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RICHARD W. WIEKING
CLERK, U.S. DISTRICT COURT
NORTHERN DISTRICT OF CALIFORNIA

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DONALD H. CRAM, III (State Bar No. 160004)
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6 Attorneys for Plaintiff
7 FORD MOTOR CREDIT COMPANY LLC

8
9 UNITED STATES DISTRICT COURT
10 NORTHERN DISTRICT OF CALIFORNIA

11 FORD MOTOR CREDIT COMPANY LLC, a
12 Delaware Limited Liability Company,

13 Plaintiff,

14 vs.

15 MARCO VENTURES, INC., a California
16 Corporation, dba FORD OF MARIN,

17 Defendant.

Case No.: CV08-4906-MMC

WRIT OF POSSESSION

Judge: Hon. Maxine M. Chesney
Complaint Date: October 27, 2008

18
19 TO THE UNITED STATES MARSHAL FOR THE NORTHERN DISTRICT OF
20 CALIFORNIA:

21 You are directed to levy upon and retain in your custody, until released or sold (Code of
22 Civil Procedure Section 514.030), the following property or any part thereof:

23 All motor vehicles, including but not limited to, those identified on Exhibit "A" attached
24 hereto, and all parts, accessories, furniture, fixtures, equipment, and other personal property
25 including but not limited that which is identified in Exhibit "B" attached hereto, and all deposit
26 accounts of MARCO VENTURES, INC., a California Corporation, dba FORD OF MARIN and to
27 enter the following private place to take possession of the above described property or some part
28 thereof: 619 E. Francisco Boulevard, San Rafael, California 94901; and to return this writ and the

1 certificate of your proceedings within 30 days after levy and service, but in no event later than 60
2 days after issuance of this writ.

3 **NOTICE TO DEFENDANT, MARCO VENTURES, INC., dba FORD OF MARIN:**

4 The Court has waived the filing of any undertaking by Plaintiff, Ford Motor Credit Company
5 LLC, pursuant to California Code of Civil Procedure Section 515.010(b). You have the right to obtain
6 redelivery of the property by filing a written undertaking in the amount of \$2,870,856.09, as
7 prescribed by Code of Civil Procedure Section 515.020. You also have certain other rights as
8 provided in Code of Civil Procedure Sections 512.020-512.120.

9
10 Dated: NOV 21 2008

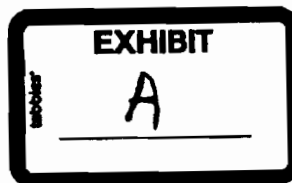
LILLIAN HARRELL
CLERK OF COURT

RICHARD W. WIEKING

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12
13 (Court Seal)

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Floored units	Year	Make	Model	Balance
1FTSW21R48ED94293	2008	FORD	F-250	\$50,944.92
1FTSW21R68EE49732	2008	FORD	F-250	\$50,856.40
1FTSW21R68EE52775	2008	FORD	F-250	\$47,775.40
1FTSW21R68EA30456	2008	FORD	F-250	\$42,220.10
1ZVHT88S685112442	2008	FORD	MUSTANG	\$41,771.02
1FTPW12598KB54850	2008	FORD	F-150	\$33,562.70
1FTPW14568FC03055	2008	FORD	F-150	\$32,756.05
1FTPW14548FA98855	2008	FORD	F-150	\$32,684.60
1FTPW14598FB88714	2008	FORD	F-150	\$32,681.05
1FTPW14548KD94935	2008	FORD	F-150	\$32,679.60
1FTPW14558FB82179	2008	FORD	F-150	\$32,679.60
2FMDK48C97BB68158	2007	FORD	EDGE	\$32,254.05
2FMDK48C98BA81118	2008	FORD	EDGE	\$32,122.95
1FTPW14538FB70693	2008	FORD	F-150	\$31,674.60
1FAHP28W48G105281	2008	FORD	TAURUS	\$31,644.95
1ZVHT82H285149615	2008	FORD	MUSTANG	\$30,938.23
1ZVHT82H985155671	2008	FORD	MUSTANG	\$30,855.23
1ZVHT82H585154971	2008	FORD	MUSTANG	\$30,764.23
2FMDK38C98BB02141	2008	FORD	EDGE	\$30,574.40
2FMDK38C28BA85425	2008	FORD	EDGE	\$30,295.95
2FMDK38C98BA41504	2008	FORD	EDGE	\$30,180.50
2FMDK38C58BA92840	2008	FORD	EDGE	\$30,172.95
1FTPW12538FC19703	2008	FORD	F-150	\$30,076.05
1FTPW12588FC11435	2008	FORD	F-150	\$30,076.05
1ZVHT82H185184386	2008	FORD	MUSTANG	\$30,064.63
1ZVHT82H585143646	2008	FORD	MUSTANG	\$29,876.67
2FMDK38CX8BA51989	2008	FORD	EDGE	\$29,523.50
1ZVHT82H995113129	2009	FORD	MUSTANG	\$29,366.21
1ZVHT82H885153913	2008	FORD	MUSTANG	\$29,028.23
2FMDK38C27BB58517	2007	FORD	EDGE	\$28,844.05
2FMDK38C57BB63176	2007	FORD	EDGE	\$28,844.05
1FMEU51E08UA99002	2008	FORD	EXPLORER SPORT	\$28,523.60
2FMDK51C79BA04989	2009	FORD	FLEX	\$28,360.96
2FMDK51C89BA08016	2009	FORD	FLEX	\$28,360.96
1FMCU59H08KD83277	2008	FORD	ESCAPE HYBRID	\$28,094.62
1FMEU318X8UB20467	2008	FORD	EXPLORER SPORT	\$27,902.05
1FTRW12W08FB05918	2008	FORD	F-150	\$27,581.60
1FTRW12W28FA87888	2008	FORD	F-150	\$27,288.60
1FMDK02W88GA37969	2008	FORD	TAURUS X	\$26,835.05
1FTRW12WX8FA41371	2008	FORD	F-150	\$26,541.70
1ZVHT82H985148185	2008	FORD	MUSTANG	\$26,316.58
2FMDK36C17BB53375	2007	FORD	EDGE	\$25,083.05
1ZVHT80N685198406	2008	FORD	MUSTANG	\$23,895.21
1ZVHT80N595115999	2009	FORD	MUSTANG	\$22,972.21
1ZVHT80N295109397	2009	FORD	MUSTANG	\$22,971.21
1FMCU03709KA03049	2009	FORD	ESCAPE	\$22,944.99
1FMCU03759KA08232	2009	FORD	ESCAPE	\$22,944.99
1FMCU03Z98KD84240	2008	FORD	ESCAPE	\$22,590.62
1ZVHT80N485196735	2008	FORD	MUSTANG	\$22,225.21
1FMCU03Z18KE10622	2008	FORD	ESCAPE	\$22,000.49
1FMCU03Z58KB10081	2008	FORD	ESCAPE	\$21,997.23



