



MBA *Dealer Services*

Automotive Fixed Operations Management Training,

Consultancy, and Professional Development

20 Group Financial Composite

August 2021 vs. August 2020

ABOUT THIS BOOK

This book's objective is for financial comparison purposes only of information among the participants of MBA Dealer Services' Service and Parts Manager 20 Groups. The information and presentation listed herein are not intended to encourage any actions, specific or otherwise, on the part of the participants to fix or stabilize the price or any element of the cost of any parts or services. Any action taken in response to this information is solely the participant's individual's decision(s). Please note: unless otherwise specified all guidelines are suggested by MBA 20 Groups.

MANAGEMENT OPERATING GUIDELINES

SERVICE

Shop

Sales Proficiency = 120% Hours Available to Sell*
Labor Gross = ≥76% for Customer, Service Contract, Warranty, Internal*
One-line Repair Orders = <5% of total Customer Repair Orders*
Policy = ≤1.8% of Total Service Sales*
Sales Mix = ≈70% maintenance and 30% repair*
Stall Utilization/Productivity = ≥75% minimum*
Service Handling Cost = Total Expenses (Sales Expense + Fixed Expense) divided by Cost-of-Sales*
Sales Needed to Breakeven: Total Expenses / (1 – (Cost of Sales / Total Sales))*

Technicians

Carryovers Average = ≈1 per Technician/Day*
of Technicians/Advisor = Technicians per Advisor*
Technicians to Support Personnel = 1.5 Technicians: 1 Support Personnel*
Technician Efficiency = 125% factory manual, 135% Chilton, Motors, & others*
of Stalls/Technician = 1-1/2 stalls per*

PARTS

Month's Supply = 1.5 Months*
Inventory Fill Rate = at least 90% - 95%*
Inventory Sales Movement*:
0 to 6 months = Approximately 85% of inventory*
7 to 12 months = Approximately 10-15% of inventory*
12 months and older = < 5% of inventory*
Sales Per Employee = \$45,000 per month*
Gross Per Employee = \$15,000 per month*
Parts-to-Labor Ratio = Minimum \$1.00*
Parts Handling Cost = Total Expenses (Sales Expense plus Fixed Expense) divided by Cost of Sales (Sales minus Gross)*
Sales Needed to Breakeven: Total Expenses / (1 – (Cost of Sales / Total Sales))*
divided by Cost of Sales (Sales minus Gross)*
Aggregate Cost to Sell = Total Expenses (Sales Expense plus Fixed Expense)*
Inventory Turns = 8 times/year*
Retail Pricing Matrix if possible by individual parts numbers cost*
Level of Service = Minimum 90% - 95%* (same as Fill Rate)

BODY SHOP

Body Shop, as a department, is not reported in this book

OTHER

Absorption* = UCD, Service, B/S, & Parts Gross Profit ÷ Total Dealership Expense

	<u>With BS*</u>	<u>w/o BS*</u>
Used Vehicle Dept. Absorption	40%	40%
Service Dept. Absorption	30%	35%
Body Shop Dept. Absorption	10%	0%
Parts Dept. Absorption	20%	25%
Total Absorption	100%	100%

Fixed Absorption* = Fixed Operations Gross Profit ÷ Total Dealership Expense

Prorating Unallocated Expenses*:

Total Dealership Expense	New Dept. Expense	Pre-Owned Dept. Expense	Service Dept. Expense	Parts Dept. Expense	Body Shop Dept. Expense
% of Gross	% of Gross	% of Gross	% of Gross	% of Gross	% of Gross
100.00%	33.00%	20.00%	21.00%	14.00%	12.00%

*An expense that cannot be easily categorized to a department or departments should be analyzed based on the following method: purpose/usage, instance/period, or significance/benefit. If the expense still cannot be classified, use these recommended percentages.

*Dealer 20 Group recommendations for Stellantis dealerships

SERVICE AND PARTS FINANCIAL COMPOSITE

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YTD Department Profit/Loss		01 - Service & Parts Comparison of Current YTD vs. Last YTD										(Data Alert)	
Dealer Code Numerical Order												Guides Listed Above Columns	
Group Average												YTD	Last YTD
Page 01												Page 01	
Dealer Code	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.		
	A. Cust RO's '21	A. \$ Sales '21	A. \$ Gross '21	A. \$ Expense '21	A. Profit/Loss '21	A. Ctr Ret Tkts '21	A. Ctr Whls Tkts '21	A. \$ Sales '21	A. \$ Gross '21	A. \$ Expense '21	A. Profit/Loss '21		
	B. Cust RO's '20	B. \$ Sales '20	B. \$ Gross '20	B. \$ Expense '20	B. Profit/Loss '20	B. Ctr Ret Tkts '20	B. Ctr Whls Tkts '20	B. \$ Sales '20	B. \$ Gross '20	B. \$ Expense '20	B. Profit/Loss '20		
	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change		
1	2	3	4	5	6	7	8	9	10	11	12		
01	13,448	7,838,963	5,018,626	3,956,921	1,061,705	6,384	24,296	15,824,389	5,015,785	3,492,118	1,523,667		
	10,019	7,984,927	4,902,581	3,849,712	1,052,869	5,711	21,936	14,328,027	4,730,104	3,346,804	1,383,300		
	34.22%	-1.83%	2.37%	2.78%	0.84%	11.78%	10.76%	10.44%	6.04%	4.34%	10.15%		
02	10,738	6,083,349	4,209,022	3,006,003	1,203,019	2,696	41,343	18,054,138	4,400,440	2,458,285	1,942,155		
	10,857	5,915,414	4,012,468	3,092,626	919,842	2,752	36,409	15,473,959	3,820,349	2,159,608	1,660,741		
	-1.10%	2.84%	4.90%	-2.80%	30.79%	-2.03%	13.55%	16.67%	15.18%	13.83%	16.95%		
03	2,856	2,001,013	1,115,759	1,229,318	-113,559	2,457	31,887	12,738,177	3,141,454	2,065,107	1,076,347		
	2,490	1,543,387	854,681	1,019,431	-164,750	2,010	25,963	9,584,815	1,981,600	1,514,359	467,241		
	14.70%	29.65%	30.55%	20.59%	31.07%	22.24%	22.82%	32.90%	58.53%	36.37%	130.36%		
04	5,227	2,035,598	1,273,710	1,010,952	262,758	1,328	6,691	3,767,974	1,023,142	646,536	376,606		
	4,287	1,870,435	1,192,169	974,548	217,621	1,320	6,178	3,294,816	963,984	647,644	316,340		
	21.93%	8.83%	6.84%	3.74%	20.74%	0.61%	8.30%	14.36%	6.14%	-0.17%	19.05%		
05	4,031	2,502,236	1,580,140	2,159,568	-579,428	2,117	4,056	10,239,985	2,472,935	2,099,048	373,887		
	3,972	1,929,097	1,216,723	1,673,412	-456,689	1,483	16,925	7,167,175	1,867,136	1,335,320	531,816		
	1.49%	29.71%	29.87%	29.05%	-26.88%	42.75%	-76.04%	42.87%	32.45%	57.19%	-29.70%		
06	10,358	4,807,072	3,163,904	2,600,815	563,089	5,408	21,892	12,201,292	3,524,793	2,071,313	1,453,480		
	8,631	4,175,696	2,667,047	2,225,487	441,560	4,757	17,432	10,274,781	3,155,511	1,834,602	1,320,909		
	20.01%	15.12%	18.63%	16.86%	27.52%	13.69%	25.59%	18.75%	11.70%	12.90%	10.04%		
07	5,316	4,454,052	2,926,340	2,726,700	199,640	2,464	23,788	11,432,194	3,338,526	2,403,441	935,085		
	5,034	4,027,019	2,628,911	2,546,395	82,516	1,955	20,805	9,956,556	2,906,484	2,221,130	685,354		
	5.60%	10.60%	11.31%	7.08%	141.94%	26.04%	14.34%	14.82%	14.86%	8.21%	36.44%		
08	8,777	7,018,738	4,137,185	3,657,092	480,093	3,030	15,959	10,393,737	3,046,115	2,224,900	821,215		
	8,375	6,599,414	3,848,628	3,482,319	366,309	2,473	13,091	8,925,821	2,634,147	2,021,920	612,227		
	4.80%	6.35%	7.50%	5.02%	31.06%	22.52%	21.91%	16.45%	15.64%	10.04%	34.14%		
09	2,179	1,436,158	828,242	747,341	80,901	1,477	18,298	8,720,683	2,037,376	1,410,253	627,123		
	2,266	1,334,519	830,647	668,678	161,969	1,445	15,820	7,107,281	1,665,280	1,142,442	522,838		
	-3.84%	7.62%	-0.29%	11.76%	-50.05%	2.21%	15.66%	22.70%	22.34%	23.44%	19.95%		
10	8,607	6,060,957	4,147,424	3,791,728	355,696	3,002	7,295	10,585,622	3,332,755	1,681,835	1,650,920		
	8,008	5,304,798	3,444,597	3,565,001	-120,404	2,604	6,169	8,842,919	2,803,918	1,603,046	1,200,872		
	7.48%	14.25%	20.40%	6.36%	395.42%	15.28%	18.25%	19.71%	18.86%	4.91%	37.48%		
Group Avg	5,378	3,611,041	2,298,483	2,060,277	238,205	2,396	21,960	11,272,423	3,025,754	2,029,058	996,696		
	4,837	3,272,505	2,053,075	1,935,090	117,985	2,064	18,996	9,111,876	2,456,419	1,774,366	682,053		
	12.52%	11.74%	12.38%	7.14%	279.01%	16.87%	15.70%	24.96%	25.47%	17.65%	5.73%		

YTD Department Profit/Loss		01 - Service & Parts Comparison of Current YTD vs. Last YTD										(Data Alert)	
Dealer Code Numerical Order												Guides Listed Above Columns	
Group Average												YTD	Last YTD
Page 01												Page 01	
Dealer Code	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.		
	A. Cust RO's '21	A. \$ Sales '21	A. \$ Gross '21	A. \$ Expense '21	A. Profit/Loss '21	A. Ctr Ret Tkts '21	A. Ctr Whls Tkts '21	A. \$ Sales '21	A. \$ Gross '21	A. \$ Expense '21	A. Profit/Loss '21		
	B. Cust RO's '20	B. \$ Sales '20	B. \$ Gross '20	B. \$ Expense '20	B. Profit/Loss '20	B. Ctr Ret Tkts '20	B. Ctr Whls Tkts '20	B. \$ Sales '20	B. \$ Gross '20	B. \$ Expense '20	B. Profit/Loss '20		
	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change	C. % of Change		
1	2	3	4	5	6	7	8	9	10	11	12		
11	5,886	4,764,755	2,548,883	2,894,533	-345,650	3,267	7,157	5,883,126	1,970,466	1,132,846	837,620		
	5,313	4,516,641	2,417,616	2,776,011	-358,395	2,571	6,515	5,457,537	1,951,928	1,067,431	884,497		
	10.78%	5.49%	5.43%	4.27%	3.56%	27.07%	9.85%	7.80%	0.95%	6.13%	-5.30%		
12	2,602	2,980,921	1,787,779	1,727,405	60,374	2,366	19,225	9,683,789	2,324,924	1,509,750	815,174		
	3,494	3,079,181	1,889,826	1,685,741	204,085	2,176	15,581	7,923,022	2,026,003	1,330,179	695,824		
	-25.53%	-3.19%	-5.40%	2.47%	-70.42%	8.73%	23.39%	22.22%	14.75%	13.50%	17.15%		
13	5,584	5,548,623	3,480,027	2,986,897	493,130	1,759	43,526	21,837,600	6,126,026	3,574,014	2,552,012		
	4,804	3,606,017	2,210,104	2,807,804	-597,700	1,434	34,593	15,699,000	4,232,773	3,161,859	1,070,914		
	16.24%	53.87%	57.46%	6.38%	182.50%	22.66%	25.82%	39.10%	44.73%	13.04%	138.30%		
14	7,089	1,908,871	1,211,756	1,356,875	-145,119	2,118	51,657	16,466,466	4,364,843	3,603,140	761,703		
	6,921	2,186,410	1,452,440	1,519,315	-66,875	1,673	45,665	13,513,992	3,303,736	3,410,097	-106,361		
	2.43%	-12.69%	-16.57%	-10.69%	-117.00%	26.60%	13.12%	21.85%	32.12%	5.66%	-816.15%		
15	1,517	562,335	387,658	245,572	142,086	327	20,011	7,058,240	1,525,147	1,058,402	466,745		
	1,329	498,689	366,991	267,686	99,305	316	17,902	6,241,300	1,376,929	928,095	448,834		
	14.15%	12.76%	5.63%	-8.26%	43.08%	3.48%	11.78%	13.09%	10.76%	14.04%	3.99%		
16	1,536	2,726,211	1,841,958	1,701,642	140,316	1,377	3,526	4,053,320	1,616,884	1,150,676	466,208		
	1,561	2,411,021	1,609,279	1,612,577	-3,298	917	3,588	3,551,800	1,355,925	1,081,099	274,826		
	-1.60%	13.07%	14.46%	5.52%	4354.58%	50.16%	-1.73%	14.12%	19.25%	6.44%	69.64%		
17	683	322,414	227,118	335,247	-108,129	0	9,145	6,313,112	957,640	687,144	270,496		
	508	327,169	218,854	305,382	-86,528	0	5,255	3,349,224	506,610	403,284	103,326		
	34.45%	-1.45%	3.78%	9.78%	-24.96%	0.00%	74.02%	88.49%	89.03%	70.39%	161.79%		
18	3,580	3,502,151	2,342,059	1,705,732	636,327	2,335	37,430	14,533,673	3,837,544	2,757,683	1,079,861		
	2,151	3,185,576	2,112,306	1,596,339	515,967	2,363	29,895	11,488,527	2,933,685	2,417,748	515,937		
	66.43%	9.94%	10.88%	6.85%	23.33%	-1.18%	25.20%	26.51%	30.81%	14.06%	109.30%		
19	2,164	2,055,356	1,443,578	1,304,927	138,651	1,617	30,049	14,388,519	3,432,527	2,525,608	906,919		
	1,878	1,682,194	1,132,566	1,098,253	34,313	1,265	21,200	10,945,087	2,455,867	2,086,289	369,578		
	15.23%	22.18%	27.46%	18.82%	304.08%	27.83%	41.74%	31.46%	39.77%	21.06%	145.39%		

Best of Group Average		36.65%		02 - Service Department Profit Center							(Data Alert)			
Ranking/Key Column											Guides Listed above Columns			
Group Average		5.45%									Avg Mo. YTD		Last YTD Avg	
Page 02				Page 02 / Page 03										
		36.35%		45.35%		36.00%		81.35%		18.65%				
Dealer Code	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	A. Service Sls	Total	A. Lbr Sls Per	A. Lbr Sls Per		
B. Ttl Shop RO's	Total Sales	Total Gross	Personnel Exp	Sales Expense	Fixed Expense	Total Expenses	Profit/Loss	to Breakeven	A. Technicians	B. Lbr Gr Per	B. Lbr Gr Per			
C. Cust Mech	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	B. GP %	B. Non-Prod	Technician	Non-Prod			
D. % Total	B. GP% Sales	B. Labor GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	to Breakeven	Personnel	Per Month	Per Month			
1	2	3	4	5	6	7	8	9	10	11	12			
15	70,292	48,457	12,281	15,638	15,058	30,697	17,761	44,528	4	16,343	32,685			
347	68.94%	47,822	25.34%	32.27%	31.08%	63.35%	36.65%	68.94%	2	11,956	23,911			
190	62,336	45,874	16,274	19,290	14,171	33,461	12,413	45,468	4	14,983	29,967			
54.71%	73.59%	45,597	35.48%	42.05%	30.89%	72.94%	27.06%	73.59%	2	11,399	22,799			
02	760,419	526,128	172,033	185,807	189,944	375,750	150,377	543,076	24	28,868	14,139			
2,654	69.19%	524,058	32.70%	35.32%	36.10%	71.42%	28.58%	69.19%	49	21,836	10,695			
1,342	739,427	501,559	174,303	183,833	202,745	386,578	114,980	569,916	22	30,100	13,796			
50.57%	67.83%	498,164	34.75%	36.65%	40.42%	77.08%	22.92%	67.83%	48	22,644	10,378			
18	437,769	292,757	100,872	116,030	97,187	213,217	79,541	318,829	25	16,517	19,664			
1,503	66.87%	291,177	34.46%	39.63%	33.20%	72.83%	27.17%	66.87%	21	11,647	13,866			
448	398,197	264,038	100,348	108,798	90,744	199,542	64,496	300,931	22	17,004	15,587			
29.77%	66.31%	262,426	38.01%	41.21%	34.37%	75.57%	24.43%	66.31%	24	11,928	10,934			
01	979,870	627,328	255,096	314,694	179,921	494,615	132,713	772,576	27	30,718	12,959			
4,025	64.02%	625,749	40.66%	50.16%	28.68%	78.84%	21.16%	64.02%	64	23,176	9,777			
1,681	998,116	612,823	265,900	320,464	160,750	481,214	131,609	783,762	30	26,744	12,735			
41.76%	61.40%	610,710	43.39%	52.29%	26.23%	78.52%	21.48%	61.40%	63	20,357	9,694			
04	254,450	159,214	51,907	61,420	64,949	126,369	32,845	201,958	11	20,666	13,372			
1,355	62.57%	156,791	32.60%	38.58%	40.79%	79.37%	20.63%	62.57%	17	14,254	9,223			
653	233,804	149,021	51,756	59,577	62,242	121,819	27,203	191,125	10	21,008	13,130			
48.22%	63.74%	146,509	34.73%	39.98%	41.77%	81.75%	18.25%	63.74%	16	14,651	9,157			
06	600,884	395,488	195,271	242,056	83,046	325,102	70,386	493,943	32	17,834	18,409			
2,851	65.82%	391,632	49.37%	61.20%	21.00%	82.20%	17.80%	65.82%	31	12,239	12,633			
1,295	521,962	333,381	164,303	204,022	74,164	278,186	55,195	435,545	30	16,269	15,744			
45.42%	63.87%	327,285	49.28%	61.20%	22.25%	83.44%	16.56%	63.87%	31	10,910	10,558			
13	693,578	435,003	183,339	248,161	125,202	373,362	61,641	595,296	25	23,868	19,890			
2,462	62.72%	428,279	42.15%	57.05%	28.78%	85.83%	14.17%	62.72%	30	17,131	14,276			
698	450,752	276,263	151,882	236,767	114,209	350,976	-74,713	572,653	24	16,031	13,267			
28.35%	61.29%	271,997	54.98%	85.70%	41.34%	127.04%	-27.04%	61.29%	29	11,333	9,379			
08	877,342	517,148	234,122	252,005	205,132	457,137	60,012	775,532	45	15,842	18,279			
2,912	58.94%	503,610	45.27%	48.73%	39.67%	88.40%	11.60%	58.94%	39	11,191	12,913			
1,097	824,927	481,079	218,659	235,930	199,360	435,290	45,789	746,411	43	15,758	17,832			
37.67%	58.32%	468,594	45.45%	49.04%	41.44%	90.48%	9.52%	58.32%	38	10,898	12,331			
09	179,520	103,530	34,513	52,865	40,553	93,418	10,113	161,985	14	11,354	19,870			
806	57.67%	103,409	33.34%	51.06%	39.17%	90.23%	9.77%	57.67%	8	7,386	12,926			
272	166,815	103,831	37,210	49,576	34,008	83,585	20,246	134,287	15	10,206	17,010			
33.78%	62.24%	98,109	35.84%	47.75%	32.75%	80.50%	19.50%	62.24%	9	6,541	10,901			
19	256,920	180,447	72,257	88,539	74,577	163,116	17,331	232,243	10	25,284	12,642			
1,159	70.23%	180,259	40.04%	49.07%	41.33%	90.40%	9.60%	70.23%	20	18,026	9,013			
271	210,274	141,571	61,934	76,244	61,038	137,282	4,289	203,904	14	14,779	8,276			
23.34%	67.33%	141,384	43.75%	53.86%	43.11%	96.97%	3.03%	67.33%	25	10,099	5,655			

