

**FORD MOTOR COMPANY DEALER FINANCIAL STATEMENT**

**2021**

P&A CODE <small>0129</small>		DEALER		REC'D <small>0131</small>	
PERIOD OF <small>0130</small>		ADDRESS		SALES CODE	
MONTH ENDED		CITY-STATE-PROVINCE		0132	
		ZIP/POSTAL CODE			

ASSETS	BALANCE SHEET	LIABILITIES
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1	CASH	ON HAND IN BANK	● 1000	0001	P N O Y A B L E	NEW VEHICLES & DEMOS	● 2000	0201		
2	MONEY MARKET/DEPOSIT		● -1010	0002		USED VEHICLES - NON CPO	● 2005	0202		
3		FINANCE CONTRACTS	NEW	● 1020		0003	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		● 1100	0006	OTHER - SHORT TERM	● 2030	0205			
7	Discounted Notes Receivable (NON US)		● 1105	0007 (	LONG TERM - CURRENT PORTION	● 2040	0206			
8	ACCOUNTS RECEIVABLE	VEHICLE	● 1110	0008	C U S T O M E R	OVERDRAFT/LINES OF CREDIT (LINE OF CREDIT LIMIT) 208	● 2055	0209		
9		PARTS SERVICE BODY	● 1120	0009		ACCOUNTS PAYABLE	● 2100-2140,	2162,2163	0210	
10		OTHER	● 1130,1131,1132,1135	0010		ACCOUNTS PAYABLE - CUSTOMER SALES TAX	● 2150		0403	
11		INCOME TAX REFUND	● 1139	0015		INCOME TAXES	● 2200		0211	
12		W&P CLAIMS	● 1140	0011		DEPOSITS	● 2300		0212	
13	VEHICLE HOLDBACK	● 1160	0012	ACCOMMODATIONS-SVC CONTRACTS/REP REFUND	● 2310		0213			
14	INCENTIVES	● 1170	0013	TAXES	● 2400		0214			
15	0083 Lincoln	0064 Ford Support	0065 CSR(FOC)	● 1174 1176	0014	PAYROLL & BONUSES	● 2410	0215		
16	JOBBER INCENTIVES/ESP/FLOOR PLAN ASSISTANCE/OTHER			● 1177	0017	PROFIT SHARING (NON US)	● 2415	0216		
17	FINANCE RECEIVABLE CURRENT		● 1280	0019	OTHER	● 2420	0217			
18	ALLOWANCE - DOUBTFUL RECEIVABLE		● 1290	0020 (	DEFERRED INTEREST INCOME (CURR PORTION - NON US)	● 2460	0218			
19	CARS	0080 FORD	0081 LINC	0082 OTHER	● 1300	0021	TOTAL CURRENT LIABILITIES	0219		
20	TRUCKS	0083 FORD	0084 LINC	0085 OTHER	● 1310	0022	NEW 0220 \$ 268,536	VEHICLE EQUITY USED 0221		
21	DEMO	0086 FORD	0087 LINC	0088 OTHER	● 1340	0023	NET CASH			
22	NON CPO	CARS	0089	0090	● 1350	0024	AVERAGE MONTH TOTAL EXPENSES			
23		TRUCKS	0091	0092	● 1360	0025	NET CASH OVER (UNDER)			
24		CPO (Franchise Only)	CARS	0110		● 1380	0301	MORTGAGES PAYABLE	● 2500	
25	TRUCKS	0111			● 1385	0302	OFFICERS & OWNERS	● 2510		
26	REMARKETED VEHICLES	CARS	0093	0095	● 1355	0026	FORD	● 2515		
27		TRUCKS	0094	0096	● 1365	0027	OTHER	● 2520		
28	0097 PARTS INV. FOMOCO			● 1400	0028	LEASED VEHICLES	● 2530	0229		
29	1405 NON FOMOCO			● 1410	0029 (	RENTAL VEHICLES	● 2540	0230		
30	OTHER INVENTORIES	MEMO. WORK IN PROCESS			● 1440	0030	ESTIMATED LIABILITY-REPOSSESSION PURCHASE LOSS	● 2600		
31	LIFO INVENTORY	0100 NEW	1470	0101 USED	● 1480	0031 (	OTHER LIABILITIES	● 2700		
32	RESERVE	PARTS			● 1490	0032 (	TOTAL LIABILITIES	● 2710		
33	PREPAID EXPENSES		● 1500	0033				NET WORTH		
34	TOTAL CURRENT ASSETS		● 1560	0034						
35	LEASED VEHICLES NET UNITS:	0102 CAR	● 1610	0035	● 1640	0036	CAPITAL STOCK	● 2800		
36	TRUCK	0103	● 1650	0037	● 1660	0038	CAPITAL IN EXCESS OF STOCK PAR VALUE	● 2805		
37	RENTAL VEHICLES NET		● 1700	0039 (	● 1705	0040	RETAINED EARNINGS	● 2810		
38	LAND AND IMPROVEMENTS NET		● 1710	0038		0037	TREASURY STOCK	● 2803		
39	BUILDINGS	COST	● 1715	0039 (		0038	FIXED ASSET REVALUATION (NON US)	● 2870		
40	DEPRECIATION		● 1720	0040		0041 (	DIVIDENDS DECLARED	● 2820		
41	EQUIPMENT	COST	● 1725	0041 (		0042	PARTNERS' OR PROPRIETOR'S INVESTMENT	● 2830		
42	DEPRECIATION		● 1727	0042		0043 (	DRAWING	● 2840		
43	LEASEHOLDS	COST	● 1730	0043 (		0044	NET INVESTMENT	● 2850		
44	AMORTIZED		● 1735	0044		0045	NET PROFIT - AFTER INCOME TAX - YTD	● 2850		
45	FINANCE RECEIVABLES DEFERRED NET		● 1800	0045		0046	NET WORTH	● 2844		
46	RECEIVABLES - OFFICERS & EMPLOYEES		● 1810	0046		0047	TOTAL LIABILITIES & NET WORTH	● 2845		
47	CASH VALUE - LIFE INSURANCE		● 1820	0047		0048	RETURN ON INVESTMENT - ROI			
48	OTHER ASSETS - NET		● 1830	0048			WORKING CAPITAL			
49	TOTAL ASSETS		● 1837				ACTUAL			
50	FROZEN CAPITAL (negative amount = no capital for dealership)	USED VEHICLE INVENTORY					RECOMMENDED MINIMUM OR GUIDE			
51		PARTS INVENTORY					ACTUAL OVER(UNDER)			
52		PSB RECEIVABLES								
		ACCOUNTS RECEIVABLE AGING								
		CURRENT		31-60		61-90		91+		
53	OPERATING ANALYSIS	MONTH	YTD	MONTH	YTD	VEHICLE ACCTS	0500	0507	0514	0521
54	TOTAL	SALES			% TOTAL SALES	PARTS ACCTS	0501	0508	0515	0522
55		GROSS				SERVICE ACCTS	0502	0509	0516	0523
56		EXPENSE				BODY ACCTS	0503	0510	0517	0524
57		OPERATING PROFIT				WARRANTY REC'D	0504	0511	0518	0525
58	ADD & DED TO INCOME - BONUSES				FORD INCENT	0505	0512	0519	0526	
59	PROFIT BEFORE INCOME TAX				NOTES RECEIV	0506	0513	0520	0527	