1FMCU03ZX8KB45814	2008 FORD	ESCAPE	\$21,894.68
1FTYR14E58PA56538	2008 FORD	RANGER	\$20,479.15
1FTYR14E78PA67380	2008 FORD	RANGER	\$19,994.60
1ZVFT84N575264539	2007 FORD	MUSTANG	\$13,645.00
2FAFP74W56X166978	2006 FORD	CROWN VICTORIA	\$8,365.08
1FAFP24177G104898	2007 FORD	FIVE HUNDRED	\$4,343.40
1FAFP34N57W255382	2007 FORD	FOCUS	\$11,105.00
1FAFP56U17A116296	2007 FORD	TAURUS	\$8,790.00
1FMEU63EX7UB22061	2007 FORD	EXPLORER	\$16,025.00
1FMEU73E27UB85080	2007 FORD	EXPLORER	\$14,205.00
1FMYU93117KA10949	2007 FORD	ESCAPE	\$6,136.00
1FTPW12504FA16794	2004 FORD	F-150	\$4,981.50
1LNHM81W16Y608513	2006 LINCOLN	TOWN CAR	\$9,568.00
3FAFP08Z36R197639	2006 FORD	FUSION	\$11,305.00
3FAFP31N45R143497	2005 FORD	FOCUS	\$8,490.00
1FMFU20528LA28667	2008 FORD	EXPEDITION	\$46,127.97
2FMMDK38C58BA41788	2008 FORD	EDGE	\$30,180.50
2FMMDK48C17BB48471	2007 FORD	EDGE	\$32,582.05
2FMMDK49C98BB16545	2008 FORD	EDGE	\$36,438.40
2FMMDK49CX7BB32123	2007 FORD	EDGE	\$34,575.02
2FMMDK49CX8BB19373	2008 FORD	EDGE	\$36,438.40
2FMEK63C39BA12675	2009 FORD	FLEX	\$35,534.90
1FTPX14574FA01963	2004 FORD	F-150	\$3,930.00
1FTRX12W36KC57273	2006 FORD	F-150	\$4,674.00
1FTSX21P56EB47843	2006 FORD	F-250	\$18,396.00
1GKDS13S452261436	2005 GMC	ENVOY	\$10,380.00
3GNFK16Z24G254995	2004 CHEVROLET	SUBURBAN	\$14,680.00
WBXPA93456WG77622	2006 BMW	X3	\$19,200.00
1FTYR10D88PB08662	2008 FORD	RANGER	\$16,365.55
1FBSS31L49DA10117	2009 FORD	E-350	\$29,077.13
1FBSS31L49DA10120	2009 FORD	E-350	\$29,077.13

Unencumbered Units

1FAHP36N99W140535	2009 FORD	FOCUS	\$13,411.92
YV1RS59V942388136	2004 VOLVO	S60	\$5,827.50
2FMZA57675BA82564	2005 FORD	FREESTAR	\$4,060.00
2FMZA52257BA02864	2007 FORD	FREESTAR	\$7,595.00
1FTSA21578EA79840	2008 FORD	F250	\$20,322.24
1FTZF17211NA67858	2001 FORD	F150	\$1,750.00
1FMFU15L84LA31214	2003 FORD	EXPEDITION	\$4,532.50

Book Value

SOT units

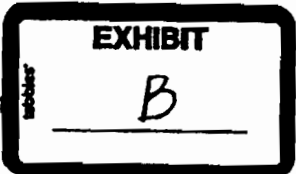
1FTSW21R48EE07057	2008 FORD	F-250	\$50,761.92
1ZVHT80N985202593	2008 FORD	MUSTANG	\$23,895.21
3FAHP07Z58R270376	2008 FORD	FUSION	\$21,623.05
1D7HU18N13J622026	2003 DODGE	RAM	\$6,822.00
1FTNE14W09DA10125	2009 FORD	E-150	\$21,451.13
1FTNE14W99DA10124	2009 FORD	E-150	\$21,451.13
1FMCU04G79KA34376	2009 FORD	ESCAPE	\$28,747.24
2FMMDK38C68BA09917	2008 FORD	EDGE	\$29,006.05

SOT amount

THIS FACSIMILE HAS BEEN CREATED FROM THE CORRECTED AND DERIVED INFORMATION STORED IN THE BUSINESS MANAGEMENT DATABASE, AND MAY VARY FROM THE ORIGINAL INFORMATION SUBMITTED TO FORD MOTOR COMPANY BY THE INDIVIDUAL DEALERSHIP

