

APPLICANT'S FINANCIAL ATTACHMENTS



ASSETS				ACCT. NO.	AMOUNT	LINE NO.	LIABILITIES				ACCT. NO.	AMOUNT			
CASH and CONTRACTS	Cash, in Bank and on Hand			1000 to 1029	805737	1	Trade Creditors			2000	503810				
	Contracts in Transit			1030	355390	2	Customer Deposits			2010	223100				
	Total Cash & Contracts (Lines 1 & 2)				4361127	3	Other Payable (Sales/Use Tax, Lien Payoff, Lic/Title Fee, etc.)			2050	12531				
Marketable Securities				1040		4	Total Accounts Payable (Lines 1-3)				739441				
CUSTOMER	Vehicle			1100		5	New Vehicles/VIP/Demo JLR Amt (A)			2100	33889675				
	Service, Parts & Body Accts			1110	123041	6	Pre-Owned Vehicles JLR Amt (B)			2110	2288581				
	Jaguar Land Rover Warranty			1121-1122	447117	7	Serv Loaner/Lease/Rental (In Use) JLR (C)			2120	8293072				
	Jaguar Business Builder			1141-1147	1323618	8	Current Amount - Long Term Debt			2130					
	Land Rover Business Builder			1151-1157		9	Other Notes Payable			2140					
	Other (Incl Parts Bonus Incent Prg)			1191-1192	553064	10	Bank Loans (Auth. Limit _____) (Canada)			2150					
	Other Brands Warranty			1125	47994	11	Total Notes Payable (Lines 5-10)				44471328				
	Other Brands Other			1195		12	Interest			2200					
	Finance Receivables - Current			1250	60429	13	Salaries / Wages			2210	502823				
	Other Receivables (i.e., Lease Plan, Notes Receivable)			1260	9911	14	Insurance			2220					
Less - Allowance For Doubtful Receivables			1290		15	Taxes - Payroll			2230	1698					
Total Receivables (Lines 5 Thru 15)				2565174	16	Taxes - Sales			2240	281601					
New Veh Inventory	New - Jaguar Units (185)			1301	10510618	17	Taxes - Other			2250					
	VIP/Demo - Jaguar ()			1311		18	Income Taxes			2260					
	New - Land Rover (292)			1302	19240793	19	Bonuses - Employees			2270					
	VIP Demo - Land Rover ()			1312		20	Bonuses - Owners			2280					
	New - Other Brands ()			1305		21	Pension / 401K Plan			2290	3978				
	Demo - Other Brands ()			1315		22	Reserve for Repossessions, F&I, Serv. Contracts			2300	163250				
Total New Inventories (Lines 17 Thru 22)				29751411	23	Other			2310	3700624					
PO Inv	Pre-Owned - Jaguar Units (2)			1320-1329	95210	24	Total Accrued Liabilities (Lines 12 Thru 23)				4653974				
	Pre-Owned - Land Rover (40)			1360-1369	2024926	25	Total Current Liabilities (Lines 4,11 & 24)				49864743				
	Pre-Owned - Other Brands (12)			1335	661458	26	Banks & Finance Co.			2400					
Parts & Acc. Inventory	Parts - Jaguar			1341	130122	28	Notes from Owners & Officers			2410					
	Land Rover			1342	599717	29	Mortgage Payable - Real Estate			2420					
	Accessories / Merchandise - Jaguar			1351-1352	2281	30	Other Long Term Debt			2430					
	Accessories / Veh. Kits / Merchandise - LR			1353-1355	51081	31	Total Long Term Debt (Lines 26-29)								
	Parts & Accessories - Other Brands			1345	84688	32	Total Liabilities (Lines 25 & 30)				49864743				
Total Parts & Acc. Inventories (Lines 28 Thru 32)				867889	33	NET WORK CAPITAL			NET CASH						
Work In Progress (Service Labor)			1373	7674	34	Actual D			Actual (●) 1681160						
Other Inventories (Gas/Oil/Grease, Tires, Batteries, Paint)			1370-72 1374-75	- 68949	35	JLR Guide ^ - 6112512			Avg Monthly Expense - 1463666						
Inventory - LIFO Reserve	New Vehicles			1381-1383		36	Actual O(U) Guide E			Net Cash Position 217494					
	Pre-Owned Vehicles			1386-1388		37	Actual = Total Current Assets (Line 52) minus			Actual = Sum of all asset items notated (●)					
	Parts & Accessories			1390		38	Total Current Liabilities (Line 25) plus			minus sum of all liabilities notated (●)					
Total Inventories (Lines 23, 27, 33 Thru 38)				33339619	39	LIFO Inv Reserve (Lines 36 Thru 38)			Avg Monthly Expense = YTD Dlrshp Total						
Prepaid Expenses			1410	- 132000	40	^ JLRNA WC Guide is DMS calculated monthly			Oper. Exp. (Page 2, Line 63) divided						
Other Vehicles (In Use)	Units			Cost	Accum Deprac	41	based on the reported figures			by the number of months reported					
	Jaguar	40	F	51564	1421-1422	42	CORPORATION ONLY			Capital Stock/LLC Membership 2500,2510 2382893					
	LR	107	G	H	1431,1432	43	Treasury Stock			2520 ()					
	Other Br				1441,1442	44	Additional Paid in Capital			2530					
	Total	147	I	J		7289657	45	Retained Earnings			2540 4717827				
Lease/ Other Rental Vehicles	Jaguar				1423-1426	46	Less Dividends or Distributions ("S" Corp)			2550 (12245354)					
	LR				1433-1436	47	Investments			2600 7779293					
	Other Br				1443-1446	48	Less Drawings			2610 ()					
	Total					7289657	49	Net Equity Investments (Lines 43 Thru 49)			2634659				
Total Other Vehicle Assets (Lines 45 & 49)				7289657	50	New Vehicle Retail Units (incl Fleet)			Pre-Owned Vehicle Retail Units (Excluding Wholesales)			Dealership Profit/(Loss) (After Income Tax & Bonus)			
Total Other Current Assets (Lines 40 & 50)				7157657	51	Mo.	Jaguar	LR	Other	Jaguar	LR	Other			
Total Current Assets (Lines 3, 4, 16, 39 & 51)				47423577	52	Jan		62		41		180422			
Fixed Assets	(Auto Business Only)	COST		ACCUMULATED DEPRECIATION		53	Feb		107		33	445465			
	LAND				1510	54	Mar		150		61	863565			
	Bldg. & Imp.				1510 1515	55	Apr		114		22	491531			
	Equipment	231137		98771	1520 1525	56	May		97		34	324489			
	Furn. & Fixtures	76039		55048	1530 1535	57	Jun		74		29	681986			
	Co. Vehicles	1058462		409667	1540 1545	58	Jul		64		43	307943			
	Leaseholds	451295		24160	1550 1555	59	Aug	13	92	9	33	241628			
	Others	44576			1560 1565	60	Sep	9	70	11	41	418888			
Total Fixed Assets (Lines 54 Thru 60)				1273863	61	Oct	12	87	6	47	266213				
Other Assets	Finance Receivables Deferred			1600		62	Nov	17	99	6	54	343367			
	Deposits on Contracts			1610	320694	63	Dec	22	74	2	43	205773			
	Life Insurance - Cash Value			1620		64	Current YTD	73	K	34481		4771270			
	Notes and Accounts Receivable - Officers			1630	- 295808	65	(Pg. 4 Ln 16, 32 & 36)			(Pg. 7, Line 34)					
	Advances to Employees			1640		66	TOTAL NET WORTH (Lines 50 & 67)			7405929					
	Other Notes and Receivables			1650		67	TOTAL LIABILITIES & NET WORTH (Lines 31 & 70)			57270672					
	Other Assets			1660	8548346	68									
	Other Investments			1670		69									
Total Other Assets (Lines 62 Thru 69)				8573232	70										
TOTAL ASSETS (Lines 52, 61 & 70)				57270672	71										

EXPENSE ANALYSIS			TOTAL DEALERSHIP OPERATIONS				NEW VEHICLE DEPT.		PRE-OWNED DEPARTMENT		VEHICLE DEPTS AS % DEALERSHIP		Line No.
NAME OF ACCOUNT		MONTH	% of GP	YTD	% of GP	MONTH	YTD	MONTH	YTD	MONTH	YTD		
TOTAL SALES		11689609		155849574		7545782	100856267	2653969	37605286			1	
TOTAL GROSS		1169406		15690468		350226	6089535	76753	1624406			2	
Variable Selling (Direct)	Sales Staff Compensation	9000	71945 62	990877 63	52741	759182	19204	231695	1000	1000		3	
	F & I Specialist Compensation	9010	51191 44	891006 57	40834	713098	10357	177908	1000	1000		4	
	Delivery Expense	9020	14145 12	112824 7	11400	92929	2745	19895	1000	1000		5	
	Floor Plan Interest	9030	119604 102	1143013 73	111536	1033361	8068	109652	1000	1000		6	
	Less Floor Plan Assistance	9035	(494) 4	(40120) 3	(494)	(40120)					1000	1000	7
	Promotion	9040	21292 18	132357 8	21292	132357					1000	1000	8
	Advertising	9050	72629 62	923772 59	36407	545771	17604	210009	744	818		9	
	Advertising Fees - Ad Group	9051	65500 56	825500 53	65500	825500					1000	1000	10
	Less Advertising Rebates	9055	(28294) 24	(530180) 34	(24794)	(46799)	(3500)	(62189)	1000	1000		11	
	Total Variable Selling Exp. (Lines 3 Thru 11)		383071328		4449043284		309975	3594081	54478	686970	951	962	12
Personnel	Salaries: Owners/Officers (Indirect)	9100	37218 32	287614 18	13026	100665	5583	43142	500	500		13	
	Administrative (Indirect)	9101		- 11890 - 1		- 11890					1000	14	
	Supervisors/Managers	9110	173681 149	1833717 117	59279	675524	21994	252805	468	506		15	
	Sales/Serv Adv/Estimators	9120	59143 51	758309 48								16	
	Veh/Serv/P/B Dept. Clerical	9130	42065 36	516405 33	23818	276694	535	5822	579	547		17	
	Other Direct (Mktg/Advert/Events)	9140	92003 79	1087471 69	18081	226530	5086	39355	252	244		18	
	Absentee Wages - Productive	9150	36875 32	707178 45									19
	Payroll Taxes	9160	84375 72	848332 54	25148	273108	9325	81330	409	418		20	
	Employee Benefits	9170	69110 59	736611 47	20733	221869	13822	147250	500	501		21	
	Pension / 401K Fund	9180	5188 4	90816 6	1556	28484	1038	17809	500	510		22	
Total Personnel (Lines 13 Thru 22)		599658513		6854563437		161641	1790984	57383	587513	365	347	23	
Semi-Fixed (Direct)	Company Veh Exp Excl Demo & SL	9200										24	
	Demo Vehicle Expense	9210	11919 10	124157 8	8050	58261	831	16155	745	599		25	
	Service Loaner (SL) Expense	9220	80053 68	884256 56								26	
	Less Service Loaner Rebates	9225	(45340) 39	(445747) 28								27	
	Uniform & Laundry Expense	9230	4554 4	20214 1								28	
	Small Tools & Other Supplies	9250	12974 11	134874 9	439	20153	329	8412	59	212		29	
	Goodwill Adjustments	9260	2862 2	33006 2			5		3			30	
	Warranty Adjustments	9270										31	
	Outside Services	9290	87412 75	943438 60	23912	271371	10674	123604	396	419		32	
	Freight, Postage & Express	9350	- 1354 - 1	79795 5	- 6600	- 1600					4874	- 20	33
Semi-Fixed (Indirect)	Employee Training & Development	9370	14863 13	146530 9	1782	36081	191	3530	133	270		34	
	Bank & Credit Card Charges	9380	28995 25	333029 21	8787	101340	5774	66195	502	503		35	
	Policy Work	9390	18858 16	232066 15	4963	62066	1420	48249	338	475		36	
	Office Supplies & Expense	9240	10939 9	71544 5	4244	31358	1419	8548	518	558		37	
	Data Processing	9280	25364 22	342329 22	8226	110820	4484	60859	501	502		38	
	Travel & Entertainment	9300	30591 26	267939 17	10532	94338	4574	38328	494	495		39	
	Contributions	9310		35000 2		12250		5250		500		40	
	Memberships, Dues & Subscriptions	9320	3074 3	10954 1	- 1040	2881	1390	1527	114	402		41	
	Legal & Audit Expenses	9330	11239 10	118320 8	3717	37594	1732	20676	485	492		42	
	Telephone	9340	1180 1	44412 3	268	13299	117	7051	326	458		43	
Non-Occup. Fixed	Bad Debts	9360	5508 5	12933 1	1226	3868	817	817	371	362		44	
	Miscellaneous Expense	9400										45	
	Total Semi-Fixed Expense (Lines 24 Thru 45)		303685260		3389049216		68506	854085	33752	409204	337	373	46
	Rent or Mortgage Interest	9500	191492 164	1651230 105	130061	953546	17478	198460	770	698		47	
	Amortization - Leaseholds	9510	3610 3	16614 1	1083	4984	722	3323	500	500		48	
	Repairs & Maintenance - Real Estate	9520	883 1	73870 5	1611	35657	- 660	5357	1077	555		49	
	Depreciation - Buildings & Improvements	9530										50	
	Taxes - Real Estate	9540	20720 18	253314 16	6884	87281	3953	47438	523	532		51	
	Insurance - Buildings & Improvements	9550										52	
	Heat, Light, Power, Water	9600	13352 11	178619 11	6482	84297	1963	26949	632	623		53	
Occupancy Expense (Lines 47 Thru 53)		230057197		2173647139		146121	1165765	23456	281527	737	666	54	
Non-Occup. Fixed	Insurance - Other	9610	29322 25	329613 21	13969	159722	7158	80538	721	729		55	
	Taxes - Other	9620		5894		2674		920		610		56	
	Repairs & Maintenance - Equipment	9630	3734 3	69471 4	541	12451		1111	145	195		57	
	Depreciation - Equipment	9640	- 185086 L	83965 5	- 201858	- 121042	4792	58669	1065	743		58	
	Equipment - Rental	9650										59	
	Interest - Other Loans	9660		208748 13			62624		41750		500	60	
Total Fixed Expense (Lines 54 Thru 60)		78027 67		2871338183		- 41227	1282194	35406	464515	- 75	608	61	
Total Fixed Overhead (Lines 23, 46 & 61)		981370839		13114950836		188920	3927263	126541	1461232	321	411	62	
TOTAL OPERATING EXPENSE (Lines 12 & 62)		1364441 M		17563993 N		498895	7521344	181019	2148202	498	551	63	
DEPARTMENTAL PROFIT/(LOSS) (Line 2 minus 63)		- 195035 O		- 1873525 P		- 148669	- 1431809	- 104266	- 523796			64	
MEMO: DEPT PROFIT/(LOSS) AS A % SALES		- 167		- 120		- 197	- 142	- 393	- 139			65	
MEMO	Direct (Dept. Controllable) Expense											66	
	Direct Personnel Expense (Lines 15 Thru 22)		562440 481	6578839 419	148615	1702209	51800	544371				67	
	Direct Semi-Fixed Expense (Lines 24 Thru 36)		215790 185	2485618 158	41333	547677	19219	266148				68	
	Direct Operating Exp (Lines 12, 67 & 68)		1161301 993	13513500 861	499923	5843967	125497	1497489				69	