**OPERATING SUMMARY**

L I N E N O	OPERATING SUMMARY		DOLLARS		UNITS YTD		DEPARTMENTAL OPERATING SUMMARY						
	MONTH	YTD	CAR	TRUCK	NEW	USED	PARTS	SERVICE	BODY				
1	TOTAL SALES		N	N	M								
2			U	U	Y								
3	TOTAL GROSS		% TOTAL GROSS		M								
4			MONTH	YTD	Y								
5	TOTAL SELLING EXPENSE				M								
6					Y								
7	TOTAL SELLING/ ADJUSTED SELLING GROSS				M								
8					Y								
9	TOTAL FIXED EXPENSE				M								
10					Y								
11	DEALER SALARY				M								
12					Y								
13	OPERATING PROFIT	1046			M								
14					Y								
15	LEASED VEHICLE 5300	1047											
16	RENTAL VEHICLE 5200	1048											
17	RECREATIONAL VEHICLE 9000	1049											
18													
19	OTHER INVENTORY INCOME 9050	1051											
20	ADJ. TO INCOME 9100	1052											
21	FORD MOTOR COMPANY PROGRAMS 9430, 9440, 9620	1053											
22	INDEMNITIES NON US 9060	1054											
23	BONUS DEALER 9500	1055											
24	EMPLOYEE 9550	1056											
25	PROFIT BEFORE INCOME TAX	1057											
26			PNVS										
27	EST. INCOME TAX 9900	1059	%TOTAL SALES										
28	PROFIT (NON US) SHARING 9910	1060											
29	COMBINED CAPITAL LEGAL RESERVE (NON US) 9920	1061											
30	NET PROFIT AFTER TAX	1062											
31			PNVS										
32	TOTAL OVERHEAD EXP												
33	TOTAL P, S, BS GROSS												
34	NET OPERATING COST												
35	TOTAL		VEHICLE GROSS										
36			VAR. SALES EXP.										
37			VARIABLE GROSS										
38	BREAK-EVEN UNITS = N. O. C. / VAR. GROSS + DOC FEES + FOMOCO PROGRAMS PN/UVR		MONTH	YTD									
39													
40													
41													
42													
43													
44													
45	OPERATING TREND ANALYSIS	NEW UNITS	USED UNITS RETAIL	TOTAL CAR/TRK INCL WHSL	SELLING/ADJUSTED * SELLING GROSS (000)					FIXED EXP. (000)	OPT PFT (000)	PFT BIT (000)	NET PFT PNVS
46		CAR	TRUCK	CAR	TRUCK	NEW	USED	PARTS *	SERVICE *	BODY SHOP *			
47	JANUARY												
48	FEBRUARY												
49	MARCH												
50	APRIL												
51	MAY												
52	JUNE												
53	JULY												
54	AUGUST												
55	SEPTEMBER												
56	OCTOBER												
57	NOVEMBER												
58	DECEMBER												
59	CURRENT YTD												
60	PRIOR YTD												

ADJUSTMENTS	MONTH	YTD
CASH DISC. EARNED	9100	1309
INTEREST INCOME	9150	1310
DIVIDEND INCOME	9200	1311
SALES FIXED ASSETS	9250	1312
OTHER INCOME	9300	1313
DOCUMENTATION FEES	9370	1314
<b>DEDUCTIONS</b>		
CASH DISCOUNT	9400	1315
OTHER	9450	1316
<b>TOTAL (Line 20)</b>	<b>9600</b>	<b>1317</b>

FORD MOTOR COMPANY PROGRAMS		
LINCOLN SUPPORT	9430	1414
FORD SUPPORT	9440	1415
AD STANDARDS	9460	1419
CUSTOMER SATISFACTION RECOGNITION (FoC)	9620	1416
<b>TOTAL FORD MOTOR COMPANY PROGRAMS (LINE 21)</b>		<b>1423</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%)      %      %

