

**2024 FORD MOTOR COMPANY DEALER FINANCIAL STATEMENT 2024**

P&A CODE 0129	DEALER	REC'D 0131
PERIOD OF 0130	ADDRESS	SALES CODE
Month Ended	CITY-STATE-PROVINCE ZIP/POSTAL CODE	0132

**ASSETS BALANCE SHEET LIABILITIES**

1	CASH	ON HAND IN BANK	1000	0001	2000	0201
2		MONEY MARKET/DEPOSIT	-1010	0002	2005	
3	FINANCE CONTRACTS	NEW	1020	0003		
4		USED	1030	0004		
5		MARKETABLE SECURITIES	1040	0005		
6		NOTES RECEIVABLE	1100	0006		
7		Discounted Notes Receivable (NON US)	1105	0007		
8	ACCOUNTS RECEIVABLE	VEHICLE	1110	0008		
9		PARTS SERVICE BODY	1120	0009		
10		OTHER	1130,1131 1132,1138	0010		
11		INCOME TAX REFUND	1139	0015		
12	F	W&P CLAIMS	1140	0011		
13	R	VEHICLE HOLDBACK	1150	0012		
14	D	INCENTIVES	1170	0013		
15	R	0003 Lincoln	1174	0014		
16	C	0084 Ford Support	1177	0017		
17		JOBBER INCENTIVES/ESP/FLOOR PLAN ASSISTANCE/OTHER	1180	0019		
18		FINANCE RECEIVABLE CURRENT	1280	0020		
19		ALLOWANCE - DOUBTFUL RECEIVABLE	1290	0021		
20	N	CARS	0080	0021		
21		SUV	0310	0022		
22	W	TRUCKS	0083	0022		
23		DEMO	0085	0023		
24	U	NON CERTIFIED	0089	0024		
25		SUV/TRUCKS	0091	0025		
26	S	FBA GOLD/FBA EV/LINCOLN CPO	0110	0301		
27		SUV/TRUCKS	0111	0302		
28	E	FBA BLUE VEHICLES	0093	0095		
29		SUV/TRUCKS	0094	0096		
30		ALLOWANCE - PARTS INVENTORY ADJUSTMENT	1400	0028		
31		OTHER INVENTORIES	1430-1432	0029		
32		LIFO INVENTORY	0100	0030		
33		RESERVE	1490	0031		
34		PREPAID EXPENSES	1500	0032		
35		TOTAL CURRENT ASSETS	1560	0033		
36		LEASED VEHICLES NET	1610	0034		
37		RENTAL VEHICLES NET	1650	0035		
38		LAND AND IMPROVEMENTS NET	1700	0036		
39		BUILDINGS	1710	0037		
40		DEPRECIATION	1715	0038		
41		EQUIPMENT	1720	0039		
42		DEPRECIATION	1725	0040		
43		LEASEHOLDS	1730	0041		
44		AMORTIZED	1735	0042		
45		FINANCE RECEIVABLES DEFERRED NET	1800	0043		
46		RECEIVABLES - OFFICERS & EMPLOYEES	1810	0044		
47		CASH VALUE - LIFE INSURANCE	1820	0045		
48		OTHER ASSETS - NET	1830	0046		
49		TOTAL ASSETS	1837	0047		
50		FROZEN CAPITAL		0048		
51		USED VEHICLE INVENTORY				
52		PARTS INVENTORY				
53		PSB RECEIVABLES				
54		OPERATING ANALYSIS	Month	YTD	Month	YTD
55		SALES			% TOTAL SALES	
56		GROSS				
57		EXPENSE				
58		OPERATING PROFIT				
59		ADD & DED TO INCOME - BONUSES				
60		PROFIT BEFORE INCOME TAX				

**OPERATING SUMMARY**

LINE NO	OPERATING SUMMARY	DOLLARS		UNITS YTD			DEPARTMENTAL OPERATING SUMMARY					
		Month	YTD	CAR	SUV	TRUCK	NEW	USED	PARTS	SERVICE	BODY	
1	TOTAL SALES			N	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 -9600	1052									
21	FORD MOTOR COMPANY PROGRAMS	9430, 9440, 9620	1053									
22	INDEMNITIES NON US	9060	1054									
23	BONUS DEALER	9500	1055									
24	BONUS EMPLOYEE	9550	1056									
25	PROFIT BEFORE INCOME TAX		1057									
26												
27	EST. INCOME TAX	9900	1059									%TOTAL SALES
28	PROFIT (NON US) SHARING	9910	1060									
29	COMBINED CAPITAL /LEGAL RESERVE (NON US)	9920 9925	1061									
30	NET PROFIT AFTER TAX		1062									
31												
32	TOTAL OVERHEAD EXP											
33	TOTAL P, S, BS GROSS											
34	NET OPERATING COST											
35	TOTAL											
36		VEHICLE GROSS										
37		VAR. SALES EXP.										
38		VARIABLE GROSS										
39	BREAK-EVEN UNITS = N. O. C. / VAR. GROSS + DOC FEES + FOMOCO PROGRAMS PN/UVR			Month	YTD							

ADJUSTMENTS	DEPARTMENTAL OPERATING SUMMARY	
	Month	YTD
<b>ADDITIONS</b>		
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
PUBLIC CHARGING	9380	1319
<b>DEDUCTIONS</b>		
CASH DISCOUNT	9400	1315
OTHER	9450	1316
<b>TOTAL (Line 20)</b>	9600	1317

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>		1423

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
<b>TOTAL PAYROLL</b>	Month	YTD
		1445

OPERATING TREND ANALYSIS	NEW UNITS			USED UNITS RETAIL		TOTAL VEHICLE INCL WHSL	SELLING/ADJUSTED * SELLING GROSS (000)					FIXED EXP. (000)	OPT PFT (000)	PFT BIT (000)	NET PFT PNVS
	CAR	SUV	TRUCK	CAR	SUV/TRUCK		NEW	USED	PARTS *	SERVICE *	BODY SHOP *				
46															
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														

