

		Actual	BM		Actual	BM		Actual	BM		Actual	BM		Actual	BM
1	Margin	29.4%	33.0%	Sales	22.9%	25.0%	Merch	38.4%	44.0%	P & A	33.2%	34.0%	Service	74.8%	73.0%
2	Expenses	25.5%	18.0%		9.5%	5.0%		21.5%	20.0%		10.4%	14.0%		37.4%	33.0%
3	OP Profit	6.1%	15.0%		13.4%	20.0%		16.9%	24.0%		22.8%	20.0%		37.4%	40.0%

TRAFFIC LOG

	Month	YTD	BM
Swings	13,313	187,610	
Customers	220	3,604	
C/E/D	1.2	1.5	
Sit-Downs	48	1,584	
	21.8%	44.0%	42.0%
Write-Ups	25	1,199	
	11.4%	33.3%	35.0%
Closes	19	511	
	8.6%	14.2%	25.0%
Deliveries	16	495	
	7.3%	13.7%	12.0%

TRANSACTION

	Month	YTD	BM
Gen Merch	1,369	9,631	
P & A	592	10,357	
Service	118	2,338	
Total	2,079	22,326	
TR/GR	9.4	6.2	3
TR/SD	43.3	14.1	7
TR/DL	129.9	45.1	25

SALES STAFFING

	Month	YTD	BM
Payroll	\$26,108	\$451,100	
% GP	33.2%	21.7%	22.0%
Production	19	500	
Employees	6.50	8.79	
Sales/Emp	3	5	12

F & I STAFFING

	Month	YTD	BM
Payroll	\$4,413	\$94,810	
% GP	27.5%	16.1%	15.0%
Production	\$16,035	\$590,664	
Employees	1.10	1.40	
Sales/Emp	\$14,578	\$35,264	

MEMO ACCOUNTS

	Monthly	YTD	% YTD
F & I CB (\$)	\$7,298	\$44,482	
DOC (\$)	\$80		
Ex SVC (#)	8	256	51.2%
GAP (#)	6	159	31.8%
Theft (#)	1	1	0.2%
T/W (#)	0	18	3.6%
FIN (#)	13	414	82.8%
PM (#)	1	14	2.8%
Sold	\$2,499	\$2,499	
Redeemed	\$444	\$16,645	

GEN MERCH STAFFING

	Month	YTD	BM
Payroll	\$10,395	\$115,720	
% GP	25.3%	46.0%	40.0%
Production	\$104,355	\$654,559	
Employees	3.25	3.02	
Sales/Emp	\$32,109	\$18,057	\$30,000

GEN MERCH INVENTORY

	Value	MS
Motorclothes	\$148,326	3.3
	Obs Val	% Inv
Motorclothes	\$24,382	16.4%

UNIT SALES

	Month	YTD
HD	14	282
Other	-	0
Used Total	5	218
Total	19	500

INVENTORY

	Inv. Count	Value	MS
HD	77	\$1,391,443	2.7
Other	1	\$2,504	4.8
Used Total (all cats.)	81	\$822,969	-
New Total (all cats.)	78	\$1,393,948	--

SALES BREAKOUT (DECEMBER)

	Total	PUS	% Sales
New HD	\$290,439	\$20,746	78.0%
Used HD	\$64,300	\$12,860	17.3%
Total	\$354,739	\$18,670	95.2%

YTD SALES

	Total	PUS	% Sales	BM	Avg.
New HD	\$5,644,694	\$20,017	62.1%	-	58.8%
Used HD	\$2,728,395	\$12,750	30.0%	-	28.7%
Total	\$8,373,089	\$16,881	--	20.0%	--

SALES (DECEMBER)

	Total	PUS	% Sales
HD	\$290,439	\$20,746	78.0%
Other	-	-	-
Used	\$64,300	\$12,860	17.3%
Wholesales	\$1,800	\$95	0.5%
F & I	\$16,035	\$844	4.3%
Total	\$372,575	\$19,609	100.0%