NON-US DEALER ADJUSTMENTS (MEMO)		
EXCHANGE RATE ADJUSTMENT	9350	1443
MONETARY ADJUSTMENT	9600	1444
	MONTH	YTD
<b>TOTAL PAYROLL</b>		<b>1445</b>

DEALER	P & A CODE				SALES CODE				MONTH	
	MONTH				NEW VEHICLES (GAS & DIESEL)	YEAR TO DATE				
	SALES	GROSS	UNITS	GR PVS		UNITS	GR PVS	SALES	GROSS	
1					MUSTANG	3040 3041	2034		2036	2037
2					FUSION	3027 3028	2154		2156	2157
3					FORD GT	3037 3038	2114		2116	2117
4					FIGO (MEXICO ONLY)	3114 3115	2524		2526	2527
5					FORD DISCONTINUED CAR	3045 3046	2124		2126	2127
6					<b>TOTAL FORD RETAIL CARS</b>		2204		2206	2207
7					LINCOLN MKZ	3222 3223	2284		2286	2287
8					LINCOLN CONTINENTAL	3300 3301	2744		2746	2747
9					LINCOLN DISCONTINUED CAR	3242 3243	2294		2296	2297
10					<b>TOTAL LINCOLN RETAIL CARS</b>		2304		2306	2307
11					NON FOMOCO RETAIL CARS	3340 3341	2894		2896	2897
12					<b>TOTAL RETAIL CARS</b>		2904		2906	2907
13					FORD MOTOR CO. FLEET CAR	3360	2914		2916	2917
14					NON FOMOCO FLEET CAR	3370	2924		2926	2927
15					<b>TOTAL FLEET CARS</b>		2934		2936	2937
16					CAR INCENTIVES (GAS & DIESEL)	4380				2947
17					<b>TOTAL NEW CARS</b>		2954		2956	2957
18					EDGE	3475 3476	3044		3046	3047
19					ESCAPE	3450 3451	3004		3006	3007
20					EXPLORER	3410 3411	3014		3016	3017
21					EXPEDITION	3400 3401	3024		3026	3027
22					BRONCO SPORT	3007 3008	3394		3396	3397
23					BRONCO	3198 3199	3154		3156	3157
24					ECONOLINE/CLUB WAGON	3420 3421	3054		3056	3057
25					RANGER	3422 3423	3354		3356	3357
26					F150	3780 3781	3074		3076	3077
27					SUPER DUTY F250-350	3790 3791	3084		3086	3087
28					TRANSIT CONNECT	3587 3588	3114		3116	3117
29					TRANSIT (VAN)	3550 3551	3164		3166	3167
30					ECOSPORT	3564 3565	3104		3106	3107
31					TBD FORD TRUCK # 1	3596 3597	3884		3886	3887
32					TBD FORD TRUCK # 2	3032 3033	3914		3916	3917
33					FORD DISCONTINUED TRUCK	3570 3571	3124		3126	3127
34					<b>TOTAL FORD LIGHT RETAIL TRUCKS</b>		3204		3206	3207
35					LINCOLN NAVIGATOR	3590 3591	3234		3236	3237
36					LINCOLN NAUTILUS	3566 3567	3444		3446	3447
37					LINCOLN AVIATOR	3582 3583	3254		3256	3257
38					LINCOLN CORSAIR	3592 3593	3304		3306	3307
39					TBD LINCOLN TRUCK # 2	3594 3595	3324		3326	3327
40					LINCOLN DISCONTINUED TRUCK	3586 3587	3264		3266	3267
41					<b>TOTAL LINCOLN RETAIL SUV</b>		3274		3276	3277
42					NON FOMOCO LIGHT TRUCK	3460 3461	3494		3496	3497
43					<b>TOTAL LIGHT RETAIL TRUCKS</b>		3504		3506	3507
44					SUPER DUTY F450-550	3740 3741	3564		3566	3567
45					SUPER DUTY F600-750	3500 3501	3574		3576	3577
46					<b>TOTAL FORD COMMERCIAL RETAIL TRUCKS</b>		3584		3586	3587
47					NON FOMOCO COMMERCIAL RETAIL TRUCKS	3600 3601	3594		3596	3597
48					<b>TOTAL COMMERCIAL/OTHER RETAIL TRUCKS</b>		3604		3606	3607
49					<b>TOTAL RETAIL TRUCKS</b>		3684		3686	3687
50					FOMOCO FLEET LIGHT TRUCKS	3470	3524		3526	3527
51					NON FOMOCO FLEET LIGHT TRUCKS	3516	3414		3416	3417
52					<b>TOTAL FLEET LIGHT TRUCKS</b>		3674		3676	3677
53					SUPER DUTY F450-550 FLEET TRUCK	3606	3694		3696	3697
54					SUPER DUTY F600-750 FLEET TRUCK	3608	3744		3746	3747
55					<b>TOTAL FORD COMMERCIAL FLEET TRUCKS</b>		3754		3756	3757
56					NON FOMOCO COMMERCIAL FLEET TRUCK	3610	3764		3766	3767
57					<b>TOTAL COMMERCIAL/OTHER FLEET TRUCKS</b>		3774		3776	3777
58					<b>TOTAL FLEET TRUCKS</b>		3784		3786	3787
59					TRUCK INCENTIVES (GAS & DIESEL)	4620				3617
60					<b>TOTAL NEW TRUCK</b>		3624		3576	3627
61					<b>TOTAL NEW VEHICLES (GAS &amp; DIESEL)</b>		3344		3596	3347