2008 FORD MOTOR COMPANY DEALER FINANCIAL STATEMENT 2008

P&A CODE 06046		DEALER Ford of Marin		REC'D					
PERIOD OF JUL 2008 YTD		ADDRESS 619 E. Francisco Blvd		SALES CODE 71C917					
MONTH ENDED		CITY STATE ZIP CODE San Rafael, CA 94901							
ASSETS			BALANCE SHEET		LIABILITIES				
1	CASH	ON HAND IN BANK	X	-109,117	N P	NEW VEHICLES & DEMOS	X	3,090,478	
2		MONEY MARKET/DEPOSIT	X	-	O A	USED VEHICLES	X	107,188	
3	FINANCE CONTRACTS				T Y	PROGRAM VEHICLES	X	181,340	
4		NEW	X	222,129	E A	RECREATION VEHICLES		-	
		USED	X	-	S B	OTHER - SHORT TERM		-	
5	MARKETABLE SECURITIES			-	L	LONG TERM - CURRENT PORTION		-	
6	NOTES RECEIVABLE			-	E	INSTALLMENT SALE BALANCE	X	-	
7	DISCOUNTED NOTES RECEIVABLE (NON US)			(-)					
8	ACCOUNTS RECEIVABLE			-					
9		VEHICLE	X	-19,487		BANK LOANS (AUTHORIZED LMT) NON US	X	-	
10		PARTS SERVICE BODY		52,595		ACCOUNTS PAYABLE		221,233	
		OTHER		11,152		INCOME TAXES		-	
11	F O R D R E C E I V I V	W&P CLAIMS		58,561		CUSTOMER DEPOSITS	X	-	
12		VEHICLE HOLDBACK		9,231		ACCOMMODATIONS-SVC CONTRACTS/REPO REFUND		53,775	
13		INCENTIVES/CARRYOVER ALLOWANCE		29,723		TAXES		-64	
14		FBO	JAG CSI			JAG FAC			39,925
15		LOSP	OTHER #2			OTHER #3			
16		VCSI	VMS			LR			23,319
17		JOBBER INCENTIVES/ESP/FLOOR PLAN ASSISTANCE/OTHER			12,072		DESIRED INTEREST INCOME (CURR PORTION - NON US)		-
18							TOTAL CURRENT LIABILITIES		3,717,194
19		FINANCE RECEIVABLES CURRENT			11,049				
20		ALLOWANCE - DOUBTFUL RECEIVABLES			(1,245)		NEW	-440,091	VEHICLE EQUITY USED
21	N	CARS	22	-	X	613,819	NET CASH	X	-361,577
22	E	TRUCKS	70	-	X	1,991,539	AVERAGE MONTH TOTAL EXPENSES		299,863
23	W	DEMO	1	-	X	45,029	NET CASH OVER (UNDER)		561,440
24	U	CARS	6	30		5	70,587		
25	S	TRUCKS	15	DAY		10	259,697		
26	E	REMARKETED CARS	10	30		8 X	152,751		
27	D	VEHICLES TRUCKS	7	DAY		6 X	120,766		
28		PARTS INV	FOMOCO	201,516		NON-FOMOCO	-	201,516	
29	ALLOWANCE - PARTS INVENTORY ADJUSTMENT			(-)					
30	OTHER INVENTORIES memo: work in process			361					
31	LIFO INVENTORY			(-)					
32	RESERVE (US ONLY)			(-)					
33	PREPAID EXPENSES			53,941					
34	TOTAL CURRENT ASSETS			3,786,669					
35	LEASED VEHICLES NET UNITS: CARS - TRUCK -								
36	RENTAL VEHICLES NET								
37	LAND AND IMPROVEMENTS NET								
38	BUILDINGS								
39		COST							
		DEPRECIATION		(-)					
40	EQUIPMENT			386,934					
41		DEPRECIATION		(157,700)					
42	LEASEHOLDS			3,678					
43		AMORTIZED		(967)					
44	FINANCE RECEIVABLES DEFERRED NET			-					
45	RECEIVABLES OFFICERS & EMPLOYEES			-					
46	CASH VALUE - LIFE INSURANCE			-					
47	OTHER ASSETS NET			500,000					
48	TOTAL ASSETS			4,518,614					
49	FROZEN CAPITAL								
50		USED VEHICLE INVENTORY							
51		PARTS INVENTORY							
52		PSB RECEIVABLES							
53	OPERATING ANALYSIS								
54		MONTH	YTD	MONTH	YTD	VEH ACCTS	-19,487		
55	TOTAL	SALES	1,233,548	8,555,005	% TOTAL SALES	PARTS ACCTS			
56		GROSS	228,459	1,838,381	18.5	21.5	52,802		
57		EXPENSE	300,064	2,099,044	24.3	24.5			
58	OPERATING PROFIT			-71,605	-260,663	-5.8	-3.0	41,442	
59	ADDED TO INCOME - BONUSES			12,757	160,745	1.0	1.9		
60	PROFIT BEFORE INCOME TAX			58,848	-99,918	-4.8	-1.2		



THIS FACSIMILE HAS BEEN CREATED FROM THE CORRECTED AND DERIVED INFORMATION STORED IN THE BUSINESS MANAGEMENT DATABASE, AND MAY VARY FROM THE ORIGINAL INFORMATION SUBMITTED TO FORD MOTOR COMPANY BY THE INDIVIDUAL DEALERSHIP