YTD SALES

	Total	PUS	% Sales	BM	Avg.
HD	\$5,644,694	\$20,017	62.1%	-	58.8%
Other	\$0	-	0.0%	-	3.0%
Used	\$2,728,395	\$12,750	30.0%	-	28.7%
Wholesales	\$106,612	\$213	1.2%	-	2.2%
F & I	\$590,664	\$1,181	6.5%	-	7.2%
Total	\$9,082,486	\$18,165	100.0%	\$9,733,041	

COST OF SALES (DECEMBER)

	Total	PUS	% GP
HD	\$238,801	\$17,057	17.8%
Other	-	-	-
Used	\$53,421	\$10,684	16.9%
Other	-	-	-
Wholesales	\$1,600	\$84	11.1%
Total	\$293,822	\$15,464	78.9%
Gross Margin	\$78,753	\$4,145	21.1%
Payroll	\$30,521	\$1,606	8.2%
Flooring	\$8,474	\$446	2.3%
Advertising	\$5,410	\$285	1.5%
Direct Costs	\$6,270	\$330	1.7%
Contribution	\$28,078	\$1,478	7.5%

YTD COST OF SALES

	Total	PUS	% GP	BM	Avg.
HD	\$4,669,121	\$16,557	17.3%	19.0%	15.0%
Other	\$0	-	-	-	13.3%
Used	\$2,212,068	\$10,337	18.9%	16.0%	18.1%
Other	\$9,950	\$2,488	17.9%	-	22.4%
Wholesales	\$114,399	\$229	-7.3%	-	-6.5%
Total	\$7,005,539	\$14,011	77.1%	\$7,645,369	
Gross Margin	\$2,076,947	\$4,154	22.9%	25.0%	21.6%
Payroll	\$545,910	\$1,092	6.0%	3.5%	4.7%
Flooring	\$127,474	\$255	1.4%	0.5%	0.9%
Advertising	\$81,038	\$162	0.9%	0.5%	1.1%
Direct Costs	\$104,857	\$210	1.2%	0.5%	0.8%
Contribution	\$1,217,668	\$2,435	13.4%	20.0%	14.1%

GEN MERCH SALES (DECEMBER)

	Total	PUS	% Sales
Motorclothes	\$104,355	\$5,492	100.0%
Wholesales	-	-	-
Total	\$104,355	\$5,492	100.0%
Motorclothes	\$63,221	\$3,327	39.4%
Wholesales	-	-	-
Total Cost	\$63,221	\$3,327	60.6%

GEN MERCH SALES YTD

	Total	PUS	% Sales	BM	Avg.
Motorclothes	\$473,547	\$947	72.3%	80.0%	91.7%
Wholesales	\$0	\$0	-	-	0.0%
Total	\$654,559	\$1,309	100.0%	\$739,488	
Motorclothes	\$298,276	\$597	37.0%	44.0%	40.7%
Wholesales	\$0	\$0	-	-	15.3%
Total Cost	\$403,213	\$3,327	60.6%	\$403,213	

	Total	PUS	% Sales
Gross Margin	\$41,133	\$2,165	39.4%
Payroll	\$10,395	\$547	10.0%
Advertising	\$510	\$27	0.5%
Direct Costs	\$2,338	\$123	2.2%
Contribution	\$27,890	\$1,468	26.7%

	Total	PUS	% Sales	BM	Avg.
Gross Margin	\$251,346	\$503	38.4%	44.0%	41.2%
Payroll	\$115,720	\$231	17.7%	18.0%	15.0%
Advertising	\$7,472	\$15	1.1%	1.0%	1.7%
Direct Costs	\$17,448	\$35	2.7%	1.0%	2.7%
Contribution	\$110,706	\$221	16.9%	24.0%	20.7%