DEALER	MONTH			P & A CODE	SALES CODE	MONTH		PG 3A	
	SALES	GROSS	UNITS			GR PVS	SALES		GROSS
				<b>NEW ALTERNATIVE ENERGY VEHICLES</b>					
1				FUSION HYBRID	3018 3019	2134		2136	2137
2				FUSION ENERGI	3134 3135	2494		2496	2497
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				<b>TOTAL FORD ALTERNATIVE ENERGY RETAIL CARS</b>		2574		2576	2577
7				LINCOLN MKZ HYBRID	3200 3209	2234		2236	2237
8				TBD LINCOLN ALTERNATIVE ENERGY CAR #1	3144 3145	2584		2586	2587
9				TBD LINCOLN ALTERNATIVE ENERGY CAR #2	3146 3147	2594		2596	2597
10				LINCOLN DISCONTINUED ALTERNATIVE ENERGY CAR	3148 3149	2614		2616	2617
11				<b>TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL CARS</b>		2624		2626	2627
12				NON FOMOCO ALTERNATIVE ENERGY CARS	3150 3151	2634		2636	2637
13				<b>TOTAL ALTERNATIVE ENERGY RETAIL CARS</b>		2644		2646	2647
14				FORD MOTOR CO. ALTERNATIVE ENERGY FLEET CAR	3512	2854		2856	2857
15				NON FOMOCO ALTERNATIVE ENERGY FLEET CAR	3514	2874		2876	2877
16				<b>TOTAL ALTERNATIVE ENERGY FLEET CARS</b>		2884		2886	2887
17				CAR INCENTIVES (ALTERNATIVE ENERGY)	4109				2657
18				<b>TOTAL NEW ALTERNATIVE ENERGY CARS</b>		2714		2716	2717
19				ESCAPE (PHEV)	3152 3153	3484		3486	3487
20				ESCAPE HYBRID	3414 3415	3314		3316	3317
21				EXPLORER HYBRID	3154 3155	3434		3436	3437
22				F150 HYBRID	3156 3157	3514		3516	3517
23				MUSTANG MACH-E	3136 3137	3194		3196	3197
24				TBD FORD ALTERNATIVE ENERGY TRUCK #1	3158 3159	3534		3536	3537
25				TBD FORD ALTERNATIVE ENERGY TRUCK #2	3160 3161	3654		3656	3657
26				FORD DISCONTINUED ALTERNATIVE ENERGY TRUCKS	3162 3163	3894		3896	3897
27				<b>TOTAL FORD ALTERNATIVE ENERGY RETAIL TRUCKS</b>		3904		3906	3907
28				LINCOLN CORSAIR (PHEV)	3164 3165	3964		3966	3967
29				LINCOLN AVIATOR (PHEV)	3166 3167	3544		3546	3547
30				TBD LINCOLN ALTERNATIVE ENERGY TRUCK #1	3168 3169	3464		3466	3467
31				TBD LINCOLN ALTERNATIVE ENERGY TRUCK #2	3170 3171	3454		3456	3457
32				LINCOLN DISCONTINUED ALTERNATIVE ENERGY TRUCKS	3172 3173	3734		3736	3737
33				<b>TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL TRUCKS</b>		3384		3386	3387
34				NON FOMOCO ALTERNATIVE ENERGY TRUCKS	3174 3175	3474		3476	3477
35				<b>TOTAL ALTERNATIVE ENERGY RETAIL TRUCKS</b>		3404		3406	3407
36				FORD MOTOR CO. ALTERNATIVE ENERGY FLEET TRU	3520	3134		3136	3137
37				NON FOMOCO ALTERNATIVE ENERGY FLEET TRUCK	3522	3144		3146	3147
38				<b>TOTAL ALTERNATIVE ENERGY FLEET TRUCKS</b>		3184		3186	3187
39				TRUCK INCENTIVES (ALTERNATIVE ENERGY)	4009				3647
40				<b>TOTAL NEW ALTERNATIVE ENERGY TRUCKS</b>		3334		3336	3337
41				<b>TOTAL NEW ALTERNATIVE ENERGY VEHICLES</b>		3724		3726	3727
42				DLR TRANS UNITS-YTD	4640 3639				3637
43				<b>TOTAL NEW VEHICLES</b>		3704		3706	3707

ADVERTISING									
NEW ADVERTISING	MTD		YTD		DIGITAL ADVERTISING		USED ADVERTISING		
47					7250	SEARCH ENGINE MARKETING (SEM)	7430		4284
48			4214		7251	DISPLAY ADS/RETARGETING INC. SOCIAL	7431		4285
49			4215		7252	DIGITAL RETAILING	7432		4286
50			4216		7253	ONLINE REPUTATION SERVICES	7433		4287
51			4217		7254	3RD PARTY LEAD PROVIDERS	7434		4288
52			4218		7255	DATABASE MARKETING	7435		4289
53			4219		7256	OTHER	7436		4290
54			4220						4291
55			4221			<b>TOTAL DIGITAL ADVERTISING</b>			4291
56						<b>TRADITIONAL ADVERTISING</b>			
57					7257	TV BROADCAST & CABLE	7437		4292
58			4222		7258	RADIO	7438		4293
59			4223		7259	DIRECT MAIL	7439		4294
60			4224		7260	OTHER	7440		4295
61			4225			<b>TOTAL TRADITIONAL ADVERTISING</b>			4296
62			4226			<b>TOTAL ADVERTISING (PG 4, LINE 52)</b>			4297
63			4227						

