

OPERATING SUMMARY

LINE NO	OPERATING SUMMARY	DOLLARS		UNITS YTD			DEPARTMENTAL OPERATING SUMMARY				
		MONTH	YTD	CAR	SUV	TRUCK	NEW	USED	PARTS *	SERVICE *	BODY SHOP *
1	TOTAL SALES	12,938,965	94,386,197	25	467	303	6,676,625	4,991,295	652,335	618,710	
2				316		1095	42,269,492	43,291,022	4,544,361	4,281,322	
3	TOTAL GROSS	2,058,828	15,263,245	% TOTAL GROSS			883,423	499,231	237,791	438,383	
4				MONTH	YTD		5,826,883	4,708,404	1,652,292	3,075,666	
5	TOTAL SELLING EXPENSE	589,953	3,964,236	28.7	26.0		212,437	224,806	48,853	103,857	
6	TOTAL SELLING / ADJUSTED SELLING GROSS	1,468,875	11,299,009	71.3	74.0		670,986	274,425	188,938	334,526	
7	TOTAL FIXED EXPENSE	450,625	3,601,721	21.9	23.6		380,284	31,358	9,091	27,744	
8							3,125,380	218,501	66,794	170,146	
9	DEALER SALARY										
10	OPERATING PROFIT	1,018,250	7,697,288	49.5	50.4		290,702	243,067	179,847	306,782	
11							1,492,856	2,796,154	1,228,430	2,200,748	
12	LEASED VEHICLE RENTAL RECREATIONAL VEHICLE OTHER INVENTORY INCOME						ADDITIONS				
13	ADJ. TO INCOME	19,440	119,563	0.9	0.8		MONTH				
14	FORD MOTOR CO. PROGRAMS						YTD				
15	INDEMNITIES (NON-US)						CASH DISCOUNT EARNED		9100		1309
16	BONUS	168,730	1,277,967	8.2	8.4		INTEREST INCOME		9150		1310
17	DEALER						DIVIDEND INCOME		9200		1311
18	EMPLOYEE						SALES FIXED ASSETS		9250		1312
19	PROFIT BEFORE INCOME TAX	868,960	6,538,884	42.2	42.8		OTHER INCOME		9300	19,303	1313
20	EST. INCOME TAX	-3					DOCUMENTATION FEES		9350		1314
21	PROFIT SHARING (NON US)										1315
22	COMBINED CAPITAL LEGAL RESERVE (NON US)						DEDUCTIONS				
23	NET PROFIT AFTER TAX	868,963	6,538,884	6.7	6.9		CASH DISCOUNT		9400	-137	20,967
24	TOTAL OVERHEAD EXP.	614,800	4,369,130	5,393	5,496		OTHER		9450		500
25	TOTAL P, S, BS GROSS	676,174	4,727,958	5,931	5,947		TOTAL (Line 20)				
26	NET OPERATING COST	-61,374	-358,828	-538	-451					19,440	119,563
27	VEHICLE GROSS	1,382,654	10,535,287	12,129	13,252		FORD MOTOR COMPANY PROGRAMS				
28	VAR. SALES EXP.	425,778	3,196,827	3,735	4,021		LINCOLN SUPPORT		9430		1414
29	VARIABLE GROSS	956,876	7,338,460	8,394	9,231		FORD SUPPORT		9440		1415
30	BREAK-EVEN UNITS = N.O.C. / VAR. GROSS + DOC FEES + FOMOCO PROGRAMS PN/UVR			MONTH	YTD		AD STANDARDS		9460		1419
31				-16	-97		CUST. SATISFACTION RECOGNITION (FoC)		9620		1416
32							TOTAL FORD MOTOR CO. PROGRAMS (Line 21)				
33							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.				