Best of Group Average		36.65%		02 - Service Department Profit Center							(Data Alert)			
Ranking/Key Column											Guides Listed above Columns			
Group Average		5.45%									Avg Mo. YTD		Last YTD Avg	
Page 02				Page 02 / Page 03										
			36.35%	45.35%	36.00%	81.35%	18.65%							
Dealer Code	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	Service Dept.	A. Service Sls	Total	A. Lbr Sls Per	A. Lbr Sls Per		
B. Ttl Shop RO's	Total Sales	Total Gross	Personnel Exp	Sales Expense	Fixed Expense	Total Expenses	Profit/Loss	to Breakeven	A. Technicians	B. Lbr Gr Per	B. Lbr Gr Per			
C. Cust Mech	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	B. GP %	B. Non-Prod	Technician	Non-Prod			
D. % Total	B. GP% Sales	B. Labor GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	to Breakeven	Personnel	Per Month	Per Month			
1	2	3	4	5	6	7	8	9	10	11	12			
10	757,620	518,428	247,438	301,240	172,726	473,966	44,462	692,644	36	19,508	8,072			
3,550	68.43%	512,274	47.73%	58.11%	33.32%	91.42%	8.58%	68.43%	87	14,230	5,888			
1,076	663,100	430,575	228,914	276,872	168,753	445,625	-15,051	686,278	43	14,212	13,581			
30.31%	64.93%	425,157	53.16%	64.30%	39.19%	103.50%	-3.50%	64.93%	45	9,887	9,448			
16	340,776	230,245	154,210	164,829	47,876	212,705	17,540	314,817	9	33,163	9,327			
1,152	67.56%	227,517	66.98%	71.59%	20.79%	92.38%	7.62%	67.56%	32	25,280	7,110			
192	301,378	201,160	144,436	158,473	43,100	201,572	-412	301,995	8	32,853	7,730			
16.67%	66.75%	198,337	71.80%	78.78%	21.43%	100.20%	-0.20%	66.75%	34	24,792	5,833			
07	556,757	365,793	181,136	198,762	142,075	340,838	24,955	518,774	22	22,559	16,543			
1,728	65.70%	364,586	49.52%	54.34%	38.84%	93.18%	6.82%	65.70%	30	16,572	12,153			
665	503,377	328,614	177,758	195,701	122,598	318,299	10,315	487,577	22	20,541	15,583			
38.45%	65.28%	327,322	54.09%	59.55%	37.31%	96.86%	3.14%	65.28%	29	14,878	11,287			
Group Avg	451,380	287,310	124,044	151,005	106,530	257,535	29,776	406,965	20	20,107	18,333			
1,767	63.95%	282,909	43.50%	54.71%	39.84%	94.55%	5.45%	63.95%	26	14,325	12,822			
672	409,063	256,634	118,805	144,426	97,460	241,886	14,748	387,167	20	18,663	16,527			
38.19%	63.66%	252,360	47.08%	58.73%	39.69%	98.41%	1.59%	63.66%	24	13,177	11,617			
12	372,615	223,472	72,088	103,020	112,906	215,926	7,547	360,032	13	22,315	18,131			
921	59.97%	206,358	32.26%	46.10%	50.52%	96.62%	3.38%	59.97%	16	15,874	12,897			
325	384,898	236,228	81,024	110,370	100,348	210,718	25,511	343,332	14	22,288	22,288			
35.33%	61.37%	220,944	34.30%	46.72%	42.48%	89.20%	10.80%	61.37%	14	15,782	15,782			
03	250,127	139,470	76,870	106,792	46,873	153,665	-14,195	275,584	15	15,669	21,367			
881	55.76%	138,703	55.12%	76.57%	33.61%	110.18%	-10.18%	55.76%	11	9,247	12,609			
357	192,923	106,835	58,966	87,383	40,046	127,429	-20,594	230,112	8	22,805	10,732			
40.52%	55.38%	106,562	55.19%	81.79%	37.48%	119.28%	-19.28%	55.38%	17	13,320	6,268			
14	238,609	151,470	96,753	117,031	52,578	169,609	-18,140	267,184	12	18,575	22,290			
1,775	63.48%	151,587	63.88%	77.26%	34.71%	111.98%	-11.98%	63.48%	10	12,632	15,159			
886	273,301	181,555	116,632	139,468	50,446	189,914	-8,359	285,885	18	13,842	24,916			
49.92%	66.43%	181,217	64.24%	76.82%	27.79%	104.60%	-4.60%	66.43%	10	10,068	18,122			
11	595,594	318,610	118,214	171,526	190,291	361,817	-43,206	676,362	29	15,608	22,632			
1,848	53.49%	300,009	37.10%	53.84%	59.73%	113.56%	-13.56%	53.49%	20	10,345	15,000			
736	564,580	302,202	121,058	166,445	180,556	347,001	-44,799	648,275	28	15,519	21,726			
39.81%	53.53%	287,174	40.06%	55.08%	59.75%	114.82%	-14.82%	53.53%	20	10,256	14,359			
05	312,780	197,518	82,435	104,339	165,607	269,946	-72,429	427,474	16	17,387	34,775			
1,468	63.15%	193,164	41.74%	52.83%	83.84%	136.67%	-36.67%	63.15%	8	12,073	24,145			
504	241,137	152,090	69,445	92,375	116,801	209,177	-57,086	331,646	13	16,736	27,195			
34.32%	63.07%	150,111	45.66%	60.74%	76.80%	137.53%	-37.53%	63.07%	8	11,547	18,764			
17	40,302	28,390	15,993	24,340	17,566	41,906	-13,516	59,489	4	9,962	13,283			
183	70.44%	28,290	56.33%	85.74%	61.87%	147.61%	-47.61%	70.44%	3	7,072	9,430			
85	40,896	27,357	16,496	22,507	15,666	38,173	-10,816	57,065	3	12,926	12,926			
46.75%	66.89%	27,245	60.30%	82.27%	57.27%	139.54%	-39.54%	66.89%	3	9,082	9,082			

Best of Group Average		49.54%		03 - Parts Department Profit Center							(Data Alert)	
Ranking/Key Column											Guides Listed Above Columns	
Group Average		32.43%									Avg Mo. YTD	Last YTD Avg
Page 03				Page 03 / Page 02								
			24.75%	31.45%	25.30%	56.75%	43.25%	A.\$45K+ B.\$15K+				
Dealer Code	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	A. Sales	A. Sales /	A. Sales Exp /	A. Fixed Exp /
Parts Dept.	Total Sales	Total Gross	Personnel Exp	Sales Expense	Fixed Expense	Total Expense	Profit/Loss	to Breakeven	B. Gross /	B. Pers. Exp /	B. Profit/Loss /	
# of	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	B. Mark-Up	Parts Dept.	Parts Dept.	Parts Dept.	
Employees	B. GP% Sales	B. GP% Sales	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	to Breakeven	Employee	Employee	Employee	Employee
1	2	3	4	5	6	7	8	9	10	11	12	
10	1,323,203	416,594	114,387	121,970	88,260	210,229	206,365	667,738	77,835	7,175	5,192	
17	31.48%	31.48%	27.46%	29.28%	21.19%	50.46%	49.54%	31.48%	24,506	6,729	12,139	
	1,105,365	350,490	104,771	113,064	87,317	200,381	150,109	631,955	55,268	5,653	4,366	
20	31.71%	31.71%	29.89%	32.26%	24.91%	57.17%	36.03%	31.71%	17,524	5,239	7,505	
02	2,256,767	550,055	129,198	200,675	106,611	307,286	242,769	1,260,732	90,271	8,027	4,264	
25	24.37%	24.37%	23.49%	36.48%	19.38%	55.86%	44.14%	24.37%	22,002	5,168	9,711	
	1,934,245	477,544	117,389	177,746	92,205	269,951	207,593	1,093,411	87,920	8,079	4,191	
22	24.69%	24.69%	24.58%	37.22%	19.31%	56.53%	37.74%	24.69%	21,707	5,336	9,436	
11	735,391	246,308	59,622	78,252	63,354	141,606	104,703	422,786	56,569	6,019	4,873	
13	33.49%	33.49%	24.21%	31.77%	25.72%	57.49%	42.51%	33.49%	18,947	4,586	8,054	
	682,192	243,991	60,068	75,047	58,382	133,429	110,562	373,063	52,476	5,773	4,491	
13	35.77%	35.77%	24.62%	30.76%	23.93%	54.69%	44.89%	35.77%	18,769	4,621	8,505	
13	2,729,700	765,753	216,805	255,297	191,455	446,752	319,002	1,592,547	68,243	6,382	4,786	
40	28.05%	28.05%	28.31%	33.34%	25.00%	58.34%	41.66%	28.05%	19,144	5,420	7,975	
	1,962,375	529,097	186,533	214,942	180,290	395,232	133,864	1,465,884	53,037	5,809	4,873	
37	26.96%	26.96%	35.25%	40.62%	34.08%	74.70%	17.48%	26.96%	14,300	5,041	3,618	
06	1,525,162	440,599	166,261	192,974	65,940	258,914	181,685	896,247	58,660	7,422	2,536	
26	28.89%	28.89%	37.74%	43.80%	14.97%	58.76%	41.24%	28.89%	16,946	6,395	6,988	
	1,284,348	394,439	150,681	172,563	56,762	229,325	165,114	746,715	55,841	7,503	2,468	
23	30.71%	30.71%	38.20%	43.75%	14.39%	58.14%	37.47%	30.71%	17,150	6,551	7,179	
04	470,997	127,893	34,564	44,299	36,518	80,817	47,076	297,629	67,285	6,328	5,217	
7	27.15%	27.15%	27.03%	34.64%	28.55%	63.19%	36.81%	27.15%	18,270	4,938	6,725	
	411,852	120,498	36,774	44,857	36,098	80,956	39,543	276,699	68,642	7,476	6,016	
6	29.26%	29.26%	30.52%	37.23%	29.96%	67.18%	30.92%	29.26%	20,083	6,129	6,590	
12	1,210,474	290,616	94,278	132,795	55,924	188,719	101,897	786,053	52,629	5,774	2,431	
23	24.01%	24.01%	32.44%	45.69%	19.24%	64.94%	35.06%	24.01%	12,635	4,099	4,430	
	990,378	253,250	82,219	118,207	48,065	166,272	86,978	650,236	39,615	4,728	1,923	
25	25.57%	25.57%	32.47%	46.68%	18.98%	65.66%	29.93%	25.57%	10,130	3,289	3,479	
03	1,592,272	392,682	163,592	216,519	41,620	258,138	134,543	1,046,717	45,493	6,186	1,189	
35	24.66%	24.66%	41.66%	55.14%	10.60%	65.74%	34.26%	24.66%	11,219	4,674	3,844	
	1,198,102	247,700	112,244	153,042	36,253	189,295	58,405	915,602	49,921	6,377	1,511	
24	20.67%	20.67%	45.31%	61.79%	14.64%	76.42%	14.87%	20.67%	10,321	4,677	2,434	
Group Avg	1,409,053	378,219	124,869	167,437	86,196	253,632	124,587	949,128	65,322	7,623	3,926	
24	27.01%	27.01%	33.58%	45.19%	22.38%	67.57%	32.43%	27.01%	17,159	5,652	5,610	
	1,138,984	307,052	110,400	144,838	76,958	221,796	85,257	830,579	54,148	6,616	3,569	
23	27.07%	27.07%	36.28%	47.56%	24.64%	72.20%	23.35%	27.07%	14,466	5,112	4,281	
09	1,090,085	254,672	90,140	125,580	50,702	176,282	78,390	754,547	35,164	4,051	1,636	
31	23.36%	23.36%	35.39%	49.31%	19.91%	69.22%	30.78%	23.36%	8,215	2,908	2,529	
	888,410	208,160	72,738	100,293	42,512	142,805	65,355	609,481	30,635	3,458	1,466	
29	23.43%	23.43%	34.94%	48.18%	20.42%	68.60%	25.66%	23.43%	7,178	2,508	2,254	

Best of Group Average		49.54%		03 - Parts Department Profit Center							(Data Alert)	
Ranking/Key Column											Guides Listed Above Columns	
Group Average		32.43%									Avg Mo. YTD	Last YTD Avg
Page 03				Page 03 / Page 02								
			24.75%	31.45%	25.30%	56.75%	43.25%	A.\$45K+ B.\$15K+				
Dealer Code	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	Parts Dept.	A. Sales	A. Sales /	A. Sales Exp /	A. Fixed Exp /
Parts Dept.	Total Sales	Total Gross	Personnel Exp	Sales Expense	Fixed Expense	Total Expense	Profit/Loss	to Breakeven	B. Gross /	B. Pers. Exp /	B. Profit/Loss /	
# of	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	B. Mark-Up	Parts Dept.	Parts Dept.	Parts Dept.	
Employees	B. GP% Sales	B. GP% Sales	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	to Breakeven	Employee	Employee	Employee	Employee
1	2	3	4	5	6	7	8	9	10	11	12	
15	882,280	190,643	86,152	121,007	11,293	132,300	58,343	612,273	46,436	6,369	594	
19	21.61%	21.61%	45.19%	63.47%	5.92%	69.40%	30.60%	21.61%	10,034	4,534	3,071	
	780,163	172,116	73,995	105,384	10,628	116,012	56,104	525,855	41,061	5,547	559	
19	22.06%	22.06%	42.99%	61.23%	6.17%	67.40%	29.43%	22.06%	9,059	3,894	2,953	
01	1,978,049	626,973	198,354	276,662	159,853	436,515	190,458	1,377,168	63,808	8,925	5,157	
31	31.70%	31.70%	31.64%	44.13%	25.50%	69.62%	30.38%	31.70%	20,225	6,399	6,144	
	1,791,003	591,263	200,869	277,485	140,865	418,351	172,913	1,267,232	55,969	8,671	4,402	
32	33.01%	33.01%	33.97%	46.93%	23.82%	70.76%	27.58%	33.01%	18,477	6,277	5,404	
16	506,665	202,111	92,528	98,550	45,284	143,835	58,276	360,575	46,060	8,959	4,117	
11	39.89%	39.89%	45.78%	48.76%	22.41%	71.17%	28.83%	39.89%	18,374	8,412	5,298	
	443,975	169,491	87,620	93,158	41,979	135,137	34,353	353,988	34,152	7,166	3,229	
13	38.18%	38.18%	51.70%	54.96%	24.77%	79.73%	17.00%	38.18%	13,038	6,740	2,643	
17	789,139	119,705	32,373	56,661	29,232	85,893	33,812	566,238	131,523	9,444	4,872	
6	15.17%	15.17%	27.04%	47.33%	24.42%	71.75%	28.25%	15.17%	19,951	5,395	5,635	
	418,653	63,326	19,108	29,130	21,281	50,411	12,916	333,266	83,731	5,826	4,256	
5	15.13%	15.13%	30.17%	46.00%	33.60%	79.60%	10.79%	15.13%	12,665	3,822	2,583	
18	1,816,709	479,693	170,841	215,552	129,158	344,710	134,983	1,305,498	43,255	5,132	3,075	
42	26.40%	26.40%	35.61%	44.94%	26.93%	71.86%	28.14%	26.40%	11,421	4,068	3,214	
	1,436,066	366,711	141,875	181,726	120,492	302,219	64,492	1,183,510	42,237	5,345	3,544	
34	25.54%	25.54%	38.69%	49.56%	32.86%	82.41%	13.44%	25.54%	10,786	4,173	1,897	
07	1,429,024	417,316	144,397	187,564	112,867	300,430	116,886	1,028,770	75,212	9,872	5,940	
19	29.20%	29.20%	34.60%	44.95%	27.05%	71.99%	28.01%	29.20%	21,964	7,600	6,152	
	1,244,570	363,311	146,159	184,453	93,188	277,641	85,669	951,098	62,228	9,223	4,659	
20	29.19%	29.19%	40.23%	50.77%	25.65%	76.42%	20.53%	29.19%	18,166	7,308	4,283	
08	1,299,217	380,764	126,493	138,812	139,301	278,113	102,652	948,956	54,134	5,784	5,804	
24	29.31%	29.31%	33.22%	36.46%	36.58%	73.04%	26.96%	29.31%	15,865	5,271	4,277	
	1,115,728	329,268	107,327	120,861	131,879	252,740	76,528	856,411	46,489	5,036	5,495	
24	29.51%	29.51%	32.60%	36.71%	40.05%	76.76%	20.10%	29.51%	13,720	4,472	3,189	
19	1,798,565	429,066	136,600	190,459	125,242	315,701	113,365	1,323,360	58,018	6,144	4,040	
31	23.86%	23.86%	31.84%	44.39%	29.19%	73.58%	26.42%	23.86%	13,841	4,406	3,657	
	1,368,136	306,983	112,538	158,977	101,810	260,786	46,197	1,162,248	48,862	5,678	3,636	
28	22.44%	22.44%	36.66%	51.79%	33.16%	84.95%	10.77%	22.44%	10,964	4,019	1,650	
14	2,058,308	545,605	190,886	327,146	123,247	450,393	95,213	1,699,116	54,166	8,609	3,243	
38	26.51%	26.51%	34.99%	59.96%	22.59%	82.55%	17.45%	26.51%	14,358	5,023	2,506	
	1,689,249	412,967	189,962	307,861	118,401	426,262	-13,295	1,743,633	39,285	7,160	2,754	
43	24.45%	24.45%	46.00%	74.55%	28.67%	103.22%	-2.44%	24.45%	9,604	4,418	-309	
05	1,279,998	309,117	125,046	200,526	61,855	262,381	46,736	1,086,473	116,363	18,230	5,623	
11	24.15%	24.15%	40.45%	64.87%	20.01%	84.88%	15.12%	24.15%	28,102	11,368	4,249	
	895,897	233,392	94,723	123,120	43,795	166,915	66,477	640,719	81,445	11,193	3,981	
11	26.05%	26.05%	40.59%	52.75%	18.76%	71.52%	21.51%	26.05%	21,217	8,611	6,043	

Best of Group Average		81.51%		04 - Service Department Labor Sales and Gross Analysis							(Data Alert)		
Ranking/Key Column		FS Page 5									Guides Listed Above Columns		
Group Average		73.17%									Avg Mo. YTD	Last YTD Avg	
Page 04										Page 04 / Page 05			
										76.00%			
Dealer Code Service Dept. Labor Gross Profit B. Avg/Month	Customer Labor Acct. 550 A. Sales/Month B. GP% Sales	Quick Service Labor Acct. 558 A. Sales/Month B. GP% Sales	Service Contract Labor Acct. 551 A. Sales/Month B. GP% Sales	Warranty Labor Acct. 552 A. Sales/Month B. GP% Sales	Road Ready Labor Acct. 553 A. Sales/Month B. GP% Sales	Labor Internal Acct. 554 A. Sales/Month B. GP% Sales	Mopar Express Lane Total Labor FS Pg 5 Line 47 A. Sales/Month B. GP% Sales	Customer Labor Non-Auto Acct. 555 A. Sales/Month B. GP% Sales	Total Labor Service Department A. Sales/Month B. GP% Sales	2020 Labor Rate B. Retail CP C. Warr D. Intl	2021 Labor Rate B. Retail CP C. Warr D. Intl		
1	2	3	4	5	6	7	8	9	10	11	12		
06	348,332	0	24,063	138,450	20,467	39,372	0	0	570,684				
465,192	80.73%	0.00%	70.63%	83.48%	94.10%	81.67%	0.00%	0.00%	81.51%	160.00	185.00		
	254,293	0	20,819	149,501	14,886	48,566	0	0	488,065	147.00	203.00		
	393,078	0.00%	70.00%	81.18%	92.89%	80.89%	0.00%	0.00%	80.54%	160.00	185.00		
01	355,581	0	160,081	148,261	19,959	145,518	0	0	829,399				
635,093	79.34%	0.00%	74.84%	79.84%	13.68%	77.00%	0.00%	0.00%	76.57%	139.00	160.00		
	294,023	19,501	171,888	180,220	22,967	113,723	0	0	802,321	142.00	142.00		
	616,533	79.29%	73.22%	77.13%	79.88%	22.22%	76.93%	0.00%	76.84%	133.00	133.00		
16	82,771	0	33,968	47,445	0	127,371	6,915	0	298,470				
227,041	76.50%	0.00%	59.21%	80.27%	0.00%	79.13%	68.53%	0.00%	76.07%	150.00	150.00		
	58,691	0	32,014	50,080	0	115,611	6,431	0	262,827	138.00	140.00		
	197,810	0.00%	61.48%	78.40%	0.00%	77.79%	69.47%	0.00%	75.26%	132.00	132.00		
02	458,704	0	0	102,320	16,619	100,829	14,351	0	692,823				
524,732	76.83%	0.00%	0.00%	76.57%	81.82%	76.08%	41.06%	0.00%	75.74%	145.00	145.00		
	425,514	0	0	99,495	14,428	109,931	12,825	0	662,194	109.00	109.00		
	497,989	0.00%	0.00%	75.77%	78.34%	74.41%	30.64%	0.00%	75.20%	145.00	145.00		
07	217,863	0	45,895	149,245	22,989	44,462	15,851	0	496,305				
373,331	75.71%	0.00%	81.01%	80.03%	84.62%	72.63%	0.21%	0.00%	75.22%	145.00	179.00		
	177,998	0	42,564	147,231	20,529	49,770	13,805	0	451,897	145.00	145.00		
	344,249	0.00%	79.61%	78.38%	84.08%	73.83%	93.69%	0.00%	76.18%	134.00	134.00		
13	121,500	0	997	317,840	134,465	21,271	619	0	596,692				
447,123	73.44%	0.00%	68.58%	74.05%	80.21%	63.92%	62.35%	0.00%	74.93%	160.00	160.00		
	91,502	0	1,485	147,685	117,744	25,683	640	0	384,740	146.00	146.00		
	287,541	0.00%	63.58%	72.59%	79.96%	71.09%	70.20%	0.00%	74.74%	146.00	146.00		
12	112,581	0	11,472	64,915	14,725	53,839	32,559	0	290,091				
217,179	75.68%	0.00%	74.32%	76.03%	80.81%	71.68%	72.48%	0.00%	74.87%	145.00	169.00		
	131,260	0	11,301	96,447	13,603	38,549	20,873	0	312,033	137.00	136.00		
	232,716	0.00%	73.84%	77.28%	81.93%	67.39%	68.62%	0.00%	74.58%	145.00	169.00		
10	234,870	0	126,443	214,832	37,033	47,748	41,356	0	702,280				
519,169	72.59%	0.00%	68.19%	81.26%	91.11%	66.47%	54.19%	0.00%	73.93%	179.00	200.00		
	212,243	0	109,519	200,271	27,489	48,570	13,038	0	611,130	165.00	194.00		
	439,318	0.00%	65.00%	80.60%	92.16%	65.58%	14.55%	0.00%	71.89%	100.00	100.00		
15	39,227	0	2,723	12,010	0	11,411	0	0	65,370				
47,987	76.52%	0.00%	76.39%	68.96%	0.00%	66.67%	0.00%	0.00%	73.41%	108.00	108.00		
	33,674	0	1,450	15,319	0	9,490	0	0	59,934	107.00	108.00		
	46,432	0.00%	78.24%	75.90%	0.00%	73.26%	0.00%	0.00%	77.47%	75.00	75.00		
Group Avg	173,699	16,669	35,676	92,210	25,975	62,638	19,209	0	396,615				
293,712	73.98%	47.30%	71.42%	75.32%	78.21%	71.26%	53.86%	0.00%	73.17%	142.21	152.37		
	147,770	21,227	33,152	91,853	21,904	55,594	14,332	0	356,809	124.63	134.00		
262,741	73.34%	52.25%	70.76%	75.15%	78.45%	71.48%	55.75%	0.00%	72.97%	127.26	139.26		

