

Summary

	Mercedes Median: Sep 2017		Mercedes Benz of Irvine: Dec 2015		Mercedes Benz of Irvine: Dec 2016		Mercedes Benz of Irvine: Dec 2017		
	YTD	Amount	Com%	YTD	Amount	Com%	YTD	Amount	Com%
Line Items									
RETAIL UNITS									
New Vehicle				905		870		903	
Used Vehicle				625		641		680	
Total Retail Units				1,530		1,511		1,583	
SALES									
New Vehicles		47.9%		56,009,567	61.9%	62,788,643	63.0%	67,599,417	64.0%
Used Vehicles		35.9%		22,834,170	25.2%	24,800,221	24.9%	26,042,284	24.7%
Fixed Operations		14.9%		11,593,532	12.8%	12,068,849	12.1%	11,962,804	11.3%
Total Sales		0		90,437,269	100.0%	99,657,713	100.0%	105,604,505	100.0%
GROSS PROFITS									
New Vehicles		3.7%		1,042,936	1.9%	1,225,654	2.0%	1,143,010	1.7%
Used Vehicles		6.2%		1,319,070	5.8%	1,600,773	6.5%	992,107	3.8%
Fixed Operations		48.0%		4,908,592	42.3%	5,175,893	42.9%	5,273,038	44.1%
Total Gross		11.1%		7,270,598	8.0%	8,002,320	8.0%	7,408,155	7.0%
DEPARTMENTAL EXPENSES									
New Vehicles		104.7%		905,979	86.9%	1,347,621	110.0%	1,384,825	121.2%
Used Vehicles		62.0%		1,399,080	106.1%	1,426,376	89.1%	1,411,766	142.3%
Fixed Operations		46.1%		3,171,157	64.6%	3,329,783	64.3%	3,360,896	63.7%
Total Department Expenses		60.5%		5,476,216	75.3%	6,103,780	76.3%	6,157,487	83.1%
Non-Controllable Expenses		42.1%		3,638,685	50.0%	3,088,997	38.6%	3,236,054	43.7%
Other Income & Exp Before Factory Bonus		0		1,213,641		1,354,308		1,376,468	
Factory Bonus		0		2,791,364		2,107,292		2,637,246	
Total Other Income & Expenses		22.0%		4,005,005	55.1%	3,461,600	43.3%	4,013,714	54.2%
Operating Margin (before Dealer Salary, LIFO & Taxes)		19.4%		2,160,702	29.7%	2,271,143	28.4%	2,028,328	27.4%
Operating Margin % Sales				2.4%		2.3%		1.9%	
LIFO Adjustments									
Dealer Salary & Bonuses				120,000	1.7%	120,000	1.5%	120,000	1.6%
Recorded Income Tax Provision				28,543		23,199		25,195	

New Vehicles

	Mercedes Median: Sep 2017 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2015 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2016 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2017 YTD Amount	Com%
SALES - UNITS								
New Car - Retail			497		426		360	
New Truck - Retail			408		444		543	
Total New Units			905		870		903	
GROSS								
New Car - Retail	435		(374,393)	(753)	(441,940)	(1,037)	(414,398)	(1,151)
New Truck - Retail	575		58,949	144	275,946	622	260,245	479
Factory Bonus (Memo Only)	0		2,791,364		2,107,292		2,637,246	
New F&I	1,696		1,503,924	1,662	1,425,552	1,639	1,335,985	1,479
Fleet & Other New	102		(145,544)	(161)	(33,904)	(39)	(38,822)	(43)
Total New Gross	2,459		1,042,936	1,152	1,225,654	1,409	1,143,010	1,266
CONTROLLABLE EXPENSES								
Commissions	32.1%		436,229	41.8%	508,362	41.5%	499,958	43.7%
Advertising & Promotion	17.9%		(32,977)	-3.2%	(39,631)	-3.2%	(61,701)	-5.4%
Supervision	27.4%		453,487	43.5%	465,976	38.0%	434,238	38.0%
Interest - Floorplan	-6.7%		(228,931)	-22.0%	(149,259)	-12.2%	(66,213)	-5.8%
F&I Compensation and Expense	9.8%		100,380	9.6%	104,219	8.5%	93,489	8.2%
Demos/Company Vehicles	6.1%		(2,237)	-0.2%	275,544	22.5%	264,671	23.2%
Other Salaries	11.6%		100,275	9.6%	120,454	9.8%	147,961	12.9%
Prep, Deliver & Policy	3.0%		56,659	5.4%	39,039	3.2%	66,382	5.8%
Other Controllable Expenses *	1.7%		23,094	2.2%	22,917	1.9%	6,040	0.5%
Total Controllable Expenses	103.1%		905,979	86.9%	1,347,621	110.0%	1,384,825	121.2%
New Vehicle Selling Gross	-3.1%		136,957	13.1%	(121,967)	-10.0%	(241,815)	-21.2%
CASH MANAGEMENT								
New Vehicle Days Supply	140		87		109		101	
Floorplan to Inventory Ratio - New			1.06		1.15		1.17	
CIT/VR Days Supply			14		14		13	
Finance Receivables Days			18		20		14	