34							(Benchmark is 85% - 100%)				
35							MONTH				
36							YTD				
37							112.1 %				
38							101.4 %				
39							NON-US DEALER ADJUSTMENTS (MEMO)				
40							EXCHANGE RATE ADJUSTMENT				
41							MONETARY ADJUSTMENT				
42							MONTH				
43							YTD				
44							TOTAL PAYROLL				

LINE NO	OPERATING TREND ANALYSIS	NEW UNITS			USED UNITS RTL.		TOTAL VEHICLE (INC. WHSL.)	SELLING / ADJUSTED * SELLING GROSS (000)					FIXED EXP. (000)	OPT. PFT (000)	PFT BIT (000)	NET PFT PNVS
		CAR	SUV	TRUCK	CAR	SUV/TRK		NEW	USED	PARTS	SERVICE	BODY SHOP				
47	JANUARY	7	55	41	22	99	261	646	346	122	234	466	883	751	7294	
48	FEBRUARY	3	49	34	37	89	229	485	384	128	220	448	769	652	7584	
49	MARCH	4	61	36	36	105	269	510	409	174	327	447	974	825	8169	
50	APRIL	3	70	34	36	135	310	607	383	183	344	443	1074	908	8490	
51	MAY	1	48	37	37	143	301	519	380	192	300	426	965	823	9569	
52	JUNE	2	46	38	34	123	280	475	447	153	297	457	915	778	9047	
53	JULY	2	74	36	29	125	288	705	391	154	313	464	1100	932	8321	
54	AUGUST	3	64	47	24	109	268	671	274	189	335	451	1018	869	7622	
55	SEPTEMBER															
56	OCTOBER															
57	NOVEMBER															
58	DECEMBER															
59	CURRENT YTD	25	467	303	255	928	2206	4618	3015	1295	2371	3602	7697	6539	8225	
60	PRIOR YTD															

LINE NO	DEALER Mclarty Daniel Ford				P&A CODE 4275	SALES CODE 23B189	MONTH 31 AUG 2022	PG3SUV		
	MONTH				NEW SUV		YEAR-TO-DATE			
	SALES	GROSS	UNITS	GR PVS	NEW GAS & DIESEL SUV		UNITS	GR PVS	SALES	GROSS
1					EDGE	3475 3476	28	1,818	1,251,965	50,913
2	147,799	5,863	4	1,466	ESCAPE	3450 3451	54	921	1,812,324	49,727
3	524,253	17,043	10	1,704	EXPLORER	3410 3411	88	2,917	4,599,207	256,665
4	246,699	23,982	3	7,994	EXPEDITION	3400 3401	27	3,998	2,062,124	107,952
5	1,283,206	130,707	22	5,941	BRONCO SPORT	3007 3008	176	3,965	8,587,398	697,919
6					BRONCO	3198 3199				
7	193,649	-3,424	7	-489	ECOSPORT	3564 3565	27	-222	715,855	-6,001
8					TBD FORD SUV #1	3256 3257				
9					TERRITORY (MEXICO ONLY)	3289 3290				
10					FORD DISCONTINUED SUV	3258 3259				
11	2,395,606	174,171	46	3,786	TOTAL FORD RETAIL SUV	8004	400	2,893	19,028,873	1,157,175
12	97,094	3,580	1	3,580	LINCOLN NAVIGATOR	3590 3591	5	7,199	513,199	35,996
13	131,223	8,193	2	4,097	LINCOLN NAUTILUS	3566 3567	12	2,653	689,276	31,830
14	319,610	16,682	4	4,171	LINCOLN AVIATOR	3582 3583	22	4,571	1,643,068	100,564
15	323,255	24,523	6	4,087	LINCOLN CORSAIR	3592 3593	18	2,959	963,696	53,267
16					TBD LINCOLN SUV #1	3594 3595				
17					LINCOLN DISCONTINUED SUV	3586 3587				
18	871,182	52,978	13	4,075	TOTAL LINCOLN RETAIL SUV	3274	57	3,889	3,809,239	221,657
19					NON FOMOCO SUV	3260 3261				
20	3,266,788	227,149	59	3,850	TOTAL RETAIL SUV	8494	457	3,017	22,838,112	1,378,832
21					FOMOCO FLEET SUV	3262				
22					NON FOMOCO FLEET SUV	3263				
23					TOTAL FLEET SUV	8664				
24					SUV INCENTIVES (GAS & DIESEL)	4264				
25	3,266,788	227,149	59	3,850	TOTAL NEW SUV (GAS & DIESEL)	8114	457	3,017	22,838,112	1,378,832
26					NEW ALTERNATIVE ENERGY SUV					
27					ESCAPE (PHEV)	3152 3153				