DEALER				P & A CODE		SALES CODE		Month		PG 3 SUV	
Month				NEW SUV				YEAR TO DATE			
SALES	GROSS	UNITS	GR PVS	NEW GAS & DIESEL SUV				UNITS	GR PVS	SALES	GROSS
1				EDGE	3475	3044			3046		3047
2				ESCAPE	3450	3004			3006		3007
3				EXPLORER	3410	3014			3016		3017
4				EXPEDITION	3400	3024			3026		3027
5				BRONCO SPORT	3007	3394			3396		3397
6				BRONCO	3198	3154			3156		3157
7				ECOSPORT	3564	3104			3106		3107
8				TBD FORD SUV #1	3256	2174			2176		2177
9				TERRITORY (MEXICO ONLY)	3289	2184			2186		2187
10				FORD DISCONTINUED SUV	3258	2194			2196		2197
11				<b>TOTAL FORD RETAIL SUV</b>		8004			8006		8007
12				LINCOLN NAVIGATOR	3590	3234			3236		3237
13				LINCOLN NAUTILUS	3566	3444			3446		3447
14				LINCOLN AVIATOR	3582	3254			3256		3257
15				LINCOLN CORSAIR	3592	3304			3306		3307
16				TBD LINCOLN SUV # 1	3594	3324			3326		3327
17				LINCOLN DISCONTINUED SUV	3586	3264			3266		3267
18				<b>TOTAL LINCOLN RETAIL SUV</b>		3274			3276		3277
19				NON FOMOCO SUV	3260	2224			2226		2227
20				<b>TOTAL RETAIL SUV</b>		8484			8486		8487
21				FOMOCO COMMERCIAL/FLEET SUV	3262	2314			2316		2317
22				NON FOMOCO COMMERCIAL/FLEET SUV	66-71	2324			2326		2327
23				<b>TOTAL COMMERCIAL/FLEET SUV</b>		8664			8666		8667
24				SUV INCENTIVES (GAS & DIESEL)	4264						2337
25				<b>TOTAL NEW SUV (GAS &amp; DIESEL)</b>		8114			8116		8117
26				<b>NEW ALTERNATIVE ENERGY SUV</b>							
27				ESCAPE (PHEV)	3152	3484			3486		3487
28				ESCAPE HYBRID	3414	3314			3316		3317
29				EXPLORER HYBRID	3154	3434			3436		3437
30				MUSTANG MACH-E	3138	3194			3196		3197
31				TBD FORD ALTERNATIVE ENERGY SUV #1	3176	2374			2376		2377
32				TBD FORD ALTERNATIVE ENERGY SUV #2	3178	2384			2386		2387
33				FORD DISCONTINUED ALTERNATIVE ENERGY SUV	3180	2394			2396		2397
34				<b>TOTAL FORD ALTERNATIVE ENERGY RETAIL SUV</b>		8034			8036		8037
35				LINCOLN CORSAIR (PHEV)	3164	3964			3966		3967
36				LINCOLN AVIATOR (PHEV)	3166	3544			3546		3547
37				TBD LINCOLN ALTERNATIVE ENERGY SUV #1	3168	3464			3466		3467
38				TBD LINCOLN ALTERNATIVE ENERGY SUV #2	3170	3454			3456		3457
39				LINCOLN DISCONTINUED ALTERNATIVE ENERGY SUV	3172	3734			3736		3737
40				<b>TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL SUV</b>		3384			3386		3387
41				NON FOMOCO ALTERNATIVE ENERGY SUV	3182	2444			2446		2447
42				<b>TOTAL ALTERNATIVE ENERGY RETAIL SUV</b>		8494			8496		8497
43				FOMOCO ALTERNATIVE ENERGY COMMERCIAL/FLEET	3184	2454			2456		2457
44				NON FOMOCO ALTERNATIVE ENERGY COMMERCIAL/I	3186	2464			2466		2467
45				<b>TOTAL ALTERNATIVE ENERGY COMMERCIAL/FLEET SUV</b>		8674			8676		8677
46				SUV INCENTIVES (ALTERNATIVE ENERGY)	4186						2507
47				<b>TOTAL NEW ALTERNATIVE ENERGY SUV</b>		8964			8966		8967
48				SUV SUBSCRIPTION SERVICE	4291						2507
49				<b>TOTAL NEW SUV VEHICLES</b>		8384			8386		8387

DEALER				P & A CODE		SALES CODE		Month		PG 3 TRK	
Month				NEW TRUCKS				YEAR TO DATE			
SALES	GROSS	UNITS	GR PVS	NEW GAS & DIESEL TRUCKS				UNITS	GR PVS	SALES	GROSS
				ECONOLINE/CLUB WAGON	3420 3421	3054		3056		3057	
				RANGER	3422 3423	3354		3356		3357	
				F150	3780 3781	3074		3076		3077	
				SUPER DUTY F250-350	3790 3791	3084		3086		3087	
				TRANSIT CONNECT	3597 3598	3114		3116		3117	
				TRANSIT (VAN)	3550 3551	3164		3166		3167	
				MAVERICK	3556 3557	3884		3886		3887	
				TBD FORD TRUCK # 2	3032 3033	3914		3916		3917	
				TRANSIT COURIER (MEXICO ONLY)	3096 3097	2094		2096		2097	
				FORD DISCONTINUED TRUCK	3570 3571	3124		3126		3127	
				<b>TOTAL FORD LIGHT RETAIL TRUCKS</b>		8014		8016		8017	
				NON FOMOCO LIGHT TRUCK	3460 3461	3494		3496		3497	
				<b>TOTAL LIGHT RETAIL TRUCKS</b>		8994		8996		8997	
				SUPER DUTY F450-600	3740 3741	3564		3566		3567	
				SUPER DUTY F650-750	3500 3501	3574		3576		3577	
				<b>TOTAL FORD MEDIUM RETAIL TRUCKS</b>		3584		3586		3587	
				NON FOMOCO MEDIUM RETAIL TRUCK	3600 3601	3594		3596		3597	
				<b>TOTAL MEDIUM RETAIL TRUCKS</b>		3604		3606		3607	
				<b>TOTAL RETAIL TRUCKS</b>		8974		8976		8977	
				FOMOCO COMMERCIAL/FLEET LIGHT TRUCK	3470 3524	3524		3526		3527	
				NON FOMOCO COMMERCIAL/FLEET LIGHT TRUCK	3516	3414		3416		3417	
				<b>TOTAL COMMERCIAL/FLEET LIGHT TRUCKS</b>		3674		3676		3677	
				FOMOCO COMMERCIAL/FLEET MEDIUM TRUCK	3609 3533	3754		3756		3757	
				NON FOMOCO COMMERCIAL/FLEET MEDIUM TRUCK	3610	3764		3766		3767	
				<b>TOTAL COMMERCIAL/FLEET MEDIUM TRUCKS</b>		3774		3776		3777	
				<b>TOTAL COMMERCIAL/FLEET TRUCKS</b>		3784		3786		3787	
				TRUCK INCENTIVES (GAS & DIESEL)	4620 4621					3617	
				<b>TOTAL NEW TRUCKS (GAS &amp; DIESEL)</b>		8914		8916		8917	
				<b>NEW ALTERNATIVE ENERGY TRUCKS</b>							
				F150 HYBRID	3156 3157	3514		3516		3517	
				F150 LIGHTNING (BEV)	3190 3191	3034		3036		3037	
				E-TRANSIT (VAN) (BEV)	3192 3193	3214		3216		3217	
				MAVERICK HYBRID	3158 3159	3534		3536		3537	
				TBD FORD ALTERNATIVE ENERGY TRUCK #2	3160 3161	3654		3656		3657	
				FORD DISCONTINUED ALTERNATIVE ENERGY TRUCK	3162 3163	3894		3896		3897	
				<b>TOTAL FORD ALTERNATIVE ENERGY RETAIL TRUCKS</b>		8044		8046		8047	
				NON FOMOCO ALTERNATIVE ENERGY TRUCKS	3174 3175	3474		3476		3477	
				<b>TOTAL ALTERNATIVE ENERGY RETAIL TRUCKS</b>		8984		8986		8987	
				FORD MOTOR CO. ALTERNATIVE ENERGY COMMERCIAL/FLEET	3520 3527	3134		3136		3137	
				NON FORD MOTOR CO. ALTERNATIVE ENERGY COMMERCIAL/FLEET	3522	3144		3146		3147	
				<b>TOTAL ALTERNATIVE ENERGY COMMERCIAL/FLEET TRUCKS</b>		3184		3186		3187	
				TRUCK INCENTIVES (ALTERNATIVE ENERGY)	4009 4010					3647	
				<b>TOTAL NEW ALTERNATIVE ENERGY TRUCKS</b>		8904		8906		8907	
				TRUCK SUBSCRIPTION SERVICE	4293 4294					2677	
				<b>TOTAL NEW TRUCKS</b>		8454		8456		8457	
				<b>MEMO: TOTAL MODEL E</b>							
				<b>MEMO: TOTAL MODEL E</b>				<b>YEAR TO DATE</b>			
				SALES	GROSS	UNITS	GR PVS	UNITS	GR PVS	SALES	GROSS
				MUSTANG MACH-E	3136 3137	2244		2246		2247	
				F150 LIGHTNING	3190 3191	2264		2266		2267	
				E-TRANSIT	3192 3193	2274		2276		2277	
				TBD MODEL E VEHICLE #1	3176 3177	2004		2006		2007	
				TBD MODEL E VEHICLE #2	3160 3161	2074		2076		2077	
				<b>TOTAL MODEL E VEHICLES</b>		2364		2366		2367	
				<b>TOTAL PUBLIC CHARGING</b>						1333	
				<b>TOTAL MODEL E</b>						2757	
				<b>MODEL E ASSETS</b>	<b>EQUIPMENT</b>	<b>COST</b>	1723 <sup>0113</sup>				
						<b>DEPRECIATION</b>	1728 <sup>0114</sup>	( )			
				<b>MEMO: USED EV CPO</b>				<b>YEAR TO DATE</b>			
				SALES	GROSS	UNITS	GR PVS	UNITS	GR PVS	SALES	GROSS
				FBA EV CAR	3832	4194		4196		4197	
				FBA EV SUV/TRUCK	3972	4794		4796		4797	