DEALER		P & A CODE				SALES CODE			MONTH	01	PG 4			
SALES	GROSS	UNITS	GR PVS	USED VEHICLE DEPARTMENT		UNITS	GR PVS	SALES	GROSS					
				USED CARS RETAIL (NON CPO)	3700 3720 3715 3730	4004		4006	4007					
				REMARKETED CARS RETAIL	3800 3815	4024		4026	4027					
				USED CPO CARS (FRANCHISE ONLY)	3830 3835	4014		4016	4017					
				TOTAL USED CARS RETAIL		4174		4176	4177					
				USED LIGHT TRUCKS RETAIL (NON CPO)	3790 3765 3767 3770	4034		4036	4037					
				USED MED/HVY TRK - RETAIL	3860 3870 3865 3875	4054		4056	4057					
				REMARKETED TRUCKS RETAIL	3950 3965	4064		4066	4067					
				USED CPO TRUCKS (FRANCHISE ONLY)	3970 3975	4044		4046	4047					
				TOTAL USED TRUCKS RETAIL		4184		4186	4187					
				USED CAR/TRK INCENTIVES	4890				4077					
				TOTAL USED RETAIL		4084		4086	4087					
				USED CARS WHOLESALE	3710	4094		4096	4097					
				REMARKETED CARS WHOLESALE	3805	4104		4106	4107					
				USED TRUCKS WHOLESALE	3760	4114		4116	4117					
				REMARKETED TRUCKS WHOLESALE	3955	4124		4126	4127					
				USED VEH INVENTORY ADJ	4782 4752 4880			4146	4147					
				TOTAL USED WHOLESALE		4144		4146	4147					
				TOTAL USED VEHICLES		4154		4156	4157					
UNITS		COST		COST PER UNIT		UNITS		COST		COST PER UNIT				
MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD			
	4251		4253						4257		4259			
INCOME		UNITS		%PEN	PVR	F&I DEPARTMENT		UNITS		%PEN	PVR	INCOME		
MONTH	YTD	MONTH	YTD	YTD	MONTH	YTD		MONTH	YTD	YTD	MONTH	YTD	MONTH	YTD
	4301		4303				5000 FINANCE CONTRACTS 5100		4401					4406
	4311						5010 FIN INC ADJ 5110							4416
	4321		4323				5020 INSUR CONTRACTS 5120		4421					4426
	4391		4393				5090 GAP INSURANCE 5190		4491					4496
	4331						5030 INSUR ADJ 5130							4436
	4341		4343				5040 EXT SERVICE CONTR 5140		4441					4446
	4351						5050 EXT SERV CONTR REF 5150							4456
	4361						5060 OTHER 5160							4466
	4371						6060 MERCHANDISE 6160							4476
	4381						6070 REPO LOSS NET 6170 6080 6180							4486
							F&I NET INCOME							
MONTH	YTD	PNVS		PVS		MONTH	YTD	MONTH	YTD					
	4501								4507					
	4511				6200		6250		4517					
	4521								4527					
	4531			NEW GROSS % SALES	S	TOTAL VEHICLE	S	USED GROSS % SALES	4537					
	4541				G		G		4547					
				NEW VEHICLE SALES EXPENSE		% TOTAL NEW GROSS		% TOTAL USED GROSS	USED VEHICLE SALES EXPENSE					
	4551					7000 SALESPERSON 7200			4557					
	4561					7010 SALES MANAGERS 7210			4567					
	4571					7410 F&I 7460			4577					
	4581				7030	PRE-DELIVERY								
	4591				7040	PRE-DELIVERY ALLOWANCES								
	4601				7050	FREE SERVICE/MAINT & POLICY 7230			4607					
	4611					TOTAL VARIABLE EXPENSE			4617					
	4621					VARIABLE GROSS			4627					
	4631					7070 SALESPERSONS 7270			4637					
	4641					7080 SALES MANAGERS 7280			4647					
	4651					7100 OTHER 7300			4657					
	4661					7400 F&I 7450			4667					
	4671					TOTAL ADVERTISING (PG 3A, LINE 62)			4677					
	4691					7120 ADVERTISING REBATES 7320 7121 7321			4697					
	4701					7130 PROMOTION 7330			4707					
	4711					7140 TRAINING 7340			4717					
	4721					7150 DEMO EXPENSE 7350			4727					
	4731					7160 SERVICE LOANERS 7360 7170 7370			4737					
	4741					7420 F&I OTHER 7470			4747					
	4751					7180 INTEREST-FLOOR PLAN 7380			4757					
	4761					7190 FLOOR PLAN ASSISTANCE 7390			4767					
	4771					TOTAL SEMI-FIXED EXPENSES			4777					
	4781					SELLING GROSS			4787					