28					ESCAPE HYBRID	3414				
29					EXPLORER HYBRID	3154 3155				
30	271,978	-11,360	5	-2,272	MUSTANG MACH-E	3136 3137	10	-1,629	555,779	-16,293
31					TBD FORD ALT. ENERGY SUV #1	3176 3177				
32					TBD FORD ALT. ENERGY SUV #2	3178 3179				
33					FORD DISCT. ALT. ENERGY SUV	3180 3181				
34	271,978	-11,360	5	-2,272	TOTAL FORD ALTERNATIVE ENERGY RETAIL SUV	8034	10	-1,629	555,779	-16,293
35					LINCOLN CORSAIR (PHEV)	3164 3165				
36					LINCOLN AVIATOR (PHEV)	3166 3167				
37					TBD LINCOLN ALTERNATIVE ENERGY SUV #1	3168 3169				
38					TBD LINCOLN ALTERNATIVE ENERGY SUV #2	3170 3171				
39					LINCOLN DISCONTINUED ALTERNATIVE ENERGY SUV	3172 3173				
40					TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL SUV	3384				
41					NON FOMOCO ALT. ENERGY SUV	3182 3183				
42	271,978	-11,360	5	-2,272	TOTAL ALT. ENERGY RETAIL SUV	8494	10	-1,629	555,779	-16,293
43					FORD MOTOR CO. ALTERNATIVE ENERGY FLEET SUV	3184				
44					NON FOMOCO ALTERNATIVE ENERGY FLEET SUV	3185				
45					TOTAL ALT. ENERGY FLEET SUV	8674				
46					SUV INCENTIVES (ALT. ENERGY)	4186				
47	271,978	-11,360	5	-2,272	TOTAL NEW ALT. ENERGY SUV	8964	10	-1,629	555,779	-16,293
48	3,538,766	215,789	64	3,372	TOTAL NEW SUV VEHICLES	8384	467	2,918	23,393,891	1,362,539
49										
50										
51										
52										
53										
54										
55										
56										
57										
58										
59										
60										
61										
62										

LINE NO	DEALER Mclarty Daniel Ford				P&A CODE 4275	SALES CODE 23B189	MONTH 31 AUG 2022	PG3TRK	
	MONTH				NEW TRUCKS		YEAR-TO-DATE		
	SALES	GROSS	UNITS	GR PVS	NEW GAS & DIESEL TRUCKS	UNITS	GR PVS	SALES	GROSS
1					ECONOLINE / CLUB WAGON 3420 3421				
2	179,504	18,030	4	4,508	RANGER 3422 3423	22	3,048	935,708	67,064
3	2,332,636	157,452	33	4,771	F150 3780 3781	219	4,054	13,563,622	887,744
4	238,525	11,277	3	3,759	SUPER DUTY F250-350 3790 3791	20	6,240	1,586,392	124,795
5					TRANSIT CONNECT 3597 3598	5	4,391	246,963	21,954
6					TRANSIT (VAN) 3550 3551				
7	243,813	26,569	7	3,796	MAVERICK 3556 3557	32	2,217	1,037,355	70,951
8					TBD FORD TRUCK #2 3032 3033				
9					FORD DISCONTINUED TRUCK 3570 3571				
10	2,994,478	213,328	47	4,539	TOTAL FORD LIGHT RETAIL TRUCKS 3460 3461	298	3,935	17,370,040	1,172,508
11					NON-FOMOCO LIGHT TRUCK 3460 3461				
12	2,994,478	213,328	47	4,539	TOTAL LIGHT RETAIL TRUCKS 3460 3461	298	3,935	17,370,040	1,172,508
13					SUPER DUTY F450-600 3740 3741	5	6,758	438,513	33,792
14					SUPER DUTY F650-750 3500 3501				
15					TOTAL FORD COMMERCIAL RETAIL TRUCKS 3600 3601	5	6,758	438,513	33,792
16					NON FOMOCO COMMERCIAL RETAIL TRUCKS 3600 3601				
17					TOTAL COM'L RETAIL TRUCKS 3600 3601	5	6,758	438,513	33,792
18	2,994,478	213,328	47	4,539	TOTAL RETAIL TRUCKS 3600 3601	303	3,981	17,808,553	1,206,300
19					FOMOCO FLEET LIGHT TRUCK 3470				
20					NON-FOMOCO FLEET LIGHT TRK. 3516				
21					TOTAL FLEET LIGHT TRUCKS 3470 3516				
22					SUPER DUTY F450-600 FLEET TRK 3606				
23					SUPER DUTY F650-750 FLEET TRK 3608				
