

ANNUAL PLAN

FISCAL 2022-2023





FISCAL 2022-2023

MESSAGE FROM THE CHAIR

ANBL's 2022-2023 annual plan was developed in accordance with the *New Brunswick Liquor Corporation Act*, and to align to the strategic direction of the government, as communicated to ANBL in its annual mandate letter. As a Crown Corporation incorporated under the *New Brunswick Liquor Corporation Act*, ANBL's primary business is the purchase, distribution, and sale of alcoholic beverages throughout the Province of New Brunswick. ANBL's 2022-2023 goals and objectives remain grounded in its core purposes as outlined in the Act.

ANBL's strategic plan of 2020-2023 was designed and developed to ensure the retail of beverage alcohol in New Brunswick was energized to uphold our obligations and to respect our stakeholders' investment in our ability to deliver on those obligations. The unforeseen global pandemic impacted customer buying habits and patterns, which are still being navigated and predicted for 2022-2023, and the uncertainty of COVID-19's permanent impact to the beverage alcohol industry as a whole is still unknown. Our team is eagerly engaged to achieve the target goals, which represent approximately \$10 million above our initial projection of \$190.6 million for net income.

To ensure alignment with the priorities of the Government of New Brunswick, ANBL's goals and objectives for 2022-2023 require adherence to governing legislation, continued safety of its employees and customers, and continued lessening of environmental impact through upgrades to its retail network and distribution centre. ANBL will also maintain a focus on priorities aligned to specific government priority areas, including 1) Affordable and Sustainable Government through income generation, 2) Energize Private Sector through the creation and implementation of a three-year Local Producer Strategy, and 3) Vibrant and Sustainable Communities through social responsibility programs and a brand development strategy. ANBL has established performance measures specific to these, and other priority initiatives, to support open and transparent accountability.

As Chairman, I am accountable for the preparation and submission of the annual plan, as directed in the *New Brunswick Liquor Corporation Act* and the *Accountability and Continuous Improvement Act*, and for achieving the specific goals and objectives therein. I am very proud and impressed by the effort and expertise of the team that is reflected in the 2022-2023 annual plan, and the entire Board appreciates the collaborative effort as well.



John Correia
Chairman of the Board of Directors

2022-2023

ANNUAL PLAN

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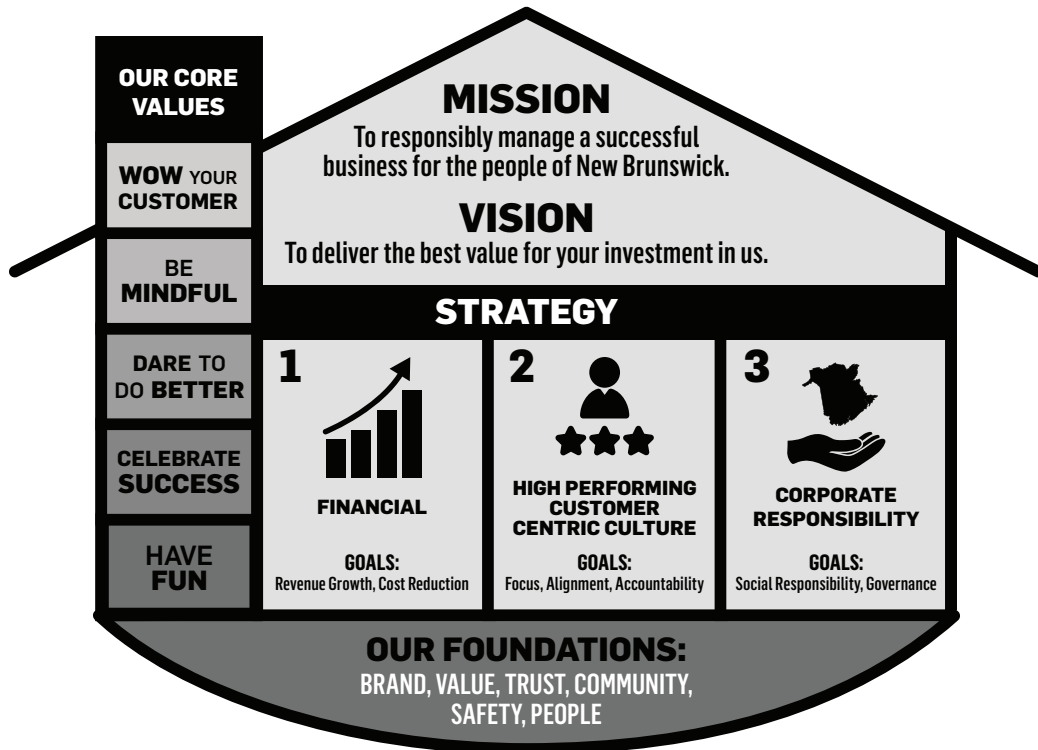
2022-2023