DEALER		P&A CODE		MONTH		PAGE									
Ford of Marin		06046		JUL 2008 YTD		2									
OPERATING SUMMARY															
LINE NO	OPERATING SUMMARY	DOLLARS		UNITS YTD		DEPARTMENT OPERATING SUMMARY									
		MONTH	YTD	CAR	TRUCK	NEW	USED	PARTS	SERVICE	BODY					
1	TOTAL SALES	1,233,548	8,555,005	78	97	M	716,563	165,416	171,503	180,066					
2				78	84	Y	4,178,572	2,004,425	1,142,900	1,229,108					
3	TOTAL GROSS	228,459	1,838,381	% TOTAL GROSS		M	33,727	17,643	55,290	121,799					
4				MONTH	YTD	Y	343,235	247,556	411,835	835,755					
5	TOTAL SELLING EXPENSE	153,297	1,047,967	67.1	57.0	M	38,073	33,442	24,794	56,988					
6						Y	254,946	225,302	164,013	403,706					
7	TOTAL SELLING/ADJUSTED SELLING GROSS	75,162	790,414	32.9	43.0	M	4,346	15,799	14,325	80,982					
8						Y	88,289	22,254	125,507	554,364					
9	TOTAL FIXED EXPENSE	134,099	948,401	58.7	51.6	M	46,935	20,115	20,115	46,934					
10						Y	331,941	142,260	142,260	331,940					
11	DEALER SALARY	12,668	102,676	5.5	5.6	M	4,434	1,900	1,900	4,434					
12						Y	35,937	15,401	15,401	35,937					
13	OPERATING PROFIT	71,605	-260,663			M	55,715	37,814	-7,690	29,614					
14						Y	-279,589	-135,407	-32,154	186,487					
15	LEASED VEHICLE														
16	RENTAL VEHICLE														
17	RECREATIONAL VEHICLE														
18															
19	TRACTOR/OTHER														
20	ADJ. TO INCOME	12,757	155,745	5.6	8.5										
21	CUSTOMER SATISFACTION & FORD SUPPORT		5,000		0.3										
22	INDEMNITIES NON US	(-)	(-)	(-)	(-)										
23	BONUS DEALER														
24	EMPLOYEE														
25	PROFIT BEFORE INCOME TAX	58,848	-99,918	25.8	5.4					7,495	45,946				
26			PNVS	-1,962	-595						12,757	155,745			
27	EST. INCOME TAX														
28	PROFIT SHARING NON US														
29	COMBINED CAPITAL RESERVE														
30	NET PROFIT AFTER TAX	58,848	-99,918	4.8	-1.2										
31			PNVS												
32	TOTAL OVERHEAD EXP	275,027	1,943,001	9.168	11.565										
33	TOTAL P&A GROSS	177,089	1,247,590	5.903	7.426										
34	NET OPERATING COST	97,938	695,411	3.265	4.139										
35	VEHICLE GROSS	51,370	590,791	1,712	3,517										
36	TOTAL VAR SALES EXP	25,037	156,043	835	929										
37	VARIABLE GROSS	26,333	434,748	878	2,588										
38	BREAKEVEN UNITS		MONTH		YTD										
39	N.O.C/VAR.GROSS PNVUR		145		451										
40	Service Absorption: The Sum of the Total Parts, Service & Body														
41	Shop Gross Profits DIVIDED By the Sum of Total Fixed Expense + Dealer Salary + Parts, Service & Body Shop Sales Expense														
42			MONTH		YTD										
43			77		77										
44	(Benchmark is 85%-100%)														
45	OPERATING TREND ANALYSIS	NEW UNITS	USED UNITS	RTL	TOTAL	SELLING/ADJUSTED SELLING GROSS(000)					FIXED	OPT PFT	PFT BIT	NET PFT	
46		CAR	TRUCK	CAR	TRUCK	CAR/TRK INCL WHSE	NEW	USED	PARTS	SERVICE	BODY SHOP	EXP(000)	(000)	(000)	PNVS
47	JAN														
48	FEB														
49	MAR														
50	APR														
51	MAY														
52	JUNE														
53	JULY														
54	AUG														
55	SEPT														
56	OCT														
57	NOV														
58	DEC														
59	CURRENT YTD														
60	PRIOR YTD														