24					TOTAL FORD COM'L. FLEET TRUCKS 3606 3608				
25					NON-FOMOCO COM'L. FLEET TRK. 3610				
26					TOTAL COM'L FLEET TRUCKS 3610				
27					TOTAL FLEET TRUCKS 3610				
28		171,573			TRUCK INCENTIVES (GAS & DIESEL) 4620				1,152,541
29	2,994,478	384,901	47	8,189	TOTAL NEW TRUCKS (GAS & DIESEL) 8914	303	7,785	17,808,553	2,358,841
30					NEW ALTERNATIVE ENERGY TRUCKS				
31					F150 HYBRID 3156 3157				
32					F150 LIGHTNING (BEV) 3190 3191				
33					E-TRANSIT 3192 3193				
34					MAVERICK HYBRID 3158 3159				
35					TBD FORD ALT. ENERGY TRUCK #2 3160 3161				
36					FORD DISCONTINUED ALTERNATIVE ENERGY TRUCK 3162 3163				
37					TOTAL FORD ALTERNATIVE ENERGY RETAIL TRUCKS 3174 3175				
38					NON FOMOCO ALT. ENERGY TRUCK 3174 3175				
39					TOTAL ALTERNATIVE ENERGY RETAIL TRUCKS 3174 3175				
40					FORD MOTOR CO. ALTERNATIVE ENERGY FLEET TRUCK 3520				
41					NON FOMOCO ALTERNATIVE ENERGY FLEET TRUCK 3522				
42					TOTAL ALT. ENERGY FLEET TRUCKS 3184 3185				
43					TRUCK INCENTIVES (ALT. ENERGY) 4009				
44					TOTAL NEW ALTERNATIVE ENERGY TRUCKS 8954 8955				
45	2,994,478	384,901	47	8,189	TOTAL NEW TRUCKS 8954 8955	303	7,785	17,808,553	2,358,841
46									
47									
48									
49									
50									
51									
52									
53									
54									
55									
56									
57									
58									
59									
60									
61									
62									

LINE NO.	SALES	GROSS	UNITS	GR PVS	USED VEHICLE DEPARTMENT	UNITS	GR PVS	SALES	GROSS
1	431,452	228,851	24	9,535	USED CAR RETAIL (NON CERTIFIED) 3700, 3715, 3720, 3730	255	8,400	5,477,371	2,142,005
2					REMARKETED CAR RETAIL 3800, 3815				
3					USED CERTIFIED CAR (FRANCHISE ONLY) 3830, 3835				
4	431,452	228,851	24	9,535	TOTAL USED CARS RETAIL	255	8,400	5,477,371	2,142,005
5	4,130,366	34,501	109	317	USED SUV/LIGHT TRK. RTL. (NON CERTIFIED) 3750, 3765, 3767, 3770	928	610	33,638,093	566,522
6					USED MED/HVY TRK - RETAIL 3860, 3870, 3865, 3875				
7					REMARKETED SUV/TRUCK RETAIL 3950, 3965				
8					USED CERTIFIED SUV/TRK. (FRANCHISE ONLY) 3970, 3975				
9	4,130,366	34,501	109	317	TOTAL USED SUV/TRUCKS RETAIL	928	610	33,638,093	566,522
10					USED VEHICLE INCENTIVES 4890				
11	4,561,818	263,352	133	1,980	TOTAL USED RETAIL	1183	2,290	39,115,464	2,708,527
12	75,076	3,231	6	539	USED CAR WHOLESALE 3710	61	423	753,072	25,783
13					REMARKETED CAR WHOLESALE 3805				
14	354,401	-3,231	15	-215	USED SUV/TRUCK WHOLESALE 3760	167	-154	3,422,486	-25,782
15					REMARKETED SUV/TRUCK WHOLESALE 3955				
16					USED VEHICLE INVENTORY ADJ 4702, 4752, 4880				
17	429,477		21		TOTAL USED WHOLESALE	228		4,175,558	1
18	4,991,295	263,352	154	1,710	TOTAL USED VEHICLES	1411	1,920	43,291,022	2,708,528

UNITS	COST	COST PER UNIT	RECONDITIONING	UNITS	COST	COST PER UNIT	
MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD
4251		4253		4257		4259	

LINE NO.	INCOME		UNITS		% PEN	PVR		F&I		UNITS		% PEN	PVR		INCOME		
	MONTH	YTD	MONTH	YTD	YTD	MONTH	YTD	DEPARTMENT	MONTH	YTD	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD
22	82,906	679,792	60	538	67.7	727	855	5000 FIN. CONTRACTS 5100	90	764	64.6	898	789	119,380	933,976		
23	2,829	60,337				25	76	5010 FIN. INC. ADJ. 5110				27	37	3,585	43,918		
24								5020 INSUR. CONTRACTS 5120									
25	9,387	91,807	23	222	27.9	82	115	5090 GAP INSURANCE 5190	53	481	40.7	173	183	22,975	216,636		
26								5030 INSUR. ADJ. 5130									
27								5040 EXT. SVC. CONTR. 5140	82	685	57.9	1062	998	141,218	1,181,061		
28	115,531	976,040	56	472	59.4	1013	1228	5050 EXT. SERV. CONTR. REF. 5150				332	243	44,109	287,879		
29	52,493	391,719				460	493	5060 OTHER MDSE. 5160									
30	11,011	93,311				97	117	6070, 6080, 6170, 6180 REPO LOSS NET									
31																	
32	163,513	1,388,894				1434	1747	F&I NET INCOME				1774	1691	235,879	1,999,876		

LINE NO.	MONTH		YTD		PNVS		TOTAL VEHICLE GROSS		PNVS		MONTH		YTD	
33	719,910	4,437,989	6315	5582			1710	1920	263,352	2,708,528				
34	()	()					6200		()	()				
35	163,513	1,388,894	1434	1747					1774	1691	235,879	1,999,876		
36	6,676,625	42,269,492									4,991,295	43,291,022		
37	883,423	5,826,883	13.2	13.8					10.0	10.9	499,231	4,708,404		
38														
39	131,619	866,725	14.9	14.9					16.0	14.7	79,926	694,013		
40	86,686	661,028	9.8	11.3					17.4	13.6	86,686	638,529		
41	29,144	234,320	3.3	4.0					5.8	5.0	29,144	234,365		
42	-19,549	-162,448	-2.2	-2.8										
43														
44	480	10,607	0.1	0.2					0.3	0.4	1,642	19,688		
45	228,380	1,610,232	25.9	27.6					39.5	33.7	197,398	1,586,595		
46	655,043	4,216,651	74.1	72.4					60.5	66.3	301,833	3,121,809		
47	5,839	43,359	0.7	0.7					1.0	0.8	4,918	35,994		
48														
49	18,252	148,329	2.1	2.5					1.9	1.6	9,269	75,009		
50														
51														
52														
53	44,474	385,701	5.0	6.6										
54	2,963	14,707	0.3	0.3					0.4	0.3	1,963	13,342		
55		4,348		0.1								3,550		
56		179							-1.9	-2.2	-9,581	-105,834		
57														
58	38,239	214,105	4.3	3.7					4.2	1.8	20,839	85,093		
59	36,762	440,911	4.2	7.6										
60	-15,943	-401,585	-1.8	-6.9										
61	670,986	4,618,236	76.0	79.3					5.5	2.3	27,408	107,154		
62									55.0	64.0	274,425	3,014,655		

LINE NO	DEALER Mclarty Daniel Ford				P&A CODE 4275		SALES CODE 23B189		MONTH 31 AUG 2022		PG 5	
	PARTS DEPARTMENT				SERVICE DEPARTMENT				BODY SHOP DEPARTMENT			
	MONTH	YTD	MON.	YTD	MONTH	YTD	MON.	YTD	MONTH	YTD	MON.	YTD
1	45,694	341,955			GROSS % SALES				GROSS % SALES			
2	8,878	63,873			WHOLESALE*				LABOR RATES			
3					6410 WHOLESALE				REPAIR BODY W & P INTERNAL			
4	8,878	63,873	19.4	18.7	TOTAL WHSL				FORD 140.00 132.00 140.00			
5	30,117	370,021			5420, 5421 COUNTER RETAIL*				LINC 5312 5313 5314 5315			
6	9,445	99,932	31.4	27.0								
7	317,136	1,858,767			5430, 5435 5700, 5705				284,730 1,827,465			
8	110,412	665,601	34.8	35.8	REPAIR SHOP				208,713 1,340,463 73.3 73.4			
9					5440, 5445 5710, 5715							
10					ESP REPAIR SHOP							
11					6450 JOB INCENTIVE							
12	85,555	698,362			5460 5720				132,768 864,730			
13	38,706	312,620	45.2	44.8	5462 WARR. & POLICY CLAIMS (SERVICE)				100,563 655,774 75.7 75.8			