* Includes Tools, Uniforms, and Training

Used Vehicles

	Mercedes Median: Sep 2017 YTD Amount	Com%	Mercedes Benz of Irvine:Dec 2015 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2016 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2017 YTD Amount	Com%
SALES - UNITS								
Used Car - Retail			313		295		355	
Used Car - Retail - Certified			312		346		325	
Used Truck - Retail								
Used Truck - Retail - Certified								
Wholesale			339		327		331	
Total Used Units			964		968		1,011	
GROSS								
Used Car - Retail	1,753		300,973	962	445,668	1,511	339,490	956
Used Car - Retail - Certified	1,837		160,543	515	208,711	603	(132,769)	(409)
Used Truck - Retail	0		0	0	0	0	0	0
Used Truck - Retail - Certified	0		0	0	0	0	0	0
Wholesale	13		(29,397)	(87)	66,615	204	(26,816)	(81)
Used F&I	1,038		886,951	1,419	879,779	1,373	812,202	1,194
Other Used	0		0	0	0	0	0	0
Total Used Gross	2,846		1,319,070	2,111	1,600,773	2,497	992,107	1,459
CONTROLLABLE EXPENSES								
Commissions	20.3%		404,830	30.7%	456,647	28.5%	438,628	44.2%
Advertising & Promotion	8.6%		197,808	15.0%	183,251	11.4%	173,428	17.5%
Supervision	14.2%		376,172	28.5%	382,981	23.9%	376,916	38.0%
Interest - Floorplan	2.2%		0	0.0%	0	0.0%	0	0.0%
F&I Compensation and Expense	6.0%		100,380	7.6%	104,219	6.5%	91,975	9.3%
Demos/Company Vehicles	1.0%		139,622	10.6%	157,683	9.9%	158,195	15.9%
Other Salaries	5.0%		71,103	5.4%	71,860	4.5%	84,152	8.5%
Prep, Delivery & Policy	1.7%		61,485	4.7%	42,158	2.6%	48,951	4.9%
Other Controllable Expenses *	1.0%		47,680	3.6%	27,577	1.7%	39,521	4.0%
Total Controllable Expenses	59.9%		1,399,080	106.1%	1,426,376	89.1%	1,411,766	142.3%
Used Vehicle Selling Gross	40.1%		(80,010)	-6.1%	174,397	10.9%	(419,659)	-42.3%
CASH MANAGEMENT								
Units in Stock			82		115		92	
Days Supply Units	55		48		66		49	
Days Supply Dollars	54		47		52		45	
Average Cost of Retail Units Sold	35,021		29,938		31,584		32,271	
Used Vehicle Average FIFO Cost per Unit	31,016		29,596		25,119		29,354	