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DEALER Ford of Marin					P&A CODE 06046		SALES CODE 710017		PAGE 3C		
MONTH					NEW VEHICLE DEPARTMENT					YEAR TO DATE	
SALES	GROSS	UNITS	GR PVS			UNITS	GR PVS	SALES	GROSS		
1											
2											
3	60,050	4,727	2	2,364	E	TAURUS (2006 MODEL)	1	2,763	28,695	2,763	
4	47,210	1,455	3	485	T	MUSTANG	17	4,552	590,688	77,380	
5						FOCUS	39	437	637,012	17,029	
6					A	MONDEO(MEXICO ONLY)					
7					I	FIESTA/KON(MEXICO ONLY)					
8					L	KA(MEXICO ONLY)					
9					I	FIESTA ST(MEXICO ONLY)					
10	122,493	299	6	50	C	Ford CT					
11					R	FUSION	14	601	291,488	8,412	
12					S	TBD FORD Car #2					
13						TBD FORD Car #3					
14						TBD FORD Car #4					
15						TBD FORD Car #5					
16						TBD FORD Car #6					
17						TBD FORD Car #7					
18						TBD FORD Car #8					
19						TBD FORD Car #9					
20					A	TBD FORD Car #10					
21	229,753	3,571	11	325		FORD DISCONTINUED MODEL CARS					
22						TOTAL FORD RETAIL CARS	71	1,487	1,537,883	105,584	
23						GRAND MARQUIS/MARAUDER					
24						SABLE (2006 MODEL)					
25						MILAN					
26						TBD LM CAR #2					
27						TBD LM CAR #3					
28						TOWN CAR					
29						LS					
30						MKZ					
31						LINCOLN MKS					
32						TBD LM #5					
33						TBD LM #6					
34						TBD LM #7					
35						TBD LM #8					
36						TBD LM #9					
37						LM DISCONTINUED MODEL CARS					
38						TOTAL LM RETAIL CARS					
39						TOTAL JAGUAR RETAIL CARS					
40						TOTAL VOLVO RETAIL CARS					
41						TOTAL MAZDA RETAIL CARS					
42	229,753	3,571	11	325		NON FOMOCO CARS					
43						TOTAL RETAIL CARS	71	1,487	1,537,883	105,584	
44						FORD MOTOR CO. FLEET CAR					
45						NON FOMOCO FLEET CAR					
46		4,000				TOTAL FLEET CARS				12,900	
47	229,753	7,571	11	688		CAR INCENTIVES					
48						TOTAL NEW CARS	71	1,669	1,537,883	118,484	
49											
50											
51											
52											
53											
54											
55											
56											
57											
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DEALER Ford of Marin					P&A CODE 06046			SALES CODE 71C017			PAGE 3T			
MONTH					NEW VEHICLE DEPARTMENT			YEAR TO DATE						
SALES	GROSS	UNITS	GR PVS		UNITS	GR PVS	SALES	GROSS	UNITS	GR PVS	SALES	GROSS	UNITS	GR PVS
1					EDGE	9	1,802	298,369			16,222			
2					TAURUS X	3	2,092	72,871			6,275			
3	199,220	9,048	8	1,131	ESCAPE	37	1,558	979,063			57,637			
4					R EXPLORER	3	1,240	99,852			3,719			
5					E EXPEDITION	1	1,536	45,995			1,536			
6					T EXCURSION									
7					A FREESTAR (MINI VAN)									
8					I ECONOLINE/CLUB WAGON	2	290	47,234			560			
9	19,765	312	1	312	L RANGER	9	291	160,588			2,615			
10	136,630	4,373	6	729	F150 (UNDER 8500# GVW)	25	882	628,641			22,059			
11	44,357	1,015	1	1,015	T F-SUPER DUTY (F250-350 OVER 8500# GVW)	5	1,139	221,238			5,693			
12					R COURIER(MEXICO ONLY)									
13					U ECOSPORT (MEXICO ONLY)									
14					C TRANSIT (MEXICO ONLY)									
15	86,838	150	3	50	K Flex	3	50	86,838			150			
16					S TBD FORD TRUCK #3									
17					TBD FORD TRUCK #4									
18					TBD FORD TRUCK #5									
19					TBD FORD TRUCK #6									
20					TBD FORD TRUCK #7									
21					TBD FORD TRUCK #8									
22					FORD DISCONTINUED MODEL TRUCKS									
23	486,810	14,274	19	751	TOTAL FORD LIGHT TRUCK RETAIL	97	1,071	2,640,689			103,916			
24					MONTEREY									
25					MARINER									
26					MOUNTAINEER									
27					TBD LM TRUCK #1									
28					TBD LM TRUCK #2									
29					TBD LM TRUCK #3									
30					AVIATOR									
31					NAVIGATOR									
32					LINCOLN MARK LT									
33					LINCOLN MKX									
34					TBD LM TRUCK #5									
35					TBD LM TRUCK #6									
36					LM DISCONTINUED MODEL TRUCKS									
37					TOTAL LM LIGHT TRUCK RETAIL									
38					TOTAL VOLVO LIGHT TRUCK RETAIL									
39					TOTAL MAZDA LIGHT TRUCK RETAIL									
40					TOTAL LAND ROVER LIGHT TRUCK RETAIL									
41					NON FOMOCO LIGHT TRUCK									
42	486,810	14,274	19	751	TOTAL LIGHT TRUCK RETAIL	97	1,071	2,640,689			103,916			
43					FLEET LIGHT TRUCKS									
44	486,810	14,274	19	751	TOTAL LIGHT TRUCK	97	1,071	2,640,689			103,916			
45					R F-SUPER DUTY(F450-550 OVER 8500# GVW)									
46					T F-SUPER DUTY(F650-750)									
47					LOW CAB (FWD)									
48					F TOTAL FORD COMMERCIAL TRUCKS									
49					T NON FOMOCO CLASS 4-7-8									
50					TOTAL COMMERCIAL/OTHER TRUCKS									
51					MEMO: FLT COM									
52		4,300			TRUCK INCENTIVES							13,500		
53	486,810	18,574	19	978	TOTAL NEW TRUCK	97	1,210	2,640,689			117,416			
54		673			11 DLR TRANS UNITS							8,808		
55	716,563	26,818	30	894	TOTAL NEW VEHICLES	166	1,457	4,178,572			244,708			
56					MEMO: INTERNET SALES									
57	RETAIL	CAR			TRUCK			NON FOMOCO			TOTAL			
58	LEASE	UNITS	GROSS	GR PVL	UNITS	GROSS	GR PVL	UNITS	GROSS	GR PVL	UNITS	GROSS	GR PVL	
59	NEW	MONTH												
60		YTD	3	4,095	1,365	11	11,069	1,006			14	15,164	1,083	
61	USED	MONTH												
62		YTD												

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DEALER Ford of Marin				P&A CODE 06046				MONTH JUL 2008 YTD		PAGE 4
	SALES	GROSS	UNITS	GR PVS	USED VEHICLE DEPARTMENT	UNITS	GR PVS	SALES	GROSS	
1	34,039	4,223	3	1,408	USED CARS RETAIL	37	1,217	553,877	45,019	
2					MEMO: USED CAR RTL(FRANCHISE ONLY)					
3	30,463	1,408	2	704	REMARKETED CARS RETAIL	17	1,140	253,826	19,384	
4	59,844	6,427	4	1,607	USED LIGHT TRUCK RETAIL	32	1,773	513,689	56,734	
5					MEMO: USED CERTIFIED TRUCKS (Franchise Only)					
6					USED MED/HVY TRK - RETAIL					
7		1,820			REMARKETED TRKS RETAIL	28	1,176	484,956	32,941	
8					USED CAR/TRK INCENTIVES					
9	124,346	10,238	9	1,138	TOTAL USED RETAIL	114	1,352	1,806,348	154,078	
10	12,970	945	3	315	USED CARS WHOLESALE	24	195	86,462	4,687	
11					REMARKETED CARS WHOLESALE					
12	28,100	1,793	4	448	USED TRKS WHOLESALE	24	137	109,615	3,280	
13					REMARKETED TRKS WHOLESALE					
14					USED VEH INVENTORY ADJ					
15	41,070	2,738	7	391	TOTAL USED WHOLESALE	48	166	198,077	7,967	
16	165,416	12,976	16	811	TOTAL USED VEHICLES	162	1,000	2,004,425	162,045	
17					MEMO: USED INTERNET SALES					
18										