DEALER		P & A CODE		SALES CODE		MONTH		01		PG 5M											
PARTS DEPARTMENT		SERVICE DEPARTMENT		BODY SHOP DEPARTMENT																	
MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD										
1	5070	<b>GROSS%SALES</b>		5400	<b>GROSS%SALES</b>				<b>GROSS%SALES</b>												
2	5071			5401	<b>WHOLESALE*</b>		<b>LABOR RATES</b>		<b>R O ANALYSIS</b>		<b>TRAFFIC R. O. COUNT</b>										
3	5072			5402							<b>SALES PER R O</b>										
4	5073			6410	WHOLESALE		REPAIR	BODY	W&P	INTERNAL											
5	5074			6411	JOB INCENTIVE		FORD	5251	5252	5253	5254										
6	5075			<b>TOTAL WHSL</b>				LINC	5312	5313	5314	5315									
7	5076			5420	<b>COUNTER RETAIL*</b>				<b>REPAIR SHOP</b>												
8	5077			5421																	
9	5078			5422																	
10	5079			5430	REPAIR SHOP																
11	5080			5435																	
12	5081			5436																	
13	5082			5440	ESP REPAIR SHOP																
14	5083			5445																	
15	5084			6450	JOB INCENTIVE																
16				5460	WARRANTY & POLICY CLAIMS (SERVICE)																
17	5086			5462																	
18	5087			5470	INTERNAL (SERVICE)																
19	5088			5475																	
20	5089			5476																	
21	5090			UNAPPLIED TIME																	
22	5091			5480	SUBLET REPAIRS																
23	5092			5485																	
24	5093			5490	OTHER MERCHANDISE																
25	5094			5491																	
26	5095			5492																	
27	5096			5431,41,61,71 PARTS SALES																	
28	5097			SERV - NON FRANCHISE 5701,11,21,31																	
29	5098			<b>TOTAL PARTS SALES-SERV</b>		<b>NON FOMOCO DUALS ONLY</b>															
30	5099					MEMO: OTHER FRAN PARTS PURCHASES															
31	5100					MONTH		YTD													
32	5101			5500	BODY SHOP (METAL)																
33	5102			5510	BODY SHOP (PAINT)																
34	5103			5520	WARRANTY & POLICY CLAIMS (BODY SHOP)																
35	5104			5530	INTERNAL (BODY SHOP)																
36	5105			5540	MATERIALS																
37	5106			5545																	
38	5107			5501,11,21,31 PARTS SALES																	
39	5108			BODY - OTH FRANCHISE 5511,21,31,41																	
40	5109			<b>TOTAL PARTS SALES-BODY</b>		<b>SERVICE TECH.</b>		MONTH		YTD											
41	5110					Available Clocked Hours				5456											
42	5111			6560,60,65	DISCOUNTS EARNED		Actual Retail Hours Worked				5457										
43	5112			6571,80	INVENTORY ADJ.		Flat Rate Hours Sold				5458										
44	5113			<b>TOTAL DEPARTMENT</b>								5580									
45	5114			6300	COS LIFO								5581								
46	5115			<b>TOTAL</b>										5583							
47	5116			<b>76 PARTS EXPENSE</b>		<b>%PARTS GRS</b>		<b>77 SERV SALES EXPENSE</b>		<b>%SERV GRS</b>		<b>78 BODY SALES EXPENSE</b>		<b>%BDY GRS</b>							
48	5117			7600,05	COMP MGRS		5344								5584						
49	5118			7700,05			5345								5585						
50	5119			7610	SAL		5346								5586						
51	5120			7710	OTHER		5347								5587						
52	5121			7620	COMMERCIAL		5348								5588						
53	5122			7720	OTH		5349								5589						
54	5123			7630,31	ADVERT PROMO		5350								5590						
55	5124			7730,31			5351								5591						
56	5125			7621	ADVERTISING REBATES		5352								5592						
57	5126			7721			5353								5593						
58	5127			7640	TRAINING		5354								5594						
59	5128			7740			5355								5595						
60	5129			7650	POLICY ADJ		5356								5596						
61	5130			7750			5357								5597						
62				7660,61	SERV LOANER		5358								5598						
				7760,61			5359								5599						
				7670	TOOLS & SUPP		5360								5600						
				7770																	
				7671	FREIGHT																
				7771																	
				7680	EQ & VEH MAINT																
				7780																	
				7690	INV CNTRL & DP																
				7790																	
				7695	VAC/TO PAY-TECH																
				7795																	
				<b>TOT SALES EXP</b>																	
				<b>SELLING GROSS</b>																	
				SHOP PARTS GROSS TRANSFER																	
				<b>ADJ SELLING GRS</b>																	