DEALER				P & A CODE		SALES CODE		Month		PG 3 CAR					
Month				NEW CARS				YEAR TO DATE							
SALES		GROSS		UNITS		GR PVS		UNITS		GR PVS		SALES		GROSS	
				<b>NEW GAS &amp; DIESEL CARS</b>											
				MUSTANG	3040 3041	2034				2036		2037			
				FORD GT	3037 3038	2114				2116		2117			
				FIGO (MEXICO ONLY)	3114 3115	2524				2526		2527			
				FORD DISCONTINUED CAR	3045 3046	2124				2126		2127			
				<b>TOTAL FORD RETAIL CARS</b>				2204		2206		2207			
				LINCOLN DISCONTINUED CAR	3242 3243	2294				2296		2297			
				<b>TOTAL LINCOLN RETAIL CARS</b>				2304		2306		2307			
				NON FOMOCO RETAIL CAR	3340 3341	2894				2896		2897			
				<b>TOTAL RETAIL CARS</b>				2904		2906		2907			
				FOMOCO COMMERCIAL/FLEET CAR	3360 3362	2914				2916		2917			
				NON FOMOCO COMMERCIAL/FLEET CAR	3370	2924				2926		2927			
				<b>TOTAL COMMERCIAL/FLEET CARS</b>				2934		2936		2937			
				CAR INCENTIVES (GAS & DIESEL)	4380 4381							2947			
				<b>TOTAL NEW CARS (GAS &amp; DIESEL)</b>				2954		2956		2957			
				<b>NEW ALTERNATIVE ENERGY CARS</b>											
				TBD FORD ALTERNATIVE ENERGY CAR #1	3138 3139	2544				2546		2547			
				TBD FORD ALTERNATIVE ENERGY CAR #2	3140 3141	2554				2556		2557			
				FORD DISCONTINUED ALTERNATIVE ENERGY CARS	3142 3143	2564				2566		2567			
				<b>TOTAL FORD ALTERNATIVE ENERGY RETAIL CARS</b>				2574		2576		2577			
				TBD LINCOLN ALTERNATIVE ENERGY CAR #1	3144 3145	2584				2586		2587			
				TBD LINCOLN ALTERNATIVE ENERGY CAR #2	3146 3147	2594				2596		2597			
				LINCOLN DISCONTINUED ALTERNATIVE ENERGY CARS	3148 3149	2614				2616		2617			
				<b>TOTAL LINCOLN ALTERNATIVE ENERGY RETAIL CARS</b>				2624		2626		2627			
				NON FOMOCO ALTERNATIVE ENERGY CARS	3150 3151	2634				2636		2637			
				<b>TOTAL ALTERNATIVE ENERGY RETAIL CARS</b>				2644		2646		2647			
				FOMOCO ALTERNATIVE ENERGY COMMERCIAL/FLEET	3512	2854				2856		2857			
				NON FOMOCO ALTERNATIVE ENERGY COMMERCIAL/FLEET	3514	2874				2876		2877			
				<b>TOTAL ALTERNATIVE ENERGY COMMERCIAL/FLEET CARS</b>				2884		2886		2887			
				CAR INCENTIVES (ALTERNATIVE ENERGY)	4109 4011							2657			
				<b>TOTAL NEW ALTERNATIVE ENERGY CARS</b>				2714		2716		2717			
				CAR SUBSCRIPTION SERVICE	4295 4296							2867			
				<b>TOTAL NEW CARS</b>				8354		8356		8357			
				<b>TOTAL NEW VEHICLES (GAS &amp; DIESEL)</b>				3344		3346		3347			
				<b>TOTAL NEW ALTERNATIVE ENERGY VEHICLES</b>				3724		3726		3727			
				<b>TOTAL SUBSCRIPTION SERVICE</b>								8237			
				DLR TRANS UNITS-YTD	4640 3639							3637			
				<b>TOTAL NEW VEHICLES</b>				3704		3706		3707			
				<b>ADVERTISING</b>											
NEW A D V E R T I S I N G	MTD		YTD		DIGITAL ADVERTISING				MTD		YTD		U S E D A D V E R T I S I N G		
			4214		7250	SEARCH ENGINE MARKETING (SEM)		7430			4284				
			4215		7500	DISPLAY ADS/RETARGETING INC. SOCIAL		7520			4285				
			4216		7251 7501	DIGITAL RETAILING		7431 7521			4286				
			4217		7252 7502	ONLINE REPUTATION SERVICES		7432 7522			4287				
			4218		7253 7503	3RD PARTY LEAD PROVIDERS		7433 7523			4288				
			4219		7254 7404	DATABASE MARKETING		7434 7524			4289				
			4220		7255 7405	OTHER		7435 7525			4290				
			4221		7256 7406	<b>TOTAL DIGITAL ADVERTISING</b>		7436 7526			4291				
	MTD		YTD		TRADITIONAL ADVERTISING				MTD		YTD				
			4222		7257	TV BROADCAST & CABLE		7437			4292				
			4223		7407	RADIO		7527			4293				
			4224		7258 7408	DIRECT MAIL		7438 7528			4294				
			4225		7259 7409	OTHER		7439 7529			4295				
			4226		7260 7410	<b>TOTAL TRADITIONAL ADVERTISING</b>		7440 7530			4296				
		4227		<b>TOTAL ADVERTISING (PG 4, LINE 52)</b>						4297					

