRITTEN		GP % SALES				# CT WRITTEN		GP % SALES		
1	1128	107205	18705	174	Parts - Wholesale	350	5838	512122	93974	183	1
2	106	8683	2735	315	- Retail Counter	352	609	44777	14712	329	2
3	728	70059	22857	326	- Cust. Rep. Orders Ser.	354	4153	344291	111185	323	3
4					- Cust. Rep. Orders Body Shop	355					4
5	58	13987	3589	257	- Warranty	356	558	155478	36890	237	5
6	4	69	12	174	- Internal	358	44	1280	212	166	6
7	61	13172	2503	190	- Accessories - Honda	359	337	58950	12571	213	7
8					- Accessories - Other	360					8
9					Parts Discount Earned	463			3196		9
10					Parts Inventory Adjust.	464					10
11	2085	213175	50401	236	SUB-TOTAL PARTS	L 1 thru 10	11539	1116898	272740	244	11
12	54	36272	4128	114	Tires	362	160	90703	10827	119	12
13	367	11137	4984	448	Gas (Fuel), Oil & Grease	365	1887	58168	26249	451	13
14					Miscellaneous	367					14
15	2506	260584	59513	228	TOTAL PARTS DEPT.	L 11 thru 14	13586	1265769	309816	245	15
16											16
17	NO. R.O.'s WRITTEN				SERVICE DEPARTMENT	NO. R.O.'s WRITTEN					17
18	685	105739	80943	765	Labour - Customer	370	2617	426883	327646	768	18
19					- Express Service	377					19
20	64	7890	6128	777	- Warranty	372	683	105764	82104	776	20
21	126	13281	9229	695	- Internal	374	673	86114	61415	713	21
22	38	6845	4940	722	- P.D.I.	376	170	30996	22258	718	22
23					Unapplied Time	480					23
24	913	133755	101240	757	SUB-TOTAL	L 18 thru 23	4143	649757	493423	759	24
25	3	180	129	717	Detail - Customer Pay	378A	17	2168	1743	804	25
26	72	4920	3717	755	Detail - Internal	378B	435	28072	21325	760	26
27	199	9746	7756	796	Tire Storage	384	278	13704	10914	796	27
28	15	7870	2235	284	Sublet Repairs	382	121	52051	9708	187	28
29	1202	156471	115077	735	TOTAL SERVICE DEPT.	L 24 thru 28	4994	745752	537113	720	29
30											30
31					BODY SHOP						31
32					Labour - Customer	371					32
33					- Internal	375					33
34					- Warranty	379					34
35					Unapplied Time	481					35
36					SUB-TOTAL	L 32 thru 35					36
37					Supplies - Body & Paint	385					37
38					Sublet Repairs	383					38
39					TOTAL BODY & PAINT	L 36 thru 38					39
40	3708	417055	174590	419	TOTAL - FIXED OPERATIONS	L 15, 29, 39	18580	2011521	846929	421	40
41											41
42	NO. R.O.'s WRITTEN				OTHER DEPARTMENTS	NO. R.O.'s WRITTEN				GP % SALES	42
43					Other Department Line 1	395					43
44					Other Department Line 2	396					44
45					Other Department Line 3	397					45
46											46
47											47
48											48
49											49
50					TOTAL - OTHER DEPTS.	L 43 thru 49					50
51	80	2290588	299882	131	TOTAL - ALL DEPARTMENTS	P 4 L 67 L 40, 50	482	14432008	1627247	113	51

MANAGEMENT OPERATING INFORMATION

DEALERSHIP RECEIVABLES

	TOTAL	CURRENT	31 - 60	61 - 90	OVER 90
SERVICE PARTS & B. SHOP REC. <small>115</small>	125964	76810	26075	11435	11644
VEHICLE ACCOUNTS <small>116</small>	71277	86428	15001	- 1500	1350
LEASE RECEIVABLES <small>119</small>					
TOTAL CUSTOMER RECEIVABLES	197241	163238	11074	9935	12994
ALLOWANCE FOR DOUBTFUL ACCT'S <small>125</small>					
NET CUSTOMER RECEIVABLES	197241				
FACTORY RECEIVABLES <small>117</small>	23376	22126		750	500
WARRANTY RECEIVABLES <small>120</small>	2969	2969			
FIN. & INS. COMMISSION REC. <small>123</small>	2991	2075	841	75	
MARKETING ALLOWANCE RECEIVABLES <small>121</small>					
GST / HST RECEIVABLES <small>122</small>					
TOTAL RECEIVABLES	226577	190408	11915	10760	13494

