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First off, we would like to question the annual operating cost. Advertising is not an operating cost at (-33%) percent, of course no one had any extra to spend on it. The occupancy is (-17%), not sure how this happens with a decrease in rent over the course of 5 years. One company left their office space in 2021 which does not reflect the report. All other offices stayed the same over the course of the years, yet it still reflects a decrease. These 2 items will bring down the total cost per liter.

Our volume has been increasing continuously over years. With 2022 being our most volume sold. It seems that IRAC is forgetting the discounts we must provide to compete in the market. Gardiner says, "well don't do discounts", like that will work for any business.

We realize we are a smaller company, and do not have the volume to obtain the bigger margins as some of the other companies. Bigger companies can offer more and bigger discounts. We have zero payments, no truck payments, no office rental, or mortgage, reduced all advertising and nonoperational expenses, which would give us an advantage on the cost per liter.

The report shows an average cpl at 13.3 cents to operate all companies in the province. Our operating cost are as follows:

2017 - 15.03 cpl

2018 - 14.30 cpl

2019 - 14.36 cpl

2020 - 16.80 cpl

2021 - 17.15 cpl

2022 - 18.50 cpl

2017 we had a net income of 3.3 cents per litre.

2018 we had a net income of 4.30 cents per liter.

2019 we had a net income of 3.4 cents per litre.

2020 we had a net income of 1.4 cents per litre.

2021 we had a net income of 1.75 cents per litre.

2022 we had a net income of 0.06 cents per litre.

This is 86 percent loss in net income from 2018 until 2022.

From 2018 to 2022 our expense increases 23 percent.

With an "average" margin of 21.50 cents, we see it as not near enough to operate.

We feel 23 percent increase in margin is reasonable. We would not consider it a raise but just to get back in line with 2018. A 23 percent increase in margin represents 4.9 cents per liter. We have been requesting 5 cents per liter for the past year.