DEALER				P & A CODE	SALES CODE	Month	PG 3 TOTAL
Month				TOTAL NEW VEHICLES		YEAR TO DATE	
SALES	GROSS	UNITS	GR PVS	SUBTOTAL SUMMARY		UNITS	GROSS
				<b>MEMO: ENERGY TYPE SUBTOTALS</b>			
				TOTAL GAS & DIESEL RETAIL VEHICLES	8954	8956	8957
				TOTAL GAS & DIESEL COMMERCIAL/FLEET VEHICLES	8934	8936	8937
				TOTAL GAS & DIESEL INCENTIVES			8817
				TOTAL GAS & DIESEL VEHICLES	3344	3346	3347
				TOTAL ALTERNATIVE ENERGY RETAIL VEHICLES	8944	8946	8947
				TOTAL ALTERNATIVE ENERGY COMMERCIAL/FLEET VEHICLES	8924	8926	8927
				TOTAL ALTERNATIVE ENERGY INCENTIVES			8827
				TOTAL ALTERNATIVE ENERGY VEHICLES	3724	3726	3727
				<b>MEMO: VEHICLE GROUP SUBTOTALS</b>			
				TOTAL RETAIL CARS	8334	8336	8337
				TOTAL COMMERCIAL/FLEET CARS	8344	8346	8347
				TOTAL CAR INCENTIVES			8607
				CAR SUBSCRIPTION SERVICE			2867
				TOTAL NEW CARS	8354	8356	8357
				TOTAL RETAIL SUV	8364	8366	8367
				TOTAL COMMERCIAL/FLEET SUV	8374	8376	8377
				TOTAL SUV INCENTIVES			8617
				SUV SUBSCRIPTION SERVICE			2667
				TOTAL NEW SUV	8384	8386	8387
				TOTAL RETAIL TRUCKS	8414	8416	8417
				TOTAL COMMERCIAL/FLEET TRUCKS	8444	8446	8447
				TOTAL TRUCK INCENTIVES			8627
				TRUCK SUBSCRIPTION SERVICE			2677
				TOTAL NEW TRUCKS	8454	8456	8457
				TOTAL RETAIL VEHICLES	8464	8466	8467
				TOTAL COMMERCIAL/FLEET VEHICLES	8474	8476	8477
				TOTAL INCENTIVES			8837
				TOTAL SUBSCRIPTION SERVICE			8237
				DLR TRANS UNITS-YTD			3637
				TOTAL NEW VEHICLES	3704	3706	3707
				<b>MEMO: BRAND RETAIL SUBTOTALS</b>			
				TOTAL FORD RETAIL CARS	8064	8066	8067
				TOTAL FORD RETAIL SUV	8074	8076	8077
				TOTAL FORD RETAIL LIGHT TRUCKS	8084	8086	8087
				TOTAL FORD RETAIL MEDIUM TRUCKS	8094	8096	8097
				TOTAL FORD RETAIL VEHICLES	8854	8856	8857
				TOTAL LINCOLN RETAIL CARS	8124	8126	8127
				TOTAL LINCOLN RETAIL SUV	8134	8136	8137
				TOTAL LINCOLN RETAIL VEHICLES	8844	8846	8847
				TOTAL FORD & LINCOLN RETAIL VEHICLES	3994	3996	3997
				<b>MEMO: RETAIL VEHICLE LINE SUBTOTALS</b>			
				TOTAL ESCAPE RETAIL SUV	3424	3426	3427
				TOTAL EXPLORER RETAIL SUV	3974	3976	3977
				TOTAL LINCOLN CORSAIR RETAIL SUV	3944	3946	3947
				TOTAL LINCOLN AVIATOR RETAIL SUV	3924	3926	3927
				TOTAL F150 RETAIL LIGHT TRUCKS	3934	3936	3937
				TOTAL TRANSIT (VAN) RETAIL LIGHT TRUCKS	8774	8776	8777
				TOTAL MAVERICK RETAIL LIGHT TRUCKS	8764	8766	8767
				<b>MEMO: OTHER SUBTOTALS</b>			
				TOTAL FORD DISCONTINUED RETAIL CARS	8254	8256	8257
				TOTAL FORD DISCONTINUED RETAIL SUV	8744	8746	8747
				TOTAL FORD DISCONTINUED RETAIL LIGHT TRUCKS	8314	8316	8317
				TOTAL LINCOLN DISCONTINUED RETAIL CARS	8274	8276	8277
				TOTAL LINCOLN DISCONTINUED RETAIL SUV	8294	8296	8297
				TOTAL NON FOMOCO RETAIL CARS	8174	8176	8177
				TOTAL NON FOMOCO RETAIL SUV	8634	8636	8637
				TOTAL NON FOMOCO RETAIL LIGHT TRUCKS	8184	8186	8187
				TOTAL NON FOMOCO RETAIL MEDIUM TRUCKS	8194	8196	8197
				TOTAL FOMOCO COMMERCIAL/FLEET CARS	8144	8146	8147
				TOTAL FOMOCO COMMERCIAL/FLEET SUV	8654	8656	8657
				TOTAL FOMOCO COMMERCIAL/FLEET LIGHT TRUCKS	8154	8156	8157
				TOTAL FOMOCO COMMERCIAL/FLEET MEDIUM TRUCKS	8164	8166	8167
				TOTAL NON FOMOCO COMMERCIAL/FLEET CARS	8204	8206	8207
				TOTAL NON FOMOCO COMMERCIAL/FLEET SUV	8644	8646	8647
				TOTAL NON FOMOCO COMMERCIAL/FLEET LIGHT TRUCKS	8214	8216	8217
				TOTAL NON FOMOCO COMMERCIAL/FLEET MEDIUM TRUCKS	8224	8226	8227

LINE	DEALER				P & A CODE		SALES CODE		Month		YEAR TO DATE						
	SALES	GROSS	UNITS	GR PVS	USED VEHICLE DEPARTMENT	UNITS	GR PVS	SALES	GROSS								
1					USED CAR RETAIL (NON CERTIFIED)	3700 3715	3720 3730	4004		4006	4007						
2					FBA BLUE CAR RETAIL	3800 3815		4024		4026	4027						
3					FBA GOLD/FBA EV/LINCOLN CPO CAR	3830 3835		4014		4016	4017						
4					<b>TOTAL USED CARS RETAIL</b>			4174		4176	4177						
5					USED SUV/LIGHT TRUCK RETAIL (NON CERTIFIED)	3750 3767	3765 3770	4034		4036	4037						
6					USED COMMERCIAL/FLEET	3860 3865	3870 3875	4054		4056	4057						
7					FBA BLUE SUV/TRUCK RETAIL	3900 3905		4064		4066	4067						
8					FBA GOLD/FBA EV/LINCOLN CPO SUV/TRUCK	3970 3975		4044		4046	4047						
9					<b>TOTAL USED SUV/TRUCKS RETAIL</b>			4184		4186	4187						
10					USED VEHICLE INCENTIVES	4890					4077						
11					<b>TOTAL USED RETAIL</b>			4084		4086	4087						
12					USED CAR WHOLESALE	3710		4094		4096	4097						
13					CAR OFF LEASE	3808		4234		4236	4237						
14					USED SUV/TRUCK WHOLESALE	3760		4114		4116	4117						
15					SUV/TRUCK OFF LEASE	3810		4244		4246	4247						
16					USED VEH INVENTORY ADJ	4702 4752	4880				4137						
17					<b>TOTAL USED WHOLESALE</b>			4144		4146	4147						
18					<b>TOTAL USED VEHICLES</b>			4154		4156	4157						
19	<b>UNITS</b>				<b>COST</b>				<b>COST PER UNIT</b>				YEAR TO DATE				
20	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD					
21	4251		4253						4257		4259						
22	<b>INCOME</b>				<b>UNITS</b>				<b>%PEN</b>				<b>PVR</b>				YEAR TO DATE
23	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	
24	4301		4303														
25	4311																
26	4321		4323														
27	4331		4333														
28	4341		4343														
29	4351																
30	4361																
31	4371																
32	4381																
33	<b>MONTH</b>				<b>YTD</b>				<b>PNVS</b>				<b>PUVS</b>				YEAR TO DATE
34	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	
35		4501															
36	( )	4511	( )		6200			6250			( )	4517	( )				
37		4521										4527					
38		4531										4537					
39		4541										4547					
40	NEW VEHICLE SALES EXPENSE				% TOTAL NEW GROSS				% TOTAL USED GROSS				USED VEHICLE SALES EXPENSE				
41		4551										4557					
42		4561										4567					
43		4571										4577					
44		4581										4587					
45	( )	4591	( )		7040			7200				4597	( )				
46		4601			7050			7210				4607					
47		4611			7051			7211				4617					
48		4621										4627					
49		4631										4637					
50		4641										4647					
51		4651										4657					
52		4661										4667					
53		4671										4677					
54	( )	4681	( )		7120			7300			( )	4687	( )				
55		4701			7130			7330				4707					
56		4711			7140			7340				4717					
57		4721			7150			7350				4727					
58		4731			7160			7360				4737					
59		4741			7170			7370				4747					
60		4751			7420			7470				4757					
61	( )	4761	( )		7180			7380			( )	4767	( )				
62		4771			7190			7390				4777					
		4781										4787					