EXPENSE ANALYSIS		SERVICE DEPARTMENT				PARTS DEPARTMENT		BODY DEPARTMENT		FIXED DEPTS AS % DEALERSHIP		Line No.	
NAME OF ACCOUNT		MONTH	% of GP	YTD	% of GP	MONTH	YTD	MONTH	YTD	MONTH	YTD		
TOTAL SALES		764863		8588138		724995	8799883					1	
TOTAL GROSS		454369		4920188		288058	3056339					2	
Variable Selling (Direct)	Sales Staff Compensation	9000										3	
	F & I Specialist Compensation	9010										4	
	Delivery Expense	9020										5	
	Floor Plan Interest	9030										6	
	Less Floor Plan Assistance	9035										7	
	Promotion	9040										8	
	Advertising	9050	11353	25	91298	19	7265	76694			256	182	9
	Advertising Fees - Ad Group	9051											10
	Less Advertising Rebates	9055	()		()		()	()	()	()			11
	Total Variable Selling Exp. (Lines 3 Thru 11)		11353	25	91298	19	7265	76694			49	38	12
	Personnel	Salaries: Owners/Officers (Indirect)	9100	13026	29	100665	20	5583	43142		500	500	13
		Administrative (Indirect)	9101										14
Supervisors/Managers		9110	65984	145	638868	130	26424	266520		532	494	15	
Salesp/Serv Adv/Estimators		9120	40616	89	546077	111	18527	212232		1000	1000	16	
Veh/Serv/P/B Dept. Clerical		9130	14285	31	192613	39	3427	41276		421	453	17	
Other Direct (Mktg/Advert/Events)		9140	47266	104	570782	116	21570	250804		748	756	18	
Absentee Wages - Productive		9150	36875	81	707178	144				1000	1000	19	
Payroll Taxes		9160	37154	82	381001	77	12748	112893		591	582	20	
Employee Benefits		9170	20733	46	220242	45	13822	147250		500	499	21	
Pension / 401K Fund		9180	1556	3	26714	5	1038	17809		500	490	22	
Total Personnel (Lines 13 Thru 22)			277495	611	3384140	688	103139	1091926		635	653	23	
Semi-Fixed (Direct)	Company Veh Exp Excl Demo & SL	9200										24	
	Demo Vehicle Expense	9210	2110	5	31754	6	928	17987		255	401	25	
	Service Loaner (SL) Expense	9220	80053	176	884256	180				1000	1000	26	
	Less Service Loaner Rebates	9225	(45346)	100	(445747)	91	()	()	()	()	1000	1000	27
	Uniform & Laundry Expense	9230	4554	10	20214	4				1000	1000	28	
	Small Tools & Other Supplies	9250	11623	26	91277	19	583	15032		941	788	29	
	Goodwill Adjustments	9260	2862	6	32895	7		103		1000	1000	30	
	Warranty Adjustments	9270										31	
	Outside Services	9290	43871	97	445773	91	8955	102690		604	581	32	
	Freight, Postage & Express	9350					5246	81395		Q1020		33	
	Employee Training & Development	9370	11958	26	101899	21	932	5020		867	730	34	
	Bank & Credit Card Charges	9380	8660	19	99299	20	5774	66195		498	497	35	
	Policy Work	9390	12475	27	110600	22		11151		662	525	36	
	Semi-Fixed (Indirect)	Office Supplies & Expense	9240	3703	8	22388	5	1573	9250		482	442	37
Data Processing		9280	7881	17	105840	22	4773	64810		499	498	38	
Travel & Entertainment		9300	10868	24	96042	20	4617	39231		506	505	39	
Contributions		9310			12250	2		5250			500	40	
Memberships, Dues & Subscriptions		9320	7584	17	5016	1	- 4860	1530		886	598	41	
Legal & Audit Expenses		9330	3952	9	38176	8	1838	21874		515	508	42	
Telephone		9340	441	1	14496	3	354	9566		674	542	43	
Bad Debts		9360	2648	6	4882	1	817	3366		629	638	44	
Miscellaneous Expense		9400										45	
Total Semi-Fixed Expense (Lines 24 Thru 45)			169897	374	1671310	340	31530	454450		663	627	46	
Occupancy (Fixed)	Rent or Mortgage Interest	9500	26423	58	300149	61	17530	199075		230	302	47	
	Amortization - Leaseholds	9510	1083	2	4984	1	722	3323		500	500	48	
	Repairs & Maintenance - Real Estate	9520	592	1	26415	5	- 660	6441		- 77	445	49	
	Depreciation - Buildings & Improvements	9530										50	
	Taxes - Real Estate	9540	5930	13	71157	14	3953	47438		477	468	51	
	Insurance - Buildings & Improvements	9550										52	
	Heat, Light, Power, Water	9600	2944	6	40424	8	1963	26949		368	377	53	
	Occupancy Expense (Lines 47 Thru 53)		36972	81	443129	90	23508	283226		263	334	54	
Non-Occup. Fixed	Insurance - Other	9610	4917	11	55588	11	3278	33765		279	271	55	
	Taxes - Other	9620			1380			920			390	56	
	Repairs & Maintenance - Equipment	9630	1705	4	51525	10	1488	4384		855	805	57	
	Depreciation - Equipment	9640	7188	16	87669	18	4792	58669		- 65	1743	58	
	Equipment - Rental	9650										59	
	Interest - Other Loans	9660			62624	13		41750			500	60	
Total Fixed Expense (Lines 54 Thru 60)		50782	112	701915	143	33066	422714		1075	392	61		
Total Fixed Overhead (Lines 23, 46 & 61)		498174	R	5757365	S	167735	1969090		679	589	62		
TOTAL OPERATING EXPENSE (Lines 12 & 62)		509527	T	5848663	U	175000	2045784		502	449	63		
DEPARTMENTAL PROFIT/(LOSS) (Line 2 minus 63)		- 55158	V	- 928475	W	113058	1010555				64		
MEMO: DEPT PROFIT/(LOSS) AS A % SALES		- 7.21		- 10.81		15.59	11.48				65		
MEMO	Direct (Dept. Controllable) Expense											66	
	Direct Personnel Expense (Lines 15 Thru 22)		264469	582	3283475	667	97556	1048784				67	
	Direct Semi-Fixed Expense (Lines 24 Thru 36)		132820	292	1372220	279	22418	299573				68	
	Direct Operating Exp (Lines 12, 67 & 68)		408642	899	4746993	965	127239	1425051				69	

Line No.	GROSS PROFIT ANALYSIS - VEH OPERATIONS		ACCT #	MONTH				YEAR TO DATE				Line No.
	NAME OF ACCOUNT			UNITS	SALES	GROSS	GROSS PU	UNITS	SALES	GROSS	GROSS PU	
1	XE	Pg. 8, Lines 2 Thru 6		2	78,048	2,829	1,415	7	282,719	297	42	1
2	XF	Pg. 8, Lines 7 Thru 12		2	98,020	343	172	3	143,128	- 3,142	1,047	2
3	XJ	Pg. 8, Lines 13 Thru 18		2	132,559	- 4,590	2,295	5	366,758	2,807	561	3
4	F-TYPE	Pg. 8, Lines 19 Thru 26		3	268,358	5,224	1,741	8	676,493	16,525	2,066	4
5	E-PACE	Pg. 8, Lines 27 & 28		5	233,339	- 133	- 27	15	709,428	6,638	443	5
6	F-PACE	Pg. 8, Lines 29 Thru 33		8	430,269	10,217	1,277	35	1,893,410	54,505	1,557	6
7	I-PACE	Pg. 8, Lines 34 & 35										7
8	Discontinued Models	Pg. 8, Line 36										8
9	Jaguar New Retail Sales (Lines 1 Thru 8)			22	1,240,593	13,890	631	73	4,071,936	77,630	1,063	9
10	Fleet/Employee/Other Prog Vehicle Sales	3291										10
11	Jaguar Incentives	4290							17,500			11
12	Service Contract (i.e., VPP)	3293	31	23,435	13,253	428	99	76,011	48,767	493	12	
13	Financing & Insurance	4292	4		3,923	981	7		6,861	980	13	
14	Other Sales (i.e., Trades, Protection Packs)	3294									14	
15	Jaguar New Vehicle Cost of Sales Adj - LIFO	4991			()				()		15	
16	JAGUAR NEW VEH DEPT (Units: Ln 9 & 10; Amt: Ln 9 Thru 15)			22	1,264,028	31,066	1,412	73	4,147,947	150,758	2,065	16
17	Discovery Sport	Pg. 8, Lines 38 & 39		4	177,611	1,671	418	40	1,940,271	45,164	1,129	17
18	Discovery	Pg. 8, Lines 40 & 41		5	308,267	30,576	6,153	65	4,190,717	29,897	4,597	18
19	TBD	Pg. 8, Lines 42 Thru 47										19
20	RR Evoque	Pg. 8, Lines 48 Thru 50		7	340,165	558	80	61	3,198,387	106,785	1,751	20
21	RR Velar	Pg. 8, Lines 51 Thru 53		10	653,912	6,630	663	179	12,026,857	313,528	1,752	21
22	RR Sport	Pg. 8, Lines 54 Thru 58		26	2,182,585	45,734	17,590	393	33,301,172	8,009,700	2,038	22
23	Range Rover	Pg. 8, Lines 59 Thru 64		20	2,308,341	- 774,898	X	247	27,839,931	20,242,826	Y	23
24	Discontinued Models	Pg. 8, Line 65		2	232,968	232,968	Z	105	12,646,008	12,646,008	AA	24
25	LR New Retail Sales (Lines 17 Thru 24)			74	6,203,849	23,004	31,090	951	43,343	386,815	3,549	25
26	Fleet/Employee/Other Prog Vehicle Sales	3491										26
27	LR Incentives	4490							48,819			27
28	LR Service Contract (i.e., VPP)	3493	112	77,905	56,790	507	2097	156,497	1,161,015	554	28	
29	Financing & Insurance	4492	18		32,329	17,964	418		860,793	20,590	29	
30	Other Sales (i.e., Trades, Protection Packs)	3494									30	
31	LR New Vehicle Cost of Sales Adj - LIFO	4992			()				()		31	
32	LR NEW VEH DEPT (Units: Ln 25 & 26; Amt: Ln 25 Thru 31)			74	6,281,754	31,916	43,130	1,090	96,708,320	593,877	5,448	32
33	Other Brands New Sales - Retail/Fleet/Demo	3800, 3900, 3891										33
34	Other Sources (F&I, Serv Cont., Other Sales, etc.)	4890, 4892, 3893, 3894										34
35	Other New Vehicle Cost of Sales Adj - LIFO	4993			()				()		35	
36	OTHER BRANDS NEW VEH DEPT (Lines 33 Thru 35)											36
37	TOTAL NEW VEHICLE DEPARTMENT (Lines 16, 32 & 36)			96	7,545,782	350,226	1,163	10,085,626	70,826	608,953	5,350	37
38	Certified PO Sales (Before Recond.)	Pg. 9, Line 49				952		5	214,621	16,691	3,338	38
39	Less CPO Reconditioning Expense	Pg. 9, Line 50			(- 719)				(1,499)			39
40	Non-CPO Sales (Before Recond.)	Pg. 9, Line 52		2	98,326	3,552	1,776	29	1,276,239	64,569	2,227	40
41	Less Non-CPO Reconditioning Expense	Pg. 9, Line 53			(2,911)				(9,014)			41
42	Jaguar PO Retail Sales (Lines 38 Thru 41)			2	98,326	2,312	1,156	34	1,490,860	70,747	2,081	42
43	Pre-Owned JAGUAR - Other (Incl. Incentives)	7294										43
44	Service Contract (i.e., VPP); Units = Contr sold	7293	2	478	364	182	31	18,780	11,757	379	44	
45	Financing & Insurance	8292						2	2,125	1,063	45	
46	Other Vehicle Sales	7295									46	
47	Jaguar Pre-Owned Vehicles - WHOLESALE	7821						1	2,000	700	700	47
48	Jaguar PO Vehicle Inventory Adjustments	8995			()				()			48
49	Jaguar PO Vehicle Cost of Sales Adj. - LIFO	8991			()				()			49
50	JAGUAR PO VEH DEPT (Units: Ln 42, 46 & 47; Amt: Ln 42 Thru 49)			2	98,804	2,676	1,338	35	1,511,640	85,329	2,438	50
51	Certified PO Sales (Before Recond.)	Pg. 9, Line 49		27	1,381,176	46,195	17,110	268	14,650,173	791,981	29,550	51
52	Less CPO Reconditioning Expense	Pg. 9, Line 50			(23,463)				(305,305)			52
53	Non-CPO Sales (Before Recond.)	Pg. 9, Line 52		16	763,880	37,439	2,340	213	10,067,270	536,820	25,200	53
54	Less Non-CPO Reconditioning Expense	Pg. 9, Line 53			(9,670)				(111,321)			54
55	LR PO Retail Sales (Lines 51 Thru 54)			43	2,145,056	50,501	11,740	481	24,717,443	912,175	18,960	55
56	Pre-Owned LR - Other (Incl. Incentives)	7494										56
57	Service Contract (i.e., VPP); Units = Contr sold	7493	52	42,309	21,464	413	653	68,049	357,911	548	57	
58	Financing & Insurance	8492	11		6,917	6,290	154		183,372	11,910	58	
59	Other Vehicle Sales	7495									59	
60	LR Pre-Owned Vehicles - WHOLESALE	7822	9	250,100	18,870	210	306	9,102,182	107,126	3,500	60	
61	LR PO Vehicle Inventory Adjustments	8996			()				()			61
62	LR PO Vehicle Cost of Sales Adj. - LIFO	8992			()				()			62
63	LR PO VEH DEPT (Units: Ln 55, 59 & 60; Amt: Ln 55 Thru 62)			52	2,437,465	80,769	15,530	787	34,500,034	1,560,584	19,830	63
64	Other Brands Pre-Owned Retail (Before Recond.)	7600, 8600										64
65	Less Reconditioning Expense	8640			(10,960)				(46,655)			65
66	Other Sources (F&I, Serv Cont., Other Sales, Customer Paid Fees, etc.)	7692, 7694			(- 57)				(- 57)			66
67	Other Brands PO Vehicles - WHOLESALE	7823	6	117,700	4,325	721	75	15,936,120	25,205	336	67	
68	Other Brands PO Vehicle Inventory Adjustments	8997			()				()			68
69	Other PO Vehicle Cost of Sales Adj. - LIFO	8993			()				()			69
70	OTHER BRANDS PO VEHICLE DEPT (Lines 64 Thru 69)			6	117,700	- 6,692	1,115	75	15,936,120	- 21,507	- 287	70
71	TOTAL PO VEHICLE DEPARTMENT (Lines 50, 63 & 70)			60	2,653,969	76,753	1,897	37,605,286	1,624,406			71