* Includes Tools, Uniforms, and Training

Service

	Mercedes Median: Sep 2017 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2015 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2016 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2017 YTD Amount	Com%
SERVICE SALES								
Customer Pay			2,211,743	49.6%	2,344,112	48.9%	2,555,491	49.8%
Warranty			802,449	18.0%	894,136	18.6%	970,836	18.9%
Internal			968,025	21.7%	1,031,863	21.5%	1,058,611	20.6%
Sublet			141,063	3.2%	159,237	3.3%	132,680	2.6%
Other			339,637	7.6%	367,316	7.7%	415,900	8.1%
Total Service Sales			4,462,917	100.0%	4,796,664	100.0%	5,133,518	100.0%
GROSS PROFIT								
Customer Pay		75.9%	1,649,179	74.6%	1,797,746	76.7%	2,019,581	79.0%
Warranty		78.1%	617,594	77.0%	671,281	75.1%	733,710	75.6%
Internal		76.0%	624,268	64.5%	684,754	66.4%	690,324	65.2%
Sublet		11.9%	9,870	7.0%	2,631	1.7%	(2,573)	-1.9%
Other		39.4%	158,590	46.7%	188,699	51.4%	211,243	50.8%
Unapplied (-)		-1.4%	(161,412)	-3.6%	(264,397)	-5.5%	(380,386)	-7.4%
Total Service Gross		69.0%	2,898,089	64.9%	3,080,714	64.2%	3,271,899	63.7%
CONTROLLABLE EXPENSES								
Salaries & Wages		33.8%	1,365,922	47.1%	1,479,328	48.0%	1,504,131	46.0%
Advertising		2.7%	247,259	8.5%	229,063	7.4%	218,375	6.7%
Demos/Company Vehicles		7.6%	198,077	6.8%	215,496	7.0%	232,389	7.1%
Policy Adjustment		2.9%	161,901	5.6%	161,075	5.2%	203,009	6.2%
Tools & Supplies		0.2%	134,031	4.6%	180,356	5.9%	163,451	5.0%
Other Controllable Expenses *		1.7%	132,648	4.6%	107,476	3.5%	120,632	3.7%
Total Controllable Expenses		48.9%	2,239,838	77.3%	2,372,794	77.0%	2,441,987	74.6%
Service Selling Gross		51.1%	658,251	22.7%	707,920	23.0%	829,912	25.4%
CASH MANAGEMENT								
P&S Receivable Days Supply			12		14		11	
Warranty Receivables Days			12		10		10	

* Includes Training, Equipment Repairs,
and Equipment Rental

Parts

	Mercedes Median: Sep 2017 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2015 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2016 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2017 YTD Amount	Com%
PARTS SALES								
Customer Pay			1,920,132	26.9%	1,923,554	26.5%	2,059,431	30.2%
Warranty			1,225,084	17.2%	1,358,652	18.7%	1,337,331	19.6%
Internal			487,391	6.8%	465,737	6.4%	550,613	8.1%
Wholesale			1,867,395	26.2%	2,177,962	29.9%	1,711,348	25.1%
Counter			939,259	13.2%	643,794	8.9%	495,187	7.3%
Other			691,354	9.7%	702,486	9.7%	675,376	9.9%
Total Parts Sales			7,130,615	100.0%	7,272,185	100.0%	6,829,286	100.0%
GROSS PROFIT								
Customer Pay	40.2%		661,728	34.5%	629,280	32.7%	693,209	33.7%
Warranty	35.1%		414,524	33.8%	448,809	33.0%	446,286	33.4%
Internal	31.1%		108,444	22.2%	109,013	23.4%	118,916	21.6%
Wholesale	25.5%		519,550	27.8%	601,060	27.6%	471,163	27.5%
Counter	33.7%		194,534	20.7%	201,809	31.3%	189,677	38.3%
Other	16.4%		111,723	16.2%	111,208	15.8%	100,125	14.8%
Parts Adjustment	0.5%		0	0.0%	(6,000)	-0.1%	(18,000)	-0.3%
Total Parts Gross	32.6%		2,010,503	28.2%	2,095,179	28.8%	2,001,376	29.3%
CONTROLLABLE EXPENSES								
Salaries & Wages	28.9%		518,922	25.8%	546,426	26.1%	516,640	25.8%
Advertising	2.2%		197,808	9.8%	183,251	8.7%	173,958	8.7%
Demos/Company Vehicles	3.0%		155,750	7.7%	179,292	8.6%	176,942	8.8%
Policy Adjustment	0.3%		6,352	0.3%	3,489	0.2%	6,382	0.3%
Tools & Supplies	0.5%		30,176	1.5%	26,574	1.3%	27,306	1.4%
Other Controllable Expenses *	0.9%		22,311	1.1%	17,957	0.9%	17,681	0.9%
Total Controllable Expenses	35.9%		931,319	46.3%	956,989	45.7%	918,909	45.9%
Parts Selling Gross	64.1%		1,079,184	53.7%	1,138,190	54.3%	1,082,467	54.1%
CASH MANAGEMENT								
Parts Inventory Days Supply			45		54		63	