LINE NO	DEALER		P & A CODE		SALES CODE				Month				PG 5	
	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		<b>WHOLESALE*</b>		5401		<b>LABOR RATES</b>		<b>RO ANALYSIS</b>		<b>TRAFFIC RO COUNT</b>		<b>SALES PER RO</b>	
3	5072		<b>WHOLESALE JOB INCENTIVE</b>		5402, 03, 04		REPAIR	BODY	W&P	INTERNAL			PARTS	LABOR
4	5073		<b>TOTAL WHSL</b>		6410		FORD	5251	5252	5253	5254			
5	5074		<b>COUNTER RETAIL*</b>		6411		LINC	5312	5313	5314	5315			
6	5075				5420									
7	5076				5421									
8	5077				5422, 23, 24									
9	5078				5430	5700		5316						
10	5079				5435	05								
11	5080				5436, 37, 38	06, 07, 08		5317						
12	5081				5440	8710		5318						
13	5082				5445, 46, 47	8715, 16, 17		5319						
14	5083				6450									
15	5084				6452									
16	5086				5460	5720		5321						
17	5087				5462, 53, 54	5722, 23, 24		5322						
18	5088				5470	5730		5323						
19	5089				5475	34		5324						
20	5090				5476, 77, 78	35, 36, 37		5325						
21	5091				5480	52		5326						
22	5092				5482	53, 55		5327						
23	5093				5485	5900, 02		5328						
24	5094				5490	5760		5329						
25	5095				5491	61, 62		5330						
26	5096				5492, 93, 94	63, 64		5331						
27	5097				5499	5700, 11, 21, 31								
28	5098				5500									
29	5099				5502									
30	5100				5503	5810, 12								
31	5101				5510	5820, 22								
32	5102				5512									
33	5103				5520									
34	5104				5522									
35	5105				5523									
36	5106				5530									
37	5107				5532									
38	5108				5533									
39	5109				5540, 45, 46									
40	5110				5542									
41	5111				5544									
42	5112				5545									
43	5113				5546									
44	5114				5547									
45	5115				5548									
46	5116				5549									
47	5117				5550									
48	5118				5551									
49	5119				5552									
50	5120				5553									
51	5121				5554									
52	5122				5555									
53	5123				5556									
54	5124				5557									
55	5125				5558									
56	5126				5559									
57	5127				5560									
58	5128				5561									
59	5129				5562									
60	5130				5563									
61					5564									
62					5565									
					5566									
					5567									
					5568									
					5569									
					5570									
					5571									
					5572									
					5573									
					5574									
					5575									
					5576									
					5577									
					5578									
					5579									
					5580									
					5581									
					5582									
					5583									
					5584									
					5585									
					5586									
					5587									
					5588									
					5589									
					5590									
					5591									
					5592									
					5593									
					5594									
					5595									
					5596									
					5597									
					5598									
					5599									
					5600									