14	173,833	1,275,256			5470, 5475 5730, 5734				153,046 1,239,088			
15	62,197	462,432	35.8	36.3	INTERNAL (SERVICE)				125,000 1,021,861 81.7 82.5			
16					UNAPPLIED TIME				-14,800 -97,270			
17					5480, 5485 5750, 5755				48,166 350,039			
18					SUBLET REPAIRS				18,907 154,838 39.3 44.2			
19					5490, 5491 5760, 5761							
20					5492 OTHER MERCHANDISE							
21					5431, 5441 5701, 5711							
22					5461, 5471 5721, 5731							
23	576,524	3,832,385			TOTAL PARTS				NON FOMOCO DUALS ONLY			
24	211,315	1,440,653	36.7	37.6	SALES - SERV.				MEMO: OTHER FRAN PARTS PURCHASES			
25					5500 BODY SHOP (METAL)				MONTH YTD			
26					5510 BODY SHOP (PAINT)				RO TRAFFIC SALES PER RO			
27					5520 WARR. & POLICY CLAIMS (BODY SHOP)				ANALYSIS RO COUNT PARTS LABOR			
28					5530 INTERNAL (BODY SHOP)				SERVICE M OTH FRAN. Y BODY RO M OTH FRAN. Y			
29					5540, 5545 5770, 5780							
30					5580 MATERIALS							
31					5501, 5511 5811, 5821							
32					5521, 5531 5831, 5841							
33					PARTS SALES BODY-OTHER FRANCHISE				* MEMO: PRODUCTIVITY / EFFICIENCY			
34					TOTAL PARTS				SERVICE TECHNICIANS MONTH YTD			
35					SALES - BODY				AVAILABLE CLOCKED HRS.			
36					6550, 6560 DISCOUNTS							
37					6565, 6561 EARNED							
38					6570, 6580 INVENTORY							
39	12,153	78,281			6585, 6571 ADJ.				FLAT RATE HRS. SOLD			
40	-4,000	-30,447			TOTAL				618,710 4,281,322			
41	652,335	4,544,361			DEPARTMENTS				438,383 3,075,666 70.9 71.8			
42	237,791	1,652,292	36.5	36.4	6300 COST OF SALES; LIFO							
43					TOTAL				438,383 3,075,666 70.9 71.8			
44	237,791	1,652,292	36.5	36.4	76 PARTS SALES EXPENSE				77 SERVICE SALES EXPENSE			
45	9,087	62,729	3.8	3.8	% PARTS GRS				% SERV GROSS			
46	27,860	216,238	11.7	13.1					78 BODY SHOP SALES EXPENSE			
47	2,000	14,308	0.8	0.9					% BODY GROSS			
48	79	950		0.1								
49	1,289	6,112		0.5								
50	397	97		0.2								
51	2,375	14,405		1.0								
52	973	9,122		0.4								
53	4,793	33,107		2.0								
54	48,853	357,068		20.5								
55	188,938	1,295,224		79.5								
56												
57	188,938	1,295,224										
58												
59												
60												
61												
62												

LINE NO	SELLING / ADJUSTED * SELLING GROSS ALL DEPTS.		MONTH	YTD	MON	YTD	NEW	USED	PARTS *	SERVICE *	BODY *	UNAPPLIED	
			1,468,875	11,299,009	71.3	74.0	4,618,236	3,014,655	1,295,224	2,370,894			
FIXED EXPENSE			% GROSS			DEPARTMENTAL FIXED EXPENSE ALLOCATION - YTD							
1	SAL. - GEN. MGR.	8000, 8005, 8006											
2	SALARIES - ADM.	8020	16,852	140,081	0.8	0.9	35,411	34,890	34,890	34,890			
3	EMPLOYEE BENEFIT	8040, 8045, 8041	50,943	388,623	2.5	2.5	395,858	24,968	-458	-31,745			
4	PAYROLL TAXES	8100, 8105, 8106	39,286	383,315	1.9	2.5	383,315						
5	PENSIONS	8200, 8210, 8205, 8206											
6	INST ADV & PROMO	8220, 8240	70,124	542,846	3.4	3.6	542,846						
7	RENT & EQUIV *	8300-8420, 8305-8425, 8306, 8346, 8366, 8386, 8406, 8426	139,049	1,076,476	6.8	7.1	966,547	81,958	4,098	23,873			
8	UTILITIES *	8500, 8505, 8506	10,743	94,622	0.5	0.6	79,515			15,107			