	UNITS		COST		COST PER UNIT		RECONDITIONING ANALYSIS	UNITS		COST		COST PER UNIT			
	MONTH	YTD	MONTH	YTD	MONTH	YTD		MONTH	YTD	MONTH	YTD	MONTH	YTD		
20															
21	INCOME		UNITS		%PEN	PVR	F&I	UNITS		%PEN	PVR	INCOME			
22	MONTH	YTD	MONTH	YTD	MONTH	YTD	DEPARTMENT	MONTH	YTD	MONTH	YTD	MONTH	YTD		
23	4,218	36,402	5	63	37.5	141	217	FINANCE CONTRACTS	5	71	62.3	189	321	1,705	36,544
24	-400	3,883				-13	23	FIN INC. ADJ.				28			3,179
25	226	7,957	2	23	13.7	8	47	INSUR CONTRACTS	1	22	19.3	35	61	314	6,954
26								INSUR ADJ.							
27	5,366	55,114	4	52	31.0	179	328	EXT SERVICE CONTR	4	53	46.5	319	408	2,867	46,468
28	3,401	7,464				113	44	EXT SERV CONTR REF				8	23	69	2,672
29	100	10,401				3	62	OTHER MERCHANDISE				17	12	-150	1,396
30								REPO LOSS NET							
31	6,909	98,527				230	586	F&I NET INCOME				519	750	4,667	85,511

	PNVR		PLVVR		MONTH	YTD	MONTH	YTD				
	MONTH	YTD	MONTH	YTD								
33	26,818	244,708	894	1,457			1,442	1,421	12,976	162,045		
34	(-)	(-)							(-)	(-)		
35	6,909	98,527	230	586			519	750	4,667	85,511		
36	716,563	4,178,572	NEW GROSS % SALES		S		USED GROSS % SALES		165,416	2,004,425		
37	33,727	343,235	4.7	8.2	G		10.7	12.4	17,643	247,556		
38	NEW VEHICLE SALES EXPENSE				% TOTAL NEW GROSS				% TOTAL USED GROSS			
39	3,927	34,941	11.6	10.2	COMM & INCENT		SALESPERSON		19.1	18.4	3,369	45,598
40	300	15,356	0.9	4.5			SALES MANAGERS		42.2	8.0	7,452	19,838
41	2,468	7,758	7.3	2.3			F&I					
42	7,249	36,357	21.5	10.6			PRE-DELIVERY					
43	(461)	(9,890)	1.4	2.9			PRE-DELIVERY ALLOWANCES					
44	368	2,906	1.1	0.8			FREE SERVICE/MAINT & POLICY		2.1	1.3	365	3,179
45	13,851	87,428	41.1	25.5			TOTAL VARIABLE EXPENSE		63.4	27.7	11,186	68,615
46	19,876	255,807	58.9	74.5			VARIABLE GROSS		36.6	72.3	6,457	178,941
47	4,699	30,734	13.9	9.0			SALESPERSON		17.8	14.9	3,144	36,996
48	2,000	29,375	5.9	8.6	SALARY		SALES MANAGERS		11.3	10.8	2,000	26,837
49	501	6,776	1.5	2.0			OTHER					
50	4,000	30,371	11.8	8.8			F&I					
51	7,418	44,023	22.0	12.8			ADVERTISING		85.5	30.2	15,090	74,807
52							MEMO: INTERNET ADV.					
53	(4,655)	(36,455)	(13.8)	(10.6)			ADVERTISING REBATES				(-)	(-)
54							PROMOTION					
55	304	2,126	0.9	0.6			TRAINING					
56	93	605	0.3	0.2			DEMO EXPENSE					
57							SERVICE LOANERS					
58							F&I OTHER					
59	16,756	127,651	49.7	37.2			INTEREST-FLOOR PLAN		11.5	7.3	2,022	18,047
60	(6,894)	(67,688)	20.4	19.7			FLOOR PLAN ASSISTANCE				(-)	(-)
61	24,222	167,518	71.8	48.8			TOTAL SEMI-FIXED EXPENSES		126.1	63.3	22,256	156,687
62	4,346	88,289	-12.9	25.7			SELLING GROSS		-89.5	9.0	-15,799	22,254