* Includes Training, Equipment Repairs,
Equipment Rental, and Freight

Body Shop

	Mercedes Median: Sep 2017		Mercedes Benz of Irvine: Dec 2015		Mercedes Benz of Irvine: Dec 2016		Mercedes Benz of Irvine: Dec 2017	
	YTD	Com%	YTD	Com%	YTD	Com%	YTD	Com%
BODY SHOP SALES								
Customer Pay			0	0.0%	0	0.0%	0	0.0%
Warranty			0	0.0%	0	0.0%	0	0.0%
Internal			0	0.0%	0	0.0%	0	0.0%
Sublet			0	0.0%	0	0.0%	0	0.0%
Materials			0	0.0%	0	0.0%	0	0.0%
Total Body Shop Sales			0	0.0%	0	0.0%	0	0.0%
GROSS PROFIT								
Customer Pay			0	0.0%	0	0.0%	0	0.0%
Warranty			0	0.0%	0	0.0%	0	0.0%
Internal			0	0.0%	0	0.0%	0	0.0%
Sublet			0	0.0%	0	0.0%	0	0.0%
Materials			0	0.0%	0	0.0%	(237)	0.0%
Unapplied (-)			0	0.0%	0	0.0%	0	0.0%
Total Body Shop Gross			0	0.0%	0	0.0%	(237)	0.0%
CONTROLLABLE EXPENSES								
Salaries & Wages			0	0.0%	0	0.0%	0	0.0%
Advertising			0	0.0%	0	0.0%	0	0.0%
Demos/Company Vehicles			0	0.0%	0	0.0%	0	0.0%
Policy Adjustment			0	0.0%	0	0.0%	0	0.0%
Tools & Supplies			0	0.0%	0	0.0%	0	0.0%
Other Controllable Expenses *			0	0.0%	0	0.0%	0	0.0%
Total Controllable Expenses			0	0.0%	0	0.0%	0	0.0%
Body Shop Selling Gross			0	0.0%	0	0.0%	(237)	100.0%

* Includes Training, Equipment Repairs,
and Equipment Rental

Fixed Expenses

	Mercedes Median: Sep 2017 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2015 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2016 YTD Amount	Com%	Mercedes Benz of Irvine: Dec 2017 YTD Amount	Com%
EMPLOYEE EXPENSES								
Salary Administrative		3.4%	279,731	3.8%	294,475	3.7%	324,875	4.4%
Employee Benefits		4.4%	348,491	4.8%	331,991	4.1%	316,762	4.3%
Payroll Taxes		4.8%	447,432	6.2%	471,499	5.9%	490,126	6.6%
Total Employee Expenses		12.7%	1,075,654	14.8%	1,097,965	13.7%	1,131,763	15.3%
INSTITUTIONAL EXPENSES								
Institutional Advertising		0.0%	0	0.0%	0	0.0%	0	0.0%
Insurance		1.2%	124,350	1.7%	170,545	2.1%	200,204	2.7%
Office Supplies		0.8%	103,379	1.4%	77,988	1.0%	69,152	0.9%
Taxes - Other		0.3%	36,553	0.5%	39,996	0.5%	71,176	1.0%
Total Institutional Expenses		2.3%	264,282	3.6%	288,529	3.6%	340,532	4.6%
SERVICES								
Data Processing		3.8%	325,967	4.5%	369,800	4.6%	389,737	5.3%
Outside Services		3.3%	409,416	5.6%	424,743	5.3%	442,260	6.0%
Professional Services		0.4%	5,080	0.1%	57,289	0.7%	35,925	0.5%
Total Services		7.5%	740,463	10.2%	851,832	10.6%	867,922	11.7%
FACILITY								
Telephone		0.4%	48,930	0.7%	51,890	0.6%	49,815	0.7%
Utilities		1.5%	141,099	1.9%	44,747	0.6%	58,325	0.8%
Insurance - Building		0.5%	0	0.0%	0	0.0%	0	0.0%
Repairs and Maintenance		0.6%	15,927	0.2%	21,326	0.3%	25,035	0.3%
Taxes - Real Estate		1.7%	114,690	1.6%	115,527	1.4%	124,020	1.7%
Total Facility		4.6%	320,646	4.4%	233,490	2.9%	257,195	3.5%
MISCELLANEOUS EXPENSES								
Depreciation		2.4%	229,067	3.2%	152,802	1.9%	105,094	1.4%
Interest		0.0%	0	0.0%	0	0.0%	0	0.0%
Miscellaneous*		-3.8%	(43,818)	-0.6%	(679,940)	-8.5%	(630,261)	-8.5%
Travel & Entertainment		0.7%	53,938	0.7%	72,113	0.9%	49,299	0.7%
Other General & Administrative		0.0%	0	0.0%	0	0.0%	0	0.0%
Total Miscellaneous Expenses		-0.7%	239,187	3.3%	(455,025)	-5.7%	(475,868)	-6.4%
Total Before Rent		26.4%	2,640,232	36.3%	2,016,791	25.2%	2,121,544	28.6%
Rent & Equivalent		12.3%	998,453	13.7%	1,072,206	13.4%	1,114,510	15.0%
Total Non-Controllable Expenses		38.7%	3,638,685	50.0%	3,088,997	38.6%	3,236,054	43.7%