Line No.	GROSS PROFIT ANALYSIS - FIXED OPERATIONS			MONTH				YEAR TO DATE				Line No.
	NAME OF ACCOUNT	ACCT #		UNITS	SALES	GROSS	GROSS % SALES	UNITS	SALES	GROSS	GROSS % SALES	
1	Customer Paid Labor	5010		49	7886	5490	69.6	225	37502	26329	70.2	1
2	Warranty Claim Labor	5011		125	48063	37091	77.2	707	245214	191967	78.3	2
3	Internal Labor	5012		29	2574	1838	71.4	224	28989	21871	75.4	3
4	Factory Paid Scheduled Maintenance	5013				- 49				- 164		4
5	Total Jaguar Labor (Lines 1 Thru 4)			203	58523	44370	75.8	1156	311705	240003	77.0	5
6	Sublet Repairs	5015			1920	206	10.7		47231	4361	9.2	6
7	Service Other	5016										7
8	Service Labor Cost of Sales Adjustments	6091										8
9	JAGUAR SERVICE DEPT (Lines 5 Thru 8)			203	60443	44576	73.7	1156	358936	244364	68.1	9
10	Customer Paid Labor	5020		392	260076	190042	73.1	14567	2932118	2066963	70.5	10
11	Warranty Claim Labor	5021		548	232871	179046	76.9	7027	2676796	2039640	76.2	11
12	Internal Labor	5022		253	41495	30353	73.1	3225	517831	358102	69.2	12
13	Factory Paid Scheduled Maintenance	5023		26	6499	5226	80.4	172	54531	42073	77.2	13
14	Total Land Rover Labor (Lines 10 Thru 13)			1219	540941	404667	74.8	AB	6181276	4506778	72.9	14
15	Sublet Repairs	5025			163479	18997	11.6		2047926	226597	11.1	15
16	Service Other	5026										16
17	Service Labor Cost of Sales Adjustments	6092				13871				57551		17
18	LR SERVICE DEPT (Lines 14 Thru 17)			1219	704420	409793	58.2	AC	8229202	4675824	56.8	18
19	Customer Paid Labor	5050										19
20	Other RO Labor / Cust. Paid Fees / Sublet Repairs / Service Other	5051-5053 5055,5056										20
21	Service Labor Cost of Sales Adjustments	6093										21
22	TOTAL SERVICE DEPARTMENT (Lines 9, 18 Thru 21)			1422	764863	454369		AD	8588138	4920188		22
23	Customer Paid Repair Order (RO)	5110			4650	1880	40.4		22238	8851	39.8	23
24	Body RO	5111										24
25	Warranty Claim RO	5112			32288	13278	41.1		168356	69030	41.0	25
26	Internal RO	5113			16164	5508	34.1		145517	53743	36.9	26
27	Counter Retail	5115		4	616	201	32.6	35	5675	2204	38.8	27
28	Wholesale	5116		35	28046	6342	22.6	194	113647	23829	21.0	28
29	Accessories	5117										29
30	Jaguar Merchandise	5118										30
31	Total Jaguar Brand Parts (Lines 23 Thru 30)			39	81764	27209	33.3	229	455433	157657	34.6	31
32	Gas, Oil, Grease & Other Lubricants	5163			94	39	41.5		787	287	36.5	32
33	Tires, Batteries & Miscellaneous	5164,5165			1371	210	15.3		7788	1232	15.8	33
34	Purchase Discounts/Inventory Adjustments	6190,6191										34
35	JAGUAR PARTS DEPT (Lines 31 Thru 34)			39	83229	27458	33.0	229	464008	159176	34.3	35
36	Customer Paid Repair Order (RO)	5120			185259	73247	39.5		2317664	928587	40.1	36
37	Body RO	5121										37
38	Warranty Claim RO	5122			209158	84275	40.3		2738866	1099114	40.1	38
39	Internal RO	5123			48624	9600	19.7		719396	149628	20.8	39
40	Counter Retail	5125		68	9775	3855	39.4	704	104596	39416	37.7	40
41	Wholesale	5126		321	157830	36187	22.9	4195	2074019	461072	22.2	41
42	Accessories/Vehicle Kits	5127										42
43	Land Rover Merchandise	5128			1790	329	18.4	25	57920	10784	18.6	43
44	Total Land Rover Brand Parts (Lines 36 Thru 43)			389	612436	207493	33.9	4924	8012461	2688601	33.6	44
45	Gas, Oil, Grease & Other Lubricants	5166			29295	13330	45.5		320188	153274	47.9	45
46	Tires, Batteries & Miscellaneous	5167,5168			35	5	14.3		3226	546	16.9	46
47	Purchase Discounts/Inventory Adjustments	6192,6193				- 39772				- 54742		47
48	LAND ROVER PARTS DEPT (Lines 44 Thru 47)			389	641766	260600	40.6	4924	8335875	2897163	34.8	48
49	Other Brands Parts - All ROs	5150-5153										49
50	Parts - All Other (Counter, Whistle, Tires, Oil, Grease, Misc., LIFO)	5155,5156,5158 5171,6194,6196										50
51	Parts Cost of Sales Adjustments - LIFO	6199										51
52	TOTAL PARTS DEPARTMENT (Lines 35, 48 Thru 51)			428	724995	288058		5153	8799883	3056339		52
53	Customer Paid Labor	5210										53
54	Other Body Shop Labor	5211										54
55	Body Shop Sublet Repairs	5212										55
56	Body Shop Materials & Miscellaneous	5262,5266										56
57	JAGUAR BODY DEPT (Lines 53 Thru 56)											57
58	Customer Paid Labor	5220										58
59	Other Body Shop Labor	5221										59
60	Body Shop Sublet Repairs	5222										60
61	Body Shop Materials & Miscellaneous	5263,5267										61
62	LAND ROVER BODY DEPT (Lines 58 Thru 61)											62
63	OTHER BRANDS BODY DEPT	5250-5252 5264,5268										63
64	Body Cost of Sales Adjustment	6299										64
65	TOTAL BODY DEPARTMENT (Lines 57, 62 Thru 64)											65
66	MEMO: DEALERSHIP TOTAL SALES & GROSS PROFIT BY BRAND											66
67	Jaguar (Pg. 4 Ln 16 & 50, Pg. 5 Ln 9, 35 & 57)			266	1506504	105776	7.0	1493	6482531	639627	9.9	67
68	Land Rover (Pg. 4 Ln 32 & 63, Pg. 5 Ln 18, 48 & 62)			1734	10065405	1070322	10.6	AE	147773431	15072348	10.2	68
69	Other Brands (Pg. 4 Ln 36 & 70, Pg. 5 Ln 19 Thru 21, 49, 50 & 63)			6	117700	- 6692	- 5.7	75	1593612	- 21507	- 1.3	69
70	CoS Adj (Pg. 5 Ln 51 & 64)											70
71	TOTAL DEALERSHIP OPS (Pg. 4 Ln 37 & 71, Pg. 5 Ln 22, 52 & 65)			2006	11689609	1169406	10.0	AF	155849574	15690468	10.1	71

DEALERSHIP OTHER INCOME ADDITIONS & DEDUCTIONS

Line No.	OTHER INCOME ADDITIONS	ACCT #	DEALERSHIP ADDS		OTHER INCOME DEDUCTIONS	ACCT #	DEALERSHIP DEDUCTS		Line No.
			MONTH	YTD			MONTH	YTD	
1	Cash Discounts Earned	9800			Cash Discounts Allowed	9907			1
2	Interest Earned	9801			Interest Paid	9900			2
3	Lease Income	9802			Lease Expense	9901			3
4	Rental Income	9803			Rental Expense	9902			4
5	BB Facility (FER) (J & LR from Line 47)		142830	1875929	Other Deductions	9903	200438	203163	5
6	BB Pre-Owned (ACPO) (J & LR from Line 48)		167216	895308	Repos. Losses - New	9904			6
7	BB CP Hours (SVC) / Used Car Engage (CAN) (J & LR from Line 49)		68675	931924	Repos. Losses - Used	9905			7
8	BB Surplus Payment / Service Retention (CAN) (J & LR from Line 50)		12157	35838	Indemnities (Non-US)	9906			8
9	BB Training (TRN) (J & LR from Line 51)		68675	1126455	TBD #1 Deduct	9908			9
10	BB Sales (SO & ITS) (J & LR from Line 52)		126768	1831618					10
11	BB Customer Experience (Canada) (J & LR from Line 53)								11
12	JLR Parts Bonus Incentives (USA) (J & LR from Line 55)			8906					12
13	Other Income (Incl Customer Paid Fees)	9890	14921	141984					13
14	Total Dealership Adds (Lines 1 Thru 13)		601242	6847962	Total Dealership Deducts (Lines 1 Thru 9)		200438	203163	14

DEALERSHIP EXPENSE & OTHER INCOME ALLOCATION BY BRAND									
NAME OF ACCOUNT	ACCT#	DEALERSHIP		JAGUAR OPERATIONS		LAND ROVER OPS		OTHER BRANDS OPS	
		MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD
Sales Staff Compensation	9000	71945	990877	9029	20649	62916	970228		
F&I Specialist Compensation	9010	51191	891005	4967	20071	46224	870934		
Delivery Expense	9020	14145	112824	1364	4795	12781	108029		
Floor Plan Interest	9030	119604	1143013	39015	169931	80589	973082		
Less Floor Plan Assistance	9035	4940	40120	882	2965	4058	37155		
Promotions	9040	21292	132357			21292	132357		
Advertising	9050	72629	923772	16233	59556	56396	864216		
Advertising Fees - Ad Group	9051	65500	825500			65500	825500		
Less Advertising Rebates	9055	28294	530187	13640	29024	14654	501163		
Total Variable Selling (1)		383072	4449041	56086	243013	326986	4206028		
Total Personnel (2)		599658	6854563	157805	1803832	441853	5050731		
Total Semi-Fixed (3)		303685	3389049	69594	212726	234091	3176323		
Total Fixed Expense (4)		78027	2871338	23408	861401	54619	2009937		
TOTAL OPERATING EXPENSE		1364442	17563991	306893	3120972	1057549	14443019		

33	Memo: (1)									33	
34	Service Loaner Expense	9220	80053	884255	14943	76143	65110	808112		34	
35	Less: Service Loaner Rebates	9225	45347	445746	21060	37828	24287	407918		35	
36	Advertising - New Vehicle Dept.	9050A	36406	545770	16233	59556	20173	486214		36	
37	Advertising - Pre-Owned Dept.	9050B	17604	210009			17604	210009		37	
38	Dirshp CoS Adj, Other Adds & Deducts * (5)		- 185517	- 61179	- 23909	- 2545	159740	- 58009	- 1868	- 626	38
39	Guideline for Brand Allocation	1) Variable Selling (Line 28), Vehicle Dept. Service Loaner (Lines 34 & 35) & Advertising (Lines 36 & 37) - Actual expenses and rebates should be tracked and charged by brand									39
40		2) Total Personnel Expenses (Line 29) - Expenses should be allocated as a proportion of employees assigned to each brand (Pg. 7 Ln 71-74)						* Dealership Cost of Sales Adjustments, Other Adds &			40
41		3) Total Semi-Fixed Expenses (Line 30) - Expenses should be allocated as a % of the number of new retail units sold by each brand (Pg. 1 Ln 67)						Deducts = Cost of Sales Adjustments (Pg. 5 Ln 70)			41
42		4) Total Fixed Expenses (Line 31) - Expenses should be allocated as a % of the building square footage allocated to each brand (Pg. 7 Ln 47-49)						plus Dirshp Adds & Deducts (Line 14) minus			42
43		5) CoS Adj, Other Adds & Deducts (Line 38) - This Other Net Income should be allocated as a proportion of brand sales (Pg. 7 Ln 1, 8, 15 & 21)						JLR adds (Line 56).			43

DEALERSHIP INCOME FROM JLR	ACCT #	JAGUAR		LAND ROVER	
		MONTH	YTD	MONTH	YTD
BUSINESS BUILDER & PARTS BONUS					
BB Facility (FER)	9821,9831	24323	72166	118507	1803763
BB Pre-Owned (ACPO)	9822,9832	12155	35836	155061	859472
BB CP Hours (SVC) / Used Car Engage (CAN)	9823,9833	12157	35838	56518	896086
BB Surplus Payment / Service Retention (CAN)	9824,9834	12157	35838		
BB Training (TRN)	9825,9835	12157	35838	56518	1090617
BB Sales (SO & ITS)	9826,9836	12154	35835	114614	1795783
BB Customer Experience (Canada)	9827,9837				
Total Business Builder (Lines 47 Thru 53)		85103	251351	501218	6445721
JLR Parts Bonus Incentives (USA)	9829,9839				8906
TOTAL JLR INCOME ADDITIONS (Lines 54 & 55)		85103	251351	501218	6454627

DEALERSHIP OPERATIONAL SUMMARY

LINE #	ACCT NO.	TOTAL OPERATIONS				VEHICLE OPERATIONS		FIXED OPERATIONS		LINE #	
		MONTH	% of Sales	YTD	% of Sales	MONTH	YTD	MONTH	YTD		
1	Sales Pg. 5, Line 67	1506504	AG	6482531	AH	1362832	5659587	143672	822944	1	
2	Gross Pg. 5, Line 67	105776	70	639627	99	33742	236087	72034	403540	2	
3	Expense ^ Pg. 6, Line 32	306893	204	312097	2481	152928	1718196	153965	1402776	3	
4	Jaguar Net Operating Profit/Loss (Line 2 minus 3)	- 201117	AJ	- 2481345	AJ	- 119186	- 1482109	- 81931	- 999236	4	
5	JLR Adds (Jaguar) Pg. 6, Line 56	85103	56	251351	39					5	
6	CoS Adj. Other Adds & Deducts Pg. 6, Line 38	- 23909	16	- 2545						6	
7	JAGUAR OPS NET PROFIT BEFORE INC. TAX & BONUS	- 139923	93	- 2232539	AK					7	
8	Sales Pg. 5, Line 68	10065405	AL	147773431	AM	871921913	1208354	1346186	16565077	8	
9	Gross Pg. 5, Line 68	1070322	106	15072348	102	399929	7499361	670393	7572987	9	
10	Expense ^ Pg. 6, Line 32	1057549	105	14443019	98	526987	7951349	530562	6491670	10	
11	LR Net Operating Profit/Loss (Line 9 minus 10)	12773	1	629329	4	- 127058	- 451988	139831	1081317	11	
12	JLR Adds (Land Rover) Pg. 6, Line 56	501218	50	6454627	44					12	
13	CoS Adj. Other Adds & Deducts Pg. 6, Line 38	- 159740	16	- 5809						13	
14	LR OPS NET PROFIT BEFORE INC. TAX & BONUS	354251	35	7025947	48					14	
15	Sales Pg. 5, Line 69	117700	AN	1593612	AO	117700	1593612			15	
16	Gross Pg. 5, Line 69	- 6692	57	- 21507	13	- 6692	- 21507			16	
17	Expense ^ Pg. 6, Line 32									17	
18	Other Br Net Oper. Profit/Loss (Line 16 minus 17)	- 6692	57	- 21507	13	- 6692	- 21507			18	
19	CoS Adj. Other Adds & Deducts Pg. 6, Line 38	- 1868	16	- 626						19	
20	OTHER BR OPS NET PROFIT BEFORE INC. TAX & BONUS	- 8560	73	- 22133	14					20	
21	Sales Lines 1, 8 & 15	11689609	AP	155849574	AQ	10199751	138461553	1489858	17388021	21	
22	Gross Lines 2, 9 & 16	1169406	100	15690468	101	426979	7713941	742427	7976527	22	
23	Expense Lines 3, 10 & 17	1364442	117	17563991	113	679915	9669545	684527	7894446	23	
24	Dirshp Net Operating Profit/Loss (Line 22 minus 23)	- 195036	17	- 1873523	12	- 252936	- 1955604	57900	82081	24	
25	JLR Adds Lines 5 & 12	586321	50	6705978	43					25	
26	CoS Adj. Other Adds & Deducts Lines 6, 13 & 19	- 185517	16	- 61180						26	
27	DEALERSHIP NET PROFIT BEFORE INC. TAX & BONUS	205768	18	4771275	31	DLRSH KEY PERFORMANCE INDICATORS (KPIs)				27	
28	Bonus - Owners 9700					Net Worth (from Page 1, Line 70)				7,405,929	28
29	Bonus - Employees 9701					Net Working Capital As A % JLR Guide				- 39.9	29
30	TOTAL NET PROFIT BEFORE INCOME TAX (NPBIT)	205768	18	4771275	31	Net Cash % Avg Monthly Expense				114.9	30
31	TOTAL NPBIT AS A % CAPITAL EMPLOYED (ROCE)	2.8		64.4		Long Term Debt / Equity Ratio					31
32	DEALERSHIP NPBIT AS A % TOTAL ASSETS (ROA)	0.4		8.3		YTD NPBIT&B As A % Total Gross				30.4	32
33	Income Tax - Current Year 9710	- 5		5		Number of New & Pre-Owned unit sales necessary to breakeven per avg month				74	33
34	DEALERSHIP NET PROFIT AFTER INCOME TAX	205773	18	4771270	31						34
35	^ Expense Allocation by Vehicle and Fixed should be based on % Dealership calculated on page 2 & 3, line 63 respectively										35