STRATEGIC PLAN

MISSION To responsibly manage a successful business for the people of New Brunswick

VISION To deliver the best value for your investment in us

STRATEGY Financial
High performing customer centric culture
Corporate responsibility





2022-2023

STRATEGIC GOALS & OBJECTIVES

1. Revenue Growth & Cost Reduction

- Deliver on net income target to the province by focusing on revenue growth and cost reductions
- Create and implement three-year Local Producer Strategy

2. Focus, Alignment & Accountability

- Optimize value for customers and stakeholders

3. Social Responsibility & Governance

- Heightened health and safety
- Employee sick time related to communicable diseases
- Begin execution of a brand development strategy



2022-2023

PERFORMANCE MEASURES

MEASURE	F21 ACTUAL	F22 FORECAST	F23 TARGET
# of weeks	52	53	52
Revenue Growth & Cost Reduction			
Net income (\$ millions)	\$ 199.4	\$ 192.0	\$ 200.0
Total sales (\$ millions)	\$ 506.0	\$ 510.0	\$ 514.7
Net income as % of sales	39.4%	38.0%	38.9%
Operating expense as % of sales	13.7%	14.8%	13.8%
Labour costs as % of sales	7.4%	7.9%	Lower than F22
Focus, Alignment & Governance			
Average transaction value	\$ 42.66	Maintain	Maintain or Higher than F22
Employee engagement survey score	3.89 / 5	Maintain or Higher than F21	Maintain or Higher than F22
Corporate Social Responsibility & Governance			
Achieve framework/ program milestones on time	Achieved	Complete by end Q4	Complete by end Q3



2022-2023

BUDGETED STATEMENT OF OPERATIONS AND CAPITAL BUDGET

	BUDGETED 2022-2023	BUDGET PERCENTAGE OF SALES	GROSS PROFIT %
Sales - Products			
Spirits	\$ 117,216,687	22.8%	
Wine	110,511,258	21.5%	
Beer	215,371,438	41.8%	
Coolers & Ciders	71,124,421	13.8%	
Non Liquor	520,648	0.1%	
Total Sales - Products	514,744,452	100.0%	
Cost of Goods Sold			
Spirits	42,890,203	8.3%	63.4%
Wine	43,194,410	8.4%	60.9%
Beer	117,731,014	22.9%	45.3%
Coolers & Ciders	31,394,663	6.1%	55.9%
Non Liquor	296,134	0.1%	43.1%
Total Cost of Sales - Products	235,506,424	45.8%	
Gross Profit - Product Sales	279,238,028	54.2%	
Other Income	3,101,643	0.6%	
Less: Commissions & Discounts	11,332,000	2.2%	
Net Revenue from Operations	271,007,671	52.6%	
Operating Expenses (net of Shared Services)	60,043,278	11.7%	
EBITDA	\$ 210,964,393	41.0%	
Non-Operating Expenses			
Depreciation, Amortization & Lease Cost	9,429,660	1.8%	
Interest on Lease Oblitgation	1,540,288	0.3%	
Total Non-Operating Expenses	10,969,948	2.1%	
Net Income	\$ 199,994,445	38.9%	
Total Capital Budget 2022-2023	\$ 3,573,000		