LINE NO	DEALER		P & A CODE				SALES CODE				Month		PG 6	
	SELLING/ADJUSTED * SELLING GROSS ALL DEPTS		Month	YTD	MON	YTD	NEW	USED	PARTS	SERVICE	BODY	UNAPPLIED		
			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 8050 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 8051	6033			6123	6153	6183	6213	6243	6273			
4	PAYROLL TAXES	8100 8052 8105 8106	6034			6124	6154	6184	6214	6244	6274			
5	PENSIONS	8200 8205 8053 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 8305,45,65,85 & 8405,25 & 8054, 55-59, 81	6037			6127	6157	6187	6217	6247	6277			
8	UTILITIES *	8500 8060 8505 8506	6038			6128	6158	6188	6218	6248	6278			
9	TELEPHONE	8520 8525 8446 8061 8062	6039			6129	6159	6189	6219	6249	6279			
10	TAXES	8445 8540 8646 8062	6040			6130	6160	6190	6220	6250	6280			
11	INSURANCE	8600 8063 8620	6041			6131	6161	6191	6221	6251	6281			
12	OFFICE SUPPLIES	8640 8645 8666	6042			6132	6162	6192	6222	6252	6282			
13	PROFESSIONAL & SERVICE FEES	8660 8665 8706 8064	6043			6133	6163	6193	6223	6253	6283			
14	DATA PROCESSING	8680 8082	6044			6134	6164	6194	6224	6254	6284			
15	BAD DEBTS	8700 8705 8725 8065	6045			6135	6165	6195	6225	6255	6285			
16	CONTRIBUTIONS	8720 8725 8766 8066	6046			6136	6166	6196	6226	6256	6286			
17	INTEREST	8740	6047			6137	6167	6197	6227	6257	6287			
18	DEPREC EQUIP	8760 8765 8806 8067 8083	6048			6138	6168	6198	6228	6258	6288			
19	EQ & VEH MAINT GENL	8780 8084	6049			6139	6169	6199	6229	6259	6289			
20	TRAVEL & ENTERTAINMENT	8800 8805 8826 8068	6050			6140	6170	6200	6230	6260	6290			
21	MSC. EXPENSE	8820 8825 8085 8841 8069	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	6293	<b>TOTAL APPLIED</b>		
24	DEALER SALARY	8900 8901	6054			6144	6174	6204	6234	6264	6294			
25	OPERATING PROFIT		6055			6145	6175	6205	6235	6265	6295			
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>SALARIES</b>				6411		
29								<b>COMMISSIONS/INCENTIVES</b>				6412		
30								<b>OTHER EXPENSES</b>				6413		
31								<b>TOTAL NET</b>				6414		
32								<b>AGREEMENTS</b>				6415		
33								<b>INVENTORY ANALYSIS</b>		<b>RENTAL</b>			<b>SERVICE LOANERS</b>	
34									<b>CAR</b>	<b>TRK</b>	<b>SUV</b>			
35								TOT UNITS @ EOM	6420	6430	6440	6450		
36								TOT UNIT DAYS AVAIL/MO	6421	6431	6441	6451		
37								CUST ESP PAID DAYS/MO	6422	6432	6442	6452		
38								SERVICE LOANER-PAID DAYS/MO	6423	6433	6443	6453		
39								DLR PAID DAYS/MO	6424	6434	6444	6454		
40								NON UTILIZED DAYS/MO	6425	6435	6445	6455		
41								% UTILIZATION	6426	6436	6446	6456		
42								% CUSTOMER/EXP PAID	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	SLS PRNS/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	6691					
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				PG 7																																																																																											
MTH	YTD	MTH	YTD		MTH	YTD	MTH	YTD		MTH	YTD																																																																																														
<b>MEMO: QUICK LANE (US &amp; CANADA)</b>																																																																																																									
<b>PARTS DEPARTMENT</b>					<b>SERVICE DEPARTMENT</b>					<table border="1"> <thead> <tr> <th>RO ANALYSIS</th> <th>TRAFFIC</th> <th colspan="2">SALES PER RO</th> </tr> <tr> <th></th> <th>RO COUNT</th> <th>PARTS</th> <th>LABOR</th> </tr> </thead> <tbody> <tr> <td>RETAIL SHOP SALES</td> <td>M</td> <td></td> <td></td> </tr> <tr> <td>ESP/ESC/QFC SALES</td> <td>M</td> <td></td> <td></td> </tr> <tr> <td>INTERNAL SALES</td> <td>M</td> <td></td> <td></td> </tr> <tr> <td>OTHER MERCH.</td> <td>M</td> <td></td> <td></td> </tr> <tr> <td>WARRANTY SALES</td> <td>M</td> <td></td> <td></td> </tr> </tbody> </table>				RO ANALYSIS	TRAFFIC	SALES PER RO			RO COUNT	PARTS	LABOR	RETAIL SHOP SALES	M			ESP/ESC/QFC SALES	M			INTERNAL SALES	M			OTHER MERCH.	M			WARRANTY SALES	M																																																																		
RO ANALYSIS	TRAFFIC	SALES PER RO																																																																																																							
	RO COUNT	PARTS	LABOR																																																																																																						
RETAIL SHOP SALES	M																																																																																																								
ESP/ESC/QFC SALES	M																																																																																																								
INTERNAL SALES	M																																																																																																								
OTHER MERCH.	M																																																																																																								
WARRANTY SALES	M																																																																																																								
7096		GRS%SLS		5402	PARTS WHOLESALE																																																																																																				
7097																																																																																																									
7072				5422	PARTS COUNTER RETAIL																																																																																																				
7073																																																																																																									
7076				5435	RETAIL SHOP SALES	5705		7376		GRS%SLS																																																																																															
7077								7377																																																																																																	
7078				5436	TIRE SALES	5706		7378																																																																																																	
7079								7379																																																																																																	
7080				5445	ESP / ESC / QFC SALES	5715		7380																																																																																																	
7081								7381																																																																																																	
7074				5462	WARRANTY SALES	5722		7374																																																																																																	
7075								7375																																																																																																	
7082				5475	INTERNAL SALES	5735		7382																																																																																																	
7083								7383																																																																																																	
7084				5476	INTERNAL TIRE SALES	5734		7384																																																																																																	
7085								7385																																																																																																	
					UNAPPLIED TIME	6741		7373																																																																																																	
7086				5485	SUBLET SALES	5755		7386																																																																																																	
7087								7387																																																																																																	
7088				5492	OTHER MERCHANDISE	5761		7388																																																																																																	
7089								7389																																																																																																	
7090				5545	MATERIALS	5781		7390																																																																																																	
7091								7391																																																																																																	
7092				6565	DISC EARNED																																																																																																				
7093				6581																																																																																																					
7094				6585	INVENT ADJ																																																																																																				
7095				6571				7394																																																																																																	
					<b>TOTAL DEPARTMENTS</b>			7395																																																																																																	
<b>PARTS DEPARTMENT</b>					<b>SERV SALES EXPENSE</b>					<b>%SERV GRS</b>																																																																																															
7098					SALARIES-MGRS	7900		7397																																																																																																	
7099					SALARIES-TECH	7902, 7910		7398																																																																																																	
7100					COMM&INC-MGRS	7905		7399																																																																																																	
7101					COMM&INC-TECH	7907, 7920		7400																																																																																																	
7102					ADVERT/PROMO	7930, 7931		7401																																																																																																	
7103					TRAINING	7940		7402																																																																																																	
7104					POLICY ADJ	7950		7403																																																																																																	
7105					TOOLS & SUPP	7970		7404																																																																																																	
7106					FREIGHT/HANDLING	7971		7405																																																																																																	
7107					EQ. & VEH MAINT	7980		7406																																																																																																	
7108					INV CNTRL & DP	7985		7407																																																																																																	
7109					VAC/TO PAY-TECH	7990		7408																																																																																																	
7110					<b>TOTAL SALES EXP</b>			7409																																																																																																	
7111					<b>SELLING GROSS</b>			7410																																																																																																	
<table border="1"> <thead> <tr> <th colspan="4">QUICK LANE MEMO PROFIT</th> </tr> <tr> <th></th> <th>MTH</th> <th>YTD</th> <th></th> </tr> </thead> <tbody> <tr> <td>QL Parts &amp; Serv Gross</td> <td></td> <td>7606</td> <td></td> </tr> <tr> <td>QL Parts &amp; Serv Sales Exp</td> <td></td> <td>7607</td> <td></td> </tr> <tr> <td>QL P&amp;S Selling Gross</td> <td></td> <td>7608</td> <td></td> </tr> <tr> <td>QL Parts &amp; Serv Fixed Exp</td> <td></td> <td>7609</td> <td></td> </tr> <tr> <td>QL "Memo" Profit</td> <td></td> <td>7610</td> <td></td> </tr> <tr> <td>Sales Per Stall</td> <td></td> <td>7611</td> <td></td> </tr> </tbody> </table>														QUICK LANE MEMO PROFIT					MTH	YTD		QL Parts & Serv Gross		7606		QL Parts & Serv Sales Exp		7607		QL P&S Selling Gross		7608		QL Parts & Serv Fixed Exp		7609		QL "Memo" Profit		7610		Sales Per Stall		7611																																																													
QUICK LANE MEMO PROFIT																																																																																																									
	MTH	YTD																																																																																																							
QL Parts & Serv Gross		7606																																																																																																							
QL Parts & Serv Sales Exp		7607																																																																																																							
QL P&S Selling Gross		7608																																																																																																							
QL Parts & Serv Fixed Exp		7609																																																																																																							
QL "Memo" Profit		7610																																																																																																							
Sales Per Stall		7611																																																																																																							
<table border="1"> <thead> <tr> <th colspan="2">PERSONNEL</th> </tr> </thead> <tbody> <tr> <td>MANAGERS</td> <td>7501</td> </tr> <tr> <td>SERVICE WRITERS</td> <td>7502</td> </tr> <tr> <td>Lead/Repair Techs</td> <td>7503</td> </tr> <tr> <td>Maintenance Techs</td> <td>7504</td> </tr> <tr> <td><b>TOTAL</b></td> <td>7505</td> </tr> <tr> <td><b>STALL COUNT</b></td> <td>7510</td> </tr> </tbody> </table>														PERSONNEL		MANAGERS	7501	SERVICE WRITERS	7502	Lead/Repair Techs	7503	Maintenance Techs	7504	<b>TOTAL</b>	7505	<b>STALL COUNT</b>	7510																																																																														
PERSONNEL																																																																																																									
MANAGERS	7501																																																																																																								
SERVICE WRITERS	7502																																																																																																								
Lead/Repair Techs	7503																																																																																																								
Maintenance Techs	7504																																																																																																								
<b>TOTAL</b>	7505																																																																																																								
<b>STALL COUNT</b>	7510																																																																																																								
<table border="1"> <thead> <tr> <th colspan="4">SERVICE ALLOCATION FIXED EXPENSES</th> </tr> <tr> <th></th> <th></th> <th>MTH</th> <th>YTD</th> </tr> </thead> <tbody> <tr> <td>SALARIES</td> <td>8005</td> <td></td> <td>7861</td> </tr> <tr> <td>BENEFITS</td> <td>8045</td> <td></td> <td>7862</td> </tr> <tr> <td>PAYROLL TAXES</td> <td>8105</td> <td></td> <td>7863</td> </tr> <tr> <td>PENSIONS</td> <td>8205</td> <td></td> <td>7864</td> </tr> <tr> <td>RENT &amp; LEASE</td> <td>8305</td> <td></td> <td>7865</td> </tr> <tr> <td>DEP BLDG &amp; IMP</td> <td>8345</td> <td></td> <td>7866</td> </tr> <tr> <td>AMORT of IMPR</td> <td>8365</td> <td></td> <td>7867</td> </tr> <tr> <td>INS BLDGS</td> <td>8385</td> <td></td> <td>7868</td> </tr> <tr> <td>TAXES REAL ESTATE</td> <td>8405</td> <td></td> <td>7869</td> </tr> <tr> <td>MAIN BLDGS</td> <td>8425</td> <td></td> <td>7870</td> </tr> <tr> <td>UTILITIES</td> <td>8505</td> <td></td> <td>7871</td> </tr> <tr> <td>TELEPHONE</td> <td>8525</td> <td></td> <td>7872</td> </tr> <tr> <td>TXS EX. INC/REAL EST</td> <td>8445</td> <td></td> <td>7873</td> </tr> <tr> <td>OFFICE SUPPLIES</td> <td>8645</td> <td></td> <td>7874</td> </tr> <tr> <td>PROF &amp; SERV FEES</td> <td>8665</td> <td></td> <td>7875</td> </tr> <tr> <td>BAD DEBT</td> <td>8705</td> <td></td> <td>7876</td> </tr> <tr> <td>CONTRIBUTIONS</td> <td>8725</td> <td></td> <td>7877</td> </tr> <tr> <td>DEPREC EQUIP</td> <td>8765</td> <td></td> <td>7878</td> </tr> <tr> <td>TRAVEL &amp; ENTERT</td> <td>8805</td> <td></td> <td>7879</td> </tr> <tr> <td>MISC EXPENSE</td> <td>8825</td> <td></td> <td>7880</td> </tr> <tr> <td><b>TOTAL FIXED EXP</b></td> <td></td> <td></td> <td>7881</td> </tr> </tbody> </table>														SERVICE ALLOCATION FIXED EXPENSES						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	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
SERVICE ALLOCATION FIXED EXPENSES																																																																																																									
		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																																																																																																						
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																																																																																																						