Best of Group Average		81.51%		04 - Service Department Labor Sales and Gross Analysis							(Data Alert)		
Ranking/Key Column		FS Page 5									Guides Listed Above Columns		
Group Average		73.17%									Avg Mo. YTD	Last YTD Avg	
Page 04										Page 04 / Page 05			
										76.00%			
Dealer Code	Customer Labor	Quick Service Labor	Service Contract Labor	Warranty Labor	Road Ready Labor	Labor Internal	Mopar Express Lane Total Labor	Customer Labor Non-Auto	Total Labor Service Department	2020 Labor Rate	2021 Labor Rate		
Service Dept. Labor	Acct. 550	Acct. 558	Acct. 551	Acct. 552	Acct. 553	Acct. 554	FS Pg 5 Line 47	Acct. 555	A. Sales/Month	B. Retail CP	B. Retail CP		
Gross Profit	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	C. Warr D. Intl	C. Warr D. Intl		
B. Avg/Month	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales				
1	2	3	4	5	6	7	8	9	10	11	12		
11	206,148	15,818	29,280	64,416	23,005	113,965	0	0	452,631				
329,810	73.86%	58.93%	73.41%	78.82%	81.73%	67.70%	0.00%	0.00%	72.87%	162.00	167.00		
	194,910	20,199	32,723	80,392	18,768	87,538	0	0	434,529	130.00	146.00		
	318,712	74.48%	60.48%	73.34%	78.80%	81.08%	67.12%	0.00%	73.35%	162.00	167.00		
14	116,052	8,761	1,764	50,064	8,170	38,091	0	0	222,902				
161,822	69.91%	48.04%	70.67%	74.42%	93.92%	79.57%	0.00%	0.00%	72.60%	130.00	130.00		
	121,623	10,155	7	63,397	8,440	45,539	0	0	249,161	95.00	95.00		
	178,717	69.14%	34.87%	66.67%	73.07%	90.88%	81.42%	0.00%	71.73%	100.00	169.00		
09	82,630	0	7,318	30,470	7,282	20,809	10,448	0	158,957				
115,087	72.17%	0.00%	70.06%	73.50%	73.58%	75.57%	65.58%	0.00%	72.40%	130.00	138.00		
	78,744	0	5,925	38,205	4,549	16,931	8,734	0	153,088	110.00	111.00		
	109,242	71.31%	0.00%	69.04%	73.49%	75.50%	70.76%	63.01%	71.36%	120.00	120.00		
19	73,661	0	18,703	59,552	20,492	63,504	16,932	0	252,844				
180,719	73.88%	0.00%	72.90%	73.27%	85.16%	72.20%	33.85%	0.00%	71.47%	135.00	140.00		
	55,451	0	17,320	61,473	17,189	43,007	12,466	0	206,906	125.00	126.00		
	145,061	72.11%	0.00%	72.33%	73.91%	83.11%	70.93%	18.62%	70.11%	135.00	140.00		
05	141,701	0	20,283	36,302	18,441	61,472	0	0	278,200				
197,974	72.53%	0.00%	68.42%	71.79%	87.47%	63.64%	0.00%	0.00%	71.16%	148.00	158.00		
	102,179	0	15,017	40,872	13,819	45,674	0	0	217,562	133.00	145.00		
	155,303	71.70%	0.00%	68.32%	70.89%	86.92%	67.43%	0.00%	71.38%	133.00	158.00		
18	176,880	14,454	6,226	49,074	10,942	115,774	39,585	0	412,935				
293,665	70.70%	63.76%	73.24%	72.22%	82.26%	72.10%	68.00%	0.00%	71.12%	135.00	145.00		
	120,355	31,476	4,582	64,880	10,445	105,081	37,274	0	374,093	110.00	111.00		
	262,336	69.02%	67.65%	73.19%	70.58%	81.81%	72.07%	65.87%	70.13%	135.00	145.00		
17	20,787	0	0	13,357	0	5,705	0	0	39,848				
28,290	71.13%	0.00%	0.00%	71.35%	0.00%	69.69%	0.00%	0.00%	70.99%	135.00	135.00		
	16,428	0	0	15,142	0	7,207	0	0	38,777	81.00	129.00		
	27,245	71.01%	0.00%	0.00%	69.93%	0.00%	69.25%	0.00%	70.26%	81.00	115.00		
08	289,842	0	87,580	169,300	29,189	101,602	35,382	0	712,895				
505,824	72.84%	0.00%	73.05%	74.88%	73.87%	61.99%	54.82%	0.00%	70.95%	146.00	155.00		
	262,978	0	81,521	199,456	19,551	84,188	29,907	0	677,601	137.00	139.00		
	472,746	71.67%	0.00%	72.63%	74.23%	73.81%	61.15%	37.04%	69.77%	142.00	142.00		
04	111,787	0	24,608	54,385	0	33,859	2,685	0	227,323				
160,271	70.83%	0.00%	71.24%	72.55%	0.00%	67.23%	50.24%	0.00%	70.50%	135.00	145.00		
	96,495	0	10,748	66,358	0	32,615	3,861	0	210,077	117.00	123.00		
	149,159	71.60%	0.00%	67.05%	72.71%	0.00%	67.97%	63.18%	71.00%	125.00	145.00		
03	109,357	27,642	5,094	29,751	5,842	43,529	13,820	0	235,034				
150,210	70.45%	18.47%	67.91%	67.83%	68.87%	69.00%	74.99%	0.00%	63.91%	115.00	126.00		
	79,268	24,807	4,693	28,774	4,154	28,619	12,125	0	182,440	94.00	98.00		
	117,891	71.21%	25.04%	71.54%	70.19%	72.06%	68.80%	74.17%	64.62%	115.00	126.00		

Parts Sales on Tickets/RO's		05 - Parts Department Sales and Gross Analysis										(Data Alert)			
Dealer Code Numerical Order		FS Page 5												Guides Listed Above Columns	
Group Average												Avg Mo. YTD		Last YTD Avg	
Page 05												Page 05 / Page 04			
Dealer Code	Customer RO's	P&A Quick Ser	Service	Warranty	Counter	Counter	Internal	Mopar Express	RO's	Warranty	Internal				
P&A Dept.	Mech P&A	Oil - Lubricants	Contracts-Mech	Mech P&A	Retail P&A	Wholesale P&A	Mechanical P&A	Lane Total Parts	Body & Paint	Body & Paint	Body & Paint				
Gross	Acct. 570	Acct. 576	Acct. 571	Acct. 572	Acct. 573	Acct. 574	Acct. 575	FS Pg 5 Line 53	Acct. 580	Acct. 582	Acct. 583				
Profit	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month				
B. Avg/Month	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales				
1	2	3	4	5	6	7	8	9	10	11	12				
01	367,919	0	125,733	262,904	105,016	554,280	177,679	0	252,515	3,020	3,200				
528,049	38.74%	0.00%	39.71%	43.66%	33.77%	14.76%	20.58%	0.00%	25.57%	42.63%	34.11%				
	294,242	30,431	121,017	270,214	64,060	454,513	162,298	0	284,906	3,415	4,112				
498,311	39.40%	42.05%	41.32%	43.92%	35.09%	14.29%	22.05%	0.00%	26.22%	44.12%	36.60%				
02	422,813	0	0	140,970	38,311	1,284,053	104,804	28,062	162,756	0	0				
439,979	32.77%	0.00%	0.00%	38.02%	24.80%	13.65%	16.77%	-3.94%	28.60%	0.00%	0.00%				
	398,738	0	0	126,333	29,813	1,042,714	51,245	19,673	188,396	0	0				
365,194	29.71%	0.00%	0.00%	37.23%	25.81%	12.49%	21.96%	0.15%	26.77%	0.00%	0.00%				
03	116,558	4	0	74,811	51,439	1,285,147	31,235	13,538	0	0	0				
65,642	32.74%	10.34%	0.00%	32.64%	-9.78%	-0.53%	35.85%	26.04%	0.00%	0.00%	0.00%				
	82,465	0	0	65,236	32,119	967,868	18,155	16,499	0	0	0				
39,171	34.08%	0.00%	0.00%	25.83%	-17.21%	-0.95%	30.90%	30.17%	0.00%	0.00%	0.00%				
04	92,404	14,672	29,031	77,178	20,149	186,673	29,684	6,046	0	0	0				
111,019	32.50%	28.10%	33.46%	41.25%	29.80%	11.54%	26.45%	-1.40%	0.00%	0.00%	0.00%				
	81,222	11,523	21,020	70,635	16,487	151,496	38,485	6,531	0	0	0				
101,580	34.51%	28.36%	34.00%	39.64%	29.80%	13.33%	25.00%	6.17%	0.00%	0.00%	0.00%				
05	112,084	0	20,024	50,322	88,604	915,960	34,615	0	53,523	150	0				
245,723	33.42%	0.00%	21.86%	36.91%	19.76%	17.24%	28.94%	0.00%	-0.22%	0.00%	0.00%				
	80,698	0	13,248	49,889	34,437	605,685	64,276	0	42,541	258	0				
194,082	34.51%	0.00%	23.47%	37.08%	21.35%	20.18%	23.38%	0.00%	0.00%	4.36%	0.00%				
06	255,459	35,163	37,357	186,705	101,001	851,054	25,269	0	0	0	0				
364,390	38.53%	26.55%	30.58%	38.63%	35.00%	15.16%	34.38%	0.00%	0.00%	0.00%	0.00%				
	206,356	23,419	50,085	237,993	74,489	620,764	37,205	0	0	0	0				
330,681	38.22%	35.90%	38.00%	37.11%	33.55%	15.85%	33.98%	0.00%	0.00%	0.00%	0.00%				
07	199,533	0	63,854	194,734	36,534	807,353	44,908	43,894	0	0	0				
334,425	36.96%	0.00%	47.59%	46.44%	30.43%	13.23%	27.43%	21.91%	0.00%	0.00%	0.00%				
	155,101	0	66,794	203,051	24,452	672,145	43,793	40,042	0	0	0				
300,548	36.10%	0.00%	47.72%	46.34%	31.11%	13.20%	29.62%	23.23%	0.00%	0.00%	0.00%				
08	275,613	0	117,889	229,579	75,370	421,934	106,334	72,497	0	0	0				
294,013	32.49%	0.00%	26.94%	38.97%	27.98%	4.72%	29.01%	15.72%	0.00%	0.00%	0.00%				
	228,240	0	112,179	258,357	43,815	324,125	82,498	66,514	0	0	0				
268,179	34.13%	0.00%	27.39%	38.96%	31.08%	4.31%	27.81%	12.57%	0.00%	0.00%	0.00%				
09	83,000	13,940	10,056	49,696	26,322	768,381	25,776	12,057	76,811	4,096	1,487				
179,334	36.33%	-6.05%	39.75%	40.52%	24.50%	11.17%	26.10%	18.12%	29.30%	41.03%	32.91%				
	70,447	12,383	8,464	68,441	24,388	603,579	22,126	7,803	51,663	3,915	1,565				
156,153	35.40%	9.87%	37.95%	39.42%	20.73%	11.52%	22.34%	23.77%	31.61%	41.03%	32.24%				
Group Avg	158,414	17,676	37,968	134,303	49,079	850,878	62,830	32,008	123,176	4,749	13,916				
255,863	34.84%	17.14%	32.80%	37.99%	27.99%	11.17%	27.08%	22.11%	26.63%	31.52%	32.94%				
	131,111	18,498	39,129	132,930	32,595	640,947	56,556	27,980	123,189	3,997	7,662				
218,767	35.39%	24.97%	25.47%	36.96%	27.05%	11.11%	26.92%	22.44%	27.49%	31.70%	30.99%				

Parts Sales on Tickets/RO's		05 - Parts Department Sales and Gross Analysis									(Data Alert)			
Dealer Code Numerical Order		FS Page 5											Guides Listed Above Columns	
Group Average											Avg Mo. YTD	Last YTD Avg		
Page 05		Page 05 / Page 04												
Dealer Code P&A Dept. Gross Profit B. Avg/Month	Customer RO's Mech P&A Acct. 570 A. Sales/Month B. GP% Sales	P&A Quick Ser Oil - Lubricants Acct. 576 A. Sales/Month B. GP% Sales	Service Contracts-Mech Acct. 571 A. Sales/Month B. GP% Sales	Warranty Mech P&A Acct. 572 A. Sales/Month B. GP% Sales	Counter Retail P&A Acct. 573 A. Sales/Month B. GP% Sales	Counter Wholesale P&A Acct. 574 A. Sales/Month B. GP% Sales	Internal Mechanical P&A Acct. 575 A. Sales/Month B. GP% Sales	Mopar Express Lane Total Parts FS Pg 5 Line 53 A. Sales/Month B. GP% Sales	RO's Body & Paint Acct. 580 A. Sales/Month B. GP% Sales	Warranty Body & Paint Acct. 582 A. Sales/Month B. GP% Sales	Internal Body & Paint Acct. 583 A. Sales/Month B. GP% Sales			
1	2	3	4	5	6	7	8	9	10	11	12			
10	212,014	0	56,036	284,947	45,819	297,769	86,525	104,561	150,675	0	53,455			
357,628	25.61%	0.00%	32.52%	37.65%	30.32%	16.08%	28.22%	43.28%	32.36%	0.00%	-4.41%			
	169,613	0	48,741	267,594	33,565	225,044	86,620	88,823	138,325	0	28,425			
314,818	24.82%	0.00%	16.29%	38.47%	34.75%	16.20%	27.14%	43.72%	30.04%	0.00%	2.83%			
11	149,228	37,881	38,614	83,471	58,362	168,843	74,871	0	73,180	3,633	9,420			
203,845	34.31%	22.80%	34.03%	34.24%	25.23%	17.57%	39.58%	0.00%	32.93%	36.76%	30.07%			
	136,479	33,933	42,539	117,252	37,256	118,863	66,588	0	80,413	5,813	3,848			
203,785	36.15%	26.15%	28.95%	35.13%	21.86%	17.13%	37.90%	0.00%	39.20%	36.05%	25.86%			
12	84,663	0	19,554	98,888	42,030	888,703	30,393	31,200	0	0	0			
145,497	36.52%	0.00%	38.38%	38.78%	32.61%	4.61%	26.83%	18.82%	0.00%	0.00%	0.00%			
	91,430	0	17,241	125,370	41,046	657,845	19,554	20,522	0	0	0			
104,903	35.89%	0.00%	29.31%	35.77%	25.05%	0.28%	28.22%	19.32%	0.00%	0.00%	0.00%			
13	111,107	0	3,893	425,749	42,275	1,936,656	190,383	1,667	0	0	0			
445,200	42.16%	0.00%	21.53%	47.02%	38.83%	7.96%	13.70%	41.31%	0.00%	0.00%	0.00%			
	73,337	0	5,733	252,868	31,557	1,422,039	159,536	1,273	0	0	0			
316,629	43.60%	0.00%	42.85%	46.66%	36.95%	8.94%	16.28%	43.01%	0.00%	0.00%	0.00%			
14	139,803	0	3,298	100,134	36,000	1,518,127	54,257	0	107,857	9,190	0			
323,043	34.48%	0.00%	28.23%	25.47%	32.70%	12.97%	21.42%	0.00%	25.64%	28.42%	0.00%			
	124,759	0	0	117,954	22,745	1,193,725	59,362	0	89,300	5,390	60			
261,918	36.25%	0.00%	0.00%	26.39%	34.15%	11.94%	21.00%	0.00%	26.47%	28.98%	13.96%			
15	40,289	0	9,002	18,716	5,970	785,694	14,422	0	0	0	0			
83,166	34.85%	0.00%	36.66%	40.16%	29.55%	6.60%	32.40%	0.00%	0.00%	0.00%	0.00%			
	35,129	0	8,720	22,133	4,108	690,683	10,748	0	0	0	0			
67,592	34.90%	0.00%	34.90%	38.15%	33.02%	5.65%	30.16%	0.00%	0.00%	0.00%	0.00%			
16	73,928	0	34,459	87,742	40,883	186,577	64,174	18,901	0	0	0			
184,563	41.37%	0.00%	37.34%	50.52%	35.53%	29.69%	30.62%	38.18%	0.00%	0.00%	0.00%			
	53,951	0	36,745	81,648	19,867	175,368	58,625	17,772	0	0	0			
157,801	43.60%	0.00%	32.80%	48.94%	29.12%	29.06%	35.03%	21.06%	0.00%	0.00%	0.00%			
17	25,076	0	0	31,788	0	722,549	9,727	0	0	0	0			
-37,889	28.53%	0.00%	0.00%	33.75%	0.00%	-7.95%	17.36%	0.00%	0.00%	0.00%	0.00%			
	30,647	0	0	29,164	0	340,768	18,075	0	0	0	0			
3,322	31.05%	0.00%	0.00%	30.34%	0.00%	-5.36%	17.89%	0.00%	0.00%	0.00%	0.00%			
18	182,522	138	12,342	89,568	41,727	1,304,537	62,182	38,280	48,132	94	2,013			
313,395	34.30%	1.90%	27.77%	28.10%	25.66%	13.33%	21.29%	21.16%	32.56%	28.57%	30.08%			
	129,888	201	8,513	95,726	33,230	987,266	59,082	41,229	51,424	257	301			
248,232	33.96%	1.06%	25.75%	28.40%	24.04%	12.71%	25.28%	20.93%	33.53%	28.58%	43.44%			
19	65,856	21,934	26,344	63,860	27,615	1,282,398	26,529	13,387	183,140	13,059	4			
280,372	35.38%	36.34%	28.41%	28.99%	37.18%	10.41%	37.64%	26.07%	32.90%	43.23%	41.94%			
	48,361	17,598	25,893	65,812	19,284	923,496	16,304	9,078	181,731	8,933	0			
223,680	36.11%	31.38%	23.28%	28.43%	36.63%	10.29%	35.45%	25.17%	33.57%	38.80%	0.00%			