DEALERSHIP SERVICE SUMMARY

LINE #	JAGUAR				LAND ROVER				NO. OF DEALERSHIP SERVICE DAYS		DEALERSHIP SERVICE ABSORPTION %		LINE #	
	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD		
37													37	
38													38	
39	VEHICLES ATTENDED	175	894	1046	14932							39		
40	SERVICE TECHNICIANS HOURS											40		
41	Available Clocked Hours (Incl. OT) *	1351	6522	3152	42774							% = Fixed Ops Gross (Line 22 above) divided by	41	
42	Actual Hours Worked	397	2546	3847	38247							(Dirshp Operating Expense (Line 23) minus	42	
43	* Available Clock Hours (Incl. OT) >= Actual Hours Worked										Vehicle Depts. Variable Selling Expense (Pg. 2		43	
44	FLAT RATE HOURS SOLD											Line 12)] Benchmark = 85% - 100%		44
45	Customer Paid	60	287	1664	19570							45		
46	Warranty	313	1212	1844	18074							46		
47	Internal	24	518	340	4693							47		
48	Factory Paid Scheduled Maintenance		151		118							48		
49	Total	397	2168	3848	42455							49		
50	HOURLY LABOR RATES	CUSTOMER	WARRANTY	INTERNAL	BODY							50		
51	Jaguar	175	154	165								51		
52	Land Rover	175	154	165								52		
53	Other Brands											53		
54	DEALERSHIP PERSONNEL COUNT SUMMARY (Data In Tenths)												54	

LINE #	JOB TITLE	BRAND	NEW	PO	F & I	SERVICE	PARTS	BODY	TOTAL	ADMIN**	LINE #
55	Supervisors, Managers (Direct-)	Jaguar	10			10			20	** Owners/Officers & Administrative Staff (Indirect)	55
56		Land Rover	20	10	10	10			60		56
57		Other Brands									57
58	Salespeople (veh /parts), Advisors, Body Estimators	Jaguar	30			10	10		50		58
59		Land Rover	110			40	10		160		59
60		Other Brands									60
61	Veh/S/P/B Dept. Clerical Staff (Direct-)	Jaguar	30	10		10			50		61
62		Land Rover	40	40		30			110		62
63		Other Brands									63
64	Veh/S/P/B Dept. Other Non-Clerical Staff (Direct-)	Jaguar		10		30	20		60		64
65		Land Rover	10			70	50		130	65	
66		Other Brands								66	
67	Technicians (Service & Body Only)	Jaguar				70			70	67	
68		Land Rover				240			240	68	
69		Other Brands								69	
70	TOTAL PERSONNEL	Jaguar	70	20	10	130	30		250	GRAND TOTAL	70
71		Land Rover	180	50	10	390	70		700		71
72		Other Brands									72
73		Grand Total	250	70	10	520	100		950		73
74	~ Direct personnel are variable with business volume and are aligned by department (New/PO/F&I Vehicle, Service, Parts and Body or "Veh/S/P/B").										74

JAGUAR AND LAND ROVER RETAIL CUSTOMER NEW VEHICLE SALES & GROSS BY FINANCING TYPE

Line No.	MODEL DESCRIPTION	ACCT NO. *		MONTH SALES	MONTH UNITS & GROSS AMOUNT				YTD SALES	YTD UNITS & GROSS AMOUNT				Line No.		
		Lease	Cash/		SALES	Lease Financing		Cash/Loan Financing		SALES	Lease Financing		Cash/Loan Financing			
						Finan	Loan	Amount			Units	Amount	Units		Amount	Units
2	XE 20d & 20d AWD	3301,4301	3201,4201											2		
3	XE 25t & 25t AWD	3303,4303	3203,4203	78048	2	2736		243247	6	1619				3		
4	XE 30t & 30t AWD, 35t & 35t AWD	3305,4305	3205,4205			93		39472	1	- 1322				4		
5	XE S & S AWD	3307,4307	3207,4207											5		
6	XE SV Project 8	3308,4308	3208,4208											6		
7	XF 20d & 20d AWD	3350,4350	3250,4250											7		
8	XF 25t & 25t AWD	3356,4356	3256,4256	98020	2	343		143128	3	- 3142				8		
9	XF 30t & 30t AWD, 35t & 35t AWD	3352,4352	3252,4252											9		
10	XF S & S AWD	3354,4354	3254,4254											10		
11	XF Sportbrake 30t AWD	3357,4357	3257,4257											11		
12	XF Sportbrake S AWD	3358,4358	3258,4258											12		
13	XJ R-Sport & R-Sport AWD	3340,4340	3240,4240											13		
14	XJ Supercharged	3342,4342	3242,4242											14		
15	XJR	3344,4344	3244,4244											15		
16	XJL Portfolio & Portfolio AWD	3346,4346	3246,4246	132559			2 - 4590	366758	1	1636	4	1171		16		
17	XJL Supercharged	3343,4343	3243,4243											17		
18	XJR LWD & JLR575	3345,4345	3245,4245											18		
19	F-TYPE 400	3318,4318	3218,4218			- 40		81020	1	1738				19		
20	F-TYPE Base & Prem	3310,4310	3210,4210	94489	1	3311		94489	1	3311				20		
21	F-TYPE S & R-Dynamic	3316,4316	3216,4216											21		
22	F-TYPE R & SVR	3312,4312	3212,4212	107527	1	4555		205510	2	5243				22		
23	F-TYPE 400	3319,4319	3219,4219					229132	3	8835				23		
24	F-TYPE Base & Prem	3313,4313	3213,4213	66342	1	- 2602		66342	1	- 2602				24		
25	F-TYPE S & R-Dynamic	3314,4314	3214,4214											25		
26	F-TYPE R & SVR	3315,4315	3215,4215											26		
27	E-PACE P250	3361,4361	3261,4261	233339	5	- 133		598084	13	4093				27		
28	E-PACE P300	3362,4362	3262,4262					111344	2	2374			171	28		
29	F-PACE 20d	3321,4321	3221,4221											29		
30	F-PACE 25t	3324,4324	3224,4224	317488	5	10379	1	2009	AR	19	16781	2	3040	30		
31	F-PACE 30t & 35t	3322,4322	3222,4222	112781	2	- 2171		748883	11	29199	2	2426		31		
32	F-PACE S	3323,4323	3223,4223					69336			1	3059		32		
33	F-PACE SVR	3325,4325	3225,4225											33		
34	I-PACE (batt electric) EV400	3371,4371	3271,4271											34		
35	I-PACE (batt electric) TBD #2	3372,4372	3272,4272											35		
36	DISCONTINUED (*16 MY & Prior)	3380,4380	3280,4280											36		
37	Total JAGUAR (Lines 2 Thru 36)			AS	19	16471	3 - 2581	AT	64	67763	9	9867		37		
38	Discovery Sport	3555,4555	3455,4455	87036	2	- 1463		AU	30	26001				38		
39	Discovery Sport TBD	3556,4556	3456,4456	90575			2	3134491672			10	19163		39		
40	Discovery (Gas V6)	3561,4561	3461,4461	308267	5308267		- 2500	AV	46	AW	11	15990		40		
41	Discovery Tbd6 (Diesel)	3562,4562	3462,4462					480669	3	708	5	5436		41		
42														42		
43														43		
44														44		
45														45		
46														46		
47														47		
48	Range Rover Evoque (5 Dr)	3521,4521	3421,4421	280610	5	3450	1 - 3146	AX	31	49667	19	21767		48		
49	Range Rover Evoque Coupe	3524,4524	3424,4424	59555	1	254		59555	1	254		- 130		49		
50	Range Rover Evoque Convertible	3525,4525	3425,4425					625247	7	25744	3	9483		50		
51	Range Rover Velar (Diesel)	3571,4571	3471,4471					682182	9	9432	2	3731		51		
52	Range Rover Velar (Gas I4)	3572,4572	3472,4472	510134	7	814	1	3089	AY	89	162224	12	32848	52		
53	Range Rover Velar (Gas V6)	3573,4573	3473,4473	143778	1	- 260	1	2987	AZ	62	86591	5	18702	53		
54	Range Rover Sport (Gas V6)	3530,4530	3430,4430	BA	22437832			BB	348	BC				54		
55	Range Rover Sport PHEV	3536,4536	3436,4436											55		
56	Range Rover Sport (Gas V8)	3531,4531	3431,4431											56		
57	Range Rover Sport Td6 (Diesel)	3532,4532	3432,4432	245006	2	8012	1	4009	BD	17	27963	7	12106	57		
58	Range Rover Sport SVR	3533,4533	3433,4433	132217			1	7492	BE	6	42656	15	86745	58		
59	Range Rover (Gas V6)	3510,4510	3410,4410	BF	15	92867		BG	BH	140773439			BI	59		
60	Range Rover PHEV	3516,4516	3416,4416											60		
61	Range Rover (Gas V8 & SWB)	3511,4511	3411,4411			- 1391		BJ		BK			BL	61		
62	Range Rover Td6 (Diesel)	3512,4512	3412,4412					BM	11	12576	1	4095		62		
63	Range Rover (Gas V8 & LWB)	3514,4514	3414,4414	424608		- 100	3	25894	BN	24	173566	24	163627	63		
64	RR SVAutobiography & SV Coupe	3513,4513	3413,4413	300912	2	230		6427	BO	40	118765	7	86154	64		
65	Discontinued (*16 MY & Prior)	3580,4580	3480,4480	232968		2295	2230673	BP	61	BQ	44	BR		65		
66	Total LAND ROVER (Lines 38 Thru 65)			BS	62850807	12	BT	BU	925	BV	165	BW		66		
67														67		

* Reference for Sales & Cost of Sales (Gross should be Sales minus Cost of Sales)

JAGUAR LAND ROVER PRE-OWNED VEHICLE RETAIL SALES BY MODEL

Line No.		JAGUAR			MONTH			YTD			LR	MONTH			YTD			Line No.
		ACCT NO. *	SALES Amount	Units	GROSS Amount	SALES Amount	Units	GROSS Amount	ACCT NO. *	SALES Amount		Units	GROSS Amount	SALES Amount	Units	GROSS Amount		
1	Certified PO	7202,8202				42500	1	76	7403,8403	BX	15	21294	BY	84	118628	1		
2	CPO Recond	8242							8443			(2802)			(11625)	2		
3	CPO Net Gross							76				18492			107003	3		
4	Non-Certified PO	7222,8222	35375	1	178	BZ	6	6727	7423,8423	90558	2	3212	CA	54	80788	4		
5	Non CPO Recond	8262							8463						(16057)	5		
6	Non-CPO Net G					178		6727				3212			64731	6		
7	Certified PO	7203,8203				49925	1	7320	7404,8404				CB	20	60553	7		
8	CPO Recond	8243							8444						(37002)	8		
9	CPO Net Gross							7320							23551	9		
10	Non-Certified PO	7223,8223			155	CC	10	37788	7424,8424	53500	1	- 5014	CD	12	33951	10		
11	Non CPO Recond	8263			(2911)			(9014)	8464						(11432)	11		
12	Non-CPO Net G				- 2756			28774				- 5014			22519	12		
13	Certified PO	7205,8205				30468	1	5216	7408,8408							13		
14	CPO Recond	8245			(- 719)			(1499)	8448						()	14		
15	CPO Net Gross					719		3717								15		
16	Non-Certified PO	7225,8225	62951	1	3203	62951	1	3203	7428,8428							16		
17	Non CPO Recond	8265							8468						()	17		
18	Non-CPO Net G					3203		3203								18		
19	Certified PO	7206,8206							7405,8405	CE	4	1216	CF	41	77069	19		
20	CPO Recond	8246							8445			(4194)			(19629)	20		
21	CPO Net Gross											- 2978			57440	21		
22	Non-Certified PO	7226,8226			- 248			- 248	7425,8425	43880	1	- 3196	CG	48	58969	22		
23	Non CPO Recond	8266							8465						(6379)	23		
24	Non-CPO Net G				- 248			- 248				- 3196			52590	24		
25	Certified PO	7201,8201				95245228	1	656	7401,8401	CH	3	3741	CI	46	86567	25		
26	CPO Recond	8241							8441						(827)	26		
27	CPO Net Gross					952		656				3741			85740	27		
28	Non-Certified PO	7221,8221			- 138			- 138	7421,8421	C J	2	2662	CK	22	65238	28		
29	Non CPO Recond	8261							8461						(5258)	29		
30	Non-CPO Net G				- 138			- 138				2662			59980	30		
31	Certified PO	7204,8204				46500	1	3423	7406,8406	CL	3	12645	CM	42	241463	31		
32	CPO Recond	8244							8446			(13947)			(139131)	32		
33	CPO Net Gross							3423				- 1302			102332	33		
34	Non-Certified PO	7224,8224			402	CN	12	17237	7426,8426	81500	2	10269	CO	12	58715	34		
35	Non CPO Recond	8264							8466			(4260)			(32579)	35		
36	Non-CPO Net G					402		17237				6009			26136	36		
37	Certified PO	7207,8207							7407,8407	CP	2	7299	CQ	35	207701	37		
38	CPO Recond	8247							8447			(2520)			(97091)	38		
39	CPO Net Gross											4779			110610	39		
40	Non-Certified PO	7227,8227							7427,8427	71000	1	5459	CR	19	114762	40		
41	Non CPO Recond	8267							8467			(5410)			(39616)	41		
42	Non-CPO Net G											49			75146	42		
43	Certified PO	7219,8219							7419,8419							43		
44	CPO Recond	8259							8459						()	44		
45	CPO Net Gross															45		
46	Non-Certified PO	7239,8239							7439,8439	CS	7	24047	CT	46	124397	46		
47	Non CPO Recond	8279							8479						()	47		
48	Non-CPO Net G											24047			124397	48		
49	Certified PO				952	CU	5	16691		CV	27	46195	CW	268	791981	49		
50	CPO Recond				(- 719)			(1499)				(23463)			(305305)	50		
51	CPO Net Gross				1671			15192				22732			486676	51		
52	Non-Certified PO		98326	2	3552	CX	29	64569		CY	16	37439	CZ	213	536820	52		
53	Non CPO Recond				(2911)			(9014)				(9670)			(11321)	53		
54	Non-CPO Net G				641			55555				27769			425499	54		

* Reference for Sales & Cost of Sales (Gross should be Sales minus Cost of Sales)
 NOTE: Other Jaguar = XK, X-TYPE, S-TYPE, and Older Jaguar Models not listed above NOTE: Other LR = LR2, Freelander, Defender, and Discovery Series (pre-2004 MY) models not listed above

PRE-OWNED VEHICLE INVENTORY STOCK BY AGE													
MODEL LINE	ACCT NO.	Total Inventory		0-30 Days		31-60 Days		61-90 Days		91-180 Days		>180 Days	
		Units	Amount	Units	Amount	Units	Amount	Units	Amount	Units	Amount	Units	Amount
XE	1320												
XF	1323												
XJ	1326												
F-TYPE	1327	1	54676					1	54676				
E-PACE	1321												
F-PACE	1324	1	40534	1	40534								
I-PACE	1328												
Other Jaguar	1329												
Total JAGUAR (Lines 60-67)		2	95210	1	40534			1	54676				
Discovery Sport	1363												
LR4, Discovery	1364	8	300177	3	110376	2	60267	1	42198	2	87336		
TBD	1365												
RR Evoque	1366	3	81303	3	81303								
RR Velar	1361		3178480		2147480	1	31000						
Range Rover Sport	1367	1	1597187	5	224640	4	197957	2	174590				
Range Rover	1368	1	5867779	6	296631	5	277227	1	51447	2	192264	1	50210
Other LR	1369												
Total LR (Lines 69-76)		4	DA	19	860430	12	566451	4	268235	4	279600	1	50210
Other Brands	1335	1	2661458	2	399692	3	81570	3	94909	2	85287		
Total PRE-OWNED		5	DB	4	DC	1	5648021	8	417820	6	364887	1	50210