P & A STAFFING

	Month	YTD	BM
Payroll	\$15,961	\$169,884	
% GP	39.4%	25.5%	38.0%
Production	\$133,211	\$2,005,107	
Employees	5.00	5.06	
Sales/Emp	\$26,642	\$33,006	\$30,000

P & A INVENTORY

	Value	MS
Current		
Parts	\$87,010	1.6
Accessories	\$174,733	1.7
Veh Acc.	\$27,983	2.0
	Month	YTD
Lines/Ticket	2.47	3.60
	Value	%Obs.
Obsolete		
Parts	\$1,729	2.0%
Acc.	\$13,066	7.5%
Veh. Acc.	\$8,343	29.8%

SERVICE STAFFING

	Month	YTD	BM
Payroll	\$20,926	\$288,309	
% Sales	66.5%	53.8%	50.0%
Labor Rate	109.99		
Eff. LR	\$92	\$101	
Production	\$57,108	\$1,009,661	
Techs	5.50	6.42	
Non-Techs	3.00	4.15	
Writers	2.00	2.70	
Sales/Emp	\$6,719	\$7,966	

REPAIR ORDERS

	Month	YTD
ROs	254	4,876
Open ROs	72	1,166
P & A on RO	\$84,003	\$1,137,593
P & A/RO	\$331	\$233
ROs/Writer	127	1,806
Tire Sales	40	1,006
Tire Sales BM	28	750

WARRANTY

	Month	YTD
Submitted	\$14,587	\$272,290
PUS	\$1,042	\$966
Collected	\$24,736	\$266,542
PUS	\$1,767	\$945

ADMIN STAFFING

	Month	YTD
Payroll	\$20,062	\$318,321
% GP	20.0%	13.0%
Production	\$667,248	\$12,751,813
Employees	6.75	6.02
Sales/Emp	98,851.61	176,495.69

ABSORPTION

	Month	YTD	BM
Actual	49.8%	56.6%	70.0%

ADVERTISING CO-OP

	Month	YTD
Total	\$0	\$17,689
PUS	\$0	\$35

HARLEYS IN OPERATION

	Month
Total	1

MANAGER STAFFING

	Month	YTD
A	\$5,881	\$79,037
B	\$4,136	\$42,730
C	\$4,605	\$60,485
D	\$4,104	\$30,147

P & A SALES (DECEMBER)

	Total	PUS	% Sales
Income			
Parts	\$49,321	\$2,596	37.0%
Accessories	\$75,402	\$3,969	56.6%
Veh Acc	\$8,488	\$447	6.4%
Wholesales	-	-	-
Total	\$133,211	\$7,011	100.0%
Cost			
Parts	\$35,826	\$1,886	27.4%
Accessories	\$52,278	\$2,751	30.7%
Veh Acc	\$4,571	\$241	46.1%
Wholesales	-	-	-
Total Cost	\$92,676	\$4,878	69.6%

SERVICE SALES (DECEMBER)

	Total	PUS	% Sales
Income			
Customer Labor	\$38,381	\$2,020	67.2%
Warranty Labor	\$9,646	\$508	16.9%
Internal Labor	\$9,081	\$478	15.9%
Total	\$57,108	\$3,006	100.0%
Cost			
Customer Labor	\$13,077	\$688	65.9%
Warranty Labor	\$2,050	\$108	78.7%
Internal Labor	\$1,940	\$102	78.6%
Total Cost	\$17,067	\$898	29.9%

ADMIN (DECEMBER)

	Total	PUS	% Sales
Sales	\$28,078	\$1,478	7.5%
Gen Merch	\$27,890	\$1,468	26.7%
P & A	\$22,557	\$1,187	16.9%
Service	\$15,952	\$840	27.9%
Total	\$94,477	\$4,972	14.2%
Add To Income	\$5,893		
Gross Margin	\$100,369	\$5,283	15.0%
Total		% of TC	% Sales
Admin Pay	\$20,062	21.2%	3.0%
Administration	\$62,211	65.8%	9.3%
Occupancy	\$46,744	49.5%	7.0%
CO Insurance	\$2,897	3.1%	0.4%
Other Costs	\$1,375	1.5%	0.2%
Contribution	(\$32,920)	(\$1,733)	-4.9%