NEW VEHICLE INVENTORY ANALYSIS

EXCLUDING DEMONSTRATORS

DAYS IN STOCK	UNITS	AMOUNT
1 - 30 Days	9	348734
31 - 60 Days	2	70249
61 - 90 Days	1	51241
91 - 120 Days		
121 - 150 Days		
151 - 180 Days	1	31291
Over 180 Days	5	166932
TOTAL	18	668447

USED VEHICLE INVENTORY ANALYSIS

(RECOND. COSTS CAPITALIZED)

DAYS IN STOCK	UNITS	AMOUNT
1 - 30 Days	6	122444
31 - 60 Days	2	88984
61 - 90 Days	1	899
91 - 120 Days		
121 - 150 Days		
151 - 180 Days		
Over 180 Days		
TOTAL	9	212327

DEALERSHIP PERSONNEL COUNT

POSITION	NEW	USED	PARTS	SERVICE	BODY	OTHER**	TOTAL
Owners	25	25	25	25			100
Managers	125	125	125	125			500
Business Office/F&I	50	50					100
Salespeople / Parts Counter / Service Advisors	350	150	100	100			700
Technicians				600			600
Administrative & Other	75	75	275	275			700
TOTAL (L. 30 thru 35)	625	425	525	1125			2700

Personnel should be allocated to the appropriate Department (up to 2 decimals - Eg: 0.25)

**Personnel actively involved in earning revenue in Other Department (see Department 2800 - Page 3)

HONDA PARTS & ACCESSORIES INVENTORY ANALYSIS (EXCLUDING OTHER BRANDS)

MONTHS IN STOCK	PARTS		ACCESSORIES	
	UNITS	AMOUNT	UNITS	AMOUNT
1 - 3 Mo.	2178	153181	37	16258
4 - 6 Mo.	315	15983	20	7813
7 - 9 Mo.				
Over 9 Mo.				
TOTAL	2493	169164	57	24071

Items not sold in 12 Months

ABSORPTION AND BREAK-EVEN ANALYSIS

	MONTH	YEAR TO DATE
Variable Gross Profit (L)	125292	780318
Variable Selling Expense (M)	42534	277492
Vehicle Sales Profit L - M (N)	82758	502826
Contribution P.N.V.S. $\frac{N}{\#N.V.S.}$ (O)	2365	2186
Fixed Gross Profit (P)	174590	846929
Total Fixed Overhead (Q)	213611	1241775
Mkt. Allowance + QDA + Other Income & Deductions (R)	44345	294902
Unabsorbed Overhead Q - (P + R) (S)	- 5324	99944
Absorption $\left(\frac{P \times 100}{Q}\right)$ (T)	81.73	68.20
Unit Breakeven $\left(\frac{S}{O}\right)$ (U)	- 2.25	45.72

SERVICE DEPARTMENT DATA	HRS	SERVICE GENERAL		BODY PAINT	
		MONTH	YTD	MONTH	YTD
Available Time		105200	494400		
Clocked R.O. Time (Actual)		90750	442191		
Charged Out Time (Billed)		113438	552790		
Customer Pay		88856	358743		
Warranty		6630	89561		
Internal		17952	104486		
Customer Repair Orders	#	685	2617		
Total Repair Orders	#	1202	4994		
# of Working Days	#	24			
Avg. Technician's Hourly Wage	\$	2640			
Customer Labour Rate	\$	11900			
Customer Effective Labour Rate	\$	11900			
Warranty Labour Rate	\$	11900			
Internal Labour Rate	\$	11211			
Bays - Mechanical / Productive	#		8		
Bays - Detail / Wash / Other	#		4		
Bays - Body Shop	#				
Total Service Bays Available	#		12		
Service Potential (T.V.I.O.) #		Active Customers	#		