Month				MEMO: NEW COMMERCIAL/FLEET VEHICLES				YEAR TO DATE			
SALES	GROSS	UNITS	GR PVS	NEW COMMERCIAL/FLEET COMBINED				UNITS	GR PVS	SALES	GROSS
				MUSTANG	3362	2144		2146		2147	
				<b>TOTAL COMMERCIAL/FLEET CARS</b>				2164		2166	2167
				EDGE	3266	2214		2216		2217	
				ESCAPE	3267	2354		2356		2357	
				EXPLORER	3268	2414		2416		2417	
				EXPEDITION	3269	2424		2426		2427	
				BRONCO SPORT	3270	2534		2536		2537	
				BRONCO	3271	2604		2606		2607	
				MUSTANG MACH-E	3272	2694		2696		2697	
				<b>TOTAL COMMERCIAL/FLEET SUV</b>				2704		2706	2707
				E- SERIES	3524	2724		2726		2727	
				RANGER	3525	2734		2736		2737	
				F150 (ICE)	3526	2764		2766		2767	
				F150 LIGHTNING (BEV)	3527	2774		2776		2777	
				TRANSIT CONNECT	3528	2784		2786		2787	
				TRANSIT VAN (ICE)	3529	2794		2796		2797	
				E-TRANSIT (BEV)	3530	2804		2806		2807	
				MAVERICK	3531	2684		2686		2687	
				SUPER DUTY F250-350	3532	3224		3226		3227	
				SUPER DUTY F450-750	3533	3244		3246		3247	
				<b>TOTAL COMMERCIAL/FLEET TRUCKS</b>				3284		3286	3287
				COMMERCIAL/FLEET INCENTIVES				4265 4187 4621 4010 4381 4011			3367
				COMMERCIAL/FLEET SUBSCRIPTION SERVICE				4292 4294 4296			3797
				<b>TOTAL COMMERCIAL/FLEET VEHICLES</b>				3984		3986	3987

MONTH	INCOME		UNITS		%PEN	PCFV		F&I DEPARTMENT COMMERCIAL VEHICLES		COMMERCIAL/FLEET FIXED EXPENSES			COMMERCIAL/FLEET OPERATING SUMMARY
	MONTH	YTD	MONTH	YTD	YTD	MONTH	YTD			MTD	YTD		
	4809		4822					5001	FINANCE CONTRACTS	5101			TOTAL SALES - MTD
	4810							5011	FINANCE INCOME ADJ	5112			TOTAL SALES - YTD
	4811		4823					5021	INSURANCE CONTRACTS	5121			TOTAL GROSS - MTD
	4812		4824					5091	GAP INSURANCE	5191			TOTAL GROSS - YTD
	4813							5031	INSURANCE ADJ	5131			TOTAL SELLING EXPENSE-MTD
	4814		4825					5041	EXT SERVICE CONTRACTS	5141			TOTAL SELLING EXPENSE-YTD
	4815							5051	EXT SERVICE CONTRAT REFUND	5151			SELLING GROSS - MTD
	4816							5061	OTHER MERCHANDISE	5161			SELLING GROSS - YTD
	4817							<b>F&amp;I NET INCOME</b>					TOTAL FIXED EXPENSE-MTD
								<b>COMMERCIAL/FLEET SEMI FIXED EXPENSES</b>					TOTAL FIXED EXPENSE-YTD
		4872						TOTAL COMMERCIAL/FLEET VEHICLE GROSS					DEALER SALARY - MTD
		4873						F&I NET INCOME COMMERCIAL/FLEET (LINE 35)					DEALER SALARY - YTD
		4874						GROSS % SALES		S			OPERATING PROFIT - MTD
		4875						TOTAL COMMERCIAL/FLEET VEHICLE		G			OPERATING PROFIT - YTD
								NEW & USED COMMERCIAL/FLEET VEHICLE SALES EXPENSE					PROF & SERV FEES
		4876						% TOTAL GROSS					BAD DEBT
		4877						COMMISSION & INCENTIVES	SALESPERSON				CONTRIBUTIONS
		4878							SALES MANAGERS				DEPREC EQUIP
		4879							F&I				TRAVEL & ENTERT
		4880							PRE-DELIVERY				MISC EXPENSE
		4881							PRE-DELIVERY ALLOWANCES				TOTAL FIXED EXPENSE
		4882							FREE SERVICE/MAINT & POLICY				DEALER SALARY
		4883							TOTAL VARIABLE EXPENSE				OPERATING PROFIT
		4884							VARIABLE GROSS				
		4885						SALARIES	SALESPERSONS				
		4886							SALES MANAGERS				
		4887							F&I				
		4888							TOTAL ADVERTISING (PG 3CAR, LINE 62)				
		4889							ADVERTISING REBATES				
		4890							PROMOTION				
		4891							SERVICE LOANERS				
		4892							F&I OTHER				
		4893							INTEREST-FLOOR PLAN				
		4894							FLOOR PLAN ASSISTANCE				
		4895							TOTAL SEMI-FIXED EXPENSES				
									NEW & USED COMMERCIAL/FLEET SELLING GROSS				

COMMERCIAL/FLEET PERSONNEL	
CVC ADMIN	6793
CVC MANAGER	6794
CVC SALES CONSULTANT	6795
CVC F&I	6796
CVC CLERICAL	6797
CVC OTHER	6798
<b>TOTAL</b>	<b>6799</b>