ASSETS				ACCT. NO.	AMOUNT	LINE NO.	LIABILITIES				ACCT. NO.	AMOUNT
CASH and CONTRACTS	Cash, in Bank and on Hand			1000 to 1029	3133137	1	Trade Creditors			2000	579575	
	Contracts in Transit			1030	825715	2	Customer Deposits			2010	152508	
	Total Cash & Contracts (Lines 1 & 2)				3958852	3	Other Payable (Sales/Use Tax, Lien Payoff, Lic/Title Fee, etc.)			2050	34124	
Marketable Securities				1040		4	Total Accounts Payable (Lines 1-3)				766207	
CUSTOMER	Vehicle			1100	23057	5	New Vehicles/VIP/Demo JLR Amt (A)			2100	42106011	
	Service, Parts & Body Accts			1110	48603	6	Pre-Owned Vehicles JLR Amt (B)			2110	2550952	
	Jaguar Land Rover Warranty			1121-1122	494195	7	Serv Loaner/Lease/Rental (In Use) JLR ()			2120	10096751	
	Jaguar Business Builder			1141-1147	1300833	8	Current Amount - Long Term Debt			2130		
	Land Rover Business Builder			1151-1157	- 4644	9	Other Notes Payable			2140		
	Other (Incl Parts Bonus Incent Prg)			1191-1192	422673	10	Bank Loans (Auth. Limit _____) (Canada)			2150		
	OTHER BRANDS (NOT JLR)			1195	30418	11	Total Notes Payable (Lines 5-10)				54753714	
	Other Brands Warranty			1195		12	Interest			2200		
	Finance Receivables - Current			1250	45423	13	Salaries / Wages			2210	521651	
	Other Receivables (i.e., Lease Plan, Notes Receivable)			1260	424	14	Insurance			2220		
Less - Allowance For Doubtful Receivables			1290		15	Taxes - Payroll			2230	3185		
Total Receivables (Lines 5 Thru 15)				2360982	16	Taxes - Sales			2240	253582		
New Veh Inventory	New - Jaguar Units (112)			1301	6714102	17	Taxes - Other			2250		
	VIP/Demo - Jaguar ()			1311		18	Income Taxes			2260		
	New - Land Rover (499)			1302	32696878	19	Bonuses - Employees			2270	44500	
	VIP Demo - Land Rover ()			1312		20	Bonuses - Owners			2280		
	New - Other Brands ()			1305		21	Pension / 401K Plan			2290	- 787	
	Demo - Other Brands ()			1315		22	Reserve for Repossessions, F&I, Serv. Contracts			2300	163250	
Total New Inventories (Lines 17 Thru 22)				39410980	23	Other			2310	7766893		
PO Inv	Pre-Owned - Jaguar Units (6)			1320-1329	189047	24	Total Accrued Liabilities (Lines 12 Thru 23)				8752274	
	Pre-Owned - Land Rover (44)			1360-1369	2100666	25	Total Current Liabilities (Lines 4,11 & 24)				64272195	
	Pre-Owned - Other Brands (25)			1335	666686	26	Banks & Finance Co.			2400		
Total Pre-Owned Inventories (Lines 24 Thru 26)				2956399	27	Notes from Owners & Officers			2410			
Parts & Acc. Inventory	Parts - Jaguar			1341	94449	28	Mortgage Payable - Real Estate			2420		
	Land Rover			1342	880848	29	Other Long Term Debt			2430		
	Accessories / Merchandise - Jaguar			1351,1352	5252	30	Total Long Term Debt (Lines 26-29)					
	Accessories / Veh. Kits / Merchandise - LR			1353-1355	13626	31	Total Liabilities (Lines 25 & 30)				64272195	
	Parts & Accessories - Other Brands			1345	84688	32	NET WORK CAPITAL					
Total Parts & Acc. Inventories (Lines 28 Thru 32)				1078863	33	Actual			C			
Work In Progress (Service Labor)			1373	10195	34	JLR Guide ^			- 6143315			
Other Inventories (Gas/Oil/Grease, Tires, Batteries, Paint)			1370-72, 1374-75	- 62185	35	Actual O(U) Guide			D			
Inventory - LIFO Reserve	New Vehicles			1381-1383		36	NET CASH					
	Pre-Owned Vehicles			1386-1388		37	Actual (●)			3569096		
	Parts & Accessories			1390		38	Avg Monthly Expense			- 1587968		
Total Inventories (Lines 23, 27, 33 Thru 38)				43394252	39	Net Cash Position			1981128			
Prepaid Expenses			1410	136219	40	Actual = Total Current Assets (Line 52) minus						
Other Other Vehicle Assets (Lines 45 & 49)				9776754	50	Total Current Liabilities (Line 25) plus						
Total Other Current Assets (Lines 40 & 50)				9912973	51	LIFO Inv Reserve (Lines 36 Thru 38)						
Total Current Assets (Lines 3, 4, 16, 39 & 51)				59627059	52	^ JLRNA WC Guide is DMS calculated monthly						
Fixed Assets	LAND			1500		54	OPERATION ONLY					
	Bldg. & Imp.			1510, 1515		55	Capital Stock/LLC Membership			2500,2510	2382893	
	Equipment			1520, 1525	190657	56	Treasury Stock			2520		
	Furn. & Fixtures			1530, 1535	12411	57	Additional Paid in Capital			2530		
	Co. Vehicles			1540, 1545	498416	58	Retained Earnings			2540	9034310	
	Leaseholds			1550, 1555	395272	59	Less Dividends or Distributions ("S" Corp)			2550	(17557032)	
	Others			1560, 1565	410988	60	Investments			2600	8234080	
	Total Fixed Assets (Lines 54 Thru 60)				1507744	61	Less Drawings			2610		
	Finance Receivables Deferred			1600		62	Net Equity Investments (Lines 43 Thru 49)				2094251	
	Deposits on Contracts			1610	230777	63	New Vehicle Retail Units (incl Fleet)					
Life Insurance - Cash Value			1620		64	Pre-Owned Vehicle Retail Units (Excluding Wholesales)						
Notes and Accounts Receivable - Officers			1630		65	Dealership Profit/(Loss) (After Income Tax & Bonus)						
Advances to Employees			1640	- 200	66	Mo. Jaguar LR Other						
Other Notes and Receivables			1650		67	Jan 22 79 3 32 1				273287		
Other Assets			1660	9085285	68	Feb 14 83 5 41				165678		
Other Investments			1670		69	Mar 70 99 5 43				653342		
Total Other Assets (Lines 62 Thru 69)				9315862	70	Apr 14 86 5 38				285293		
TOTAL ASSETS (Lines 52, 61 & 70)				70450665	71	May 18 91 8 38				204033		
Sales & Profit Summary						Jun 6 66 13 27				263373		
Sales & Profit Summary						Jul 10 70 13 29				118374		
Sales & Profit Summary						Aug 6 67 13 39				308193		
Sales & Profit Summary						Sep 7 72 16 37 4				543622		
Sales & Profit Summary						Oct 7 98 6 32 9				376242		
Sales & Profit Summary						Nov 13 87 3 32 9				352967		
Sales & Profit Summary						Dec 6 94 4 32 6				539814		
Sales & Profit Summary						Current YTD				4084219		
Sales & Profit Summary						(Pg. 4 Ln 16, 32 & 36)				(Pg. 7, Line 34)		
TOTAL NET WORTH (Lines 50 & 67)				6178470		TOTAL NET WORTH (Lines 50 & 67)				6178470		
TOTAL LIABILITIES & NET WORTH (Lines 31 & 70)				70450665		TOTAL LIABILITIES & NET WORTH (Lines 31 & 70)				70450665		

EXPENSE ANALYSIS			TOTAL DEALERSHIP OPERATIONS				NEW VEHICLE DEPT.		PRE-OWNED DEPARTMENT		VEHICLE DEPTS AS % DEALERSHIP		Line No.
NAME OF ACCOUNT			MONTH	% of GP	YTD	% of GP	MONTH	YTD	MONTH	YTD	MONTH	YTD	
TOTAL SALES			12758664		154207444		8621736	98680112	2519370	34724318			1
TOTAL GROSS			1410646		16695510		562103	5840842	114769	1230614			2
Variable Selling (Direct)	Sales Staff Compensation	9000	92236	65	993898	60	67087	745866	25149	248032	1000	1000	3
	F & I Specialist Compensation	9010	78466	56	906619	54	62286	697470	16180	209149	1000	1000	4
	Delivery Expense	9020	11552	8	185841	11	9084	157878	2468	27963	1000	1000	5
	Floor Plan Interest	9030	143339	102	1563729	94	136050	1471774	7289	91955	1000	1000	6
	Less Floor Plan Assistance	9035	(5009)	4	(45479)	3	(5009)	(45479)			1000	1000	7
	Promotion	9040	1090	1	125550	8	1090	125550			1000	1000	8
	Advertising	9050	72258	51	877800	53	40450	476078	17559	204878	803	776	9
	Advertising Fees - Ad Group	9051	68600	49	813240	49	68600	813240			1000	1000	10
	Less Advertising Rebates	9055	(82502)	58	(521307)	31	(76332)	(440630)	(6170)	(80677)	1000	1000	11
	Total Variable Selling Exp. (Lines 3 Thru 11)		380030	269	4899895	293	303306	4001751	62475	701300	963	960	12
Personnel	Salaries: Owners/Officers (Indirect)	9100	25046	18	373177	22	8766	127731	3757	54742	500	489	13
	Administrative (Indirect)	9101											14
	Supervisors/Managers	9110	204720	145	2098182	126	65709	652561	33610	296969	485	453	15
	Salesp/Serv Adv/Estimators	9120	66435	47	917401	55							16
	Veh/Serv/P/B Dept. Clerical	9130	47494	34	611834	37	25982	314198	3177	17234	614	542	17
	Other Direct (Mktg/Advert/Events)	9140	78764	56	948315	57	14888	204342	8285	72146	294	292	18
	Absentee Wages - Productive	9150	30946	22	561459	34							19
	Payroll Taxes	9160	98963	70	978553	59	30181	304419	12294	93991	429	407	20
	Employee Benefits	9170	59660	42	772693	46	17898	232714	11932	154577	500	501	21
	Pension / 401K Fund	9180	7606	5	109567	7		25873		17401		395	22
	Total Personnel (Lines 13 Thru 22)		619634	439	7371181	442	163424	1861838	73055	707060	382	349	23
Semi-Fixed (Direct)	Company Veh Exp Excl Demo & SL	9200											24
	Demo Vehicle Expense	9210	13641	10	143193	9	5532	58183	2117	19234	561	541	25
	Service Loaner (SL) Expense	9220	80248	57	961416	58							26
	Less Service Loaner Rebates	9225	(43912)	31	(529033)	32							27
	Uniform & Laundry Expense	9230	2068	1	31953	2		234				7	28
	Small Tools & Other Supplies	9250	10742	8	121245	7	4633	10657	548	1459	482	100	29
	Goodwill Adjustments	9260			26392	2							30
	Warranty Adjustments	9270											31
	Outside Services	9290	102842	73	1083791	65	31909	304578	11598	118948	423	391	32
	Freight, Postage & Express	9350	12469	9	102575	6							33
	Employee Training & Development	9370	15125	11	183115	11	1363	25787		2304	90	153	34
	Bank & Credit Card Charges	9380	28435	20	382605	23	8894	120614	5583	74756	509	511	35
	Policy Work	9390	29989	21	269190	16	4687	85730	4293	18404	299	387	36
Semi-Fixed (Indirect)	Office Supplies & Expense	9240	8222	6	97784	6	2638	33878	906	9770	431	446	37
	Data Processing	9280	46147	33	431220	26	14142	136294	9093	80339	503	502	38
	Travel & Entertainment	9300	56915	40	404635	24	21251	141428	8089	58469	516	494	39
	Contributions	9310	15252	11	19000	1	5338	6650	2288	2850	500	500	40
	Memberships, Dues & Subscriptions	9320			5050			3200		455		724	41
	Legal & Audit Expenses	9330	6941	5	72981	4	1963	23845	1139	11685	447	487	42
	Telephone	9340	954	1	13050	1	339	3830	126	1622	487	418	43
	Bad Debts	9360	1200	1	3002								44
	Miscellaneous Expense	9400											45
	Total Semi-Fixed Expense (Lines 24 Thru 45)		387278	275	3823164	229	102689	954908	45780	400295	383	354	46
Occupancy (Fixed)	Rent or Mortgage Interest	9500	146723	104	1740218	104	86904	1025009	17091	203950	709	706	47
	Amortization - Leaseholds	9510	3714	3	44364	3	1114	13309	743	8873	500	500	48
	Repairs & Maintenance - Real Estate	9520	5824	4	67587	4	494	19650	330	8719	141	420	49
	Depreciation - Buildings & Improvements	9530											50
	Taxes - Real Estate	9540	27648	20	302779	18	9260	102418	5254	57246	525	527	51
	Insurance - Buildings & Improvements	9550											52
	Heat, Light, Power, Water	9600	15878	11	167371	10	8477	82711	2113	24187	667	639	53
	Occupancy Expense (Lines 47 Thru 53)		199787	142	2322319	139	106249	1243097	25531	302975	660	666	54
Non-Occup. Fixed	Insurance - Other	9610	25687	18	306395	18	12855	154393	6425	76594	751	754	55
	Taxes - Other	9620											56
	Repairs & Maintenance - Equipment	9630	2693	2	54511	3	352	7342	235	1779	218	167	57
	Depreciation - Equipment	9640	21689	15	278147	17	6370	83740	4377	55545	496	501	58
	Equipment - Rental	9650											59
	Interest - Other Loans	9660											60
Total Fixed Expense (Lines 54 Thru 60)		249856	177	2961372	177	125826	1488572	36568	436893	650	650	61	
Total Fixed Overhead (Lines 23, 46 & 61)		1256768	891	14155717	848	391939	4305318	155403	1544248	436	413	62	
TOTAL OPERATING EXPENSE (Lines 12 & 62)		1636798	J	19055612	K	695245	8307069	217878	2245548	558	554	63	
DEPARTMENTAL PROFIT/(LOSS) (Line 2 minus 63)		- 226152	L	- 2360102	M	- 133142	- 2466227	- 103109	- 1014934			64	
MEMO: DEPT PROFIT/(LOSS) AS A % SALES		- 177		- 153		- 154	- 250	- 409	- 292			65	
MEMO: Direct (Dept. Controllable) Expense												66	
Direct Personnel Expense (Lines 15 Thru 22)		594588	422	6998004	419	154658	1734107	69298	652318			67	
Direct Semi-Fixed Expense (Lines 24 Thru 36)		251647	178	2776442	166	57018	605783	24139	235105			68	
Direct Operating Exp (Lines 12, 67 & 68)		1226265	869	1467434	1879	514982	6341641	155912	1588723			69	