*Includes Misc. Expense, Dues &
Subscriptions, Contributions, & Bad Debt
Also Includes Equipment Rental &
Repairs for the New and Used Depts.

Balance Sheet

	Mercedes Benz of Irvine: Dec 2015 YTD Amount	Mercedes Benz of Irvine: Dec 2016 YTD Amount	Mercedes Benz of Irvine: Dec 2017 YTD Amount
ASSETS			
CASH			
Petty Cash/Cash in Bank	1,289,695	671,422	1,659,903
Total Cash	1,289,695	671,422	1,659,903
RECEIVABLES			
Contracts in Transit	2,159,820	2,514,132	1,974,162
Vehicle Retail & Wholesale	931,827	727,863	1,351,714
Parts & Service Current	260,622	319,252	236,035
Other Receivables			
Warranty Claims	66,254	59,710	65,558
Holdback	217,275	268,249	235,830
All Other Factory	811,542	579,727	515,577
Due From Finance Cos	119,104	127,633	83,834
All Other Receivables	85,512	256,027	332,536
Allowance for Doubtful Accounts	(4,280)		
Total Receivables	4,647,676	4,852,593	4,795,246
INVENTORIES			
Demos	159,818	173,558	130,379
New Vehicles	11,918,095	13,097,592	12,285,563
LIFO Reserve New			
Total New Inventories	12,077,913	13,271,150	12,415,942
Used Vehicles	2,426,892	2,888,731	2,700,537
LIFO Reserve Used			
Total Used Inventories	2,426,892	2,888,731	2,700,537
Parts & Accessories	632,958	758,410	831,891
LIFO Reserve Parts			
Total Parts Inventories	632,958	758,410	831,891
OTHER INVENTORIES			
Other Automotive Inventories	7,486	7,638	6,599
Non-Automotive Inventories			
Labor in Process	6,067	3,316	2,973
Total All Inventories	15,151,316	16,929,245	15,957,942
OTHER			
Securities	1,000,000	1,000,000	1,000,000
Prepaid Expenses	115,697	1,036,152	1,632,875
Lease/Rental Vehicles			
Accumulated Depreciation - Lease and Rental			
Other Assets and Investments			4
Total Other Assets	1,115,697	2,036,152	2,632,879

