

Sales, Income and Balance Sheet Projections

Worksheets Designed for the Automotive Dealership

This workbook provided will create both an **Income Projection** spreadsheet segmented into dealership departments, Variable & Fixed Operations and a **Balance Sheet projection** worksheet. Including the calculation of Key Ratios and Performance values.

Instruction on how to complete both these key analysis reports are available on page 2 of each spreadsheet within the workbook. Color coding is utilized on these worksheets, only cells 'Yellow' in color allow entries, simplifying your data analysis entry procedures.

To Begin your Analysis;

- 1). Enter your Company Names below which will provide the required report headings.

Company/Business Name

Enter your business name here

Maximum suggested length 30 characters

- 2). Enter the Balance Sheet Projection time span.

Balance Sheet - Actual Start Date

May 31, 2009

format (mm/dd/yyyy)

Balance Sheet - Projected End Date

December 31, 2009

format (mm/dd/yyyy)

You may at any time modify this worksheet or even save it under a different name to complete consecutive Income & Balance Sheet projections for an extended period of time. E.g. Instead of a 1 year projection, create 12 monthly consecutive forecasts.

You may also utilize another download made available by IntactAuto™ called **Forecasting & Expense Analysis** to support your projected expense percentages inputted on the Projected Income statement. Thus providing an even more detailed analysis report of your forecast and business financial plan.

Required Disclaimer:

These worksheets are designed solely to provide an estimate and general guidance and are not intended to provide tax or legal advice. You should always refer to a professional advisor or accountant regarding your specific requirements or concerns.

Worksheets are protected to prevent formula corruption and contain **No Active Macros**.

Workbook Created: January 1, 2007
Workbook Last Update: May 10, 2009
Workbook Current size: 96.5 KB

Last and most importantly, if you have any questions concerning these spreadsheets or how to use them;

E-mail or Call, IntactAuto Support: ExcelHelp@IntactAuto.com or visit: www.IntactAuto.com for contact information.

Excel® Workbooks designed specifically for the Retail Automotive Dealership & Automobile Industry

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Enter your business name here

Projected Income Statement - Based on % of Sales

Base Period: 05/31/09

Ending Period: 12/31/09

Projected Sales & Gross Profit

	New Car	Used Cars	Lease & Rental	Mechanical	Body Shop	Parts & Acc.	Complex Total
Actual \$ Sales per Department	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projected Sales Growth %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Adjusted Projected Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Actual Gross Profit / Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Current Gross Profit % Of Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Projected Gross Profit % of Sales	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Adjusted Projected Gross Profit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Expenses % Of Gross Profit

Selling Variable	0.00%	0.00%	0.00%				
Personnel Expense	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Semi-Fixed	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Fixed Overhead	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Total Operating Expense Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Projected Dealership Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Profit Or Loss	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Projected Adjustments To Income

Complex Total Profit Or Loss	\$ -
Other Income	\$ -
Other Deductions (Enter As "-")	\$ -
Interest Expense (Enter As "-")	\$ -
Pretax Profit	\$ -
Projected Income Taxes Payable	\$ -
Net Income or Loss	\$ -

Inventories & Projected Turnover Ratio

	Actual Inventory	Turnover	Projected Turnover
Variable Operations - New	\$ -	0.00	
Variable Operations - Used	\$ -	0.00	
Variable Totals	\$ -	0.00	0.00
Fixed Operations	\$ -	0.00	0.00
Complex Totals	\$ -	0.00	

These required entries are necessary for determining projected inventory values on the Balance Sheet.

Actual Pretax Profit

\$ -

Due to different forms of business structures enter a Pretax Profit value for industry comparisons.
Actual Pretax Profit is utilized to calculate Ratios & Performance values on the Projected Balance Sheet

Inventories & Projected Turnover Ratio

LIFO Values - will understate your actual inventory values, it may be best that you state the true value of your inventories.

Remember that when reviewing your Balance Sheet, Assets & Liabilities + Equity will vary by the LIFO amount, depending on your LIFO entry.

Projected Income Worksheet - Definitions & Usage

Definitions

Projected Sales Growth %	The percentage of growth that you believe your Actual Sales will either increase or decrease.
Projected Gross Profit % of Sales	The percentage of Adjusted Projected Sales that you believe you will retain as Actual Gross Profit / Income
Selling Variable	Expenses which normally increase or decrease in relationship to sales. E.g. Sales Commissions
Personnel Expense	The cost of personnel, including payroll taxes and fringe benefits. E.g. Salary & Wages; Owners, Supervision & Clerical
Semi-Fixed	Expenses incurred while conducting sales and service activity. E.g. Advertising, Technology and Interest expenses
Fixed Overhead	Fixed cost of items regardless of sales activity. E.g. Mortgage or Rent, Taxes, Depreciation and Insurances expenses
Inventory Turnover Ratio	Number of times a companies inventory turns per year. Calculated by dividing Cost of Sales by Actual Inventory Turnover Ratio on this worksheet is calculated as follows; (Actual \$ Sales per Department minus Actual Gross Profit) divided by Actual Inventory