Best of Group Average		70.44%		06 - Service Department Other Sales and Gross Analysis - Cont.								(Data Alert)	
Ranking/Key Column		FS Page 5										Guides Listed Above Columns	
Group Average		63.95%										Avg Mo. YTD	Last YTD Avg
Page 06												Page 06 / Page 07	
Dealer Code	Total Labor Service	Sublet Work CP Mechanical	Sublet Work Warranty Mech	SC Sold on Service Lane	Unapplied/ Variance Labor	Service Department	Service Department	2020 Service	2021 Service	Service Sales & Gross	Mopar Service		
Service Dept.	Department	Acct. 556	Acct. 557	Acct. 568	Acct. 559D	Total	Total	B. # Advisors	B. # Advisors	Per Serv. Empl.	Contracts Sold		
Labor	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Gross/Month	Gross Profit	A. Sales/Month	C. # Techs	C. # Techs	A. Sales	on Serv Lane		
Gross Profit	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. % Dept. GP	B. Avg/Month	B. GP% Sales	D. Ttl Prsnl	D. Ttl Prsnl	B. Gross	Acct. 568		
B. Avg/Month	2	3	4	5	6	7	8	9	10	11	B. ROs/Month		
1	2	3	4	5	6	7	8	9	10	11	12		
17	39,848	454	0	0	0	0	40,302			5,757			
28,290	70.99%	22.02%	0.00%	0.00%	0.00%	28,390	70.44%	1	2	4,056	0		
	38,777	2,120	0	0	0		40,896	3	4	6,816			
27,245	70.26%	5.27%	0.00%	0.00%	0.00%	27,357	66.89%	6	7	4,559	0		
19	252,844	302	343	3,431	-460		256,920			8,564			
180,719	71.47%	0.00%	0.04%	5.48%	-0.25%	180,447	70.23%	7	6	6,015	732		
	206,906	181	152	3,035	-3,677		210,274	14	10	5,392			
145,061	70.11%	0.00%	0.00%	6.16%	-2.53%	141,571	67.33%	39	30	3,630	593		
02	692,823	35,949	0	31,647	-674		760,419			10,417			
524,732	75.74%	2.87%	0.00%	3.27%	-0.13%	526,128	69.19%	14	12	7,207	1,309		
	662,194	31,197	0	46,036	176		739,427	22	24	10,563			
497,989	75.20%	4.18%	0.00%	4.54%	0.04%	501,559	67.83%	70	73	7,165	1,113		
15	65,370	4,922	0	0	-165		70,292			11,715			
47,987	73.41%	12.90%	0.00%	0.00%	-0.34%	48,457	68.94%	0	0	8,076	0		
	59,934	2,402	0	0	-835		62,336	4	4	10,389			
46,432	77.47%	11.52%	0.00%	0.00%	-1.80%	45,874	73.59%	6	6	7,646	0		
10	702,280	55,340	0	0	-6,895		757,620			6,160			
519,169	73.93%	11.12%	0.00%	0.00%	-1.33%	518,428	68.43%	17	20	4,215	264		
	611,130	51,970	0	0	-14,161		663,100	43	36	7,535			
439,318	71.89%	10.42%	0.00%	0.00%	-3.22%	430,575	64.93%	88	123	4,893	128		
16	298,470	30,643	11,664	0	476		340,776			8,312			
227,041	76.07%	9.09%	-0.48%	0.00%	0.21%	230,245	67.56%	7	6	5,616	168		
	262,827	33,306	5,244	0	527		301,378	8	9	7,176			
197,810	75.26%	8.48%	0.00%	0.00%	0.27%	201,160	66.75%	42	41	4,790	166		
18	412,935	17,696	1,054	6,084	-2,488		437,769			9,517			
293,665	71.12%	7.69%	0.00%	3.61%	-0.85%	292,757	66.87%	7	5	6,364	691		
	374,093	18,350	976	4,778	90		398,197	22	25	8,656			
262,336	70.13%	7.82%	-1.35%	4.00%	0.03%	264,038	66.31%	46	46	5,740	649		
06	570,684	23,309	5,000	1,891	-73,560		600,884			9,538			
465,192	81.51%	17.16%	-0.15%	-7.18%	-15.81%	395,488	65.82%	14	14	6,278	0		
	488,065	28,637	1,917	3,344	-65,792		521,962	30	32	8,557			
393,078	80.54%	21.09%	0.00%	1.65%	-16.74%	333,381	63.87%	61	63	5,465	0		
07	496,305	13,383	18,974	28,094	-8,745		556,757			10,707			
373,331	75.22%	2.19%	-0.10%	3.31%	-2.34%	365,793	65.70%	8	10	7,034	782		
	451,897	8,676	16,451	26,353	-16,927		503,377	22	22	9,870			
344,249	76.18%	5.68%	0.20%	2.91%	-4.92%	328,614	65.28%	51	52	6,443	698		
01	829,399	131,915	18,557	0	-9,344		979,870			10,768			
635,093	76.57%	1.19%	0.06%	0.00%	-1.47%	627,328	64.02%	15	14	6,894	0		
	802,321	176,009	19,786	0	-5,823		998,116	30	27	10,732			
616,533	76.84%	1.20%	0.02%	0.00%	-0.94%	612,823	61.40%	93	91	6,589	0		

Best of Group Average		70.44%		06 - Service Department Other Sales and Gross Analysis - Cont.								(Data Alert)	
Ranking/Key Column		FS Page 5										Guides Listed Above Columns	
Group Average		63.95%		Avg Mo. YTD		Last YTD Avg							
Page 06								Page 06 / Page 07					
Dealer Code Service Dept. Labor Gross Profit B. Avg/Month	Total Labor Service Department A. Sales/Month B. GP% Sales	Sublet Work CP Mechanical Acct. 556 A. Sales/Month B. GP% Sales	Sublet Work Warranty Mech Acct. 557 A. Sales/Month B. GP% Sales	SC Sold on Service Lane Acct. 568 A. Sales/Month B. GP% Sales	Unapplied/ Variance Labor Acct. 559D A. Gross/Month B. % Dept. GP	Service Department Total Gross Profit B. Avg/Month	Service Department Total A. Sales/Month B. GP% Sales	2020 Service B. # Advisors C. # Techs D. Ttl Prsnl	2021 Service B. # Advisors C. # Techs D. Ttl Prsnl	Service Sales & Gross Per Serv. Empl. A. Sales B. Gross	Mopar Service Contracts Sold on Serv Lane Acct. 568 B. ROs/Month		
1	2	3	4	5	6	7	8	9	10	11	12		
Group Avg	396,615	37,974	26,371	14,618	-10,802		451,380			10,014			
293,712	73.17%	9.77%	-1.56%	6.31%	-3.67%	287,310	63.95%	8	8	6,363	626		
	356,809	36,955	24,831	12,882	-10,381		409,063	20	20	9,199			
	262,741	72.97%	9.07%	-0.19%	14.36%	-3.93%	256,634	63.66%	44	46	5,835	549	
14	222,902	6,453	9,254	0	-10,235		238,609			10,846			
161,822	72.60%	1.04%	-2.00%	0.00%	-6.32%	151,470	63.48%	6	6	6,885	0		
	249,161	12,253	11,887	0	2,500		273,301	18	12	9,761			
	178,717	71.73%	2.07%	0.71%	0.00%	1.40%	181,555	66.43%	28	22	6,484	0	
05	278,200	18,608	0	15,972	-4,810		312,780			13,032			
197,974	71.16%	6.62%	0.00%	19.55%	-2.43%	197,518	63.15%	6	6	8,230	0		
	217,562	18,873	0	4,702	-5,192		241,137	13	16	11,483			
	155,303	71.38%	3.26%	0.00%	29.02%	-3.34%	152,090	63.07%	21	24	7,242	0	
13	596,692	75,091	21,532	264	-18,844		693,578			12,611			
447,123	74.93%	8.88%	0.09%	14.69%	-4.21%	435,003	62.72%	6	10	7,909	25		
	384,740	57,992	7,999	21	-15,544		450,752	24	25	8,505			
	287,541	74.74%	7.56%	-1.52%	8.82%	-5.41%	276,263	61.29%	53	55	5,213	22	
04	227,323	22,665	4,462	0	-3,480		254,450			9,087			
160,271	70.50%	11.38%	-3.52%	0.00%	-2.17%	159,214	62.57%	7	6	5,686	177		
	210,077	20,736	2,991	0	-2,651		233,804	10	11	8,992			
	149,159	71.00%	11.97%	0.99%	0.00%	-1.78%	149,021	63.74%	26	28	5,732	193	
12	290,091	67,997	8,161	6,367	-10,821		372,615			12,849			
217,179	74.87%	25.17%	-3.65%	4.67%	-4.98%	223,472	59.97%	5	6	7,706	584		
	312,033	53,958	10,011	8,896	-11,772		384,898	14	13	13,746			
	232,716	74.58%	27.48%	-0.29%	5.44%	-5.06%	236,228	61.37%	28	29	8,437	429	
08	712,895	69,486	43,192	51,768	-2,214		877,342			10,445			
505,824	70.95%	15.40%	-0.06%	5.52%	-0.44%	517,148	58.94%	17	18	6,157	1,746		
	677,601	60,168	52,327	34,831	-4,152		824,927	43	45	10,184			
	472,746	69.77%	16.30%	-0.08%	7.80%	-0.88%	481,079	58.32%	81	84	5,939	1,704	
09	158,957	2,874	5,648	12,041	-11,678		179,520			8,160			
115,087	72.40%	5.27%	0.39%	-0.43%	-10.15%	103,530	57.67%	5	4	4,706	490		
	153,088	1,865	4,710	7,152	-11,133		166,815	15	14	6,951			
	109,242	71.36%	5.58%	0.54%	78.19%	-10.19%	103,831	62.24%	24	22	4,326	414	
03	235,034	11,851	0	3,241	-11,508		250,127			9,620			
150,210	63.91%	1.85%	0.00%	16.91%	-7.66%	139,470	55.76%	3	5	5,364	548		
	182,440	7,932	0	2,551	-11,328		192,923	8	15	7,717			
	117,891	64.62%	0.39%	0.00%	9.48%	-9.61%	106,835	55.38%	25	26	4,273	478	
11	452,631	132,578	10,386	0	-29,802		595,594			12,155			
329,810	72.87%	14.03%	0.00%	0.00%	-9.04%	318,610	53.49%	8	8	6,502	0		
	434,529	115,517	14,534	0	-31,538		564,580	28	29	11,762			
	318,712	73.35%	13.01%	0.00%	0.00%	-9.90%	302,202	48	49	6,296	0		

Best of Group Average		39.89%		07 - Parts Department Sales and Gross Analysis - Cont.							(Data Alert)	
Ranking/Key Column		FS Page 5									Guides Listed Above Columns	
Group Average		27.01%									Avg Mo. YTD	Last YTD Avg
Page 07										Page 07 / Page 06		
										33.33%		
Dealer Code	Total P&A	SC Sales at	Tires and	Non-Auto &	Purchase	Wholesale	Inventory	P&A	P&A	Purchase	Sales & Gross	
P&A Dept.	Ctr Tkts/RO's	Parts Counter	Tubes	Miscellaneous	Discounts-P&A	Allowance	Adjustment	Department	Department	Discounts	Per P&A	
Gross	Parts Dept.	Acct. 577	Acct. 590	Acct. 595	Acct. 585E	Acct. 586F	Acct. 587G	Total	Total	% of	Employee	
Profit	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Sales/Month	A. Gross/Month	A. Gross/Month	A. Gross/Month	Gross Profit	A. Sales/Month	Personnel	A. Sales	
B. Avg/Month	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. GP% Sales	B. % G.P.	B. % G.P.	B. % G.P.	A. Avg/Month	B. GP% Sales	Expense	B. Gross	
1	2	3	4	5	6	7	8	9	10	11	12	
16	506,665	0	0	0	0	65	17,483	202,111	506,665	0.00%	46,060	
184,563	36.43%	0.00%	0.00%	0.00%	0.00%	0.03%	8.65%		39.89%		18,374	
	443,975	0	0	0	0	-32	11,722	169,491	443,975	0.00%	34,152	
	157,801	0.00%	0.00%	0.00%	0.00%	-0.02%	6.92%		38.18%		13,038	
11	697,502	0	37,854	35	30,899	2,271	0	246,308	735,391	12.54%	56,569	
203,845	29.23%	0.00%	24.45%	100.00%	12.54%	0.92%	0.00%		33.49%		18,947	
	642,982	0	39,191	19	28,697	1,951	0	243,991	682,192	11.76%	52,476	
	203,785	0.00%	24.34%	100.00%	11.76%	0.80%	0.00%		35.77%		18,769	
01	1,852,265	0	125,726	58	62,011	2,468	13,071	626,973	1,978,049	9.89%	63,808	
528,049	28.51%	0.00%	17.00%	9.07%	9.89%	0.39%	2.08%		31.70%		20,225	
	1,689,208	0	101,788	8	57,782	4,975	10,305	591,263	1,791,003	9.77%	55,969	
	498,311	0.00%	19.54%	35.38%	9.77%	0.84%	1.74%		33.01%		18,477	
10	1,291,800	0	31,403	0	46,584	0	8,418	416,594	1,323,203	11.18%	77,835	
357,628	27.68%	0.00%	12.63%	0.00%	11.18%	0.00%	2.02%		31.48%		24,506	
	1,086,749	0	18,616	0	24,278	0	8,716	350,490	1,105,365	6.93%	55,268	
	314,818	0.00%	14.39%	0.00%	6.93%	0.00%	2.49%		31.71%		17,524	
08	1,299,217	0	0	0	63,384	7,383	15,984	380,764	1,299,217	16.65%	54,134	
294,013	22.63%	0.00%	0.00%	0.00%	16.65%	1.94%	4.20%		29.31%		15,865	
	1,115,728	0	0	0	52,578	5,955	2,557	329,268	1,115,728	15.97%	46,489	
	268,179	0.00%	0.00%	0.00%	15.97%	1.81%	0.78%		29.51%		13,720	
07	1,390,810	0	38,006	209	64,622	859	11,502	417,316	1,429,024	15.49%	75,212	
334,425	24.05%	0.00%	15.54%	0.00%	15.49%	0.21%	2.76%		29.20%		21,964	
	1,205,376	0	38,993	201	53,342	589	3,092	363,311	1,244,570	14.68%	62,228	
	300,548	0.00%	14.72%	0.00%	14.68%	0.16%	0.85%		29.19%		18,166	
06	1,492,008	0	33,154	0	69,852	0	186	440,599	1,525,162	15.85%	58,660	
364,390	24.42%	0.00%	18.61%	0.00%	15.85%	0.00%	0.04%		28.89%		16,946	
	1,250,310	0	34,038	0	56,984	0	121	394,439	1,284,348	14.45%	55,841	
	330,681	0.00%	19.55%	0.00%	14.45%	0.00%	0.03%		30.71%		17,150	
13	2,711,729	0	17,971	0	213,576	103,162	0	765,753	2,729,700	27.89%	68,243	
445,200	16.42%	0.00%	21.23%	0.00%	27.89%	13.47%	0.00%		28.05%		19,144	
	1,946,343	0	16,033	0	130,856	78,433	0	529,097	1,962,375	24.73%	53,037	
	316,629	0.00%	19.83%	0.00%	24.73%	14.82%	0.00%		26.96%		14,300	
04	455,835	0	15,162	0	15,264	1,557	-1,765	127,893	470,997	11.94%	67,285	
111,019	24.36%	0.00%	11.99%	0.00%	11.94%	1.22%	-1.38%		27.15%		18,270	
	397,398	0	14,454	0	17,121	1,616	-1,023	120,498	411,852	14.21%	68,642	
	101,580	0.00%	8.33%	0.00%	14.21%	1.34%	-0.85%		29.26%		20,083	
Group Avg	1,375,380	2,308	30,498	24,917	87,576	38,058	4,508	378,219	1,409,053	25.46%	65,322	
255,863	19.01%	26.34%	20.44%	39.47%	26.87%	9.77%	1.33%		27.01%		17,159	
	1,109,643	953	27,099	20,334	59,810	27,489	4,444	307,052	1,138,984	21.79%	54,148	
	218,767	20.32%	19.78%	43.91%	23.00%	9.77%	1.57%		27.07%		14,466	

Best of Group Average		39.89%		07 - Parts Department Sales and Gross Analysis - Cont.							(Data Alert)	
Ranking/Key Column		FS Page 5									Guides Listed Above Columns	
Group Average		27.01%		Avg Mo. YTD		Last YTD Avg						
Page 07										Page 07 / Page 06		
										33.33%		
Dealer Code P&A Dept. Gross Profit B. Avg/Month	Total P&A Ctr Tkts/RO's Parts Dept. A. Sales/Month B. GP% Sales	SC Sales at Parts Counter Acct. 577 A. Sales/Month B. GP% Sales	Tires and Tubes Acct. 590 A. Sales/Month B. GP% Sales	Non-Auto & Miscellaneous Acct. 595 A. Sales/Month B. GP% Sales	Purchase Discounts-P&A Acct. 585E A. Gross/Month B. % G.P.	Wholesale Allowance Acct. 586F A. Gross/Month B. % G.P.	Inventory Adjustment Acct. 587G A. Gross/Month B. % G.P.	P&A Department Total Gross Profit A. Avg/Month	P&A Department Total A. Sales/Month B. GP% Sales	Purchase Discounts % of Personnel Expense	Sales & Gross Per P&A Employee A. Sales B. Gross	
1	2	3	4	5	6	7	8	9	10	11	12	
14	1,968,664	0	24,059	65,585	123,258	21,184	18,808	545,605	2,058,308	22.59%	54,166	
323,043	16.41%	0.00%	20.61%	82.88%	22.59%	3.88%	3.45%		26.51%		14,358	
	1,613,295	0	23,396	52,558	80,115	16,563	8,796	412,967	1,689,249	19.40%	39,285	
261,918	16.23%	0.00%	19.35%	78.10%	19.40%	4.01%	2.13%		24.45%		9,604	
18	1,781,534	0	35,176	0	157,131	5,613	0	479,693	1,816,709	32.76%	43,255	
313,395	17.59%	0.00%	10.11%	0.00%	32.76%	1.17%	0.00%		26.40%		11,421	
	1,407,115	32	28,919	0	112,133	3,643	0	366,711	1,436,066	30.58%	42,237	
248,232	17.64%	14.73%	9.33%	0.00%	30.58%	0.99%	0.00%		25.54%		10,786	
03	1,572,732	2,308	17,233	0	150,399	175,507	-16,707	392,682	1,592,272	38.30%	45,493	
65,642	4.17%	26.34%	100.00%	0.00%	38.30%	44.69%	-4.25%		24.66%		11,219	
	1,182,342	1,874	13,885	0	93,268	116,493	-15,603	247,700	1,198,102	37.65%	49,921	
39,171	3.31%	25.90%	100.00%	0.00%	37.65%	47.03%	-6.30%		20.67%		10,321	
02	2,181,769	0	39,490	35,508	118,266	0	-18,540	550,055	2,256,767	21.50%	90,271	
439,979	20.17%	0.00%	12.60%	15.13%	21.50%	0.00%	-3.37%		24.37%		22,002	
	1,856,910	0	42,155	35,180	97,360	11,366	-8,030	477,544	1,934,245	20.39%	87,920	
365,194	19.67%	0.00%	10.80%	20.18%	20.39%	2.38%	-1.68%		24.69%		21,707	
05	1,275,281	0	4,717	0	62,761	0	0	309,117	1,279,998	20.30%	116,363	
245,723	19.27%	0.00%	13.42%	0.00%	20.30%	0.00%	0.00%		24.15%		28,102	
	891,031	0	4,866	0	38,656	0	0	233,392	895,897	16.56%	81,445	
194,082	21.78%	0.00%	13.44%	0.00%	16.56%	0.00%	0.00%		26.05%		21,217	
12	1,195,432	0	15,042	0	80,127	62,754	1,145	290,616	1,210,474	27.57%	52,629	
145,497	12.17%	0.00%	7.26%	0.00%	27.57%	21.59%	0.39%		24.01%		12,635	
	973,009	0	17,369	0	57,288	61,075	28,229	253,250	990,378	22.62%	39,615	
104,903	10.78%	0.00%	10.10%	0.00%	22.62%	24.12%	11.15%		25.57%		10,130	
19	1,724,125	0	26,331	48,109	28,404	104,300	0	429,066	1,798,565	6.62%	58,018	
280,372	16.26%	0.00%	6.42%	29.72%	6.62%	24.31%	0.00%		23.86%		13,841	
	1,316,488	0	17,608	34,040	15,219	56,564	0	306,983	1,368,136	4.96%	48,862	
223,680	16.99%	0.00%	7.83%	29.80%	4.96%	18.43%	0.00%		22.44%		10,964	
09	1,071,622	0	18,464	0	63,351	7,794	0	254,672	1,090,085	24.88%	35,164	
179,334	16.73%	0.00%	22.71%	0.00%	24.88%	3.06%	0.00%		23.36%		8,215	
	874,776	0	13,634	0	40,080	10,290	0	208,160	888,410	19.25%	30,635	
156,153	17.85%	0.00%	12.01%	0.00%	19.25%	4.94%	0.00%		23.43%		7,178	
15	874,093	0	8,187	0	68,885	37,901	0	190,643	882,280	36.13%	46,436	
83,166	9.51%	0.00%	12.47%	0.00%	36.13%	19.88%	0.00%		21.61%		10,034	
	771,520	0	8,642	0	60,816	42,852	0	172,116	780,163	35.33%	41,061	
67,592	8.76%	0.00%	12.86%	0.00%	35.33%	24.90%	0.00%		22.06%		9,059	
17	789,139	0	0	0	157,594	0	0	119,705	789,139	131.65%	131,523	
-37,889	-4.80%	0.00%	0.00%	0.00%	131.65%	0.00%	0.00%		15.17%		19,951	
	418,653	0	0	0	60,004	0	0	63,326	418,653	94.75%	83,731	
3,322	0.79%	0.00%	0.00%	0.00%	94.75%	0.00%	0.00%		15.13%		12,665	