EXPENSE ANALYSIS		SERVICE DEPARTMENT				PARTS DEPARTMENT		BODY DEPARTMENT		FIXED DEPTS AS % DEALERSHIP		Line No.	
NAME OF ACCOUNT		MONTH	% of GP	YTD	% of GP	MONTH	YTD	MONTH	YTD	MONTH	YTD		
TOTAL SALES		797762		10919909		819796	9883105					1	
TOTAL GROSS		453686		6242893		280088	3381161					2	
Variable Selling (Direct)	Sales Staff Compensation	9000										3	
	F & I Specialist Compensation	9010										4	
	Delivery Expense	9020										5	
	Floor Plan Interest	9030										6	
	Less Floor Plan Assistance	9035										7	
	Promotion	9040										8	
	Advertising	9050	10255	23	119005	19	3994	77839			197	224	9
	Advertising Fees - Ad Group	9051											10
	Less Advertising Rebates	9055											11
	Total Variable Selling Exp. (Lines 3 Thru 11)		10255	23	119005	19	3994	77839			37	40	12
	Personnel	Salaries: Owners/Officers (Indirect)	9100	8766	19	133105	21	3757	57599		500	511	13
		Administrative (Indirect)	9101										14
Supervisors/Managers		9110	65606	145	775184	124	39795	373468		515	547	15	
Salesp/Serv Adv/Estimators		9120	45096	99	630347	101	21339	287054		1000	1000	16	
Veh/Serv/P/B Dept. Clerical		9130	15158	33	239536	38	3177	40866		386	458	17	
Other Direct (Mktg/Advert/Events)		9140	41755	92	511531	82	13836	160296		706	708	18	
Absentee Wages - Productive		9150	30946	68	561459	90				1000	1000	19	
Payroll Taxes		9160	41181	91	450974	72	15307	129169		571	593	20	
Employee Benefits		9170	17898	39	231865	37	11932	153537		500	499	21	
Pension / 401K Fund		9180	6998	15	46160	7	608	20133		1000	605	22	
Total Personnel (Lines 13 Thru 22)			273404	603	3580161	573	109751	1222122		618	651	23	
Semi-Fixed (Direct)	Company Veh Exp Excl Demo & SL	9200										24	
	Demo Vehicle Expense	9210	3875	9	45422	7	2117	20354		439	459	25	
	Service Loaner (SL) Expense	9220	80248	177	961416	154				1000	1000	26	
	Less Service Loaner Rebates	9225	43912	97	529033	85				1000	1000	27	
	Uniform & Laundry Expense	9230	2068	5	31372	5		347		1000	993	28	
	Small Tools & Other Supplies	9250	4640	10	100984	16	921	8145		518	900	29	
	Goodwill Adjustments	9260			26392	4					1000	30	
	Warranty Adjustments	9270										31	
	Outside Services	9290	42769	94	502358	80	16566	157907		577	609	32	
	Freight, Postage & Express	9350					12469	102575		1000	1000	33	
	Employee Training & Development	9370	10920	24	143942	23	2842	11082		910	847	34	
	Bank & Credit Card Charges	9380	8375	18	112479	18	5583	74756		491	489	35	
	Policy Work	9390	19758	44	110943	18	1251	54113		701	613	36	
	Semi-Fixed (Indirect)	Office Supplies & Expense	9240	3878	9	45214	7	800	8922		569	554	37
		Data Processing	9280	13819	30	131881	21	9093	82706		497	498	38
Travel & Entertainment		9300	19486	43	145590	23	8089	59148		484	506	39	
Contributions		9310	5338	12	6650	1	2288	2850		500	500	40	
Memberships, Dues & Subscriptions		9320			888			507			276	41	
Legal & Audit Expenses		9330	2700	6	24733	4	1139	12718		553	513	42	
Telephone		9340	189		3627	1	300	3971		513	582	43	
Bad Debts		9360	1200	3	2083			919		1000	1000	44	
Miscellaneous Expense		9400										45	
Total Semi-Fixed Expense (Lines 24 Thru 45)			175351	387	1866941	299	63458	601020		617	646	46	
Occupancy (Fixed)	Rent or Mortgage Interest	9500	25637	57	307032	49	17091	204227		291	294	47	
	Amortization - Leaseholds	9510	1114	2	13309	2	743	8873		500	500	48	
	Repairs & Maintenance - Real Estate	9520	4670	10	30327	5	330	8891		859	580	49	
	Depreciation - Buildings & Improvements	9530										50	
	Taxes - Real Estate	9540	7880	17	85869	14	5254	57246		475	473	51	
	Insurance - Buildings & Improvements	9550										52	
	Heat, Light, Power, Water	9600	3173	7	36284	6	2115	24189		333	361	53	
	Occupancy Expense (Lines 47 Thru 53)		42474	94	472821	76	25533	303426		340	334	54	
Non-Occup. Fixed	Insurance - Other	9610	3844	8	45245	7	2563	30163		249	246	55	
	Taxes - Other	9620										56	
	Repairs & Maintenance - Equipment	9630	1871	4	41458	7	235	3932		782	833	57	
	Depreciation - Equipment	9640	6565	14	83317	13	4377	55545		504	499	58	
	Equipment - Rental	9650										59	
	Interest - Other Loans	9660										60	
Total Fixed Expense (Lines 54 Thru 60)		54754	121	642841	103	32708	393066		350	350	61		
Total Fixed Overhead (Lines 23, 46 & 61)		503509	N	6089943	976	205917	2216208		564	587	62		
TOTAL OPERATING EXPENSE (Lines 12 & 62)		513764	O	6208948	995	209911	2294047		442	446	63		
DEPARTMENTAL PROFIT/(LOSS) (Line 2 minus 63)		- 60078	P	33945	5	70177	1087114					64	
MEMO: DEPT PROFIT/(LOSS) AS A % SALES		- 753		31		856	1100					65	
MEMO	Direct (Dept. Controllable) Expense											66	
	Direct Personnel Expense (Lines 15 Thru 22)		264638	583	3447056	552	105994	1164523				67	
	Direct Semi-Fixed Expense (Lines 24 Thru 36)		128741	284	1506275	241	41749	429279				68	
	Direct Operating Exp (Lines 12, 67 & 68)		403634	890	5072336	812	151737	1671641				69	

Line No.	GROSS PROFIT ANALYSIS - VEH OPERATIONS		MONTH				YEAR TO DATE				Line No.
	NAME OF ACCOUNT	ACCT #	UNITS	SALES	GROSS	GROSS PU	UNITS	SALES	GROSS	GROSS PU	
1	XE	Pg. 8, Lines 2 Thru 6					21	966655	11361	541	1
2	XF	Pg. 8, Lines 7 Thru 12					30	1263806	23434	781	2
3	XJ	Pg. 8, Lines 13 Thru 18			70		9	651641	15614	1735	3
4	F-TYPE	Pg. 8, Lines 19 Thru 24					11	890650	23598	2145	4
5	E-PACE	Pg. 8, Lines 25 & 26	4	180146	- 2832	- 708	32	1453772	13747	430	5
6	F-PACE	Pg. 8, Lines 27 Thru 31	2	98563	3522	1761	84	4634938	109696	1306	6
7	I-PACE	Pg. 8, Lines 32 & 33					4	308237	- 7903	1976	7
8	Discontinued Models	Pg. 8, Line 34					2	112509	1655	828	8
9	Jaguar New Retail Sales (Lines 1 Thru 8)		6	278709	760	127	193	10282208	191202	991	9
10	Fleet/Employee/Other Prog Vehicle Sales	3291									10
11	Jaguar Incentives	4290							130200		11
12	Service Contract (i.e., VPP)	3293	3	977	664	221	258	151777	105994	411	12
13	Financing & Insurance	4292	1		26	26	24		24233	1010	13
14	Other Sales (i.e., Trades, Protection Packs)	3294									14
15	Jaguar New Vehicle Cost of Sales Adj - LIFO	4991									15
16	JAGUAR NEW VEH DEPT (Units: Ln 9 & 10; Amt: Ln 9 Thru 15)		6	279686	1450	242	193	10433985	451629	2340	16
17	Discovery Sport	Pg. 8, Lines 36 & 37	7	339034	1029	147	50	2350906	35662	713	17
18	Discovery	Pg. 8, Lines 38 & 39	2	131917	- 1092	- 546	52	3401797	- 8241348	Q	18
19	Defender	Pg. 8, Lines 40 Thru 45									19
20	RR Evoque	Pg. 8, Lines 46 Thru 48	9	464277	16711	1857	79	4114975	104778	1326	20
21	RR Velar	Pg. 8, Lines 49 Thru 52	10	660791	660	66	114	7684100	185078	1623	21
22	RR Sport	Pg. 8, Lines 53 Thru 58	27	2340117	88402	3274	200	17374724	692743	3464	22
23	Range Rover	Pg. 8, Lines 59 Thru 65	39	4270275	202835	5201	491	51417735	10396139	21173	23
24	Discontinued Models	Pg. 8, Line 66					6	524997	233219	38870	24
25	LR New Retail Sales (Lines 17 Thru 24)		94	8206411	308545	3282	992	86869234	3406271	3434	25
26	Fleet/Employee/Other Prog Vehicle Sales	3491									26
27	LR Incentives	4490			90000				190000		27
28	LR Service Contract (i.e., VPP)	3493	163	135639	98311	603	1806	1376893	1020262	565	28
29	Financing & Insurance	4492	36		63797	1772	378		772680	2044	29
30	Other Sales (i.e., Trades, Protection Packs)	3494									30
31	LR New Vehicle Cost of Sales Adj - LIFO	4992									31
32	LR NEW VEH DEPT (Units: Ln 25 & 26; Amt: Ln 25 Thru 31)		94	8342050	560653	5964	992	88246127	5389213	5433	32
33	Other Brands New Sales - Retail/Fleet/Demo	3800, 3900, 3891									33
34	Other Sources (F&I, Serv Cont., Other Sales, etc.)	4890, 4892, 3893, 3894									34
35	Other New Vehicle Cost of Sales Adj - LIFO	4993									35
36	OTHER BRANDS NEW VEH DEPT (Lines 33 Thru 35)										36
37	TOTAL NEW VEHICLE DEPARTMENT (Lines 16, 32 & 36)		100	8621736	562103		1185	98680112	5840842		37
38	Certified PO Sales (Before Recond.)	Pg. 9, Line 49			248		47	2147599	53067	1129	38
39	Less CPO Reconditioning Expense	Pg. 9, Line 50							25817		39
40	Non-CPO Sales (Before Recond.)	Pg. 9, Line 52	4	182971	2827	707	47	2032499	33186	706	40
41	Less Non-CPO Reconditioning Expense	Pg. 9, Line 53							16075		41
42	Jaguar PO Retail Sales (Lines 38 Thru 41)		4	182971	3075	769	94	4180098	44361	472	42
43	Pre-Owned JAGUAR - Other (Incl. Incentives)	7294									43
44	Service Contract (i.e., VPP); Units = Contr sold	7293	6	2807	2171	362	98	81552	47066	480	44
45	Financing & Insurance	8292	1		1417	1417	11		8290	754	45
46	Other Vehicle Sales	7295									46
47	Jaguar Pre-Owned Vehicles - WHOLESALE	7821					6	197740	2935	489	47
48	Jaguar PO Vehicle Inventory Adjustments	8995									48
49	Jaguar PO Vehicle Cost of Sales Adj. - LIFO	8991									49
50	JAGUAR PO VEH DEPT (Units: Ln 42, 46 & 47; Amt: Ln 42 Thru 49)		4	185778	6663	1666	100	4459390	102652	1027	50
51	Certified PO Sales (Before Recond.)	Pg. 9, Line 49	27	1403087	86020	3186	319	17082021	643871	2018	51
52	Less CPO Reconditioning Expense	Pg. 9, Line 50			41151				296125		52
53	Non-CPO Sales (Before Recond.)	Pg. 9, Line 52	5	233510	13410	2682	101	4827710	243507	2411	53
54	Less Non-CPO Reconditioning Expense	Pg. 9, Line 53			3280				82352		54
55	LR PO Retail Sales (Lines 51 Thru 54)		32	1636597	54999	1719	420	21909731	508901	1212	55
56	Pre-Owned LR - Other (Incl. Incentives)	7494									56
57	Service Contract (i.e., VPP); Units = Contr sold	7493	53	56903	26339	497	671	767518	382317	570	57
58	Financing & Insurance	8492	12		20781	1732	145		212958	1469	58
59	Other Vehicle Sales	7495									59
60	LR Pre-Owned Vehicles - WHOLESALE	7822	18	309300	2751	153	146	3877734	- 16464	- 113	60
61	LR PO Vehicle Inventory Adjustments	8996									61
62	LR PO Vehicle Cost of Sales Adj. - LIFO	8992									62
63	LR PO VEH DEPT (Units: Ln 55, 59 & 60; Amt: Ln 55 Thru 62)		50	2002800	104870	2097	566	26554983	1087712	1922	63
64	Other Brands Pre-Owned Retail (Before Recond.)	7600, 8600	6	145202	9910	1652	29	1004630	59053	2036	64
65	Less Reconditioning Expense	8640			7487				41699		65
66	Other Sources (F&I, Serv Cont., Other Sales, Customer Paid Fees, etc.)	7692, 7694									66
67	Other Brands PO Vehicles - WHOLESALE	7823	13	185590	813	63	155	2705315	22896	148	67
68	Other Brands PO Vehicle Inventory Adjustments	8997									68
69	Other PO Vehicle Cost of Sales Adj. - LIFO	8993									69
70	OTHER BRANDS PO VEHICLE DEPT (Lines 64 Thru 69)		19	330792	3236	170	184	3709945	40250	219	70
71	TOTAL PO VEHICLE DEPARTMENT (Lines 50, 63 & 70)		73	2519370	114769		850	34724318	1230614		71