LINE NO	DEALER		P & A CODE				SALES CODE			MONTH		UNAPPLIED	
	SELLING/ADJUSTED * SELLING GROSS ALL DEPTS	MONTH	YTD	MON	YTD	NEW	USED	PARTS	SERVICE	BODY			
			6030			6120	6150	6180	6210	6240			
<b>FIXED EXPENSE</b>			<b>% GROSS</b>			<b>DEPARTMENTAL FIXED EXPENSE ALLOCATION - YTD</b>							
1	SAL-GEN MGR 8000 8005 8006		6031			6121	6151	6181	6211	6241	6271		
2	SALARIES-ADM. 8020		6032			6122	6152	6182	6212	6242	6272		
3	EMPLOYEE BENEFIT 8040 8041 8045		6033			6123	6153	6183	6213	6243	6273		
4	PAYROLL TAXES 8100 8105 8106		6034			6124	6154	6184	6214	6244	6274		
5	PENSIONS 8200 8205 8206 8210		6035			6125	6155	6185	6215	6245	6275		
6	INSTL. ADV & PROMO 8220 8240		6036			6126	6156	6186	6216	6246	6276		
7	RENT & EQUIV. * 8300, 20, 40, 60, 80 & 8400, 20		6037			6127	6157	6187	6217	6247	6277		
8	UTILITIES * 8500 8505 8506		6038			6128	6158	6188	6218	6248	6278		
9	TELEPHONE 8520 8525 8446		6039			6129	6159	6189	6219	6249	6279		
10	TAXES 8445 8540 8646		6040			6130	6160	6190	6220	6250	6280		
11	INSURANCE 8600 8620		6041			6131	6161	6191	6221	6251	6281		
12	OFFICE SUPPLIES 8640 8645 8655		6042			6132	6162	6192	6222	6252	6282		
13	PROFESSIONAL & SERVICE FEES 8660 8665 8706		6043			6133	6163	6193	6223	6253	6283		
14	DATA PROCESSING 8680		6044			6134	6164	6194	6224	6254	6284		
15	BAD DEBTS 8700 8705 8726		6045			6135	6165	6195	6225	6255	6285		
16	CONTRIBUTIONS 8720 8725 8766		6046			6136	6166	6196	6226	6256	6286		
17	INTEREST 8740		6047			6137	6167	6197	6227	6257	6287		
18	DEPREC EQUIP 8760 8765 8806		6048			6138	6168	6198	6228	6258	6288		
19	EQ & VEH MAINT GENL 8780		6049			6139	6169	6199	6229	6259	6289		
20	TRAVEL & ENTERTAINMENT 8800 8805 8826		6050			6140	6170	6200	6230	6260	6290		
21	MISC. EXPENSE 8820 8825 8841		6051			6141	6171	6201	6231	6261	6291		
22	<b>ALLOCATION OF UNAPPLIED EXPENSE</b>					6142	6172	6202	6232	6262	6292		
23	<b>TOTAL FIXED</b>		6053			6143	6173	6203	6233	6263	<b>TOTAL APPLIED</b>		
24	DEALER SALARY 8900		6054			6144	6174	6204	6234	6264			
25	OPERATING PROFIT		6055			6145	6175	6205	6235	6265			
26	<b>NEW VEHICLE</b>		<b>F &amp; I SELLING GROSS ANALYSIS</b>			<b>USED VEHICLE</b>		<b>RENTAL DEPARTMENT</b>			<b>MONTH</b>	<b>YTD</b>	
27	<b>MONTH</b>	<b>YTD</b>				<b>MONTH</b>	<b>YTD</b>	<b>INCOME</b>			6410		
28			<b>GROSS</b>					<b>SALARIES</b>			6411		
29			<b>VAR. SELLING EXP</b>					<b>COMMISSIONS/INCENTIVES</b>			6412		
30			<b>SEMI FIXED SELLING EXP</b>					<b>OTHER EXPENSES</b>			6413		
31			<b>SELLING GROSS</b>					<b>TOTAL NET</b>			6414		
32			<b>TOTAL F&amp;I NET INCOME</b>					<b>AGREEMENTS</b>			6415		
33			<b>F&amp;I SELLING EXPENSES</b>					<b>INVENTORY ANALYSIS</b>		<b>SERVICE LOANERS</b>			
34			<b>F&amp;I SELLING GROSS</b>					<b>CAR</b>	<b>TRK</b>	<b>RV</b>			
35			<b>TOTAL SELLING GROSS</b>					<b>TOT UNITS @ EOM</b>					
36			<b>MONTH</b>	<b>YTD</b>				<b>TOT UNIT DAYS AVAIL/MO</b>	6421	6431	6441	6451	
37	* RENT & EQUIVALENT	NET RENT OR EQUIV.	8300 8305 8306 8320	6360				<b>CUST ESP PAID DAYS/MO</b>	6422	6432	6442	6452	
38		DEPREC. & AMORT	8340 8360 8345 8365 8346 8366	6361				<b>SERVICE LOANER-PAID DAYS/MO</b>	6423	6433	6443	6453	
39		INSURANCE-BUILDING	8380 8385 8386	6362				<b>DLR PAID DAYS/MO</b>	6424	6434	6444	6454	
40		TAX-REAL ESTATE	8400 8405 8406	6363				<b>NON UTILIZED DAYS/MO</b>	6425	6435	6445	6455	
41		MAINT-BUILDING	8420 8425 8426	6364				<b>% UTILIZATION</b>	6426	6436	6446	6456	
42		<b>TOTAL</b>		6365				<b>% CUSTOMER/EXP PAID</b>	6427	6437	6447	6457	
43	<b>PERSONNEL SUMMARY</b>	<b>ADMIN</b>	<b>FRAN N&amp;U</b>	<b>F&amp;I</b>	<b>REN/LSE</b>	<b>FRAN PARTS</b>	<b>FRAN SERV</b>	<b>BODY</b>	<b>*MEMO: UTILITY EXPENSES</b>			<b>MONTH</b>	<b>YTD</b>
44	DEALERS	6504							<b>GAS</b>		6485		
45	MANAGEMENT	6505	6525	6565	6585	6605	6645	6685	<b>ELECTRIC</b>		6487		
46	SLSPRNS/SERV ADVSRS		6526	6566	6586	6606	6646	6686	<b>WATER</b>		6489		
47	TECHNICIANS	REPAIR					6647	6687	<b>SEWAGE</b>		6491		
48		INTERNAL	6528				6648	6688	<b>SOLAR</b>		6493		
49	CLERICAL	6509	6529	6569	6589	6609	6649	6689	<b>TOTAL</b>		6495		
50	OTHER	6510	6530	6570	6590	6610	6650	6690					
51	<b>TOTAL</b>	6501	6511	6531	6571	6591	6611	6651					
52	SALESPERSON	< 12 MOS	6532				6612						
53	TENURE	12 -36 MOS	6533				6613						
54	(IN MONTHS)	37 - 60 MOS	6534				6614						
55		61+ MOS	6535				6615						
56	SALESPERSON	HIRED-YTD	6536				6616						
57	TURNOVER	TERM-YTD	6537				6617						
58	<b>SPLT SLS FRC</b>	<b>NEW</b>	<b>USED</b>	<b>COMB</b>	<b>TOTAL</b>	<b>STALL COUNT</b>							
59	MANAGERS	6709	6719	6729	6739	REPAIR	INTERNAL	BODY					
60	SALESPERSONS	6710	6720	6730	6740	6750	6760	6770					