Best of Group Average		67.73%		08 - Service Department Sales Expense							(Data Alert)	
Ranking/Key Column		FS Page 2									Guides Listed Above Columns	
Group Average		45.29%									Avg Mo. YTD	Last YTD Avg
Page 08										Page 08 / Page 09		
	36.35%	1.30%	2.70%	0.05%	1.00%	2.15%	1.80%	45.35%	54.65%			
Dealer Code	Sal's Acct.340A	Training	Advertising	Supplies, Tools	Service Vehicle	Policy	Depr Acct. 348A	Service Dept.	Service Dept.	# of	Selling Exp. &	
Service Dept.	Vac & Time Off	Acct. 342A	Acct. 343A	& Laundry	Expense	Adjustments	Main, Rep, Rent	Total Sales	Total Net	Service	Net Profit Per	
Total	Acct. 341A	Acct. 342A	Acct. 343A	Acct. 344A	Acct. 345A	Acct. 346A	Acct. 349A	Expense	Profit	Employees	Serv. Employee	
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. 2021	A. Selling Exp.	
B. Avg/Month	B. % Dept GP	B. % Dept DP	B. GP% Sales	B. GP% Sales	B. % Dept DP	B. % Dept DP	B. % Dept DP	B. % Dept DP	B. % Dept GP	C. 2020	B. Net Profit	
1	2	3	4	5	6	7	8	9	10	11	12	
15	12,281	484	408	2,173	47	196	49	15,638	32,819	6	2,606	
48,457	25.34%	1.00%	0.84%	4.48%	0.10%	0.40%	0.10%	32.27%	67.73%		5,470	
	16,274	538	-143	2,057	203	114	247	19,290	26,584	6	3,215	
45,874	35.48%	1.17%	-0.31%	4.48%	0.44%	0.25%	0.54%	42.05%	57.95%		4,431	
02	172,033	5,036	4,735	-15,567	3,985	12,647	2,938	185,807	340,321	73	2,545	
526,128	32.70%	0.96%	0.90%	-2.96%	0.76%	2.40%	0.56%	35.32%	64.68%		4,662	
	174,303	2,670	6,462	-12,663	3,227	8,450	1,385	183,833	317,726	70	2,626	
501,559	34.75%	0.53%	1.29%	-2.52%	0.64%	1.68%	0.28%	36.65%	63.35%		4,539	
04	51,907	2,030	2,940	-366	218	4,015	676	61,420	97,794	28	2,194	
159,214	32.60%	1.28%	1.85%	-0.23%	0.14%	2.52%	0.42%	38.58%	61.42%		3,493	
	51,756	2,070	3,175	-1,000	533	2,493	551	59,577	89,444	26	2,291	
149,021	34.73%	1.39%	2.13%	-0.67%	0.36%	1.67%	0.37%	39.98%	60.02%		3,440	
18	100,872	4,973	4,219	-8,338	9,966	3,608	731	116,030	176,728	46	2,522	
292,757	34.46%	1.70%	1.44%	-2.85%	3.40%	1.23%	0.25%	39.63%	60.37%		3,842	
	100,348	3,122	2,052	-8,635	7,280	3,570	1,061	108,798	155,240	46	2,365	
264,038	38.01%	1.18%	0.78%	-3.27%	2.76%	1.35%	0.40%	41.21%	58.79%		3,375	
12	72,088	3,564	12,523	6,127	1,544	3,258	3,916	103,020	120,453	29	3,552	
223,472	32.26%	1.59%	5.60%	2.74%	0.69%	1.46%	1.75%	46.10%	53.90%		4,154	
	81,024	1,940	11,361	7,197	2,709	3,509	2,629	110,370	125,859	28	3,942	
236,228	34.30%	0.82%	4.81%	3.05%	1.15%	1.49%	1.11%	46.72%	53.28%		4,495	
08	234,122	2,746	3,912	-3,307	3,272	10,699	561	252,005	265,144	84	3,000	
517,148	45.27%	0.53%	0.76%	-0.64%	0.63%	2.07%	0.11%	48.73%	51.27%		3,156	
	218,659	2,566	4,675	-2,411	3,764	8,335	342	235,930	245,148	81	2,913	
481,079	45.45%	0.53%	0.97%	-0.50%	0.78%	1.73%	0.07%	49.04%	50.96%		3,027	
19	72,257	2,318	4,712	-2,650	2,889	5,890	3,125	88,539	91,908	30	2,951	
180,447	40.04%	1.28%	2.61%	-1.47%	1.60%	3.26%	1.73%	49.07%	50.93%		3,064	
	61,934	1,671	2,191	1,640	1,400	3,511	3,898	76,244	65,327	39	1,955	
141,571	43.75%	1.18%	1.55%	1.16%	0.99%	2.48%	2.75%	53.86%	46.14%		1,675	
01	255,096	4,062	16,788	2,741	3,554	13,485	18,970	314,694	312,634	91	3,458	
627,328	40.66%	0.65%	2.68%	0.44%	0.57%	2.15%	3.02%	50.16%	49.84%		3,436	
	265,900	2,549	19,596	5,942	3,659	9,313	13,507	320,464	292,358	93	3,446	
612,823	43.39%	0.42%	3.20%	0.97%	0.60%	1.52%	2.20%	52.29%	47.71%		3,144	
09	34,513	2,871	2,210	4,885	509	5,256	2,621	52,865	50,665	22	2,403	
103,530	33.34%	2.77%	2.13%	4.72%	0.49%	5.08%	2.53%	51.06%	48.94%		2,303	
	37,210	2,578	3,101	1,437	637	3,166	1,447	49,576	54,255	24	2,066	
103,831	35.84%	2.48%	2.99%	1.38%	0.61%	3.05%	1.39%	47.75%	52.25%		2,261	
05	82,435	0	8,064	7,827	1,159	4,854	0	104,339	93,179	24	4,347	
197,518	41.74%	0.00%	4.08%	3.96%	0.59%	2.46%	0.00%	52.83%	47.17%		3,882	
	69,445	0	7,305	11,021	954	3,296	355	92,375	59,715	21	4,399	
152,090	45.66%	0.00%	4.80%	7.25%	0.63%	2.17%	0.23%	60.74%	39.26%		2,844	

Best of Group Average		67.73%		08 - Service Department Sales Expense							(Data Alert)	
Ranking/Key Column		FS Page 2									Guides Listed Above Columns	
Group Average		45.29%									Avg Mo. YTD	Last YTD Avg
Page 08										Page 08 / Page 09		
	36.35%	1.30%	2.70%	0.05%	1.00%	2.15%	1.80%	45.35%	54.65%			
Dealer Code	Sal's Acct.340A	Training	Advertising	Supplies, Tools	Service Vehicle	Policy	Depr Acct. 348A	Service Dept.	Service Dept.	# of	Selling Exp. &	
Service Dept.	Vac & Time Off	Acct. 342A	Acct. 343A	& Laundry	Expense	Adjustments	Main, Rep, Rent	Total Sales	Total Net	Service	Net Profit Per	
Total	Acct. 341A	Acct. 342A	Acct. 343A	Acct. 344A	Acct. 345A	Acct. 346A	Acct. 349A	Expense	Profit	Employees	Serv. Employee	
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. 2021	A. Selling Exp.	
B. Avg/Month	B. % Dept GP	B. % Dept DP	B. GP% Sales	B. GP% Sales	B. % Dept DP	B. % Dept DP	B. % Dept DP	B. % Dept DP	B. % Dept GP	C. 2020	B. Net Profit	
1	2	3	4	5	6	7	8	9	10	11	12	
11	118,214	2,244	11,089	14,816	0	21,937	3,226	171,526	147,084	49	3,501	
318,610	37.10%	0.70%	3.48%	4.65%	0.00%	6.89%	1.01%	53.84%	46.16%		3,002	
	121,058	2,866	10,032	11,133	0	18,732	2,625	166,445	135,757	48	3,468	
302,202	40.06%	0.95%	3.32%	3.68%	0.00%	6.20%	0.87%	55.08%	44.92%		2,828	
07	181,136	3,910	9,238	2,222	-3,188	1,625	3,819	198,762	167,030	52	3,822	
365,793	49.52%	1.07%	2.53%	0.61%	-0.87%	0.44%	1.04%	54.34%	45.66%		3,212	
	177,758	3,092	8,503	1,266	-1,535	1,953	4,663	195,701	132,913	51	3,837	
328,614	54.09%	0.94%	2.59%	0.39%	-0.47%	0.59%	1.42%	59.55%	40.45%		2,606	
Group Avg	124,044	3,521	6,703	2,418	3,554	7,027	4,802	151,005	136,305	46	3,402	
287,310	43.50%	1.77%	2.48%	1.86%	1.23%	2.80%	1.46%	54.71%	45.29%		2,962	
	118,805	2,967	5,903	2,517	4,761	5,948	4,315	144,426	112,208	44	3,341	
256,634	47.08%	1.62%	2.36%	1.93%	1.89%	2.59%	1.61%	58.73%	41.27%		2,494	
13	183,339	1,286	3,543	14,427	28,572	13,798	3,196	248,161	186,843	55	4,512	
435,003	42.15%	0.30%	0.81%	3.32%	6.57%	3.17%	0.73%	57.05%	42.95%		3,397	
	151,882	1,083	3,417	10,300	53,033	15,598	1,454	236,767	39,496	53	4,467	
276,263	54.98%	0.39%	1.24%	3.73%	19.20%	5.65%	0.53%	85.70%	14.30%		745	
10	247,438	15,563	21,856	-4,868	2,031	10,609	8,611	301,240	217,188	123	2,449	
518,428	47.73%	3.00%	4.22%	-0.94%	0.39%	2.05%	1.66%	58.11%	41.89%		1,766	
	228,914	14,548	13,070	-2,400	3,586	8,288	10,867	276,872	153,702	88	3,146	
430,575	53.16%	3.38%	3.04%	-0.56%	0.83%	1.92%	2.52%	64.30%	35.70%		1,747	
06	195,271	587	2,591	14,088	3,123	5,460	20,937	242,056	153,432	63	3,842	
395,488	49.37%	0.15%	0.66%	3.56%	0.79%	1.38%	5.29%	61.20%	38.80%		2,435	
	164,303	626	1,554	13,056	2,782	4,222	17,479	204,022	129,359	61	3,345	
333,381	49.28%	0.19%	0.47%	3.92%	0.83%	1.27%	5.24%	61.20%	38.80%		2,121	
16	154,210	0	2,240	3,639	500	159	4,081	164,829	65,416	41	4,020	
230,245	66.98%	0.00%	0.97%	1.58%	0.22%	0.07%	1.77%	71.59%	28.41%		1,596	
	144,436	0	2,375	4,116	-2,990	178	10,359	158,473	42,687	42	3,773	
201,160	71.80%	0.00%	1.18%	2.05%	-1.49%	0.09%	5.15%	78.78%	21.22%		1,016	
03	76,870	3,256	9,512	4,103	4,836	5,696	2,519	106,792	32,678	26	4,107	
139,470	55.12%	2.33%	6.82%	2.94%	3.47%	4.08%	1.81%	76.57%	23.43%		1,257	
	58,966	4,718	7,173	3,238	6,199	3,681	3,409	87,383	19,452	25	3,495	
106,835	55.19%	4.42%	6.71%	3.03%	5.80%	3.45%	3.19%	81.79%	18.21%		778	
14	96,753	2,298	6,679	898	267	8,481	1,655	117,031	34,438	22	5,320	
151,470	63.88%	1.52%	4.41%	0.59%	0.18%	5.60%	1.09%	77.26%	22.74%		1,565	
	116,632	2,022	6,066	68	170	13,121	1,390	139,468	42,087	28	4,981	
181,555	64.24%	1.11%	3.34%	0.04%	0.09%	7.23%	0.77%	76.82%	23.18%		1,503	
17	15,993	2,627	102	3,086	692	1,841	0	24,340	4,050	7	3,477	
28,390	56.33%	9.25%	0.36%	10.87%	2.44%	6.48%	0.00%	85.74%	14.26%		579	
	16,496	1,775	189	2,470	88	1,490	0	22,507	4,850	6	3,751	
27,357	60.30%	6.49%	0.69%	9.03%	0.32%	5.45%	0.00%	82.27%	17.73%		808	

Best of Group Average		70.72%		09 - Parts Department Sales Expense							(Data Alert)	
Ranking/Key Column		FS Page 2									Guides Listed Above Columns	
Group Average		54.81%									Avg Mo. YTD	Last YTD Avg
Page 09											Page 09 / Page 08	
	24.75%	0.50%	2.30%	0.80%	0.80%	1.15%	0.45%	0.70%	31.45%	68.55%		
Dealer Code	Salaries, Wages & Incen	Personnel Training	Advertising	Supplies, Tools & Laundry	Freight	Policy Adjustments	Vehicle Expense	Depr, Maint, Repair & Rent	Parts Dept. Total Sales Expense	Parts Dept. Total Net Profit	Selling Exp. & Net Profit Per P&A Employee	
P&A Dept. Total	Acct. 350	Acct. 352	Acct. 353	Acct. 354	Acct. 355	Acct. 356	Acct. 357	Acct. 358	Acct. 359	Acct. 360	Acct. 361	
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Selling Exp.	
B. Avg/Month	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. Net Profit	
1	2	3	4	5	6	7	8	9	10	11	12	
10	114,387	952	1,061	403	1,436	349	1,642	1,741	121,970	294,625	7,175	
416,594	27.46%	0.23%	0.25%	0.10%	0.34%	0.08%	0.39%	0.42%	29.28%	70.72%	17,331	
	104,771	805	342	1,326	898	563	1,399	2,958	113,064	237,426	5,653	
	350,490	29.89%	0.23%	0.10%	0.38%	0.26%	0.16%	0.40%	0.84%	32.26%	11,871	
11	59,622	969	7,319	2,226	7,121	406	478	110	78,252	168,057	6,019	
246,308	24.21%	0.39%	2.97%	0.90%	2.89%	0.16%	0.19%	0.04%	31.77%	68.23%	12,927	
	60,068	1,257	5,934	1,982	3,501	1,392	790	123	75,047	168,944	5,773	
	243,991	24.62%	0.52%	2.43%	0.81%	1.43%	0.57%	0.32%	0.05%	30.76%	12,996	
13	216,805	263	5,723	4,783	2,252	69	25,006	396	255,297	510,457	6,382	
765,753	28.31%	0.03%	0.75%	0.62%	0.29%	0.01%	3.27%	0.05%	33.34%	66.66%	12,761	
	186,533	265	5,171	3,206	1,371	1,101	17,243	52	214,942	314,155	5,809	
	529,097	35.25%	0.05%	0.98%	0.61%	0.21%	3.26%	0.01%	40.62%	59.38%	8,491	
04	34,564	1,267	2,170	1,138	2,766	729	1,666	0	44,299	83,594	6,328	
127,893	27.03%	0.99%	1.70%	0.89%	2.16%	0.57%	1.30%	0.00%	34.64%	65.36%	11,942	
	36,774	1,680	2,193	958	1,854	554	843	0	44,857	75,641	7,476	
	120,498	30.52%	1.39%	1.82%	0.80%	1.54%	0.46%	0.70%	0.00%	37.23%	12,607	
08	126,493	455	7,006	495	-183	1,471	3,446	-371	138,812	241,953	5,784	
380,764	33.22%	0.12%	1.84%	0.13%	-0.05%	0.39%	0.90%	-0.10%	36.46%	63.54%	10,081	
	107,327	461	7,905	252	925	1,824	2,296	-127	120,861	208,408	5,036	
	329,268	32.60%	0.14%	2.40%	0.08%	0.28%	0.55%	0.70%	-0.04%	36.71%	8,684	
02	129,198	944	12,158	3,378	48,635	872	5,309	181	200,675	349,380	8,027	
550,055	23.49%	0.17%	2.21%	0.61%	8.84%	0.16%	0.97%	0.03%	36.48%	63.52%	13,975	
	117,389	1,534	8,814	2,593	42,088	-272	5,518	82	177,746	299,798	8,079	
	477,544	24.58%	0.32%	1.85%	0.54%	8.81%	-0.06%	1.16%	0.02%	37.22%	13,627	
06	166,261	406	1,629	2,822	4,443	2,488	4,036	10,888	192,974	247,625	7,422	
440,599	37.74%	0.09%	0.37%	0.64%	1.01%	0.56%	0.92%	2.47%	43.80%	56.20%	9,524	
	150,681	502	1,333	2,558	2,276	1,970	2,731	10,512	172,563	221,876	7,503	
	394,439	38.20%	0.13%	0.34%	0.65%	0.58%	0.50%	0.69%	2.67%	43.75%	9,647	
01	198,354	1,516	45,607	6,985	3,863	2,566	10,458	7,315	276,662	350,311	8,925	
626,973	31.64%	0.24%	7.27%	1.11%	0.62%	0.41%	1.67%	1.17%	44.13%	55.87%	11,300	
	200,869	1,623	47,394	5,381	3,473	1,486	9,746	7,513	277,485	313,778	8,671	
	591,263	33.97%	0.27%	8.02%	0.91%	0.59%	1.65%	1.27%	46.93%	53.07%	9,806	
19	136,600	1,398	17,786	11,099	1,125	480	21,826	145	190,459	238,607	6,144	
429,066	31.84%	0.33%	4.15%	2.59%	0.26%	0.11%	5.09%	0.03%	44.39%	55.61%	7,697	
	112,538	2,379	1,401	19,179	699	1,147	21,116	517	158,977	148,007	5,678	
	306,983	36.66%	0.77%	0.46%	6.25%	0.23%	0.37%	6.88%	0.17%	48.21%	5,286	
18	170,841	1,537	3,023	8,816	-1,965	-31	33,304	27	215,552	264,141	5,132	
479,693	35.61%	0.32%	0.63%	1.84%	-0.41%	-0.01%	6.94%	0.01%	44.94%	55.06%	6,289	
	141,875	1,719	2,418	9,157	-416	1,017	25,956	0	181,726	184,985	5,345	
	366,711	38.69%	0.47%	0.66%	2.50%	-0.11%	0.28%	7.08%	0.00%	50.44%	5,441	