Line No.	GROSS PROFIT ANALYSIS - FIXED OPERATIONS			MONTH				YEAR TO DATE				Line No.
	NAME OF ACCOUNT	ACCT #	UNITS	SALES	GROSS	GROSS % SALES	UNITS	SALES	GROSS	GROSS % SALES		
1	Customer Paid Labor	5010	41	7156	5437	760	460	89708	65459	730	1	
2	Warranty Claim Labor	5011	90	36722	26838	731	1595	561542	424751	756	2	
3	Internal Labor	5012	7	623	424	681	318	47205	33536	710	3	
4	Factory Paid Scheduled Maintenance	5013	42	7993	6029	754	584	118426	88951	751	4	
5	Total Jaguar Labor (Lines 1 Thru 4)		180	52494	38728	738	2957	816881	612697	750	5	
6	Sublet Repairs	5015		1885	- 1079	- 572		150153	12719	85	6	
7	Service Other	5016									7	
8	Service Labor Cost of Sales Adjustments	6091									8	
9	JAGUAR SERVICE DEPT (Lines 5 Thru 8)		180	54379	37649	692	2957	967034	625416	647	9	
10	Customer Paid Labor	5020	224	184114	133503	725	4403	3092271	2231141	722	10	
11	Warranty Claim Labor	5021	642	303372	232533	766	7898	3596711	2766279	769	11	
12	Internal Labor	5022	261	57643	40052	695	3301	601782	421932	701	12	
13	Factory Paid Scheduled Maintenance	5023	13	3973	3086	777	150	42703	33265	779	13	
14	Total Land Rover Labor (Lines 10 Thru 13)		1140	549102	409174	745	R	7333467	5452617	744	14	
15	Sublet Repairs	5025		194281	20789	107		2619408	307792	118	15	
16	Service Other	5026									16	
17	Service Labor Cost of Sales Adjustments	6092			13926				142932		17	
18	LR SERVICE DEPT (Lines 14 Thru 17)		1140	743383	416037	560	S	9952875	5617477	564	18	
19	Customer Paid Labor	5050									19	
20	Other RO Labor / Cust. Paid Fees / Sublet Repairs / Service Other	5051-5053 5055,5056									20	
21	Service Labor Cost of Sales Adjustments	6093									21	
22	TOTAL SERVICE DEPARTMENT (Lines 9, 18 Thru 21)		1320	797762	453686		T	10919909	6242893		22	
23	Customer Paid Repair Order (RO)	5110		2991	1278	427		36447	14256	391	23	
24	Body RO	5111									24	
25	Warranty Claim RO	5112		22212	9029	406		495722	174989	353	25	
26	Internal RO	5113		11330	4415	390		353729	126290	357	26	
27	Counter Retail	5115	11	2238	721	322	101	21498	5606	261	27	
28	Wholesale	5116	35	20199	4762	236	451	265296	56716	214	28	
29	Accessories	5117									29	
30	Jaguar Merchandise	5118									30	
31	Total Jaguar Brand Parts (Lines 23 Thru 30)		46	58970	20205	343	552	1172692	377857	322	31	
32	Gas, Oil, Grease & Other Lubricants	5163						794	208	262	32	
33	Tires, Batteries & Miscellaneous	5164,5165		1467	231	157		20091	3514	175	33	
34	Purchase Discounts/Inventory Adjustments	6190,6191									34	
35	JAGUAR PARTS DEPT (Lines 31 Thru 34)		46	60437	20436	338	552	1193577	381579	320	35	
36	Customer Paid Repair Order (RO)	5120		145316	64045	441		2204163	901612	409	36	
37	Body RO	5121									37	
38	Warranty Claim RO	5122		294782	118967	404		3064550	1226692	400	38	
39	Internal RO	5123		79822	16619	208		818128	185177	226	39	
40	Counter Retail	5125	73	8441	3748	444	733	119082	46705	392	40	
41	Wholesale	5126	321	207806	47577	229	3777	2122771	478094	225	41	
42	Accessories/Vehicle Kits	5127									42	
43	Land Rover Merchandise	5128	16	2365	516	218	46	27731	4842	175	43	
44	Total Land Rover Brand Parts (Lines 36 Thru 43)		410	738532	251472	341	4556	8356425	2843122	340	44	
45	Gas, Oil, Grease & Other Lubricants	5166		20827	10226	491		328698	151195	460	45	
46	Tires, Batteries & Miscellaneous	5167,5168						4405	483	110	46	
47	Purchase Discounts/Inventory Adjustments	6192,6193			2046				- 4782		47	
48	LAND ROVER PARTS DEPT (Lines 44 Thru 47)		410	759359	259652	342	4556	8689528	2999582	345	48	
49	Other Brands Parts - All ROs	5150-5153									49	
50	Parts - All Other (Counter, Whistle, Tires, Oil, Grease, Misc., LIFO)	5155,5156,5158 5171,6194,6196									50	
51	Parts Cost of Sales Adjustments - LIFO	6199									51	
52	TOTAL PARTS DEPARTMENT (Lines 35, 48 Thru 51)		456	819796	280088		5108	9883105	3381161		52	
53	Customer Paid Labor	5210									53	
54	Other Body Shop Labor	5211									54	
55	Body Shop Sublet Repairs	5212									55	
56	Body Shop Materials & Miscellaneous	5262,5266									56	
57	JAGUAR BODY DEPT (Lines 53 Thru 56)										57	
58	Customer Paid Labor	5220									58	
59	Other Body Shop Labor	5221									59	
60	Body Shop Sublet Repairs	5222									60	
61	Body Shop Materials & Miscellaneous	5263,5267									61	
62	LAND ROVER BODY DEPT (Lines 58 Thru 61)										62	
63	OTHER BRANDS BODY DEPT	5250-5252 5264,5268									63	
64	Body Cost of Sales Adjustment	6299									64	
65	TOTAL BODY DEPARTMENT (Lines 57, 62 Thru 64)										65	
66	MEMO: DEALERSHIP TOTAL SALES & GROSS PROFIT BY BRAND										66	
67	Jaguar (Pg. 4 Ln 16 & 50, Pg. 5 Ln 9, 35 & 57)		236	580280	66198	114	3802	17053986	1561276	92	67	
68	Land Rover (Pg. 4 Ln 32 & 63, Pg. 5 Ln 18, 48 & 62)		1694	11847592	1341212	113	U	133443513	15093984	113	68	
69	Other Brands (Pg. 4 Ln 36 & 70, Pg. 5 Ln 19 Thru 21, 49, 50 & 63)		19	330792	3236	10	184	3709945	40250	11	69	
70	CoS Adj (Pg. 5 Ln 51 & 64)										70	
71	TOTAL DEALERSHIP OPS (Pg. 4 Ln 37 & 71, Pg. 5 Ln 22, 52 & 65)		1949	12758664	1410646	111	V	154207444	16695510	108	71	

DEALERSHIP OTHER INCOME ADDITIONS & DEDUCTIONS

Line No.	OTHER INCOME ADDITIONS	ACCT #	DEALERSHIP ADDS		OTHER INCOME DEDUCTIONS	ACCT #	DEALERSHIP DEDUCTS		Line No.
			MONTH	YTD			MONTH	YTD	
1	Cash Discounts Earned	9800			Cash Discounts Allowed	9907			1
2	Interest Earned	9801		458	Interest Paid	9900			2
3	Lease Income	9802			Lease Expense	9901			3
4	Rental Income	9803			Rental Expense	9902			4
5	BB Facility Reserve (FER) / CAN Fac Bonus (FB) (J & LR from Line 47)		157611	1761485	Other Deductions	9903		57396	5
6	BB Sales Objective (SO) / CAN Sales Bonus (SB) (J & LR from Line 48)		157446	1714619	Repos. Losses - New	9904			6
7	BB Sales (ITS) / CAN Cust Exp (CE) (J & LR from Line 49)				Repos. Losses - Used	9905			7
8	BB Approved (ACPO) / CAN CPO Bonus (CPO) (J & LR from Line 50)		270566	801320	Indemnities (Non-US)	9906			8
9	BB Training (TRN) / CAN Training Bonus (TB) (J & LR from Line 51)		78759	941156	TBD #1 Deduct	9908			9
10	BB CP Hours (SVC) / CAN Used Engage (UCE) (J & LR from Line 52)		85868	823374					10
11	BB Surplus Payment (J & LR from Line 53)		3687	329286					11
12	JLR Parts Bonus Incentives (USA) (J & LR from Line 55)			1500					12
13	Other Income (Incl Customer Paid Fees) 9890		12025	128524					13
14	Total Dealership Adds (Lines 1 Thru 13)		765962	6501722	Total Dealership Deducts (Lines 1 Thru 9)			57396	14

DEALERSHIP EXPENSE & OTHER INCOME ALLOCATION BY BRAND										
Line No.	NAME OF ACCOUNT	ACCT#	DEALERSHIP		JAGUAR OPERATIONS		LAND ROVER OPS		OTHER BRANDS OPS	
			MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD
19	Sales Staff Compensation	9000	92236	993897	2950	76522	89286	917375		
20	F&I Specialist Compensation	9010	78466	906618	638	41634	77828	864984		
21	Delivery Expense	9020	11552	185841	420	16859	11132	168982		
22	Floor Plan Interest	9030	143339	1563729	22022	317287	121317	1246442		
23	Less Floor Plan Assistance	9035	(5009)	(45475)	(353)	(5253)	(4656)	(40222)		
24	Promotions	9040	1090	125550			1090	125550		
25	Advertising	9050	72257	877800	15186	186145	57071	691655		
26	Advertising Fees - Ad Group	9051	68600	813240	3000	80390	65600	732850		
27	Less Advertising Rebates	9055	(82502)	(521306)	(7397)	(82074)	(75105)	(439232)		
28	Total Variable Selling (1)		380029	4899894	36466	631510	343563	4268384		
29	Total Personnel (2)		619634	7371181	159906	1902240	459728	5468941		
30	Total Semi-Fixed (3)		387278	3823164	23237	622676	364041	3200488		
31	Total Fixed Expense (4)		249856	2961372	74957	888412	174899	2072960		
32	TOTAL OPERATING EXPENSE		1636797	19055611	294566	40448381	1342231	15010773		

33	Memo: (1)									
34	Service Loaner Expense	9220	80248	961416	1543	178163	78705	783253		
35	Less: Service Loaner Rebates	9225	(43911)	(529033)	(44563)	(223215)	(652)	(305818)		
36	Advertising - New Vehicle Dept.	9050A	40449	476078	15186	186145	25263	289933		
37	Advertising - Pre-Owned Dept.	9050B	17559	204878			17559	204878		
38	Dirshp CoS Adj, Other Adds & Deducts * (5)		12025	71587	547	7917	11166	61948	312	1722
39	Guideline for Brand Allocation	1) Variable Selling (Line 28), Vehicle Dept. Service Loaner (Lines 34 & 35) & Advertising (Lines 36 & 37) - Actual expenses and rebates should be tracked and charged by brand								
40		2) Total Personnel Expenses (Line 29) - Expenses should be allocated as a proportion of employees assigned to each brand (Pg. 7 Ln 71-74)						* Dealership Cost of Sales Adjustments, Other Adds &		
41		3) Total Semi-Fixed Expenses (Line 30) - Expenses should be allocated as a % of the number of new retail units sold by each brand (Pg. 1 Ln 67)						Deducts = Cost of Sales Adjustments (Pg. 5 Ln 70)		
42		4) Total Fixed Expenses (Line 31) - Expenses should be allocated as a % of the building square footage allocated to each brand (Pg. 7 Ln 47-49)						plus Dirshp Adds & Deducts (Line 14) minus		
43		5) CoS Adj, Other Adds & Deducts (Line 38) - This Other Net Income should be allocated as a proportion of brand sales (Pg. 7 Ln 1, 8, 15 & 21)						JLR adds (Line 56).		

Line No.	DEALERSHIP INCOME FROM JLR	ACCT #	JAGUAR		LAND ROVER	
			MONTH	YTD	MONTH	YTD
46	BUSINESS BUILDER & PARTS BONUS					
47	BB Facility Reserve (FER) / CAN Fac Bonus (FB)	9821,9831	1844	118092	155767	1643392
48	BB Sales Objective (SO) / CAN Sales Bonus (SB)	9826,9836	1844	95745	155602	1618874
49	BB Sales (ITS) / CAN Cust Exp (CE)	9827,9837				
50	BB Approved (ACPO) / CAN CPO Bonus (CPO)	9822,9832	64111	68267	206455	733052
51	BB Training (TRN) / CAN Training Bonus (TB)	9825,9835	1327	65334	77432	875823
52	BB CP Hours (SVC) / CAN Used Engage (UCE)	9823,9833	8436	77635	77432	745739
53	BB Surplus Payment	9824,9834	3687	95129		234157
54	Total Business Builder (Lines 47 Thru 53)		81249	520202	672688	5851037
55	JLR Parts Bonus Incentives (USA)	9829,9839				1500
56	TOTAL JLR INCOME ADDITIONS (Lines 54 & 55)		81249	520202	672688	5852537

LAND ROVER GL

DEALERSHIP OPERATIONAL SUMMARY

LINE #	ACCT NO.	TOTAL OPERATIONS				VEHICLE OPERATIONS		FIXED OPERATIONS		LINE #	
		MONTH	% of Sales	YTD	% of Sales	MONTH	YTD	MONTH	YTD		
1	Sales Pg. 5, Line 67	580280	W	17053986	X	465464	14893375	114816	2160611	1	
2	Gross Pg. 5, Line 67	661981	114	1561276	92	8113	554281	58085	1006995	2	
3	Expense ^ Pg. 6, Line 32	294566	508	4044838	237	164330	2239950	130236	1804888	3	
4	Jaguar Net Operating Profit/Loss (Line 2 minus 3)	- 228368	Y	- 2483562	Z	- 156217	- 1685669	- 72151	- 797893	4	
5	JLR Adds (Jaguar) Pg. 6, Line 56	812491	140	520202	31					5	
6	CoS Adj, Other Adds & Deducts Pg. 6, Line 38	547	1	7917						6	
7	JAGUAR OPS NET PROFIT BEFORE INC. TAX & BONUS	- 146572	AA	- 1955443	AB					7	
8	Sales Pg. 5, Line 68	11847592	AC	133443513	AD	103448501	114801110	1502742	18642403	8	
9	Gross Pg. 5, Line 68	1341212	113	15093984	113	665523	6476925	675689	8617059	9	
10	Expense ^ Pg. 6, Line 32	1342231	113	15010773	112	748792	8312666	593439	6698107	10	
11	LR Net Operating Profit/Loss (Line 9 minus 10)	- 1019		83211	1	- 83269	- 1835741	82250	1918952	11	
12	JLR Adds (Land Rover) Pg. 6, Line 56	672688	57	5852537	44					12	
13	CoS Adj, Other Adds & Deducts Pg. 6, Line 38	11166	1	61948						13	
14	LR OPS NET PROFIT BEFORE INC. TAX & BONUS	682835	58	5997696	45					14	
15	Sales Pg. 5, Line 69	330792	AE	3709945	AF	330792	3709945			15	
16	Gross Pg. 5, Line 69	3236	10	40250	11	3236	40250			16	
17	Expense ^ Pg. 6, Line 32									17	
18	Other Br Net Oper. Profit/Loss (Line 16 minus 17)	3236	10	40250	11	3236	40250			18	
19	CoS Adj, Other Adds & Deducts Pg. 6, Line 38	312	1	1722						19	
20	OTHER BR OPS NET PROFIT BEFORE INC. TAX & BONUS	3548	11	41972	11					20	
21	Sales Lines 1, 8 & 15	12758664	AG	154207444	AH	11141106	133404430	1617558	20803014	21	
22	Gross Lines 2, 9 & 16	1410646	111	16695510	108	676872	7071456	733774	9624054	22	
23	Expense Lines 3, 10 & 17	1636797	128	19055611	124	913122	10552616	723675	8502995	23	
24	Dirshp Net Operating Profit/Loss (Line 22 minus 23)	- 226151	18	- 2360101	15	- 236250	- 3481160	10099	1121059	24	
25	JLR Adds Lines 5 & 12	753937	59	6372739	41					25	
26	CoS Adj, Other Adds & Deducts Lines 6, 13 & 19	12025	1	71587						26	
27	DEALERSHIP NET PROFIT BEFORE INC. TAX & BONUS	539811	42	4084225	26	DLRSH KEY PERFORMANCE INDICATORS (KPIs)				27	
28	Bonus - Owners 9700					Net Worth (from Page 1, Line 70)				6, 178, 470	28
29	Bonus - Employees 9701					Net Working Capital As A % JLR Guide				- 75.6	29
30	TOTAL NET PROFIT BEFORE INCOME TAX (NPBIT)	539811	42	4084225	26	Net Cash % Avg Monthly Expense				224.8	30
31	TOTAL NPBIT AS A % CAPITAL EMPLOYED (ROCE)	8.7		66.1		Long Term Debt / Equity Ratio					31
32	DEALERSHIP NPBIT AS A % TOTAL ASSETS (ROA)	0.8		5.8		YTD NPBIT&B As A % Total Gross				24.5	32
33	Income Tax - Current Year 9710	- 3		6		Number of New & Pre-Owned unit sales necessary to breakeven per avg month				77	33
34	DEALERSHIP NET PROFIT AFTER INCOME TAX	539814	42	4084219	26						34

^ Expense Allocation by Vehicle and Fixed should be based on % Dealership calculated on page 2 & 3, line 63 respectively

DEALERSHIP SERVICE SUMMARY									
VEHICLES ATTENDED	JAGUAR		LAND ROVER		NO. OF DEALERSHIP SERVICE DAYS		DEALERSHIP SERVICE ABSORPTION %		STALL COUNT
	MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD	
37	127	2472	1357	14962	20	253	58	67	Jaguar
38									Land Rover
39									Other Brands
40	SERVICE TECHNICIANS HOURS								
41	Available Clocked Hours (Incl. OT) *	842	15181	3368	42598	= Fixed Ops Gross (Line 22 above) divided by (Dirshp Operating Expense (Line 23) minus Vehicle Depts. Variable Selling Expense (Pg. 2 Line 12) Benchmark = 85% - 100%			
42	Actual Hours Worked	632	9023	2526	34293				
43	* Available Clock Hours (Incl. OT) >= Actual Hours Worked								
44	FLAT RATE HOURS SOLD								
45	Customer Paid	45	1172	1143	18708	DEALERSHIP SQUARE FOOTAGE (For Dealership Fixed Expense Brand Allocation)			
46	Warranty	290	4191	1837	22196	Jaguar		30	
47	Internal	5	878	478	5078	Land Rover		70	
48	Factory Paid Scheduled Maintenance	52	771	23	265	Other Brands			
49	Total	392	7012	3481	46247				
50	HOURLY LABOR RATES	CUSTOMER	WARRANTY	INTERNAL	BODY	DEALERSHIP FACILITY METRICS BY BRAND			
51	Jaguar	175	154	165		Jaguar		4	
52	Land Rover	175	154	165		Land Rover		21	
53	Other Brands					Other Brands			

DEALERSHIP PERSONNEL COUNT SUMMARY (Data In Tenths)									
JOB TITLE	BRAND	NEW	PO	F & I	SERVICE	PARTS	BODY	TOTAL	ADMIN**
55	Supervisors, Managers (Direct-)	Jaguar	10		10	10		30	** Owners/Officers & Administrative Staff (Indirect)
56		Land Rover	20	10	10	10		60	
57		Other Brands							
58	Salespeople (veh /parts), Advisors, Body Estimators	Jaguar	30		10	10		50	
59		Land Rover	100		40	10		150	
60		Other Brands							
61	Veh/S/P/B Dept. Clerical Staff (Direct-)	Jaguar	20	10	10			40	
62		Land Rover	60	40	40			140	
63		Other Brands							
64	Veh/S/P/B Dept. Other Non-Clerical Staff (Direct-)	Jaguar		10	40	20		70	
65		Land Rover	10		80	40		130	
66		Other Brands							
67	Technicians (Service & Body Only)	Jaguar			50			50	
68		Land Rover			210			210	
69		Other Brands							
70	TOTAL PERSONNEL	Jaguar	60	20	120	40		240	GRAND TOTAL
71		Land Rover	190	50	380	60		690	
72		Other Brands							
73		Grand Total	250	70	500	100		930	

75 ~ Direct personnel are variable with business volume and are aligned by department (New/PO/F&I Vehicle, Service, Parts and Body or "Veh/S/P/B").

