

# COMPETITIVE ALTERNATIVES 2012 COST MODEL DETAILED COMPARISON REPORT

INDUSTRY: OVERALL RESULT

RUN DATE: 21/12/2012 9:04:48  
AMOPERATION: Average of 19 operations  
(USD\$'000)

City	Calgary	Edmonton	Toronto	Vancouve	Denver	Houston	New Orle
Region	AB	AB	ON	BC	CO	TX	LA
Country	CA	CA	CA	CA	US	US	US

Exchange rate per USD\$	C\$1.020	C\$1.020	C\$1.020	C\$1.020	\$1.000	\$1.000	\$1.000
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## Initial Investment

Cash	320	320	320	320	320	320	320
Inventory	2,789	2,789	2,789	2,789	2,789	2,789	2,789
Fixed assets	11,313	11,313	11,313	11,313	11,313	11,313	11,313
	\$14,422	\$14,422	\$14,422	\$14,422	\$14,422	\$14,422	\$14,422

## Initial Financing

Debt	6,596	6,596	6,596	6,596	6,596	6,596	6,596
Equity	7,826	7,826	7,826	7,826	7,826	7,826	7,826
	\$14,422	\$14,422	\$14,422	\$14,422	\$14,422	\$14,422	\$14,422

## 10-Year Average Profit & Loss

	Calgary	Edmonton	Toronto	Vancouve	Denver	Houston	New Orle
<b>Sales</b>	26,973	26,818	26,960	26,943	26,894	27,004	26,845

### Location-sensitive costs

Salary and wages	5,956	5,754	5,888	5,946	5,597	5,533	5,446
Statutory plans	338	336	466	336	503	509	492
Other benefits	1,569	1,516	1,608	1,529	1,877	1,974	1,947
<b>Total labor</b>	7,863	7,606	7,962	7,812	7,977	8,017	7,885

Rank, total labor	3	1	5	2	6	7	4
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Facility lease	641	564	550	710	367	561	380
Rank, facility lease	6	5	3	7	1	4	2

Surface freight	1,826	1,859	1,356	1,511	1,590	1,165	1,329
Air freight	250	260	257	315	221	143	267
<b>Total transportation</b>	2,076	2,119	1,613	1,827	1,811	1,308	1,596

Rank, transportation	6	7	3	5	4	1	2
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Electricity	224	246	216	141	127	122	134
Gas	48	45	57	69	56	38	39
<b>Total utilities</b>	272	291	273	210	183	159	173

<i>Rank, electricity</i>	6	7	5	4	2	1	3
<i>Rank, gas</i>	4	3	6	7	5	1	2
<i>Total operating costs</i>	10,851	10,581	10,398	10,558	10,338	10,045	10,033
<i>Rank, operating costs</i>	7	6	4	5	3	2	1
	Calgary	Edmonton	Toronto	Vancouve	Denver	Houston	New Orle
Interest	203	190	175	191	318	309	296
Depreciation	1,380	1,380	1,380	1,380	1,380	1,380	1,380
<i>Total interest, depreciation</i>	1,583	1,571	1,555	1,571	1,698	1,690	1,677
Income tax, national	204	233	258	234	748	850	1,017
Income tax, regional	118	144	120	148	114	30	-332
Income tax, local	-	-	-	-	-	-	-
Capital tax, national	-	-	-	-	-	-	-
Capital tax, regional	-	-	-	-	-	-	13
Sales tax	-	-	1	90	89	107	116
Property tax	104	77	188	119	262	349	162
Gross receipts tax	-	-	-	-	-	-	-
Business tax	80	-	-	-	-	-	-
Grants, subsidies	-	-	-	-	-35	-3	-96
<i>Total taxes (net of grants)</i>	505	453	567	592	1,178	1,332	880
<i>Total location-sensitive costs</i>	12,940	12,605	12,521	12,721	13,214	13,066	12,590
<b>Location-insensitive costs</b>							
Materials	9,707	9,707	9,707	9,707	9,707	9,707	9,707
Other operating expenses	1,900	1,900	1,900	1,900	1,900	1,900	1,900
<i>Total location-insensitive costs</i>	11,607	11,607	11,607	11,607	11,607	11,607	11,607
<i>Total costs</i>	24,547	24,212	24,128	24,328	24,821	24,673	24,197
<i>Net profit after tax</i>	\$2,426	\$2,606	\$2,833	\$2,616	\$2,072	\$2,331	\$2,647
<i>% of sales</i>	9.0%	9.7%	10.5%	9.7%	7.7%	8.6%	9.9%
<b>Overall rank</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>6</b>	<b>2</b>
<b>Overall index</b>	<b>97.3</b>	<b>96.0</b>	<b>95.7</b>	<b>96.5</b>	<b>98.4</b>	<b>97.8</b>	<b>96.0</b>

## Summary Measures

	Calgary	Edmonton	Toronto	Vancouve	Denver	Houston	New Orle
Net profit before income tax	\$2,748	\$2,982	\$3,211	\$2,998	\$2,899	\$3,207	\$3,236
Effective income tax rate	11.7%	12.6%	11.8%	12.8%	28.5%	27.3%	18.2%
<i>Rank</i>	1	3	2	4	7	6	5
Property-based taxes per sq.ft.	\$3.16	\$1.01	\$2.50	\$1.59	\$3.93	\$5.28	\$2.50

Rank	5	1	3	2	6	7	4
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*Effective tax rates are not shown where results are not meaningful due to marginal profitability.  
Effective tax rates may be negative due to refundable tax credits exceeding taxes paid.*

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The analysis on this website is based on cost information collected primarily between July 2011 and January 2012. Taxes reflect tax rates in effect on January 1, 2012, and also incorporate any announced changes at that time to take effect at specified later dates. Exchange rates and other cost factors will, of course, change over time. Tax rates and other tax-related information are also subject to change as a result of new legislation, judicial decisions, and administrative pronouncements.

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