Best of Group Average		70.72%		09 - Parts Department Sales Expense							(Data Alert)	
Ranking/Key Column		FS Page 2									Guides Listed Above Columns	
Group Average		54.81%									Avg Mo. YTD	Last YTD Avg
Page 09											Page 09 / Page 08	
	24.75%	0.50%	2.30%	0.80%	0.80%	1.15%	0.45%	0.70%	31.45%	68.55%		
Dealer Code	Salaries, Wages & Incen	Personnel Training	Advertising	Supplies, Tools & Laundry	Freight	Policy Adjustments	Vehicle Expense	Depr, Maint, Repair & Rent	Parts Dept. Total Sales Expense	Parts Dept. Total Net Profit	Selling Exp. & Net Profit Per P&A Employee	
P&A Dept. Total	Acct. 350	Acct. 352	Acct. 353	Acct. 354	Acct. 355	Acct. 356	Acct. 357	Acct. 358	Acct. 359	Acct. 360	Acct. 361	
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Selling Exp.	
B. Avg/Month	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. Net Profit	
1	2	3	4	5	6	7	8	9	10	11	12	
07	144,397	2,681	5,860	405	15,276	70	17,154	1,723	187,564	229,752	9,872	
417,316	34.60%	0.64%	1.40%	0.10%	3.66%	0.02%	4.11%	0.41%	44.95%	55.05%	12,092	
	146,159	2,476	4,232	1,021	12,314	265	16,256	1,732	184,453	178,857	9,223	
363,311	40.23%	0.68%	1.16%	0.28%	3.39%	0.07%	4.47%	0.48%	50.77%	49.23%	8,943	
Group Avg	124,869	990	12,099	4,604	9,137	1,610	12,031	2,149	167,437	210,783	7,623	
378,219	33.58%	0.31%	3.47%	1.36%	2.45%	0.41%	2.94%	0.68%	45.19%	54.81%	9,536	
	110,400	1,134	8,349	4,623	6,551	1,466	10,167	2,208	144,838	162,215	6,616	
307,052	36.28%	0.42%	2.77%	1.64%	2.00%	0.43%	3.23%	0.81%	47.56%	52.44%	7,850	
12	94,278	517	7,373	6,097	7,470	1,998	8,853	6,210	132,795	157,821	5,774	
290,616	32.44%	0.18%	2.54%	2.10%	2.57%	0.69%	3.05%	2.14%	45.69%	54.31%	6,862	
	82,219	879	8,080	5,303	4,410	2,085	8,977	6,256	118,207	135,043	4,728	
253,250	32.47%	0.35%	3.19%	2.09%	1.74%	0.82%	3.54%	2.47%	46.68%	53.32%	5,402	
17	32,373	449	11,152	2,776	7,239	476	1,326	871	56,661	63,044	9,444	
119,705	27.04%	0.37%	9.32%	2.32%	6.05%	0.40%	1.11%	0.73%	47.33%	52.67%	10,507	
	19,108	136	4,372	836	2,729	134	1,049	765	29,130	34,196	5,826	
63,326	30.17%	0.22%	6.90%	1.32%	4.31%	0.21%	1.66%	1.21%	46.00%	54.00%	6,839	
16	92,528	848	762	1,848	-144	91	1,239	1,379	98,550	103,560	8,959	
202,111	45.78%	0.42%	0.38%	0.91%	-0.07%	0.04%	0.61%	0.68%	48.76%	51.24%	9,415	
	87,620	826	982	2,219	-1,203	135	1,045	1,536	93,158	76,333	7,166	
169,491	51.70%	0.49%	0.58%	1.31%	-0.71%	0.08%	0.62%	0.91%	54.96%	45.04%	5,872	
09	90,140	1,143	3,978	8,503	2,272	2,337	16,276	931	125,580	129,092	4,051	
254,672	35.39%	0.45%	1.56%	3.34%	0.89%	0.92%	6.39%	0.37%	49.31%	50.69%	4,164	
	72,738	1,096	2,438	6,743	1,802	1,519	13,282	676	100,293	107,867	3,458	
208,160	34.94%	0.53%	1.17%	3.24%	0.87%	0.73%	6.38%	0.32%	48.18%	51.82%	3,720	
03	163,592	941	17,843	1,217	707	-742	32,960	0	216,519	176,163	6,186	
392,682	41.66%	0.24%	4.54%	0.31%	0.18%	-0.19%	8.39%	0.00%	55.14%	44.86%	5,033	
	112,244	1,315	15,052	783	1,000	-1,335	23,982	0	153,042	94,659	6,377	
247,700	45.31%	0.53%	6.08%	0.32%	0.40%	-0.54%	9.68%	0.00%	61.79%	38.21%	3,944	
14	190,886	1,143	12,065	12,857	60,787	14,866	33,269	1,274	327,146	218,460	8,609	
545,605	34.99%	0.21%	2.21%	2.36%	11.14%	2.72%	6.10%	0.23%	59.96%	40.04%	5,749	
	189,962	1,069	15,954	13,203	39,816	13,758	32,829	1,271	307,861	105,106	7,160	
412,967	46.00%	0.26%	3.86%	3.20%	9.64%	3.33%	7.95%	0.31%	74.55%	25.45%	2,444	
15	86,152	393	513	6,070	14,068	9	5,796	8,006	121,007	69,636	6,369	
190,643	45.19%	0.21%	0.27%	3.18%	7.38%	0.00%	3.04%	4.20%	63.47%	36.53%	3,665	
	73,995	344	1,002	6,890	10,202	4	4,869	8,079	105,384	66,732	5,547	
172,116	42.99%	0.20%	0.58%	4.00%	5.93%	0.00%	2.83%	4.69%	61.23%	38.77%	3,512	
05	125,046	0	66,846	5,567	-3,570	2,087	4,551	0	200,526	108,591	18,230	
309,117	40.45%	0.00%	21.62%	1.80%	-1.16%	0.68%	1.47%	0.00%	64.87%	35.13%	9,872	
	94,723	46	23,614	4,243	-3,266	511	3,249	0	123,120	110,272	11,193	
233,392	40.59%	0.02%	10.12%	1.82%	-1.40%	0.22%	1.39%	0.00%	52.75%	47.25%	10,025	

Best of Group Average Pg 12		10 - Service Department Fixed Expense										(Data Alert)			
Dealer Code Numerical Order		FS Page 6												Guides Listed Above Columns	
Group Average												Avg Mo. YTD	Last YTD Avg		
Page 10												Pages 10 & 12 / Pages 11 & 13			
	4.45%	4.05%	5.15%	0.50%	0.60%	2.80%	0.30%	0.40%	2.15%	0.30%	0.10%				
Dealer Code	Salaries&Wages	Employee	Payroll	Adv. General	Stationary,	Legal Audit, &	Company	Dues,Subscrip.	Data Processing	Travel &	Bad				
Service Dept.	Adm & General	Benefits	Taxes	& Insitutional	Off. Sup.&Post	Collect Acct.370	Car Expense	& Contributions	Services/E-Tools	Entertainment	Debts				
Total	Acct. 362	Acct. 363	Acct. 365	Acct. 367	Acct. 368	Other Acct. 371	Acct. 372	Acct. 373	Acct. 374	Acct. 377	Acct. 378				
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month				
B. Avg/Month	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP				
1	2	3	4	5	6	7	8	9	10	11	12				
01	18,784	15,664	38,387	3,760	1,863	12,714	586	4,413	8,746	2,181	0				
312,634	2.99%	2.50%	6.12%	0.60%	0.30%	2.03%	0.09%	0.70%	1.39%	0.35%	0.00%				
	16,409	13,077	36,309	2,895	1,717	12,264	540	2,804	6,198	1,691	0				
292,358	2.68%	2.13%	5.92%	0.47%	0.28%	2.00%	0.09%	0.46%	1.01%	0.28%	0.00%				
02	22,909	35,527	26,662	0	1,634	20,866	14	514	8,172	133	0				
340,321	4.35%	6.75%	5.07%	0.00%	0.31%	3.97%	0.00%	0.10%	1.55%	0.03%	0.00%				
	17,217	51,569	26,824	0	1,653	15,948	16	599	10,641	209	0				
317,726	3.43%	10.28%	5.35%	0.00%	0.33%	3.18%	0.00%	0.12%	2.12%	0.04%	0.00%				
03	1,204	7,694	8,005	0	1,027	907	0	0	3,983	0	374				
32,678	0.86%	5.52%	5.74%	0.00%	0.74%	0.65%	0.00%	0.00%	2.86%	0.00%	0.27%				
	1,956	6,453	5,239	0	864	495	0	0	4,626	0	213				
19,452	1.83%	6.04%	4.90%	0.00%	0.81%	0.46%	0.00%	0.00%	4.33%	0.00%	0.20%				
04	9,386	8,516	12,517	0	1,265	10,547	39	374	8,349	8	98				
97,794	5.90%	5.35%	7.86%	0.00%	0.79%	6.62%	0.02%	0.23%	5.24%	0.01%	0.06%				
	8,580	10,366	10,493	6	1,571	9,735	219	657	7,240	7	100				
89,444	5.76%	6.96%	7.04%	0.00%	1.05%	6.53%	0.15%	0.44%	4.86%	0.00%	0.07%				
05	26,451	25,915	20,382	131	4,158	27,157	518	686	6,329	0	0				
93,179	13.39%	13.12%	10.32%	0.07%	2.11%	13.75%	0.26%	0.35%	3.20%	0.00%	0.00%				
	14,983	22,139	14,039	88	3,331	8,070	594	660	6,026	0	0				
59,715	9.85%	14.56%	9.23%	0.06%	2.19%	5.31%	0.39%	0.43%	3.96%	0.00%	0.00%				
06	5,729	4,897	11,556	0	981	18,163	0	3,867	3,726	31	0				
153,432	1.45%	1.24%	2.92%	0.00%	0.25%	4.59%	0.00%	0.98%	0.94%	0.01%	0.00%				
	5,387	5,048	10,281	0	950	16,084	0	3,211	3,498	593	0				
129,359	1.62%	1.51%	3.08%	0.00%	0.28%	4.82%	0.00%	0.96%	1.05%	0.18%	0.00%				
07	31,887	20,621	25,012	41	2,712	2,687	100	600	12,426	0	125				
167,030	8.72%	5.64%	6.84%	0.01%	0.74%	0.73%	0.03%	0.16%	3.40%	0.00%	0.03%				
	19,157	19,367	24,572	153	2,598	1,288	78	748	11,659	0	188				
132,913	5.83%	5.89%	7.48%	0.05%	0.79%	0.39%	0.02%	0.23%	3.55%	0.00%	0.06%				
08	23,099	15,591	37,837	2,309	4,492	14,338	-1,964	509	9,895	57	0				
265,144	4.47%	3.01%	7.32%	0.45%	0.87%	2.77%	-0.38%	0.10%	1.91%	0.01%	0.00%				
	20,225	17,763	37,556	2,262	2,632	8,889	2,382	705	9,647	250	259				
245,148	4.20%	3.69%	7.81%	0.47%	0.55%	1.85%	0.50%	0.15%	2.01%	0.05%	0.05%				
09	14,259	3,788	8,496	0	594	602	0	50	225	40	0				
50,665	13.77%	3.66%	8.21%	0.00%	0.57%	0.58%	0.00%	0.05%	0.22%	0.04%	0.00%				
	10,280	3,591	6,722	0	513	614	0	83	167	22	0				
54,255	9.90%	3.46%	6.47%	0.00%	0.49%	0.59%	0.00%	0.08%	0.16%	0.02%	0.00%				
Group Avg	17,074	17,620	18,702	848	1,534	9,748	131	928	6,416	591	227				
136,305	6.25%	6.43%	6.57%	0.29%	0.59%	3.82%	0.10%	0.42%	3.24%	0.13%	0.15%				
	13,656	16,751	17,330	770	1,503	7,423	616	773	5,981	730	269				
112,208	5.38%	6.58%	6.69%	0.22%	0.63%	3.28%	0.23%	0.32%	3.17%	0.21%	0.14%				

Best of Group Average Pg 12		10 - Service Department Fixed Expense										(Data Alert)			
Dealer Code Numerical Order		FS Page 6												Guides Listed Above Columns	
Group Average												Avg Mo. YTD	Last YTD Avg		
Page 10												Pages 10 & 12 / Pages 11 & 13			
	4.45%	4.05%	5.15%	0.50%	0.60%	2.80%	0.30%	0.40%	2.15%	0.30%	0.10%				
Dealer Code	Salaries&Wages	Employee	Payroll	Adv. General	Stationary,	Legal Audit, &	Company	Dues,Subscrip.	Data Processing	Travel &	Bad				
Service Dept.	Adm & General	Benefits	Taxes	& Insitutional	Off. Sup.&Post	Collect Acct.370	Car Expense	& Contributions	Services/E-Tools	Entertainment	Debts				
Total	Acct. 362	Acct. 363	Acct. 365	Acct. 367	Acct. 368	Other Acct. 371	Acct. 372	Acct. 373	Acct. 374	Acct. 377	Acct. 378				
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month				
B. Avg/Month	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP				
1	2	3	4	5	6	7	8	9	10	11	12				
10	30,843	18,056	35,890	0	1,722	18,780	0	472	9,179	3,661	0				
217,188	5.95%	3.48%	6.92%	0.00%	0.33%	3.62%	0.00%	0.09%	1.77%	0.71%	0.00%				
	34,894	22,004	35,121	0	2,848	17,549	0	533	7,422	4,764	0				
153,702	8.10%	5.11%	8.16%	0.00%	0.66%	4.08%	0.00%	0.12%	1.72%	1.11%	0.00%				
11	22,788	83,331	23,603	32	876	9,402	0	205	7,403	0	0				
147,084	7.15%	26.15%	7.41%	0.01%	0.27%	2.95%	0.00%	0.06%	2.32%	0.00%	0.00%				
	21,045	74,021	25,841	48	1,034	7,545	0	126	5,998	0	0				
135,757	6.96%	24.49%	8.55%	0.02%	0.34%	2.50%	0.00%	0.04%	1.98%	0.00%	0.00%				
12	34,929	6,562	17,422	0	1,031	5,180	882	338	3,070	204	1				
120,453	15.63%	2.94%	7.80%	0.00%	0.46%	2.32%	0.39%	0.15%	1.37%	0.09%	0.00%				
	22,023	4,680	20,466	0	1,492	5,121	324	318	3,385	475	88				
125,859	9.32%	1.98%	8.66%	0.00%	0.63%	2.17%	0.14%	0.13%	1.43%	0.20%	0.04%				
13	19,600	16,576	35,409	3	4,352	4,615	0	649	9,989	639	0				
186,843	4.51%	3.81%	8.14%	0.00%	1.00%	1.06%	0.00%	0.15%	2.30%	0.15%	0.00%				
	17,609	14,468	26,469	0	4,161	6,323	10	959	10,217	704	0				
39,496	6.37%	5.24%	9.58%	0.00%	1.51%	2.29%	0.00%	0.35%	3.70%	0.25%	0.00%				
14	4,742	14,342	6,816	1,414	501	3,624	0	1,093	5,244	11	761				
34,438	3.13%	9.47%	4.50%	0.93%	0.33%	2.39%	0.00%	0.72%	3.46%	0.01%	0.50%				
	4,286	13,990	7,010	858	519	3,275	0	709	3,574	25	765				
42,087	2.36%	7.71%	3.86%	0.47%	0.29%	1.80%	0.00%	0.39%	1.97%	0.01%	0.42%				
15	1,411	4,156	3,427	78	849	195	0	776	140	12	0				
32,819	2.91%	8.58%	7.07%	0.16%	1.75%	0.40%	0.00%	1.60%	0.29%	0.02%	0.00%				
	1,779	4,298	2,922	26	285	192	0	594	153	6	0				
26,584	3.88%	9.37%	6.37%	0.06%	0.62%	0.42%	0.00%	1.30%	0.33%	0.01%	0.00%				
16	0	0	0	0	-654	4,993	0	0	6,653	0	0				
65,416	0.00%	0.00%	0.00%	0.00%	-0.28%	2.17%	0.00%	0.00%	2.89%	0.00%	0.00%				
	0	0	0	0	-328	3,927	0	0	6,298	0	0				
42,687	0.00%	0.00%	0.00%	0.00%	-0.16%	1.95%	0.00%	0.00%	3.13%	0.00%	0.00%				
17	0	0	1,751	0	9	2,982	0	368	6,062	0	5				
4,050	0.00%	0.00%	6.17%	0.00%	0.03%	10.50%	0.00%	1.29%	21.35%	0.00%	0.02%				
	0	-15	2,192	0	14	3,202	0	9	4,689	0	0				
4,850	0.00%	-0.05%	8.01%	0.00%	0.05%	11.70%	0.00%	0.03%	17.14%	0.00%	0.00%				
18	6,003	9,695	14,503	258	1,218	17,881	500	315	8,111	274	0				
176,728	2.05%	3.31%	4.95%	0.09%	0.42%	6.11%	0.17%	0.11%	2.77%	0.09%	0.00%				
	6,438	9,300	12,587	59	2,011	12,722	479	144	8,574	31	0				
155,240	2.44%	3.52%	4.77%	0.02%	0.76%	4.82%	0.18%	0.05%	3.25%	0.01%	0.00%				
19	16,238	8,610	8,958	459	512	9,573	501	543	4,193	427	0				
91,908	9.00%	4.77%	4.96%	0.25%	0.28%	5.30%	0.28%	0.30%	2.32%	0.24%	0.00%				
	9,884	9,391	7,297	538	686	7,787	905	277	3,630	718	0				
65,327	6.98%	6.63%	5.15%	0.38%	0.48%	5.50%	0.64%	0.20%	2.56%	0.51%	0.00%				

Best of Group Average Pg 13		11 - Parts Department Fixed Expense										(Data Alert)			
Dealer Code Numerical Order		FS Page 6												Guides Listed Above Columns	
Group Average												Avg Mo. YTD	Last YTD Avg		
Page 11												Pages 11 & 13 / Pages 10 & 12			
		3.10%	2.55%	3.05%	0.35%	0.50%	1.95%	0.30%	0.25%	1.50%	0.20%	0.10%			
Dealer Code	Salaries&Wages	Employee	Payroll	Adv. General	Stationary,	Legal Audit, &	Company	Dues,Subscrip.	Data Processing	Travel &	Bad				
Parts Dept.	Adm & General	Benefits	Taxes	& Insitutional	Off. Sup.& Post	Collect Acct.370	Car Expense	& Contributions	Services/E-Tools	Entertainment	Debts				
Total	Acct. 362	Acct. 363	Acct. 365	Acct. 367	Acct. 368	Other Acct. 371	Acct. 372	Acct. 373	Acct. 374	Acct. 377	Acct. 378				
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month				
B. Avg/Month	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP				
1	2	3	4	5	6	7	8	9	10	11	12				
01	18,784	15,664	18,330	3,749	1,863	12,714	586	4,413	8,746	2,181	0				
350,311	3.00%	2.50%	2.92%	0.60%	0.30%	2.03%	0.09%	0.70%	1.39%	0.35%	0.00%				
	16,409	13,077	16,425	2,895	1,717	12,264	540	2,804	6,198	1,691	0				
	313,778	2.78%	2.21%	2.78%	0.49%	0.29%	2.07%	0.09%	0.47%	1.05%	0.00%				
02	21,760	16,645	11,303	0	1,586	5,560	12	707	9,185	1,925	0				
349,380	3.96%	3.03%	2.05%	0.00%	0.29%	1.01%	0.00%	0.13%	1.67%	0.35%	0.00%				
	13,283	14,755	9,665	0	1,140	3,855	14	345	8,524	2,301	0				
	299,798	2.78%	3.09%	2.02%	0.00%	0.24%	0.81%	0.00%	0.07%	1.78%	0.00%				
03	1,204	7,678	7,490	0	1,093	826	0	0	3,983	0	374				
176,163	0.31%	1.96%	1.91%	0.00%	0.28%	0.21%	0.00%	0.00%	1.01%	0.00%	0.10%				
	1,956	6,394	4,813	0	817	2,309	0	0	4,626	0	213				
	94,659	0.79%	2.58%	1.94%	0.00%	0.33%	0.93%	0.00%	1.87%	0.00%	0.09%				
04	6,258	5,381	4,173	0	598	6,620	149	586	5,284	5	64				
83,594	4.89%	4.21%	3.26%	0.00%	0.47%	5.18%	0.12%	0.46%	4.13%	0.00%	0.05%				
	5,720	3,832	3,498	3	3,007	6,816	35	420	5,066	4	64				
	75,641	4.75%	3.18%	2.90%	0.00%	2.50%	5.66%	0.03%	0.35%	4.20%	0.00%				
05	9,919	6,053	11,062	49	1,559	10,184	194	257	2,373	0	0				
108,591	3.21%	1.96%	3.58%	0.02%	0.50%	3.29%	0.06%	0.08%	0.77%	0.00%	0.00%				
	5,619	5,556	8,169	33	1,249	2,862	223	248	2,260	0	0				
	110,272	2.41%	2.38%	3.50%	0.01%	0.54%	1.23%	0.10%	0.97%	0.00%	0.00%				
06	4,824	4,252	9,645	0	513	12,082	0	2,035	2,987	18	0				
247,625	1.09%	0.96%	2.19%	0.00%	0.12%	2.74%	0.00%	0.46%	0.68%	0.00%	0.00%				
	4,536	4,116	8,576	0	461	9,872	0	553	3,179	186	0				
	221,876	1.15%	1.04%	2.17%	0.00%	0.12%	2.50%	0.00%	0.14%	0.81%	0.00%				
07	31,886	11,408	11,494	41	2,279	2,583	100	162	7,209	0	125				
229,752	7.64%	2.73%	2.75%	0.01%	0.55%	0.62%	0.02%	0.04%	1.73%	0.00%	0.03%				
	19,157	9,444	12,003	153	1,910	1,159	75	288	6,879	0	188				
	178,857	5.27%	2.60%	3.30%	0.04%	0.53%	0.32%	0.02%	0.08%	1.89%	0.00%				
08	17,769	12,283	12,752	1,325	2,009	10,549	143	391	8,234	44	-257				
241,953	4.67%	3.23%	3.35%	0.35%	0.53%	2.77%	0.04%	0.10%	2.16%	0.01%	-0.07%				
	15,558	11,514	11,231	1,642	1,542	6,661	3,511	542	7,472	122	342				
	208,408	4.72%	3.50%	3.41%	0.50%	0.47%	2.02%	1.07%	0.16%	2.27%	0.10%				
09	17,824	4,744	10,621	0	743	753	0	63	282	50	0				
129,092	7.00%	1.86%	4.17%	0.00%	0.29%	0.30%	0.00%	0.02%	0.11%	0.02%	0.00%				
	12,850	4,488	8,404	0	641	768	0	104	209	27	0				
	107,867	6.17%	2.16%	4.04%	0.00%	0.31%	0.37%	0.00%	0.05%	0.10%	0.00%				
Group Avg	14,297	12,297	11,446	1,076	1,369	8,442	368	888	6,199	744	419				
210,783	3.64%	3.13%	2.87%	0.21%	0.33%	2.26%	0.10%	0.21%	1.65%	0.15%	0.09%				
	10,974	11,065	9,926	868	1,532	6,896	759	598	5,608	867	577				
	162,215	3.36%	3.32%	3.08%	0.21%	0.52%	2.24%	0.23%	0.17%	1.92%	0.22%				