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DEALER Ford of Mann		P&A CODE 06046		MONTH JUL 2008 YTD				PAGE 5							
PARTS DEPARTMENT				SERVICE DEPARTMENT				BODY SHOP DEPARTMENT							
MON	YTD	MON	YTD	MON	YTD	MON	YTD	MON	YTD	MON	YTD				
1	39,487	235,957	GRS%SLs	WHOLESALE	S										
2	7,662	46,678			G										
3				WHLS JB INC	G										
4	7,662	46,678	19.4	19.8	TOTAL WHSL	G	RPR	BODY	W&P	INTR	REPAIR	M	424	182.0	279.0
5	15,747	94,957			COUNTER	S	126.50		114.33	105.00	SHOP	Y	2,904	198.0	281.0
6	4,851	31,356	30.8	33.0	RETAIL	G					BODY	M			
7	76,956	574,320			REPAIR	S	114,285	815,825			SHOP	Y			
8	31,717	238,149	41.2	41.5	SHOP	G	84,271	605,849	73.7	74.3	W&P CLM	M	182	166.0	195.0
9	2,151	22,302			ESP REPAIR	S	2,363	29,740			SERV	Y	1,253	138.0	154.0
10	625	6,480	29.1	29.1	SHOP	G	1,821	23,314	77.1	78.4	W&P CLM	M			
11					JOB INCENTIVE	G					B/S	Y			
12	30,143	173,002			WARRANTY	S	35,516	193,089			ESP	M	21	102.0	113.0
13	8,295	46,709	27.5	27.0	4 POL CLM(SERV)	G	28,255	153,253	79.6	79.4	REPAIR	Y	176	127.0	159.0
14	7,019	41,448			INTERNAL	S	11,737	86,324				M	140	50.0	84.0
15	2,140	11,830	30.5	28.5	(SERVICE)	G	7,846	57,527	66.8	66.6	INTERNAL	Y	757	55.0	114.0
16					UNAPPLIED TIME	G	788	8,679							
17		914			SUBLET	S	9,990	70,053							
18		210		23.0	REPAIRS	G	259	4,873	2.6	7.0					
19					OTHER	S									
20					MERCHANDISE	G									
21					PARTS SALES	S									
22					SERV OTH	S									
23	116,269	811,996			FRANCHISE	S									
24	42,777	303,378	36.8	37.4	TOTAL PARTS	S									
25					SALES-SERV	G									
26					MEMO: OTHER FRAN PARTS PURCHASES										
27					MONTH										
28					YTD										
29					RO										
30					TRAFFIC										
31					SALES PER RO										
32					ANALYSIS										
33					RO COUNT										
34					PARTS										
35					LABOR										
36					SERVICE										
37					OTH FRAN										
38					BODY RO										
39					OTH FRAN										
40					MATERIALS	S	6,175	34,077							
41						G	135	382	2	-1					
42					PARTS SALES	S									
43					BODY OTH	S									
44					FRANCHISE	S									
45					TOTAL PARTS	S									
46					SALES-BODY	G									
47		30,423			DISC EARNED	G									
48					INVENT ADJ	G									
49	171,503	1,142,900			TOTAL	S	180,066	1,229,108							
50	55,290	411,835	32.2	36.0	DEPARTMENTS	G	121,799	835,755	67.6	68.0					
51	(-)	(-)			COS LIFO(S ONLY)										
52	55,290	411,835	32.2	36.0	TOTAL	G	121,799	835,755	67.6	68.0					
53					PARTS EXPENSE										
54	6,098	52,505	14.6	12.7	COMP - MGRS		12,404	91,268	10.2	10.9					
55	11,994	80,508	21.7	19.5	SAL-OTHER		17,173	116,445	14.1	13.9					
56	100	700	0.2	0.2	COMM&INC-OTH		10,914	73,663	9.0	8.8					
57	599	4,287	1.1	1.0	ADVERT/PROMO		4,023	26,513	3.3	3.2					
58					ADVERTISING										
59	304	2,126	0.5	0.5	REBATES										
60					TRAINING		1,458	15,693	1.2	1.9					
61					POLICY ADJ		1,339	15,215	1.1	1.8					
62	59	295	0.1	0.1	SERV LOANER		573	3,757	0.5	0.4					
63	285	2,117	0.5	0.5	TOOLS&SUPP		2,453	18,087	2.0	2.2					
64	752	2,428	1.4	0.6	FREIGHT		100	560	0.1	0.1					
65	1,759	13,194	3.2	3.2	EQ&VEH MAINT		2,451	13,005	2.0	1.6					
66					INV CNTRL&DP										
67	844	5,044	1.5	1.5	VAC/TO PAY TECH		4,100	29,500	3.4	3.5					
68	24,794	164,013	44.8	39.8	TOT SALES EXP		56,988	403,706	46.8	48.3					
69	30,496	247,822	55.2	60.2	SELLING GROSS		64,811	432,049	53.2	51.7					
70	(16,171)	(122,315)			SHOP PARTS		18,171	122,315							
71	14,325	125,507			GROSS TRANS		80,982	554,364							
72					ADJ SELLING GRS										