PROFIT/LOSS (DECEMBER)

	Total	% Sales
Sales	\$667,248	
Margin	\$200,463	30.0%
Expenses	\$141,410	21.2%
Payroll	\$97,865	14.7%
Add to Income	(\$5,893)	(0.9%)
Operating P/L	(\$32,920)	-4.9%
Misc. Expense	\$12,447	1.9%
Net Profit	(\$45,367)	-6.8%

P & A SALES YTD

	Total	PUS	% Sales	BM	Avg.
Income					
Parts	\$663,607	\$1,327	33.1%	-	42.2%
Accessories	\$1,150,509	\$2,301	57.4%	-	47.8%
Veh Acc	\$190,991	\$382	9.5%	-	9.5%
Wholesales	\$0	\$0	0.0%	-	0.6%
Total	\$2,005,107	\$4,010	100.0%		\$1,869,310
Cost					
Parts	\$451,160	\$902	32.0%	34.0%	35.9%
Accessories	\$778,265	\$1,557	32.4%	34.0%	32.5%
Veh Acc	\$109,711	\$219	42.6%	34.0%	32.9%
Wholesales	\$0	\$0	-	-	-17.9%
Total Cost	\$1,339,136	\$2,678	66.8%		\$1,235,694

SERVICE SALES YTD

	Total	PUS	% Sales	BM	Avg.
Income					
Customer Labor	\$655,811	\$1,312	65.0%	-	67.9%
Warranty Labor	\$147,253	\$295	14.6%	-	11.9%
Internal Labor	\$206,597	\$413	20.5%	-	20.2%
Total	\$1,009,661	\$2,019	100.0%		\$900,106
Cost					
Customer Labor	\$181,610	\$363	72.3%	73.0%	67.3%
Warranty Labor	\$30,572	\$61	79.2%	73.0%	78.0%
Internal Labor	\$42,365	\$85	79.5%	73.0%	83.7%
Total Cost	\$254,547	\$509	25.2%		\$255,630

ADMIN YTD

	Total	PUS	% Sales	BM	Avg.
Sales	\$1,217,668	\$2,435	13.4%	20.0%	14.1%
Gen Merch	\$110,706	\$221	16.9%	24.0%	20.7%
P & A	\$457,459	\$915	22.8%	20.0%	19.7%
Service	\$377,596	\$755	37.4%	40.0%	35.7%
Total	\$2,163,430	\$4,327	17.0%		-- 16.8%
Add To Income	\$289,198			-	-
Gross Margin	\$2,452,628	\$4,905	19.2%	-	-
Total		% of TC	% Sales	BM	Avg.
Admin Pay	\$318,321	14.7%	2.5%	2.0%	2.4%
Administration	\$717,066	33.1%	5.6%	2.0%	4.8%
Occupancy	\$579,618	26.8%	4.5%	2.0%	3.5%
CO Insurance	\$47,158	2.2%	0.4%	2.0%	0.4%
Other Costs	\$10,027	0.5%	0.1%	2.0%	0.5%
Contribution	\$780,439	\$1,561	6.1%	15.0%	6.8%

PROFIT/LOSS YTD

	Total	% Sales	BM
Sales	\$12,751,813		
Margin	\$3,749,378	29.4%	33%
Expenses	\$1,819,994	14.3%	
Payroll	\$1,438,144	11.3%	18%
Add to Income	(\$289,198)	(0.1%)	
Operating P/L	\$780,439	6.1%	15.0%
Misc. Expense	\$101,966	0.8%	
Net Profit	\$678,473	5.3%	