Best of Group Average Pg 13		11 - Parts Department Fixed Expense										(Data Alert)			
Dealer Code Numerical Order		FS Page 6												Guides Listed Above Columns	
Group Average												Avg Mo. YTD	Last YTD Avg		
Page 11												Pages 11 & 13 / Pages 10 & 12			
		3.10%	2.55%	3.05%	0.35%	0.50%	1.95%	0.30%	0.25%	1.50%	0.20%	0.10%			
Dealer Code	Salaries&Wages	Employee	Payroll	Adv. General	Stationary,	Legal Audit, &	Company	Dues,Subscrip.	Data Processing	Travel &	Bad				
Parts Dept.	Adm & General	Benefits	Taxes	& Insitutional	Off. Sup.& Post	Collect Acct.370	Car Expense	& Contributions	Services/E-Tools	Entertainment	Debts				
Total	Acct. 362	Acct. 363	Acct. 365	Acct. 367	Acct. 368	Other Acct. 371	Acct. 372	Acct. 373	Acct. 374	Acct. 377	Acct. 378				
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month				
B. Avg/Month	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP				
1	2	3	4	5	6	7	8	9	10	11	12				
10	5,780	7,135	9,148	0	864	24,481	0	273	6,540	3,221	0				
294,625	1.39%	1.71%	2.20%	0.00%	0.21%	5.88%	0.00%	0.07%	1.57%	0.77%	0.00%				
	6,701	7,178	8,529	0	873	22,994	0	257	6,972	4,220	0				
237,426	1.91%	2.05%	2.43%	0.00%	0.25%	6.56%	0.00%	0.07%	1.99%	1.20%	0.00%				
11	7,121	28,897	5,654	28	751	3,424	0	155	3,353	0	0				
168,057	2.89%	11.73%	2.30%	0.01%	0.30%	1.39%	0.00%	0.06%	1.36%	0.00%	0.00%				
	6,577	23,840	6,121	41	887	2,883	0	108	3,303	0	0				
168,944	2.70%	9.77%	2.51%	0.02%	0.36%	1.18%	0.00%	0.04%	1.35%	0.00%	0.00%				
12	17,756	3,250	7,444	0	516	2,590	441	205	1,535	102	0				
157,821	6.11%	1.12%	2.56%	0.00%	0.18%	0.89%	0.15%	0.07%	0.53%	0.04%	0.00%				
	11,855	2,309	7,212	0	737	2,514	162	159	1,695	237	44				
135,043	4.68%	0.91%	2.85%	0.00%	0.29%	0.99%	0.06%	0.06%	0.67%	0.09%	0.02%				
13	29,400	25,648	28,067	4	6,529	8,925	0	968	22,005	959	0				
510,457	3.84%	3.35%	3.67%	0.00%	0.85%	1.17%	0.00%	0.13%	2.87%	0.13%	0.00%				
	26,413	21,800	21,882	0	6,321	11,302	0	1,438	20,346	950	0				
314,155	4.99%	4.12%	4.14%	0.00%	1.19%	2.14%	0.00%	0.27%	3.85%	0.18%	0.00%				
14	11,131	33,663	15,997	3,160	1,177	8,506	0	2,565	12,308	25	1,787				
218,460	2.04%	6.17%	2.93%	0.58%	0.22%	1.56%	0.00%	0.47%	2.26%	0.00%	0.33%				
	10,060	32,837	16,452	2,014	1,217	7,688	0	1,665	8,389	58	1,795				
105,106	2.44%	7.95%	3.98%	0.49%	0.29%	1.86%	0.00%	0.40%	2.03%	0.01%	0.43%				
15	1,059	3,117	2,570	58	637	146	0	582	105	9	0				
69,636	0.56%	1.63%	1.35%	0.03%	0.33%	0.08%	0.00%	0.31%	0.06%	0.00%	0.00%				
	1,334	3,224	2,192	20	214	144	0	446	115	5	0				
66,732	0.77%	1.87%	1.27%	0.01%	0.12%	0.08%	0.00%	0.26%	0.07%	0.00%	0.00%				
16	0	0	0	0	591	3,112	0	0	3,177	0	0				
103,560	0.00%	0.00%	0.00%	0.00%	0.29%	1.54%	0.00%	0.00%	1.57%	0.00%	0.00%				
	0	0	0	0	700	2,594	0	0	3,186	0	1,396				
76,333	0.00%	0.00%	0.00%	0.00%	0.41%	1.53%	0.00%	0.00%	1.88%	0.00%	0.82%				
17	0	0	2,515	0	9	2,952	0	220	4,857	0	0				
63,044	0.00%	0.00%	2.10%	0.00%	0.01%	2.47%	0.00%	0.18%	4.06%	0.00%	0.00%				
	0	0	1,674	0	0	1,609	0	39	3,388	0	0				
34,196	0.00%	0.00%	2.64%	0.00%	0.00%	2.54%	0.00%	0.06%	5.35%	0.00%	0.00%				
18	8,254	13,332	19,940	354	1,675	24,070	687	434	7,276	295	0				
264,141	1.72%	2.78%	4.16%	0.07%	0.35%	5.02%	0.14%	0.09%	1.52%	0.06%	0.00%				
	8,852	12,789	17,307	81	2,766	17,469	659	198	7,531	42	0				
184,985	2.41%	3.49%	4.72%	0.02%	0.75%	4.76%	0.18%	0.05%	2.05%	0.01%	0.00%				
19	32,326	9,907	17,833	914	1,018	20,313	996	1,082	8,346	832	0				
238,607	7.53%	2.31%	4.16%	0.21%	0.24%	4.73%	0.23%	0.25%	1.95%	0.19%	0.00%				
	19,676	10,955	14,526	932	1,372	15,267	1,608	551	7,226	1,429	0				
148,007	6.41%	3.57%	4.73%	0.30%	0.45%	4.97%	0.52%	0.18%	2.35%	0.47%	0.00%				

Best of Group Average		36.65%		12 - Service Department Fixed Expense - Cont.							(Data Alert)	
Ranking/Key Column		FS Page 6									Guides Listed Above Columns	
Group Average		5.45%									Avg Mo. YTD	Last YTD Avg
Page 12				Pages 10 & 12 / Pages 11 & 13								
	0.65%	8.30%	1.15%	0.75%	2.10%	0.90%	1.00%	0.35%	36.00%	18.65%		
Dealer Code	Miscellaneous	Rent	Maint & Reprs	Int. (Other Fir	Insur. Acct. 389	Depr, Main&Rep,	Heat, Light	Telephone	Service Dept.	Service	Service Dept.	
Service Dept.	Acct. 380	& Equivalent	-Real Estate	Plan & Mort)	Taxes & License	Equip Rental	Power & Water	Acct. 396	Total Fixed	Department	Aggregate	
Total	Acct. 381-386	Acct. 381-386	Acct. 387	Acct. 388	Acct. 390	Acct. 391-393	Acct. 395	Acct. 396	Expense	Profit/Loss	Cost to Sell	
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	
B. Avg/Month	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	
1	2	3	4	5	6	7	8	9	10	11	12	
15	0	3,144	134	-6	261	14	366	103	15,058	17,761	30,697	
32,819	0.00%	6.49%	0.28%	-0.01%	0.54%	0.03%	0.75%	0.21%	31.08%	36.65%	63.35%	
	0	3,059	123	-79	289	19	405	100	14,171	12,413	33,461	
26,584	0.00%	6.67%	0.27%	-0.17%	0.63%	0.04%	0.88%	0.22%	30.89%	27.06%	72.94%	
02	0	53,517	3,218	0	2,258	9,946	3,721	855	189,944	150,377	375,750	
340,321	0.00%	10.17%	0.61%	0.00%	0.43%	1.89%	0.71%	0.16%	36.10%	28.58%	71.42%	
	0	54,190	2,090	0	3,871	12,840	4,462	618	202,745	114,980	386,578	
317,726	0.00%	10.80%	0.42%	0.00%	0.77%	2.56%	0.89%	0.12%	40.42%	22.92%	77.08%	
18	334	18,416	2,710	699	10,011	656	4,182	1,421	97,187	79,541	213,217	
176,728	0.11%	6.29%	0.93%	0.24%	3.42%	0.22%	1.43%	0.49%	33.20%	27.17%	72.83%	
	369	18,387	2,412	639	10,076	845	4,051	1,621	90,744	64,496	199,542	
155,240	0.14%	6.96%	0.91%	0.24%	3.82%	0.32%	1.53%	0.61%	34.37%	24.43%	75.57%	
01	220	47,728	3,546	0	4,711	6,555	7,423	2,641	179,921	132,713	494,615	
312,634	0.04%	7.61%	0.57%	0.00%	0.75%	1.04%	1.18%	0.42%	28.68%	21.16%	78.84%	
	353	42,234	2,960	0	4,301	7,769	7,019	2,209	160,750	131,609	481,214	
292,358	0.06%	6.89%	0.48%	0.00%	0.70%	1.27%	1.15%	0.36%	26.23%	21.48%	78.52%	
04	1,507	3,576	2,429	969	3,515	0	1,566	289	64,949	32,845	126,369	
97,794	0.95%	2.25%	1.53%	0.61%	2.21%	0.00%	0.98%	0.18%	40.79%	20.63%	79.37%	
	1,569	3,661	1,733	1,650	3,002	0	1,272	383	62,242	27,203	121,819	
89,444	1.05%	2.46%	1.16%	1.11%	2.01%	0.00%	0.85%	0.26%	41.77%	18.25%	81.75%	
06	2,377	22,711	1,465	0	4,997	0	1,827	719	83,046	70,386	325,102	
153,432	0.60%	5.74%	0.37%	0.00%	1.26%	0.00%	0.46%	0.18%	21.00%	17.80%	82.20%	
	362	20,677	846	310	4,883	0	1,346	688	74,164	55,195	278,186	
129,359	0.11%	6.20%	0.25%	0.09%	1.46%	0.00%	0.40%	0.21%	22.25%	16.56%	83.44%	
13	8	15,014	818	597	11,991	1,072	1,852	2,017	125,202	61,641	373,362	
186,843	0.00%	3.45%	0.19%	0.14%	2.76%	0.25%	0.43%	0.46%	28.78%	14.17%	85.83%	
	2	14,568	1,698	602	12,053	736	1,823	1,807	114,209	-74,713	350,976	
39,496	0.00%	5.27%	0.61%	0.22%	4.36%	0.27%	0.66%	0.65%	41.34%	-27.04%	127.04%	
08	2,367	76,289	3,679	2,945	3,811	2,354	3,572	3,951	205,132	60,012	457,137	
265,144	0.46%	14.75%	0.71%	0.57%	0.74%	0.46%	0.69%	0.76%	39.67%	11.60%	88.40%	
	2,107	72,323	4,037	3,106	3,626	4,636	2,979	3,977	199,360	45,789	435,290	
245,148	0.44%	15.03%	0.84%	0.65%	0.75%	0.96%	0.62%	0.83%	41.44%	9.52%	90.48%	
09	0	3,671	3,361	0	2,759	85	1,572	1,052	40,553	10,113	93,418	
50,665	0.00%	3.55%	3.25%	0.00%	2.66%	0.08%	1.52%	1.02%	39.17%	9.77%	90.23%	
	0	3,305	2,558	96	3,447	110	1,466	1,037	34,008	20,246	83,585	
54,255	0.00%	3.18%	2.46%	0.09%	3.32%	0.11%	1.41%	1.00%	32.75%	19.50%	80.50%	
19	1,011	12,528	4,189	251	2,117	695	2,156	1,618	74,577	17,331	163,116	
91,908	0.56%	6.94%	2.32%	0.14%	1.17%	0.39%	1.19%	0.90%	41.33%	9.60%	90.40%	
	681	12,528	601	269	1,972	928	1,737	1,210	61,038	4,289	137,282	
65,327	0.48%	8.85%	0.42%	0.19%	1.39%	0.66%	1.23%	0.85%	43.11%	3.03%	96.97%	

Best of Group Average		36.65%		12 - Service Department Fixed Expense - Cont.							(Data Alert)	
Ranking/Key Column		FS Page 6									Guides Listed Above Columns	
Group Average		5.45%									Avg Mo. YTD	Last YTD Avg
Page 12				Pages 10 & 12 / Pages 11 & 13								
	0.65%	8.30%	1.15%	0.75%	2.10%	0.90%	1.00%	0.35%	36.00%	18.65%		
Dealer Code	Miscellaneous	Rent	Maint & Reprs	Int. (Other Fir	Insur. Acct. 389	Depr, Main&Rep,	Heat, Light	Telephone	Service Dept.	Service	Service Dept.	
Service Dept.	Acct. 380	& Equivalent	-Real Estate	Plan & Mort)	Taxes & License	Equip Rental	Power & Water	Acct. 396	Total Fixed	Department	Aggregate	
Total	Acct. 381-386	Acct. 381-386	Acct. 387	Acct. 388	Acct. 390	Acct. 391-393	Acct. 395	Acct. 396	Expense	Profit/Loss	Cost to Sell	
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	
B. Avg/Month	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	B. % Dept. GP	
1	2	3	4	5	6	7	8	9	10	11	12	
10	10,137	30,947	2,710	1,606	6,897	0	1,509	317	172,726	44,462	473,966	
217,188	1.96%	5.97%	0.52%	0.31%	1.33%	0.00%	0.29%	0.06%	33.32%	8.58%	91.42%	
	640	28,406	3,058	3,692	6,560	0	997	264	168,753	-15,051	445,625	
153,702	0.15%	6.60%	0.71%	0.86%	1.52%	0.00%	0.23%	0.06%	39.19%	-3.50%	103.50%	
16	35	31,688	25	0	2,408	505	1,992	232	47,876	17,540	212,705	
65,416	0.02%	13.76%	0.01%	0.00%	1.05%	0.22%	0.86%	0.10%	20.79%	7.62%	92.38%	
	30	27,677	20	0	2,866	519	1,891	200	43,100	-412	201,572	
42,687	0.02%	13.76%	0.01%	0.00%	1.42%	0.26%	0.94%	0.10%	21.43%	-0.20%	100.20%	
07	0	28,356	3,927	216	7,857	2,190	2,338	983	142,075	24,955	340,838	
167,030	0.00%	7.75%	1.07%	0.06%	2.15%	0.60%	0.64%	0.27%	38.84%	6.82%	93.18%	
	0	26,493	4,880	204	7,035	1,652	2,176	353	122,598	10,315	318,299	
132,913	0.00%	8.06%	1.48%	0.06%	2.14%	0.50%	0.66%	0.11%	37.31%	3.14%	96.86%	
Group Avg	2,187	24,721	2,197	872	4,711	2,177	2,445	1,110	106,530	29,776	257,535	
136,305	0.76%	8.92%	0.92%	0.31%	1.71%	0.63%	0.98%	0.42%	39.84%	5.45%	94.55%	
	680	22,942	1,868	1,136	4,828	2,705	2,344	1,116	97,460	14,748	241,886	
112,208	0.40%	9.08%	0.76%	0.45%	2.06%	0.84%	1.06%	0.49%	39.69%	1.59%	98.41%	
12	8	31,569	1,871	28	5,189	1,764	2,582	277	112,906	7,547	215,926	
120,453	0.00%	14.13%	0.84%	0.01%	2.32%	0.79%	1.16%	0.12%	50.52%	3.38%	96.62%	
	0	27,587	2,419	422	6,597	1,825	2,279	847	100,348	25,511	210,718	
125,859	0.00%	11.68%	1.02%	0.18%	2.79%	0.77%	0.96%	0.36%	42.48%	10.80%	89.20%	
03	-1,128	17,149	3,203	0	1,668	1,128	1,238	421	46,873	-14,195	153,665	
32,678	-0.81%	12.30%	2.30%	0.00%	1.20%	0.81%	0.89%	0.30%	33.61%	-10.18%	110.18%	
	-1,171	15,807	1,506	0	927	1,171	1,342	619	40,046	-20,594	127,429	
19,452	-1.10%	14.80%	1.41%	0.00%	0.87%	1.10%	1.26%	0.58%	37.48%	-19.28%	119.28%	
14	0	10,020	1,226	601	-341	149	1,361	1,013	52,578	-18,140	169,609	
34,438	0.00%	6.61%	0.81%	0.40%	-0.22%	0.10%	0.90%	0.67%	34.71%	-11.98%	111.98%	
	0	6,043	1,290	741	5,007	0	1,347	1,006	50,446	-8,359	189,914	
42,087	0.00%	3.33%	0.71%	0.41%	2.76%	0.00%	0.74%	0.55%	27.79%	-4.60%	104.60%	
11	0	24,675	937	125	13,152	1,103	1,321	1,339	190,291	-43,206	361,817	
147,084	0.00%	7.74%	0.29%	0.04%	4.13%	0.35%	0.41%	0.42%	59.73%	-13.56%	113.56%	
	0	24,610	1,313	1,483	13,503	797	1,501	1,693	180,556	-44,799	347,001	
135,757	0.00%	8.14%	0.43%	0.49%	4.47%	0.26%	0.50%	0.56%	59.75%	-14.82%	114.82%	
05	0	33,898	92	2,429	5,800	4,436	5,484	1,742	165,607	-72,429	269,946	
93,179	0.00%	17.16%	0.05%	1.23%	2.94%	2.25%	2.78%	0.88%	83.84%	-36.67%	136.67%	
	0	30,595	76	2,765	810	4,023	6,119	2,485	116,801	-57,086	209,177	
59,715	0.00%	20.12%	0.05%	1.82%	0.53%	2.65%	4.02%	1.63%	76.80%	-37.53%	137.53%	
17	618	4,800	0	0	460	0	404	108	17,566	-13,516	41,906	
4,050	2.18%	16.91%	0.00%	0.00%	1.62%	0.00%	1.42%	0.38%	61.87%	-47.61%	147.61%	
	500	3,750	0	0	914	0	320	90	15,666	-10,816	38,173	
4,850	1.83%	13.71%	0.00%	0.00%	3.34%	0.00%	1.17%	0.33%	57.27%	-39.54%	139.54%	