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DEALER Ford of Main										P&A CODE 06046		MONTH JUL 2008 YTD				Page 6				
LINE NO	SELL/ADJ SELL GRGS	MONTH	YTD	MONTH	YTD	NEW	USED	PARTS	SERVICE	BODY	UNAPPLIED									
	ALL DEPARTMENTS	75,162	790,414	32	43	88,289	22,254	125,507	554,364											
		FIXED EXPENSE			% GROSS		DEPARTMENTAL FIXED EXPENSE ALLOCATION-YTD													
1	SAL-GEN MGR																			
2	SALARIES-ADM	13,733	97,988	6.0	5.3										97,988					
3	EMPLOYEE BENEFIT	6,926	43,350	3.0	2.4										43,350					
4	PAYROLL TAXES	13,391	114,777	5.9	6.2										114,777					
5	PENSIONS	2,200	15,400	1.0	0.8										15,400					
6	INST ADV&PROMO	1,923	11,044	0.8	0.6										11,044					
7	RENT & EQUIV	59,105	399,372	25.9	21.7										399,372					
8	UTILITIES	3,244	28,294	1.4	1.5										28,294					
9	TELEPHONE	2,449	17,159	1.1	0.9										17,159					
10	TAXES																			
11	INSURANCE	3,153	25,989	1.4	1.4										25,989					
12	OFFICE SUPPLIES	991	7,773	0.4	0.4										7,773					
13	PROF & SERV FEES	6,657	59,248	2.9	3.2										59,248					
14	DATA PROCESSING	10,280	56,347	4.5	3.1										56,347					
15	BAD DEBTS	300	2,100	0.1	0.1										2,100					
16	CONTRIBUTIONS		100												100					
17	INTEREST	3,398	27,449	1.5	1.5										27,449					
18	DEPREC EQUIP	4,127	29,926	1.8	1.6										29,926					
19	EQ&VEH MAIN GENL	2,090	11,623	0.9	0.6										11,623					
20	TRAVEL & ENTERT	132	462	0.1											462					
21	MISC EXPENSE																			
		ALLOCATION OF UNAPPLIED EXPENSE				331,941	142,260	142,260	331,940			948,401								
23	TOTAL FIXED	134,099	948,401	58.7	51.6	331,941	142,260	142,260	331,940			TOT APPLIED								
24	DEALER SALARY	12,668	102,676	5.5	5.6	35,937	15,401	15,401	35,937											
25	OPERATING PROFIT	-71,605	-260,663	-31.3	-14.2	-279,589	-135,407	-32,154	186,487											
26	VEHICLE AND F&I SELLING GROSS ANALYSIS					RENTAL DEPARTMENT		MONTH	YTD											
27	MONTH	YTD			MONTH	YTD														
28	26,818	244,708	C T	GROSS	12,976	162,045														
29	11,383	79,670	A R	VAR. SELLING EXP.	11,106	68,615														
30	20,222	137,147	R K	SEMI FIXED SELL EXP	22,256	156,687														
31	-4,787	27,891		SELLING GROSS	-20,466	-63,257														
32	6,909	98,527		TOTAL F&I NET INCOME	4,667	85,511														
33	6,468	38,129		F&I SELLING EXPENSES																
34	441	60,398		F&I SELLING GROSS	4,667	85,511														
35	-4,346	88,289		TOTAL SELLING GROSS	15,799	22,254														
36			MONTH	YTD	TOT UNIT DAYS AVAIL/MO															
37	NET RENT OR EQUIV		46,672	336,766	CUST ESP PD DAYS/MO															
38	DEPREC & AMORT				SER LNR PD DAYS/MO															
39	INSURANCE-BUILDING		3,949	29,514	DLR PAID DAYS/MO															
40	TAX-REAL ESTATE		2,718	19,026	NON UTILIZED DAYS/MO															
41	MAINT-BUILDING		3,765	14,066	% UTILIZATION															
42	TOTAL		59,104	398,372	% CUST/EXP PAID															
43	PERSONNEL SUMMARY										ADMIN	FRAN M&U	OTHER M&U	F&I	REPAIRS	FRAN/PARTS	OTH/PARTS	FRAN/SERV	OTH/SERV	BODY
44	DEALERS																			
45	MANAGEMENT																			
46	SLS PRNS/SRV ADVRS																			
47	TECH																			
48	NICIANS																			
49	CLERICAL																			
50	OTHER																			
51	TOTAL										37	5	6	1	4			21		
52	SLS PRN		-12 MOS	3	SERV		-12 MOS	1												
53	TENURE		12-36 MOS	2	ADVSR		12-36 MOS	2												
54	IN MOS		37-60 MOS		TENURE		37-60 MOS													
55	SALESPERSON		61+ MOS		(MOS)		61+ MOS													
56	TURNOVER		HIRED-YTD		SRV ADVR		HIRED-YTD													
57	SPLIT SLS FORCE		TERM-YTD		TRNOVR		TERM-YTD													
58	MANAGERS		NEW	USED	COMB	TOTAL	STALL COUNT													
59	SALESPERSONS						REPAIR	INTERNAL	BODY											
60					5	5		13												

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DEALER		P&A CODE		SALES CODE 71C017		MONTH		PG 7 Q4	
PARTS DEPARTMENT				SERVICE DEPARTMENT					
MON	YTD	MON	YTD	MON	YTD	MON	YTD	MON	YTD
GRS%SL		GRS%SL		GRS%SL		GRS%SL		GRS%SL	
MEMO: QUICK LANE (US) FAST LANE(CANADA)				FRANCHISE		TRAFFIC		SALES PER R.O.	
				RO ANALYSIS		RO COUNT		PARTS	
				SALES		M			
				ESP/		M			
				ESCOFC		Y			
				INTERNAL		M			
				OTHER		Y			
				MERCHANDISE		M			
				WARRANTY		Y			
				SALES		M			
				SALES		Y			
				TIRE SALES		G			
				TIRE SALES		S			
				ESP/ESCOFC		G			
				WARRANTY		S			
				SALES		G			
				INTERNAL SALES		S			
				INTERNAL		G			
				TIRE SALES		S			
				UNAPPLIED TIME		G			
				UNAPPLIED TIME		S			
				SUBLET SALES		G			
				OTHER		S			
				MERCHANDISE		G			
				MATERIALS		S			
				MATERIALS		G			
				DISC EARNED		G			
				INVENT ADJ		G			
				TOTAL		S			
				DEPARTMENTS		G			
				77 SERV SALES EXPENSE		%SERV GRS			
				SALARIES-MGRS					
				SALARIES-TECH					
				COMM & INC-MGRS					
				COMM & INC-TECH					
				ADVERT/PROMO					
				TRAINING					
PARTS ALLOCATION FIXED EXPENSE				POLICY ADJ		SERVICE ALLOCATION FIXED EXPENSE			
		MTD	YTD	TOOLS & SUPP				MTD	YTD
SALARIES				FREIGHT/HANDLING				SALARIES	
BENEFITS				EQ/VEH MAINT				BENEFITS	
PAYROLL TAXES				INV CNTRL & DP				PAYROLL TAXES	
PENSION				VAC/TO PAY-TECH				PENSION	
RENT & LEASE				TOT SALES EXP				RENT & LEASE	
DEP BLDG & IMP				SELLING GROSS				DEP BLDG & IMP	
AMORT of IMPR								AMORT of IMPR	
INS BLDGS								INS BLDGS	
TAXES REAL ESTATE								TAXES REAL ESTATE	
MAIN BLDGS								MAIN BLDGS	
UTILITIES								UTILITIES	
TELEPHONE								TELEPHONE	
TAXES EXCL. INCOME REAL ESTATE								TAXES EXCL. INCOME REAL ESTATE	
OFFICE SUPPLIES								OFFICE SUPPLIES	
PROF & SERV FEES								PROF & SERV FEES	
BAD DEBT								BAD DEBT	
CONTRIBUTIONS								CONTRIBUTIONS	
DEPREC EQUIP								DEPREC EQUIP	
TRAVEL & ENTERT								TRAVEL & ENTERT	
MISC EXPENSE								MISC EXPENSE	
TOTAL FIXED EXP								TOTAL FIXED EXP	

PERSONNEL	
MANAGERS	
SERVICE WRITERS	
REPAIR TECH	
INTERNAL TECH	
TOTAL	
STALL COUNT	
REPAIR	
INTERNAL	