NET FIXED ASSETS			
Total Net Fixed Assets	4,017,293	4,012,180	3,965,308
Total Accumulated Depreciation	(697,552)	(835,491)	(977,710)
LIABILITIES			
ACCOUNTS & SHORT TERM NOTES PAYABLE			
Cash in Bank Credit Balance			
Trade Creditors	(536,325)	(451,270)	(495,384)
Other Current Payables	(2,476,769)	(2,369,042)	(1,791,924)
Notes Payable - Short Term and Current Portion of Long Term Debt			
Total Accts & Short Term Notes Payable	(3,013,094)	(2,820,312)	(2,287,308)
ACCRUED LIABILITIES			
Payables	(1,156,709)	(1,207,129)	(1,338,781)
Deferred Income Taxes			
Total Accrued Liabilities	(1,156,709)	(1,207,129)	(1,338,781)
FLOOR PLAN NOTES PAYABLE			
New Cars and Trucks	(12,855,216)	(15,291,118)	(14,512,686)
Used Cars and Trucks	(2,595,893)	(2,808,547)	(3,278,935)
Other Inventories			
Total Floor Plan Notes Payable	(15,451,109)	(18,099,665)	(17,791,621)
OTHER VEHICLE LIABILITIES			
Lease/Rental Vehicles & Company Cars/			
Total Other Vehicle Liabilities			
RESERVE FOR REPO LOSSES			
LONG TERM DEBT			
Notes Payable - Capital Loans	(1,827,642)	(1,228,112)	(3,014,755)
Mortgages Payable			
Shareholder & Subordinated Notes			
Total Long Term Debt	(1,827,642)	(1,228,112)	(3,014,755)
Net Worth			
Capital Stock/Additional Paid in Capital	(2,000,000)	(2,000,000)	(2,000,000)
Retained Earnings		(1,664,342)	(3,121,994)
Investments/Adjustments	(760,964)	645,912	2,426,314
Dividends/Withdrawals			
Net Earnings	(2,012,159)	(2,127,944)	(1,883,133)
Total Net Worth	(4,773,123)	(5,146,374)	(4,578,813)
TOTAL ASSETS			
TOTAL LIABILITIES AND NET WORTH	(26,221,677)	(28,501,592)	(29,011,278)
Difference			

Inventory Analytics

	Mercedes Median: Sep 2017 YTD Amount	Mercedes Benz of Irvine: Dec 2015 YTD Amount	Mercedes Benz of Irvine: Dec 2016 YTD Amount	Mercedes Benz of Irvine: Dec 2017 YTD Amount
New Vehicles				
New Vehicle Days Supply	140	87	109	101
Floorplan to Inventory Ratio - New	1.07	1.06	1.15	1.17
Cost of Retail Units Sold	59,939	57,645	65,476	67,187
FIFO Cost per Unit	52,504	55,916	51,043	49,863
FIFO Cost to Retail Cost		97.0%	78.0%	74.2%
Retail Gross Profit		(315,444)	(165,994)	(154,153)
Retail Gross Profit per Unit	386	(349)	(191)	(171)
"Other Income" moved to NV GP per unit	2,480	3,084	2,422	2,921
New Truck Retail Gross Profit Per Unit	575	144	622	479
New Car Retail Gross Profit Per Unit	435	(753)	(1,037)	(1,151)
New Vehicle F&I per unit sold	1,696	1,662	1,639	1,479
Used Vehicles				
Days Supply Units	55	48	66	49
Average Cost of Retail Units Sold	35,021	29,938	31,584	32,271
Used Vehicle Average FIFO Cost per Unit	31,016	29,596	25,119	29,354
FIFO Cost to Retail Cost		98.9%	79.5%	91.0%
Retail Gross Profit		461,516	654,379	206,721
Retail Gross Profit per Unit	1,765	738	1,021	304
F&I Gross per Retail Unit Sold	1,038	1,419	1,373	1,194
Unit Ratios				
Retail Used Units to Retail New Units	1.33	0.69	0.74	0.75
Wholesale Units to New & Used Retail	0.39	0.22	0.22	0.21
Receivables				
CIT/VR Days Outstanding	7	14	14	13
Finance Receivables Days	11	18	20	14
Warranty Receivables Days	12	12	10	10
P&S Receivable Days Supply	7	12	14	11
Other Ratios				
Net Income as % to Total Sales	2.2%	2.2%	2.1%	1.8%
Net Income as % to Total GP	21.7%	35.4%	32.8%	31.6%
Other Income as % to Net Income	108.7%	199.0%	162.7%	213.1%
Gross Profit as % to Total Revenue	10.1%	6.3%	6.5%	5.6%
Total Fixed Gross Profit %	46.0%	42.3%	42.9%	44.1%
Fixed Absorbion	65.0%	53.2%	55.6%	55.4%
Rent as % of Total Gross	10.8%	17.6%	16.5%	18.7%
Rent per new unit sold	1,702	1,103	1,232	1,234
Advertising per retail unit sold	417	399	368	318
Total compensation as % of total gross	56.9%	68.0%	65.8%	71.1%
Current Ratio	1.30	1.13	1.11	1.17
Debt to net worth	2.35	4.49	4.54	5.34