Best of Group Average		49.54%		13 - Parts Department Fixed Expense - Cont.							(Data Alert)	
Ranking/Key Column		FS Page 6									Guides Listed Above Columns	
Group Average		32.43%									Avg Mo. YTD	Last YTD Avg
Page 13				Pages 11 & 13 / Pages 10 & 12								
	0.30%	6.50%	0.75%	0.65%	1.50%	0.65%	0.80%	0.30%	25.30%	43.25%		
Dealer Code	Miscellaneous	Rent	Maint & Reprs	Int. (Other Flr	Insur. Acct. 389	Depr. Main&Rep,	Heat, Light	Telephone	Parts Dept.	Parts	P&A Dept.	
Parts Dept.	Acct. 380	& Equivalent	-Real Estate	Plan & Mort)	Taxes & License	Equip Rental	Power & Water	Acct. 396	Total Fixed	Department	Aggregate	
Total	Acct. 381-386	Acct. 387	Acct. 387	Acct. 388	Acct. 390	Acct. 391-393	Acct. 395	Acct. 396	Expense	Profit/Loss	Cost to Sell	
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	
B. Avg/Month	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept. GP	B. % Dept. GP	
1	2	3	4	5	6	7	8	9	10	11	12	
10	19	23,970	1,521	402	2,906	0	1,720	280	88,260	206,365	210,229	
294,625	0.00%	5.75%	0.37%	0.10%	0.70%	0.00%	0.41%	0.07%	21.19%	49.54%	50.46%	
	16	22,312	2,090	931	2,765	0	1,247	233	87,317	150,109	200,381	
237,426	0.00%	6.37%	0.60%	0.27%	0.79%	0.00%	0.36%	0.07%	24.91%	42.83%	57.17%	
02	0	27,690	1,867	0	2,642	1,468	3,395	866	106,611	242,769	307,286	
349,380	0.00%	5.03%	0.34%	0.00%	0.48%	0.27%	0.62%	0.16%	19.38%	44.14%	55.86%	
	0	25,906	1,539	0	4,803	2,589	2,790	694	92,205	207,593	269,951	
299,798	0.00%	5.42%	0.32%	0.00%	1.01%	0.54%	0.58%	0.15%	19.31%	43.47%	56.53%	
11	0	7,515	293	31	4,427	910	378	418	63,354	104,703	141,606	
168,057	0.00%	3.05%	0.12%	0.01%	1.80%	0.37%	0.15%	0.17%	25.72%	42.51%	57.49%	
	0	7,496	410	371	4,708	679	432	529	58,382	110,562	133,429	
168,944	0.00%	3.07%	0.17%	0.15%	1.93%	0.28%	0.18%	0.22%	23.93%	45.31%	54.69%	
13	13	34,164	1,722	896	15,232	3,511	10,390	3,025	191,455	319,002	446,752	
510,457	0.00%	4.46%	0.22%	0.12%	1.99%	0.46%	1.36%	0.40%	25.00%	41.66%	58.34%	
	3	35,352	2,868	903	15,252	3,149	9,603	2,710	180,290	133,864	395,232	
314,155	0.00%	6.68%	0.54%	0.17%	2.88%	0.60%	1.82%	0.51%	34.08%	25.30%	74.70%	
06	2,046	19,930	1,102	0	4,364	0	1,539	604	65,940	181,685	258,914	
247,625	0.46%	4.52%	0.25%	0.00%	0.99%	0.00%	0.35%	0.14%	14.97%	41.24%	58.76%	
	276	18,217	672	261	4,147	0	1,134	575	56,762	165,114	229,325	
221,876	0.07%	4.62%	0.17%	0.07%	1.05%	0.00%	0.29%	0.15%	14.39%	41.86%	58.14%	
04	942	1,788	675	489	2,321	0	1,002	185	36,518	47,076	80,817	
83,594	0.74%	1.40%	0.53%	0.38%	1.81%	0.00%	0.78%	0.14%	28.55%	36.81%	63.19%	
	971	1,831	970	825	1,979	0	814	245	36,098	39,543	80,956	
75,641	0.81%	1.52%	0.80%	0.68%	1.64%	0.00%	0.68%	0.20%	29.96%	32.82%	67.18%	
12	4	16,290	935	14	2,595	820	1,291	139	55,924	101,897	188,719	
157,821	0.00%	5.61%	0.32%	0.00%	0.89%	0.28%	0.44%	0.05%	19.24%	35.06%	64.94%	
	0	14,298	1,210	211	3,260	591	1,148	424	48,065	86,978	166,272	
135,043	0.00%	5.65%	0.48%	0.08%	1.29%	0.23%	0.45%	0.17%	18.98%	34.34%	65.66%	
03	-15,765	23,349	3,187	0	1,668	4,660	1,238	634	41,620	134,543	258,138	
176,163	-4.01%	5.95%	0.81%	0.00%	0.42%	1.19%	0.32%	0.16%	10.60%	34.26%	65.74%	
	-12,707	20,507	1,506	0	927	3,105	1,342	447	36,253	58,405	189,295	
94,659	-5.13%	8.28%	0.61%	0.00%	0.37%	1.25%	0.54%	0.18%	14.64%	23.58%	76.42%	
Group Avg	-550	22,019	1,850	674	4,143	1,719	2,879	1,191	86,196	124,587	253,632	
210,783	0.03%	5.98%	0.47%	0.18%	1.10%	0.38%	0.68%	0.28%	22.38%	32.43%	67.57%	
	-619	20,134	1,706	739	4,723	1,814	2,664	1,108	76,958	85,257	221,796	
162,215	-0.22%	6.96%	0.52%	0.25%	1.47%	0.48%	0.79%	0.33%	24.64%	27.80%	72.20%	
09	0	4,589	4,201	0	3,448	106	1,965	1,315	50,702	78,390	176,282	
129,092	0.00%	1.80%	1.65%	0.00%	1.35%	0.04%	0.77%	0.52%	19.91%	30.78%	69.22%	
	0	4,131	3,198	120	4,309	137	1,832	1,296	42,512	65,355	142,805	
107,867	0.00%	1.98%	1.54%	0.06%	2.07%	0.07%	0.88%	0.62%	20.42%	31.40%	68.60%	

Best of Group Average		49.54%		13 - Parts Department Fixed Expense - Cont.							(Data Alert)	
Ranking/Key Column		FS Page 6									Guides Listed Above Columns	
Group Average		32.43%									Avg Mo. YTD	Last YTD Avg
Page 13											Pages 11 & 13 / Pages 10 & 12	
	0.30%	6.50%	0.75%	0.65%	1.50%	0.65%	0.80%	0.30%	25.30%	43.25%		
Dealer Code	Miscellaneous	Rent	Maint & Reprs	Int. (Other Flr	Insur. Acct. 389	Depr. Main&Rep,	Heat, Light	Telephone	Parts Dept.	Parts	P&A Dept.	
Parts Dept.	Acct. 380	& Equivalent	-Real Estate	Plan & Mort)	Taxes & License	Equip Rental	Power & Water	Acct. 396	Total Fixed	Department	Aggregate	
Total	Acct. 381-386	Acct. 387	Acct. 387	Acct. 388	Acct. 390	Acct. 391-393	Acct. 395	Acct. 396	Expense	Profit/Loss	Cost to Sell	
Gross Profit	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	A. Per Month	
B. Avg/Month	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept GP	B. % Dept. GP	B. % Dept. GP	
1	2	3	4	5	6	7	8	9	10	11	12	
15	0	2,358	101	-5	196	10	274	77	11,293	58,343	132,300	
69,636	0.00%	1.24%	0.05%	0.00%	0.10%	0.01%	0.14%	0.04%	5.92%	30.60%	69.40%	
	0	2,294	92	-59	217	14	303	75	10,628	56,104	116,012	
66,732	0.00%	1.33%	0.05%	-0.03%	0.13%	0.01%	0.18%	0.04%	6.17%	32.60%	67.40%	
01	220	47,728	3,546	0	4,711	6,555	7,423	2,640	159,853	190,458	436,515	
350,311	0.04%	7.61%	0.57%	0.00%	0.75%	1.05%	1.18%	0.42%	25.50%	30.38%	69.62%	
	353	42,234	2,960	0	4,301	7,769	7,019	2,209	140,865	172,913	418,351	
313,778	0.06%	7.14%	0.50%	0.00%	0.73%	1.31%	1.19%	0.37%	23.82%	29.24%	70.76%	
16	3	33,284	1	0	2,656	280	1,992	188	45,284	58,276	143,835	
103,560	0.00%	16.47%	0.00%	0.00%	1.31%	0.14%	0.99%	0.09%	22.41%	28.83%	71.17%	
	6	29,273	34	0	2,344	316	1,891	240	41,979	34,353	135,137	
76,333	0.00%	17.27%	0.02%	0.00%	1.38%	0.19%	1.12%	0.14%	24.77%	20.27%	79.73%	
17	2,452	14,240	0	0	1,476	0	404	108	29,232	33,812	85,893	
63,044	2.05%	11.90%	0.00%	0.00%	1.23%	0.00%	0.34%	0.09%	24.42%	28.25%	71.75%	
	884	12,070	0	0	1,196	0	320	101	21,281	12,916	50,411	
34,196	1.40%	19.06%	0.00%	0.00%	1.89%	0.00%	0.51%	0.16%	33.60%	20.40%	79.60%	
18	460	25,323	3,726	961	13,765	901	5,750	1,954	129,158	134,983	344,710	
264,141	0.10%	5.28%	0.78%	0.20%	2.87%	0.19%	1.20%	0.41%	26.93%	28.14%	71.86%	
	508	25,282	3,316	878	13,855	1,161	5,570	2,229	120,492	64,492	302,219	
184,985	0.14%	6.89%	0.90%	0.24%	3.78%	0.32%	1.52%	0.61%	32.86%	17.59%	82.41%	
07	0	28,356	3,642	216	7,857	2,190	2,338	983	112,867	116,886	300,430	
229,752	0.00%	6.79%	0.87%	0.05%	1.88%	0.52%	0.56%	0.24%	27.05%	28.01%	71.99%	
	0	26,493	4,021	204	7,035	1,652	2,176	353	93,188	85,669	277,641	
178,857	0.00%	7.29%	1.11%	0.06%	1.94%	0.45%	0.60%	0.10%	25.65%	23.58%	76.42%	
08	1,287	58,652	2,435	2,266	2,884	833	2,747	2,957	139,301	102,652	278,113	
241,953	0.34%	15.40%	0.64%	0.59%	0.76%	0.22%	0.72%	0.78%	36.58%	26.96%	73.04%	
	1,352	56,275	2,667	2,389	2,747	1,059	2,291	2,963	131,879	76,528	252,740	
208,408	0.41%	17.09%	0.81%	0.73%	0.83%	0.32%	0.70%	0.90%	40.05%	23.24%	76.76%	
19	2,268	12,918	1,441	500	4,189	1,528	5,611	3,220	125,242	113,365	315,701	
238,607	0.53%	3.01%	0.34%	0.12%	0.98%	0.36%	1.31%	0.75%	29.19%	26.42%	73.58%	
	1,532	12,918	108	535	3,840	1,661	5,240	2,435	101,810	46,197	260,786	
148,007	0.50%	4.21%	0.04%	0.17%	1.25%	0.54%	1.71%	0.79%	33.16%	15.05%	84.95%	
14	0	23,517	2,878	1,411	-800	349	3,195	2,378	123,247	95,213	450,393	
218,460	0.00%	4.31%	0.53%	0.26%	-0.15%	0.06%	0.59%	0.44%	22.59%	17.45%	82.55%	
	0	14,183	3,028	1,740	11,751	0	3,162	2,362	118,401	-13,295	426,262	
105,106	0.00%	3.43%	0.73%	0.42%	2.85%	0.00%	0.77%	0.57%	28.67%	-3.22%	103.22%	
05	0	12,712	35	911	2,175	1,664	2,057	653	61,855	46,736	262,381	
108,591	0.00%	4.11%	0.01%	0.29%	0.70%	0.54%	0.67%	0.21%	20.01%	15.12%	84.88%	
	0	11,473	28	1,037	304	1,509	2,295	932	43,795	66,477	166,915	
110,272	0.00%	4.92%	0.01%	0.44%	0.13%	0.65%	0.98%	0.40%	18.76%	28.48%	71.52%	

RO Counts / Pts-Lbr Ratio		14 - Service Department RO Analysis									(Data Alert)	
Dealer Code Numerical Order		Guides Listed Above Columns										
Group Average		Avg Mo. YTD										Last YTD Avg
Page 14		Page 14 / Page 15										
Dealer Code	Customer Labor Acct. 550 B. RO's/Month	Customer Labor Parts/Labor Ratio	Quick Service Labor Acct. 558 B. RO's/Month	Quick Service Labor Parts/Labor Ratio	Service Contract Labor Acct. 551 B. RO's/Month	Service Contract Labor Parts/Labor Ratio	Warranty Labor Acct. 552 B. RO's/Month	Warranty Labor Parts/Labor Ratio	Road Ready Labor Acct. 553 B. RO's/Month	Labor Internal Acct. 554 B. RO's/Month	Labor Internal Parts/Labor Ratio	
1	2	3	4	5	6	7	8	9	10	11	12	
01	1,681	1.04	0	0.00	899	0.79	888	1.77	65	492	1.23	
	1,252	1.00	534	1.58	830	0.71	1,061	1.49	89	420	1.43	
02	1,342	0.92	0	0.00	0	0.00	714	1.38	132	466	1.03	
	1,357	0.94	0	0.00	0	0.00	778	1.26	139	560	0.48	
03	357	1.06	722	0.00	25	0.00	270	2.55	58	171	0.74	
	311	1.06	619	0.00	21	0.00	240	2.25	42	147	0.60	
04	653	0.83	0	0.00	65	1.18	410	1.42	0	226	0.89	
	536	0.84	0	0.00	42	2.03	482	1.07	0	243	1.19	
05	504	0.79	0	0.00	308	1.02	254	1.40	121	282	0.56	
	497	0.79	0	0.00	233	0.87	248	1.23	103	182	1.78	
06	1,295	0.73	0	0.00	528	1.54	685	1.38	104	239	0.64	
	1,079	0.81	0	0.00	563	2.42	749	1.57	89	247	0.77	
07	665	0.92	0	0.00	99	1.38	629	1.31	143	192	1.02	
	629	0.86	0	0.00	95	1.57	660	1.39	137	208	0.89	
08	1,097	0.95	0	0.00	427	1.35	895	1.36	171	322	1.05	
	1,047	0.87	0	0.00	420	1.37	940	1.29	117	306	0.97	
09	272	1.01	0	0.00	43	1.38	259	1.62	64	168	1.22	
	283	0.89	0	0.00	56	1.42	287	1.79	40	127	1.31	
Group Avg	672	0.94	345	0.90	242	1.58	479	1.60	144	285	1.37	
	605	0.94	401	1.67	244	1.91	527	1.49	136	272	1.32	

RO Counts / Pts-Lbr Ratio		14 - Service Department RO Analysis									(Data Alert)	
Dealer Code Numerical Order		Guides Listed Above Columns										
Group Average		Avg Mo. YTD										Last YTD Avg
Page 14		Page 14 / Page 15										
Dealer Code	Customer Labor Acct. 550 B. RO's/Month	Customer Labor Parts/Labor Ratio	Quick Service Labor Acct. 558 B. RO's/Month	Quick Service Labor Parts/Labor Ratio	Service Contract Labor Acct. 551 B. RO's/Month	Service Contract Labor Parts/Labor Ratio	Warranty Labor Acct. 552 B. RO's/Month	Warranty Labor Parts/Labor Ratio	Road Ready Labor Acct. 553 B. RO's/Month	Labor Internal Acct. 554 B. RO's/Month	Labor Internal Parts/Labor Ratio	
1	2	3	4	5	6	7	8	9	10	11	12	
10	1,076	0.90	0	0.00	1,209	0.44	792	1.33	171	302	1.81	
	1,001	0.80	0	0.00	1,091	0.43	886	1.33	139	283	1.79	
11	736	0.72	392	2.70	62	1.32	412	1.30	125	514	0.66	
	664	0.69	454	1.75	75	1.30	478	1.46	106	424	0.77	
12	325	0.75	0	0.00	43	1.73	332	1.50	101	119	0.56	
	437	0.70	0	0.00	77	1.54	493	1.33	93	89	0.52	
13	698	0.91	0	0.00	90	3.88	695	1.34	584	395	8.91	
	601	0.81	0	0.00	134	3.92	604	1.71	650	399	6.19	
14	886	1.20	177	0.00	9	0.45	632	2.01	76	172	1.40	
	865	1.03	218	0.00	0	0.00	772	1.87	81	191	1.32	
15	190	1.02	0	0.00	5	4.41	101	1.61	0	52	1.23	
	166	1.04	0	0.00	4	6.07	109	1.46	0	54	1.11	
16	192	0.89	0	0.00	205	1.04	301	1.85	0	454	0.52	
	195	0.92	0	0.00	181	1.16	325	1.65	0	466	0.52	
17	85	1.22	0	0.00	0	0.00	60	2.29	0	37	1.70	
	64	1.94	0	0.00	0	0.00	83	1.80	0	44	2.51	
18	448	1.04	89	0.01	32	1.99	387	1.83	94	544	0.54	
	269	1.08	179	0.01	26	2.15	471	1.47	90	551	0.57	
19	271	0.89	0	0.00	67	1.40	393	1.08	156	273	0.41	
	235	0.86	0	0.00	60	1.62	360	0.98	129	226	0.36	

Express Lane Sales & Gross		16 - Mopar Express Lane Labor & Parts / NCD & UCD Units / Absorption							(Data Alert)		
Dealer Code Numerical Order									Guides Listed Above Columns		
Group Average									Avg Mo. YTD	Last YTD Avg	
Page 16									Page 16		
Mopar Express Lane Total Labor Gross Profit B. Avg/Month	Mopar Express Lane Total Labor A. Sales/Month B. GP% Sales	Mopar Express Lane Total Parts Gross Profit B. Avg/Month	Mopar Express Lane Total Parts A. Sales/Month B. GP% Sales		Units Sold NCD '21 Avg UCD '21 Avg NCD '20 Avg UCD '20 Avg		NADA Fixed Absorption A. Month B. YTD	NADA Absorption A. Month B. YTD			
1	2	3	4	5	6	7	8	9	10	11	12
01	0	0	0		299						
0	0.00%	0	0.00%		569						
0	0	0	0		304						
0	0.00%	0	0.00%		645						
02	14,351		28,062		141						
5,893	41.06%	-1,105	-3.94%		109						
	12,825		19,673		126						
3,929	30.64%	29	0.15%		122						
03	13,820		13,538		65						
10,364	74.99%	3,525	26.04%		68						
	12,125		16,499		66						
8,993	74.17%	4,979	30.17%		52						
04	2,685		6,046		106						
1,349	50.24%	-85	-1.40%		63						
	3,861		6,531		99						
2,439	63.18%	403	6.17%		63						
05	0		0		122						
0	0.00%	0	0.00%		59						
0	0	0	0		97						
0	0.00%	0	0.00%		47						
06	0		0		122						
0	0.00%	0	0.00%		46						
0	0	0	0		114						
0	0.00%	0	0.00%		62						
07	15,851		43,894		94						
33	0.21%	9,616	21.91%		91						
	13,805		40,042		82						
12,935	93.69%	9,302	23.23%		90						
08	35,382		72,497		191						
19,396	54.82%	11,395	15.72%		182						
	29,907		66,514		171						
11,076	37.04%	8,362	12.57%		154						
09	10,448		12,057		66						
6,852	65.58%	2,185	18.12%		70						
	8,734		7,803		57						
5,504	63.01%	1,855	23.77%		65						
Group Avg	19,209		32,008		128						
10,639	53.86%	8,012	22.11%		107						
	14,332		27,980		119						
7,740	55.75%	6,911	22.44%		108						

Express Lane Sales & Gross		16 - Mopar Express Lane Labor & Parts / NCD & UCD Units / Absorption							(Data Alert)		
Dealer Code Numerical Order									Guides Listed Above Columns		
Group Average									Avg Mo. YTD	Last YTD Avg	
Page 16									Page 16		
Mopar Express Lane Total Labor	Mopar Express Lane Total Labor	Mopar Express Lane Total Parts	Mopar Express Lane Total Parts		Units Sold		NADA Fixed Absorption	NADA Absorption			
Gross Profit	A. Sales/Month	Gross Profit	A. Sales/Month		NCD '21 Avg		A. Month	A. Month			
B. Avg/Month	B. GP% Sales	B. Avg/Month	B. GP% Sales		UCD '21 Avg		B. YTD	B. YTD			
1	2	3	4	5	6	7	8	9	10	11	12
10	41,356		104,561		190						
22,409	54.19%	45,250	43.28%		87						
	13,038		88,823		169						
1,898	14.55%	38,831	43.72%		87						
11	0		0		143						
0	0.00%	0	0.00%		150						
	0		0		127						
0	0.00%	0	0.00%		135						
12	32,559		31,200		104						
23,600	72.48%	5,873	18.82%		59						
	20,873		20,522		117						
14,322	68.62%	3,965	19.32%		50						
13	619		1,667		317						
386	62.35%	689	41.31%		117						
	640		1,273		292						
449	70.20%	547	43.01%		139						
14	0		0		80						
0	0.00%	0	0.00%		74						
	0		0		84						
0	0.00%	0	0.00%		89						
15	0		0		15						
0	0.00%	0	0.00%		18						
	0		0		13						
0	0.00%	0	0.00%		16						
16	6,915		18,901		89						
4,739	68.53%	7,217	38.18%		52						
	6,431		17,772		73						
4,467	69.47%	3,742	21.06%		55						
17	0		0		17						
0	0.00%	0	0.00%		9						
	0		0		15						
0	0.00%	0	0.00%		12						
18	39,585		38,280		99						
26,917	68.00%	8,098	21.16%		79						
	37,274		41,229		100						
24,552	65.87%	8,629	20.93%		67						
19	16,932		13,387		174						
5,731	33.85%	3,490	26.07%		136						
	12,466		9,078		149						
2,321	18.62%	2,285	25.17%		105						