9	TELEPHONE	8520, 8525, 8446	3,092	22,019	0.2	0.1	18,919			3,100			
10	TAXES	8540, 8445, 8646											
11	INSURANCE	8600, 8620	21,137	147,993	1.0	1.0	71,752	67,521	3,488	5,232			
12	OFFICE SUPPLIES	8640, 8645, 8660	7,427	54,927	0.4	0.4	53,090	278		1,559			
13	PROFESSIONAL & SERVICE FEES	8660, 8665, 8706	34,357	283,389	1.7	1.9	237,156	17,830	8,262	20,141			
14	DATA PROCESSING	8680	22,594	211,625	1.1	1.4	155,607	-16,988	16,055	56,951			
15	BAD DEBTS	8700, 8705, 8726											
16	CONTRIBUTIONS	8720, 8725, 8766											
17	INTEREST	8740	2,148	20,900	0.1	0.1						20,900	
18	DEPR. EQUIP.	8760, 8765, 8806	20,031	160,570	1.0	1.1	160,169	172	86	143			
19	EQUIP. & VEH. MAINT. GEN'L.	8780	5,946	38,822	0.3	0.3	5,418			33,404			
20	TRAVEL & ENTERTAINMENT	8800, 8805, 8826	4,922	22,655	0.2	0.1	14,791			7,491			
21	MISC. EXPENSE	8820, 8825, 8841	1,974	12,858	0.1	0.1	4,986	7,872					
22	ALLOCATION OF UNAPPLIED EXPENSE											20,900	
23	TOTAL FIXED		450,625	3,601,721	21.9	23.6	3,125,380	218,501	66,794	170,146		TOT APPLIED	
24	DEALER SALARY	8900											
25	OPERATING PROFIT		1,018,250	7,697,288	49.5	50.4	1,492,856	2,796,154	1,228,430	2,200,748			
26	NEW VEHICLE		F&I SELLING GROSS ANALYSIS				USED VEHICLE		RENTAL DEPARTMENT			MONTH	YTD
27	MONTH	YTD			MONTH	YTD	INCOME						
28	719,910	4,437,989	GROSS		263,352	2,708,528	SALARIES			5210			
29	199,236	1,375,912	VAR. SELLING EXP.		168,254	1,352,230	COMMISSIONS / INCENTIVES			5220			
30	-15,943	-401,585	SEMI-FIXED SELLING EXP.		27,408	107,154	OTHER EXPENSES			5230			
31	536,617	3,463,662	SELLING GROSS		67,690	1,249,144	TOTAL NET			5200			
32	163,513	1,388,894	TOTAL F&I NET INCOME		235,879	1,999,876	AGREEMENTS			6415			
33	29,144	234,320	F&I SELLING EXPENSES		29,144	234,365	INVENTORY ANALYSIS						
34	134,369	1,154,574	F&I SELLING GROSS		206,735	1,765,511	RENTAL						
35	670,986	4,618,236	TOTAL SELLING GROSS		274,425	3,014,655	SERVICE LOANERS						
36			MONTH	YTD				TOT. UNITS @ EOM					
37	NET RENT OR EQUIV.		139,049	1,076,476				TOT UNIT DAYS AVAIL/MO					
38	DEPR. & AMORT.							CUST ESP PD DAYS/MO					
39	INSURANCE - BLDG.							SER LOANER PD DAYS/MO					
40	TAX - REAL ESTATE							DEALER PAID DAYS/MO					
41	MAINT. - BUILDING							NON UTILIZED DAYS/MO					
42	TOTAL		139,049	1,076,476				% UTILIZATION					
43	PERSONNEL SUMMARY		ADMIN	FRAN. N & U	F&I	REN/LSE	FRAN. PARTS	FRAN. SERVICE	BODY	* MEMO - UTILITY EXPENSES			
44	DEALERS	1								MONTH			
45	MANAGEMENT	1	4	3		1	1			YTD			
46	SLS PRNS / SERV ADVRS	18				4	6			GAS			
47	TECH- REPAIR						20			ELECTRIC			
48	NICIANS INTERNAL									WATER			
49	CLERICAL			3			3			SEWAGE			
50	OTHER			2		1	7			SOLAR			
51	TOTAL	75	22	8		6	37			TOTAL			
52	SALESPERSON	< 12 MOS	4										
53	TENURE	12 - 36 MOS	8				6						
54	(IN MONTHS)	37 - 60 MOS	4										
55		61+ MOS	2										
56	SALESPERSON	HIRED - YTD											
57	TURNOVER	TERM. - YTD											
58	SPLIT SLS FORCE		NEW	USED	COMB	TOTAL	STALL COUNT						
59	MANAGERS	2	2		4	REPAIR	INTERNAL	BODY					
60	SALESPERSONS	11	7		18	26							