DEALER		P & A CODE				SALES CODE				MONTH										
MTH	YTD	MTH	YTD		MTH	YTD	MTH	YTD		MTH	YTD	MTH	YTD							
<b>MEMO: QUICK LANE (US &amp; CANADA)</b>					<b>SERVICE DEPARTMENT</b>				<b>RO ANALYSIS</b>		<b>TRAFFIC</b>		<b>SALES PER R O</b>							
									RETAIL SHOP SALES		RO COUNT		PARTS		LABOR					
									ESP/ESC/ QFC SALES		INTERNAL SALES		OTHER MERCH.		WARRANTY SALES					
									7684		7686		7688		7690		7692			
<b>PARTS DEPARTMENT</b>		<b>GRS%SLS</b>		<b>5402 PARTS WHOLESALE</b>		<b>5435 RETAIL SHOP SALES</b>		<b>5436 TIRE SALES</b>		<b>5445 ESP / ESC / QFC SALES</b>		<b>5462 WARRANTY SALES</b>								
7096				S																
7097				G																
7072				S	<b>5422 PARTS COUNTER RETAIL</b>															
7073				G																
7076				S	<b>5435 RETAIL SHOP SALES</b>	7376			<b>GRS%SLS</b>											
7077				G		7377														
7078				S	<b>5436 TIRE SALES</b>	7378														
7079				G		7379														
7080				S	<b>5445 ESP / ESC / QFC SALES</b>	7380														
7081				G		7381														
7074				S	<b>5462 WARRANTY SALES</b>	7374				<b>PARTS ALLOCATION FIXED EXPENSES</b>										
7075				G		7375														
7082				S	<b>5475 INTERNAL SALES</b>	7382				SALARIES	8006		7951							
7083				G		7383				BENEFITS	8041		7952							
7084				S	<b>5476 INTERNAL TIRE SALES</b>	7384				PAYROLL TAXES	8106		7953							
7085				G		7385				PENSIONS	8206		7954							
				G	<b>UNAPPLIED TIME</b>	7373				RENT & LEASE	8306		7955							
7086				S	<b>5485 SUBLET SALES</b>	7386				DEP BLDG & IMP	8346		7956							
7087				G		7387				AMORT of IMPR	8366		7957							
7088				S	<b>5492 OTHER MERCHANDISE</b>	7388				INS BLDGS	8386		7958							
7089				G		7389				TAXES REAL ESTATE	8406		7959							
7090				S	<b>5545 MATERIALS</b>	7390				MAIN BLDGS	8426		7960							
7091				G		7391				UTILITIES	8506		7961							
7092				G	<b>6565 DISC EARNED</b>					TELEPHONE	8446		7962							
7093				G	<b>6561 INVENT ADJ</b>					TXS EX. INC/REAL EST	8646		7963							
7094				G						OFFICE SUPPLIES	8666		7964							
7095				S	<b>TOTAL DEPARTMENTS</b>	7394				PROF & SERV FEES	8706		7965							
				G		7395				BAD DEBT	8725		7966							
<b>PARTS DEPARTMENT</b>		<b>%PARTS GRS</b>		<b>SERV SALES EXPENSE</b>		<b>%SERV GRS</b>				<b>SERVICE ALLOCATION FIXED EXPENSES</b>										
7098					<b>7900 SALARIES-MGRS</b>	7397				SALARIES	8005		7861							
7099					<b>7902, 7910 SALARIES-TECH</b>	7398				BENEFITS	8045		7862							
7100					<b>7905 COMM&amp;INC-MGRS</b>	7399				DEPREC EQUIP	8806		7968							
7101					<b>7907, 7920 COMM&amp;INC-TECH</b>	7400				TRAVEL & ENTERT	8826		7969							
7102					<b>7930, 7931 ADVERT/PROMO</b>	7401				MISC EXPENSE	8841		7970							
7103					<b>7940 TRAINING</b>	7402				<b>TOTAL FIXED EXP</b>			7975							
7104					<b>7950 POLICY ADJ</b>	7403				<b>SERVICE ALLOCATION FIXED EXPENSES</b>										
7105					<b>7970 TOOLS &amp; SUPP</b>	7404														
7106					<b>7971 FREIGHT/HANDLING</b>	7405				SALARIES	8005		7861							
7107					<b>7980 EQ. &amp; VEH MAINT</b>	7406				BENEFITS	8045		7862							
7108					<b>7985 INV CNTRL &amp; DP</b>	7407				PAYROLL TAXES	8105		7863							
7109					<b>7990 VAC/TO PAY-TECH</b>	7408				PENSIONS	8205		7864							
7110					<b>TOTAL SALES EXP</b>	7409				RENT & LEASE	8305		7865							
7111					<b>SELLING GROSS</b>	7410				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							
										TXS EX. INC/REAL EST	8445		7873							
										OFFICE SUPPLIES	8645		7874							
										PROF & SERV FEES	8665		7875							
										BAD DEBT	8705		7876							
										CONTRIBUTIONS	8725		7877							
										DEPREC EQUIP	8765		7878							
										TRAVEL & ENTERT	8805		7879							
										MISC EXPENSE	8825		7880							
										<b>TOTAL FIXED EXP</b>			7881							

<b>QUICK LANE MEMO PROFIT</b>		
	MTH	YTD
QL Parts & Serv Gross	7806	
QL Parts & Serv Sales Exp	7607	
QL P&S Selling Gross	7808	
QL Parts & Serv Fixed Exp	7609	
QL "Memo" Profit	7610	
Sales Per Stall	7811	

<b>PERSONNEL</b>	
MANAGERS	7501
SERVICE WRITERS	7502
Lead/Repair Techs	7503
Maintenance Techs	7504
<b>TOTAL</b>	7505
<b>STALL COUNT</b>	7510