LINE NO	DEALER		P & A CODE		SALES CODE		Month				PG 9	
	PARTS DEPARTMENT		SERVICE DEPARTMENT				BODY SHOP DEPARTMENT					
	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD
MEMO: FORD COMMERCIAL PSB												
					LABOR RATES							
					REPAIR	BODY	W&P	INTERNAL				
					FRANCHISE				TRAFFIC		SALES PER RO	
					RO ANALYSIS		RO COUNT		PARTS		LABOR	
					REPAIR SHOP	M						
						Y						
					BODY SHOP	M						
						Y						
					W&P CLAIMS SERVICE	M						
						Y						
					W&P CLAIMS BODY	M						
						Y						
					ESP REPAIR	M						
						Y						
					INTERNAL	M						
						Y						
PARTS DEPARTMENT												
	9145		GROSS%SALES	5403	PARTS WHOLESALE	S						
	9146					G						
	9147			5423	PARTS COUNTER RETAIL	S						
	9148					G						
					SERVICE DEPARTMENT							
	9149				REPAIR SHOP	5707	9232			GRS%SLS		
	9150			5437		G	9233					
	9151				ESP REPAIR SHOP	5716	9234					
	9152			5446		G	9235					
	9153				JOB INCENTIVE	5723						
	9154				WARRANTY & POLICY CLAIMS (SERVICE)		9237					
	9155			5463		S	9238					
	9156				INTERNAL (SERVICE)	5732	9239					
	9157			5477		G	9240					
					UNAPPLIED TIME	5741	9241					
	9158				SUBLET REPAIRS	5802	9242					
	9159			5481		G	9243				GRS%SLS	
	9160				OTHER MERCHANDISE	5762	9244					
	9161			5493		G	9245					
	9162				TOTAL PARTS SALES-SERV							
	9163					S						
	9164			5502	BODY SHOP (METAL)	5812				9290		
	9165					G				9291		
	9166			5512	BODY SHOP (PAINT)	5822				9292		
	9167					S				9293		
	9168			5522	WARRANTY & POLICY CLAIMS (BODY SHOP)	5832				9294		
	9169					G				9295		
	9170			5532	INTERNAL (BODY SHOP)	5842				9296		
	9171					S				9297		
	9172			5542	MATERIALS	5782 5852	9248			9298		
	9173					G	9249			9299		
	9174				TOTAL PARTS SALES-BODY							
	9175					S						
	9176			6563	DISCOUNTS EARNED							
	9177			6581 6682	INVENTORY ADJ.							
	9178					S	9250			9302		
	9179				TOTAL DEPARTMENT		9251			9303		
						G						
PERSONNEL												
					CVC MANAGERS					9290		
					CVC SERVICE WRITERS					9291		
					CVC REPAIR TECHS					9292		
					CVC INTERNAL TECHS					9293		
					TOTAL PERSONNEL					9294		
					STALL COUNT					9295		
						S				9296		
						G				9297		
						S	9248			9298		
						G	9249			9299		
PARTS DEPARTMENT												
	9390		%PARTS GRS		7612 SALARIES-MGRS	7602	9464				9520	
						7802						
	9391				7806 SALARIES-TECH	7812	9465				9521	
	9392				7616 COMM&INC-MGRS	7803	9466				9522	
	9393				7622 COMM&INC-TECH	7822	9467				9523	
	9394				7636 ADVERT/PROM O	36	9468				9524	
						7741						
	9395				7642 TRAINING	7842	9469				9525	
	9396				7652 POLICY ADJ	7752	9470				9526	
						7852						
	9397				7667 TOOLS & SUPP	7772	9471				9527	
						7872						
	9398				7676 FREIGHT/HAND LING	7776	9472				9528	
						7873						
	9399				7682 EQ. & VEH MAINT	7782	9473				9529	
	9400				7392 INV CNTRL & DP	7786	9474				9530	
						7886						
	9401				7697 VAC/TO PAY-TECH	7792	9475				9531	
						7891						
	9402				TOT SALES EXP		9476				9532	
	9403				SELLING GROSS		9477				9533	

LINE #	DEALER				P & A CODE				SALES CODE				Month				PG 10															
	PARTS DEPARTMENT								SERVICE DEPARTMENT																							
	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD	Month	YTD																
1	<b>MEMO: MOBILE SERVICE</b>																															
2																	<b>PERSONNEL</b>								<b>MOBILE SERVICE UNITS</b>							
3																	Mobile Service Manager								Mobile Service Units							
4																	Mobile Service TECHS								Mobile Service Operating Days P							
5																	Mobile Service Advisor								Mobile Service Operating Hours s							
6																	Mobile Service Support Staff															
7																	TOTAL															
8																	<b>FRANCHISE</b>				<b>TRAFFIC</b>				<b>SALES PER RO</b>							
9																	RO ANALYSIS				RO COUNT				PARTS      LABOR							
10																	<b>PARTS DEPARTMENT</b>								<b>SERVICE DEPARTMENT</b>							
11	9639				5438	REPAIR SHOP	5708	S	9722																							
12	9640							G	9723																							
13	9641				5447	ESP REPAIR SHOP	5717	S	9724																							
14	9642							G	9725																							
15	9643				6453	JOB INCENTIVE		G																								
16	9644				5464	WARRANTY & POLICY CLAIMS (SERVICE)	5724	S	9727																							
17	9645							G	9728																							
18	9646				5478	INTERNAL (SERVICE)	5733	S	9729																							
19	9647							G	9730																							
20						UNAPPLIED TIME	6743	G	9731																							
21	9648				5482	SUBLET REPAIRS	5753	S	9732																							
22	9649							G	9733																							
23	9650				5494	OTHER MERCHANDISE	5763	S	9734																							
24	9651							G	9735																							
25	9652					<b>TOTAL PARTS SALES-SERV</b>		S																								
26	9653							G																								
27	9662				5543	MATERIALS	5783	S	9738																							
28	9663							G	9739																							
29	9666					DISCOUNTS EARNED		G																								
30	9667					INVENTORY ADJ.		G																								
31	9668							S	9740																							
32	9669					<b>TOTAL DEPARTMENT</b>		G	9741																							
33																																
34																																
35																																
36																																
37																																
38																																
39																																
40																																
41																																
42																																
43																																
44																																
45																																
46																																
47																																
48	<b>PARTS DEPARTMENT</b>				<b>%PARTS GRS</b>				<b>SERV SALES EXPENSE</b>				<b>%SERV GRS</b>				<b>MOBILE SERVICE FIXED EXPENSE</b>															
49	9825				7613	SALARIES-MGRS	7603		9881																							
50	9826				7607	SALARIES-TECH	7909		9882																							
51	9827				7617	COMM&INC-MGRS	7904		9883																							
52	9828				7623	COMM&INC-TECH	7923		9884																							
53	( 9829	( )			7637	ADVERT/PROM O	7733	( )	9885	( )																						
54	9830				7643	TRAINING	7743		9886																							
55	9831				7653	POLICY ADJ	7753		9887																							
56	9832				7668	TOOLS & SUPP	7773		9888																							
57	9833				7677	FREIGHT/HANDLING	7777		9889																							
58	9834				7683	EQ. & VEH MAINT	7783		9890																							
59	9835				7693	INV CNTRL & DP	7787		9891																							
60	9836				7698	VAC/TO PAY-TECH	7793		9892																							
61	9837					<b>TOT SALES EXP</b>			9893																							
62	9838					<b>SELLING GROSS</b>			9894																							