Worksheet Instructions

How to use this worksheet;

- 1). Input the following **Current/State Date Financial Statement** data into the Projected Income Statement, either Year-to-Date or Month-to-Date.
 - a). Actual Dollar Sales per dealership department; Variable & Fixed Operations
 - b). Actual Gross Profit / Income dollar value per department. Gross Profit %'s will calculate for comparison usage.
Note: Include Finance & Insurance Income in both New & Used Vehicle departmental Gross Profit.
 - c). Actual inventory values for both New & Used vehicles
 - d). Actual combined inventory value for Fixed Operations. Parts, Tires, GOG, W-I-P, Supplies, etc.
Note: Current inventory turns will calculate. Inventory turns are a major factor when projecting your Balance Sheet.
 - e). Actual Pretax Profit since industry comparisons are normally based on this values.
- 2). Begin entering all the following **Projection values**, starting with Sales and Gross Profit percentages.
 - a). Projected sales percentage increase or decrease per department
 - b). Projected Gross Profit percentage of sales value per department The current % has been calculated as a reference.
 - c). Projected expense %'s by classification per department. As a starting point you may want to utilize your current financial statement and modify expense percentages later in your study.

IntactAuto does offer a Expense Forecasting download which may provide additional supporting documentation when estimating & projecting expense percentage changes
 - d). Projected miscellaneous adjustments or reoccurring adjustments to Net Income.
 - e). Projected inventory turn ratios for both Variable and Fixed operations. Again as a starting point you may want to enter your current turnover ratios and modify later in your study.

You have now completed your Projected Income worksheet and are ready to complete the Balance Sheet Projection

- 3). Proceed to the Projected Balance Sheet worksheet, detail instructions can be located on that worksheet below the actual spreadsheet.

This worksheet does allow you to project Balance Sheet Values by entering either a Percentage of Sales value or Fixed Dollar value for each Balance Sheet category

Enter your business name here

Balance Sheet Projection

	Actual Financial Statement Values May 31, 2009			Manual Overrides		Balance Sheet Projection December 31, 2009			Projection Variance	
	Year-to-Date Actual and Projected Sales	Current Month-End Statement Values	Common Size %	% of Sales Estimated Override + / - Actual	Fixed \$ Value Estimated Override + / - Actual	Adjusted Account Ending Balance	Common Size %	% of Sales	Dollar Value Change	% of Sales Change
Year-to-Date Actual and Projected Sales	\$ -					\$ -				
Cash	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Contracts In Transit	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Account Receivable	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Inventories - Variable Operations	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Inventories - Fixed Operations	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Other Current & Working Assets	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Total Current Assets	\$ -	0.00%	0.00%	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Gross Fixed Assets	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Accumulated Depreciation (Enter as positive)	\$ -	0.00%	Sales \$		\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Net Fixed Assets	\$ -	0.00%	0.00%	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Other Non-Current Assets	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Total Assets	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Current Notes Payable & Bank Floor Plan	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Trade Accounts Payable	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Accrued Expenses	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Taxes Payable & Deferred Taxes	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Other Payables	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Total Current Liabilities	\$ -	0.00%	0.00%	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Long-Term Debt & Mortgages Payable-Real Estate	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Non-Current Liabilities	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Total Long-Term Liabilities	\$ -	0.00%	0.00%	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Total Liabilities	\$ -	0.00%	0.00%	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Capital Stock, Dividends, Investments & Drawings	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Retained Earnings + Profit/Loss YTD	\$ -	0.00%	Sales \$		\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Inventory LIFO Adjustment Value	\$ -	0.00%	Sales \$	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Total Equity	\$ -	0.00%	0.00%	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%
Total Liabilities & Equity	\$ -	0.00%	0.00%	0.00%	\$ -	\$ -	0.00%	0.00%	\$ -	0.00%

LIQUIDITY RATIOS

	Actual	Industry Standard	Variance
Current Ratio	0.00	0.50	-0.50
Quick Ratio	0.00	0.00	0.00

	Actual	Industry Standard	Variance
Current Ratio	0.00	0.50	-0.50
Quick Ratio	0.00	0.00	0.00

SAFETY RATIO

Debt To Equity Ratio	0.00	0.00	0.00
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Debt To Equity Ratio	0.00	0.00	0.00
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OPERATING PERFORMANCE

Sales To Assets Ratio (Sales/Total Assets)	0.00	0.00	0.00
Return On Assets (Pretax Profit/Total Assets)	0.00%	0.00%	0.00%
Return On Equity (Pretax Profit/Equity)	0.00%	0.00%	0.00%
Inventory Turnover (COS/Inventory)	0.00	0.00	0.00
Inventory Turn Days (365 Days/Inv. Turnover)	0.00	0.00	0.00

Sales To Assets Ratio (Sales/Total Assets)	0.00	0.00	0.00
Return On Assets (Pretax Profit/Total Assets)	0.00%	0.00%	0.00%
Return On Equity (Pretax Profit/Equity)	0.00%	0.00%	0.00%
Inventory Turnover (COS/Inventory)	0.00	0.00	0.00
Inventory Turn Days (365 Days/Inv. Turnover)	0.00	0.00	0.00