LINE NO.	MONTH	YTD	MON	YTD	MONTH	YTD	MON	YTD	MONTH	YTD	MON	YTD
1												
2												
3	MEMO: QUICK LANE (CANADA & US)											
4												
5												
6	PARTS DEPARTMENT				SERVICE DEPARTMENT				R.O. ANALYSIS			
7				GRS % SLS	5402							
8					PARTS WHOLESALE							
9					5422							
10					PARTS COUNTER RETAIL							
11					5435	5705						
12					RETAIL SHOP SALES							
13					5436	5706						
14					TIRE SALES							
15					5445	5715						
16					ESP / ESC / QFC SALES							
17					5462	5722						
18					WARRANTY SALES							
19					5475	5735						
20					INTERNAL SALES							
21					5476	5734						
22					INTERNAL TIRE SALES							
23												
24					6741							
25					UNAPPLIED TIME							
26					5485	5755						
27					SUBLET SALES							
28					5492	5761						
29					OTHER MERCHANDISE							
30					5545	5781						
31					MATERIALS							
32					6561							
33					DISCOUNT EARNED							
34					6565							
35					6571							
36					INVENT ADJ							
37					6585							
38					TOTAL							
39					DEPTS.							
40												
41												
42												
43												
44												
45												
46												
47												
48												
49												
50												
51												
52	QUICK LANE MEMO PROFIT				PERSONNEL				R.O. ANALYSIS			
53												
54	QL Parts & Serv Grs				7615	7900						
55	QL Parts & Serv Sls Exp				SALARIES-MGRS							
56	QL P&S Selling Grs				7602,03	7902						
57	QL Parts & Serv Fixed Exp				SALARIES-TECH							
58	QL "Memo" Profit				7604	7905						
59	Sales Per Stall				COMM&INC-MGRS							
60					7608,25	7907						
61					COMM&INC-TECH							
62					7635,32	7930						

R.O. ANALYSIS		TRAFFIC R.O. COUNT	SALES PER R.O.	
			PARTS	LABOR
RETAIL SHOP SALES	M	7684		
ESP / ESC / QFC SALES	M	7686		
INTERNAL SALES	M	7688		
OTHER MDSE.	M	7690		
WARRANTY SALES	M	7692		
PARTS ALLOCATION FIXED EXPENSE				
		MTH	YTD	
SALARIES		8006		7951
BENEFITS		8041		7952
PAYROLL TAXES		8106		7953
PENSIONS		8206		7954
RENT & LEASE		8306		7955
DEPR. BLDG. & IMP.		8346		7956
AMORT. of IMPR.		8366		7957
INS. BLDGS.		8386		7958
TAXES REAL ESTATE		8406		7959
MAIN BLDGS.		8426		7960
UTILITIES		8506		7961
TELEPHONE		8446		7962
TAXES EXCLUDING INCOME / REAL ESTATE		8646		7963
OFFICE SUPPLIES		8666		7964
PROF. & SERV. FEES		8706		7965
BAD DEBT		8726		7966
CONTRIBUTIONS		8766		7967
DEPR. EQUIP.		8806		7968
TRAVEL & ENTERT		8826		7969
MISC. EXPENSE		8841		7970
TOT. FIXED EXPENSE				7975
SERVICE ALLOCATION FIXED EXPENSE				
		MTH	YTD	
SALARIES		8005		7861
BENEFITS		8045		7862
PAYROLL TAXES		8105		7863
PENSIONS		8205		7864
RENT & LEASE		8305		7865
DEP BLDG & IMP		8345		7866
AMORT of IMPR		8365		7867
INS. BLDGS.		8385		7868
TAXES REAL ESTATE		8405		7869
MAIN BLDGS.		8425		7870
UTILITIES		8505		7871
TELEPHONE		8525		7872
TAXES EXCLUDING INCOME / REAL ESTATE		8445		7873
OFFICE SUPPLIES		8645		7874
PROF & SVC FEES		8665		7875
BAD DEBT		8705		7876
CONTRIBUTIONS		8725		7877
DEPRECI EQUIP		8765		7878
TRAVEL & ENTERT		8805		7879
MISC EXPENSE		8825		7880
TOT. FIXED EXPENSE				7881