JAGUAR AND LAND ROVER RETAIL CUSTOMER NEW VEHICLE SALES & GROSS BY FINANCING TYPE

Line No.	MODEL DESCRIPTION		ACCT NO. *		MONTH SALES Amount	MONTH UNITS & GROSS AMOUNT				YTD SALES Amount	YTD UNITS & GROSS AMOUNT				Line No.	
			Lease Finan	Cash/ Loan		Lease Financing		Cash/Loan Financing			Lease Financing	Cash/Loan Financing				
						Units	Amount	Units	Amount			Units	Amount	Units		Amount
1														1		
2	XE	XE 20d & 20d AWD	3301,4301	3201,4201										2		
3		XE 25t & 25t AWD	3303,4303	3203,4203						623432	7	- 3811	9	- 1508	3	
4		XE 30t & 30t AWD, 35t & 35t AWD	3305,4305	3205,4205						124092	3	1008	1	351	4	
5		XE S & S AWD	3307,4307	3207,4207											5	
6		XE SV Project 8	3308,4308	3208,4208						219131			1	15321	6	
7		XF	XF 20d & 20d AWD	3350,4350	3250,4250										7	
8	XF 25t & 25t AWD		3356,4356	3256,4256						798247	13	12545	7	4287	8	
9	XF 30t & 30t AWD, 35t & 35t AWD		3352,4352	3252,4252						33519	1	350		650	9	
10	XF S & S AWD		3354,4354	3254,4254											10	
11	XF Sportbrake 30t AWD		3357,4357	3257,4257											11	
12	XF Sportbrake S AWD		3358,4358	3258,4258						432040	1	750	8	4852	12	
13	XJ	XJ R-Sport & R-Sport AWD	3340,4340	3240,4240						177406	1	1786	2	- 1420	13	
14		XJ Supercharged	3342,4342	3242,4242											14	
15		XJR	3344,4344	3244,4244											15	
16		XJL Portfolio and XJ50 V6	3346,4346	3246,4246			70			474235	1	9014	5	6234	16	
17		XJL Supercharged & XJ50 V8	3343,4343	3243,4243											17	
18		XJR LWD & JLR575	3345,4345	3245,4245											18	
19	F-TYPE	Convertible	F-TYPE P300 & P340	3310,4310	3210,4210					390147	3	3367	2	2751	19	
20			F-TYPE P380 & F-TYPE 400	3316,4316	3216,4216											20
21			F-TYPE R & SVR	3312,4312	3212,4212						78000			1	901	21
22		Coupe	F-TYPE P300 & P340	3313,4313	3213,4213					74360	1	2011			22	
23			F-TYPE P380 & F-TYPE 400	3314,4314	3214,4214					271343	3	12967			23	
24			F-TYPE R & SVR	3315,4315	3215,4215					76800	1	1601			24	
25	E-PACE P250	3361,4361	3261,4261	134646	3	- 812			908417	14	6789	6	1147	25		
26	E-PACE P300	3362,4362	3262,4262	45500				1 - 2020	545355	9	2914	3	2897	26		
27	F-PACE	F-PACE 20d	3321,4321	3221,4221					40721			1	- 300	27		
28		F-PACE 25t	3324,4324	3224,4224	98563	2	3072			AI	39	42589	9	14983	28	
29		F-PACE 30t & 35t	3322,4322	3222,4222						AJ	13	13034	15	17345	29	
30		F-PACE S	3323,4323	3223,4223			450			202831	3	6097			30	
31		F-PACE SVR	3325,4325	3225,4225						357671	2	7588	2	8360	31	
32		I-PACE (batt electric) EV400	3371,4371	3271,4271						308237	2	- 8150	2	247	32	
33	I-PACE (batt electric) TBD #2	3372,4372	3272,4272											33		
34	Discontinued (*17 MY & Prior)	3380,4380	3280,4280						112509			2	1655	34		
35	Total JAGUAR (Lines 2 Thru 34)				278709	5	2780	1 - 2020	AK	117	112449	76	78753	35		
36	Discovery Sport (237 HP I4)	3555,4555	3455,4455	339034	5	- 1136			AL	41	26424	9	9238	36		
37	Discovery Sport (286 HP I4)	3556,4556	3456,4456											37		
38	Discovery Td6 (Diesel)	3562,4562	3462,4462						214774	2	1563	1	2592	38		
39	Discovery (340 HP V6)	3561,4561	3461,4461	131917	2	- 1092			AM	34	AN	15	31687	39		
40	DEFENDER	TBD #1	3501,4501	3401,4401										40		
41		TBD #2	3502,4502	3402,4402											41	
42		TBD #3	3503,4503	3403,4403											42	
43		TBD #4	3504,4504	3404,4404											43	
44		TBD #5	3505,4505	3405,4405											44	
45		TBD #6	3506,4506	3406,4406											45	
46	Range Rover Evoque (237 HP I4)	3521,4521	3421,4421	464277	9	16711			AO	57	70267	16	20742	46		
47	Range Rover Evoque (286 HP I4)	3526,4526	3426,4426						235096	4	6639			47		
48	Range Rover Evoque Convertible	3525,4525	3425,4425						120228	2	7130			48		
49	Range Rover Velar (Diesel)	3571,4571	3471,4471										- 73	49		
50	Range Rover Velar (Gas I4)	3572,4572	3472,4472	319032	5	6354			AP	60	89780	17	45114	50		
51	Range Rover Velar (340 HP V6)	3574,4574	3474,4474	341759	4	- 3205	1 - 2489		AQ	31	38157	4	9413	51		
52	Range Rover Velar (380 HP V6)	3573,4573	3473,4473						152919	1	2212	1	475	52		
53	RANGE ROVER SPORT	Range Rover Sport Td6 (Diesel)	3532,4532	3432,4432					385604	4	8623	1	- 1133	53		
54		Range Rover Sport PHEV	3536,4536	3436,4436											54	
55		Range Rover Sport (340 HP V6)	3530,4530	3430,4430	AR	15	47167	2 3795	AS	69	221145	4	9496	55		
56		Range Rover Sport (380 HP V6)	3537,4537	3437,4437	782132	7	24254	2 3557	AT	97	332514	16	51104	56		
57		Range Rover Sport (V8)	3531,4531	3431,4431											57	
58		Range Rover Sport SVR	3533,4533	3433,4433	135498	1	9629		AU	6	48314	3	22680	58		
59	RANGE ROVER	Range Rover Td6 (Diesel)	3512,4512	3412,4412	100815		1044	1 3609	AV	6	32782	4	16553	59		
60		Range Rover PHEV	3516,4516	3416,4416	232191	1	5778	1 6978	342409	2	11726	1	6978	60		
61		Range Rover (340 HP V6)	3510,4510	3410,4410	93625	1	2218		522	AW	104	488036	131	AX	61	
62		Range Rover (380 HP V6)	3517,4517	3417,4417	AY	23	113584	5 20846	AZ	69	320703	8	34626	62		
63		Range Rover (V8 & SWB)	3511,4511	3411,4411						BA	77	163960	32	170276	63	
64		Range Rover (V8 & LWB)	3514,4514	3414,4414	768889	4	28888	2 13262	BB	33	188837	18	146001	64		
65	RR SVAutobiography & SV Coupe	3513,4513	3413,4413	123352	1	6106			BC	3	26189	3	18122	65		
66	Discontinued (*17 MY & Prior)	3580,4580	3480,4480						524997	2	242270	4	- 9051	66		
67	Total LAND ROVER (Lines 36 Thru 66)				BD	78	256300	16 52245	BE	704	BF	288	BG	67		

* Reference for Sales & Cost of Sales (Gross should be Sales minus Cost of Sales)

JAGUAR LAND ROVER PRE-OWNED VEHICLE RETAIL SALES BY MODEL

Line No.		JAGUAR			MONTH			YTD			LR	MONTH			YTD			Line No.
		ACCT NO. *	SALES Amount	Units	GROSS Amount	SALES Amount	Units	GROSS Amount	ACCT NO. *	SALES Amount		Units	GROSS Amount	SALES Amount	Units	GROSS Amount		
1	Certified PO	7202,8202				72351	2	2247	7403,8403	BH	9	3278	BI	95	57214	1		
2	CPO Recond	8242							8443						(26031)	2		
3	CPO Net Gross							2247			3278				31183	3		
4	Non-Certified PO	7222,8222				90998	3	12083	7423,8423	45795	1	2884	BJ	16	13351	4		
5	Non CPO Recond	8262							8463						(5300)	5		
6	Non-CPO Net G							-12083			2884				8051	6		
7	Certified PO	7203,8203				67887	2	8683	7404,8404	85799	2	13662	BK	26	45095	7		
8	CPO Recond	8243							8444			(8694)			(22248)	8		
9	CPO Net Gross							8683			4968				22847	9		
10	Non-Certified PO	7223,8223				73042	2	3121	7424,8424	37518	1	748	BL	11	35613	10		
11	Non CPO Recond	8263						(16075)	8464						(16062)	11		
12	Non-CPO Net G							-12954			748				19551	12		
13	Certified PO	7205,8205							7408,8408							13		
14	CPO Recond	8245							8448							14		
15	CPO Net Gross							-13688								15		
16	Non-Certified PO	7225,8225				63261	2	12697	7428,8428				60800	1	3424	16		
17	Non CPO Recond	8265							8468							17		
18	Non-CPO Net G							12697							3424	18		
19	Certified PO	7206,8206				248	BN	8	22449	7405,8405	47361	1	7996	BO	26	52209	19	
20	CPO Recond	8246							8445			(3163)			(19390)	20		
21	CPO Net Gross					248		22449			4833				32819	21		
22	Non-Certified PO	7226,8226				99348	2	5249	7425,8425				BP	9	22012	22		
23	Non CPO Recond	8266							8465						(6883)	23		
24	Non-CPO Net G							5249							15129	24		
25	Certified PO	7201,8201							7401,8401	BR	5	928	BS	97	113650	25		
26	CPO Recond	8241							8441						(10037)	26		
27	CPO Net Gross							-12865			928				103613	27		
28	Non-Certified PO	7221,8221	41000	1	1154	BT	7	-2430	7421,8421			1350	BU	13	15236	28		
29	Non CPO Recond	8261							8461						(138)	29		
30	Non-CPO Net G					1154		-2430			1350				15098	30		
31	Certified PO	7204,8204							7406,8406	BW	4	20907	BX	31	154883	31		
32	CPO Recond	8244							8446			(15095)			(94900)	32		
33	CPO Net Gross							20424			5812				59983	33		
34	Non-Certified PO	7224,8224				BY	3	1673	7426,8426	46947	1	1763	CA	14	62505	34		
35	Non CPO Recond	8264							8466						(32843)	35		
36	Non-CPO Net G					1673		26867			1763				29662	36		
37	Certified PO	7207,8207							7407,8407	CB	6	39249	CC	44	220820	37		
38	CPO Recond	8247							8447			(14199)			(123519)	38		
39	CPO Net Gross							25050			25050				97301	39		
40	Non-Certified PO	7227,8227							7427,8427	CD	2	6665	CE	14	51737	40		
41	Non CPO Recond	8267							8467			(3280)			(21126)	41		
42	Non-CPO Net G										3385				30611	42		
43	Certified PO	7219,8219							7419,8419							43		
44	CPO Recond	8259							8459							44		
45	CPO Net Gross															45		
46	Non-Certified PO	7239,8239				14000	1	-235	7439,8439				CF	23	39629	46		
47	Non CPO Recond	8279							8479							47		
48	Non-CPO Net G							-235							39629	48		
49	Certified PO					248	CG	47	53067			CH	27	86020	CI	319	643871	49
50	CPO Recond							(25817)			(41151)				(296125)	50		
51	CPO Net Gross					248		27250			44869				347746	51		
52	Non-Certified PO					CJ	4	2827			CL	5	13410	CM	10	1243507	52	
53	Non CPO Recond							(16075)			(3280)				(82352)	53		
54	Non-CPO Net G					2827		17111			10130				161155	54		

* Reference for Sales & Cost of Sales (Gross should be Sales minus Cost of Sales)
 NOTE: Other Jaguar = XK, X-TYPE, S-TYPE, and Older Jaguar Models not listed above NOTE: Other LR = LR2, Freelander, Old Defender, and Discovery Series (pre-2004 MY) models not listed above

PRE-OWNED VEHICLE INVENTORY STOCK BY AGE													
MODEL LINE	ACCT NO.	Total Inventory		0-30 Days		31-60 Days		61-90 Days		91-180 Days		>180 Days	
		Units	Amount	Units	Amount	Units	Amount	Units	Amount	Units	Amount	Units	Amount
XE	1320	1	21203			1	21203						
XF	1323	1	24292							1	24292		
XJ	1326												
F-TYPE	1327	1	29372	1	29372								
E-PACE	1321												
F-PACE	1324	3	114180					2	79958	1	34222		
I-PACE	1328												
Other Jaguar	1329												
Total JAGUAR	(Lines 60-67)	6	189047	1	29372	1	21203	2	79958	2	58514		
Discovery Sport	1363	2	61596	1	19541			1	42055				
LR4, Discovery	1364	3	106451	1	35295	1	33490	1	37665				
New Defender	1365												
RR Evoque	1366	4	88554	2	30900	2	57654						
RR Velar	1361	1	58087							1	58087		
Range Rover Sport	1367	10	436588	8	347021	1	45476			1	44092		
Range Rover	1368	24	CN	10	418507	6	378744	5	345877	1	102110	2	104153
Other LR	1369												
Total LR	(Lines 69-76)	44	CO	22	851264	10	515364	7	425597	3	204289	2	104153
Other Brands	1335	25	666686	9	202136	7	199488	6	151515	3	113547		
Total PRE-OWNED		75	CP	32	CQ	18	736055	15	657070	8	376350	2	104153