Analysis Worksheet - Definitions & Usage

Definitions

Current Ratio	A businesses ability to pay it's short-term obligations. (1 year turn)
Quick Ratio	Compares cash and accounts receivables to current liabilities. Indicating the businesses ability to meet obligations coming due within 90 days.
Debt To Equity Ratio	Compares total liabilities to equity. A businesses ability to draw on company equity to withstand adversity caused by economical downturns.
Sales To Assets Ratio (Sales/Total Assets)	Calculates sales generated per dollar of assets employed. Determines if excessive assets are employed in relationship to volume of sales.
Return On Assets (Pretax Profit/Total Assets)	Indicates the relationship between pretax profit and total assets employed to generate pretax profit.
Return On Equity (Pretax Profit/Equity)	Indicates the relationship between pretax profit and total equity employed to generate pretax profit.
Inventory Turnover (C-O-S/Inventory)	Number of times a companies inventory turns per year.
Inventory Turn Days (365 Days/Inv. Turnover)	Number of days that are required to turn a businesses inventory.
Common Size % or Vertical Analysis	The division of an Asset, Liability or Equity Account by it's classification to monitor balance sheet account changes as sales increase or decrease. (e.g. Cash/Total Assets or Current Notes Payable/Total Liabilities+Total Equity) These secondary calculation %'s on the Projected Balance Sheet will help identify changes in account values within it's classification.

Worksheet Instructions

This worksheet is designed to calculate your businesses Assets, Liabilities and Equity current % of Sales values for each account balance classification.

Forecasting a Balance Sheet requires that you multiply your Projected Sales by your historical businesses % of Sales Value or by Industry % Standards when available for each account balance classification.

How to use this worksheet;

- 1). **Complete the Projected Income** worksheet, since the Projected Balance Sheet - **Sales Value** is derived from it.
- 2). **Verify that you entered on the Projected Income** worksheet the **Inventories & Projected Turnover Ratio** section.
The calculated Inventory values on this Projected Balance Sheet for both Variable Operations & Fixed Operations are based on these entries.
Note; Projected Balance Sheet Inventory Values will not calculate until projected inventory turnover ratios are estimated.
- 3). Using your financial statement **enter actual financial statement values**, either Year-to-Date or Month-to-Date.
Year-to-Date values provide the best historical % of Sales values. Use Month-to-Date if creating 12 independent consecutive monthly projections.
- 4). **Verify the Balance Sheet** actually balances. Assets = Liabilities + Equity. An error message will display if it doesn't.

You now have a Balance Sheet Projection based on historical % of Sales Values without any Manual Overrides or % of Sales Adjustments

Manual Overrides or % of Sales Adjustments

Why manual overrides? Many additional factor may effect your Balance Sheet besides an increase or decrease in sales.

The manual overrides entries allow you to take those factors into consideration. An example may be, Gross Fixed Assets & Accumulated Depreciation.
Projected dollar values may need to be changed due to a large pending purchase or asset sales with an offsetting entry to Long-Term Debt or Cash.

You may also utilize the manual overrides to reduce or increase the % of sales values due to a business plan long-term goal. Another example may be;
Increase Cash-on-Hand while increasing Current or Long-Term Debt.

Manual Override Options & Entries

- 1). **Do nothing** and allow % of Sales value to calculate a projected dollar value based on the prior periods % of Sales.
- 2). **Assign a Fixed Dollar Value negating the % of Sales calculation;**
 - a). First Zero out automatically calculated projected dollar value by entering a **negative** % of sales override value. Equal to the Actual Financial Statement % of sales values
 - b). Then enter the desired fixed dollar value within the Fixed Dollar Value override cell and review your now adjusted % of Sales on your Projected Balance Sheet.
- 3). **Assign a Fixed Dollar Value above & beyond the % of Sales calculation;**
 - a). Make no entry into the % of Sales override cell, entering only the desired fixed dollar value within the Fixed Dollar Value override cell. Review Projected Balance Sheet.
- 4). **Adjust the % of Sales calculation only;**
 - a). Enter either a negative or positive % value within the % of Sales override cell. Adjusting values are entered as tenths since they are %'s.
e.g.. 10 % reduction/change is entered as -.10

You now have a Balance Sheet Projection based on historical % of Sales Values with Manual Overrides or % of Sales Adjustments

General Worksheet Notations

Actual Financial Statement values must be entered to project a Balance Sheet, manual entries alone will not generate a Projected Balance Sheet.

Projected Income (Profit or Loss) will default to the Balance Sheet accounts of **Current Notes Payable and Retained Earnings**, until allocated to an actual account balance by entering override entries.

Finalized Projected Balance Sheet values will is based on your combination of historical % of Sales values, Projected Income entries and Manual Overrides % or dollar values inputted.

Liquidity Ratios, Safety Ratios, Operating Performance Industry Standards are relationship calculations requiring a composite & research on your part since they vary within different business environments.