

Welcome to Our Survey

This year marks the 30th anniversary of Gray, Gray & Gray's Energy Industry Survey. In celebration of this milestone, we are pleased to bring you a special edition that we hope will provide you with more valuable benchmarking data for your present and future success.

As always, your participation in this important survey is critical. Your responses enable us to develop a "snapshot" of the retail oil and propane industry, helping us to establish industry benchmarks and the standards by which company performance is measured.

Please complete this year's survey with information from your company's April 1, 2020 - March 31, 2021 results.

Submission Deadline: June 15, 2021

Note: While completing the survey, you can save your responses by clicking the "Next" button on each page. Click the "Done" button on the final survey page to submit your responses.

* 1. What type of company are you?

* 2. In what states does your company primarily do business?

- | | | |
|--|--|--|
| ☐ AL Alabama | ☐ KY Kentucky | ☐ ND North Dakota |
| ☐ AK Alaska | ☐ LA Louisiana | ☐ OH Ohio |
| ☐ AZ Arizona | ☐ ME Maine | ☐ OK Oklahoma |
| ☐ AR Arkansas | ☐ MD Maryland | ☐ OR Oregon |
| ☐ CA California | ☐ MA Massachusetts | ☐ PA Pennsylvania |
| ☐ CO Colorado | ☐ MI Michigan | ☐ RI Rhode Island |
| ☐ CT Connecticut | ☐ MN Minnesota | ☐ SC South Carolina |
| ☐ DE Delaware | ☐ MS Mississippi | ☐ SD South Dakota |
| ☐ DC District of Columbia | ☐ MO Missouri | ☐ TN Tennessee |
| ☐ FL Florida | ☐ MT Montana | ☐ TX Texas |
| ☐ GA Georgia | ☐ NE Nebraska | ☐ UT Utah |
| ☐ HI Hawaii | ☐ NV Nevada | ☐ VT Vermont |
| ☐ ID Idaho | ☐ NH New Hampshire | ☐ VA Virginia |
| ☐ IL Illinois | ☐ NJ New Jersey | ☐ WA Washington |
| ☐ IN Indiana | ☐ NM New Mexico | ☐ WV West Virginia |
| ☐ IA Iowa | ☐ NY New York | ☐ WI Wisconsin |
| ☐ KS Kansas | ☐ NC North Carolina | ☐ WY Wyoming |

3. Total number of employees:

4. Number of service technicians:

Total

Year round

Heating season (seasonal)

5. Number of delivery drivers:

Total

Year round

Heating season (seasonal)

6. What percentage of your delivery drivers are also cross-trained as HVAC technicians? (Note: Please enter your answer without symbols. Example - 15% should be entered as 15)

7. What is the HOURLY rate you pay? (Please be honest and accurate. All responses are confidential. Note: Please enter your answer without symbols. Example - \$22.50 per hour should be entered as 22.50)

Delivery Drivers

Dispatchers

Customer Service
Representatives

Accounts
Payable/Receivable Staff

IT Manager

HR Manager

Service Technicians -
Heating

Service Technicians - Air
Conditioning

Service Manager

Controller/Accounting
Manager

General Manager

Operations Manager

Office Manager

Sales Manager

8. How much do you pay a salesperson for bringing in a new heating account (in dollars)? (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

9. What commission do you pay a salesperson for bringing in a new equipment installation (in percentage)?
(Note: Please enter your answer without symbols. Example - 15% should be entered as 15)?

10. Outside of payroll what operating expenses have increased the most in the last 1-2 years and why?

- ☐ Updating software
- ☐ Liability insurance
- ☐ Health insurance
- ☐ Environmental
- ☐ Vehicle
- ☐ Other

Please explain why.

11. What are you doing to retain employees? Check all applicable.

- ☐ Raising wages
- ☐ Converting hourly employees to salaried
- ☐ Improving benefits
- ☐ Paying bonuses
- ☐ Deferred compensation/"Golden Handcuffs" plan
- ☐ Increased 401k/pension contribution
- ☐ Health insurance
- ☐ NA
- ☐ Other (please specify)

12. If you lost customers last year, to what do you most attribute their leaving?

- ☐ Lost to competitor with similar pricing
- ☐ Lost to competitor with lower prices
- ☐ Lost to gas conversion
- ☐ Lost to heat pump conversion
- ☐ Lost due to other reasons (please specify)

13. At what point do you consider a customer "lost" and remove them from your customer list? Check only one.

- ☐ After no deliveries in 6 months
- ☐ After no deliveries in 12 months
- ☐ After no payment in 12 months
- ☐ When they notify us in writing
- ☐ We never take customers off our customer list
- ☐ Other (please specify)

14. How are you protecting your business against a cyberattack and data loss? Check all applicable.

- ☐ Encrypted cloud-based data storage
- ☐ Anti-malware software/Endpoint protection
- ☐ Secure data backup for disaster recovery & business continuity
- ☐ Written information security plan (WISP)
- ☐ Staff training
- ☐ Cybersecurity insurance
- ☐ Not sure what I should be doing
- ☐ Other (please specify)

15. Are you considering any of the following? Check all applicable.

- ☐ Acquiring a company
- ☐ Selling your company
- ☐ Transitioning to the next generation
- ☐ Conducting a business valuation
- ☐ Developing a new bulk plant
- ☐ Retiring
- ☐ Merging into a joint venture
- ☐ Updating accounting software

16. If conducting a business valuation, what is the purpose? Check all applicable.

- ☐ External sale
- ☐ Internal sale/gift
- ☐ Family issues/divorce
- ☐ Financing
- ☐ Other (please specify)

17. What were your biggest business headaches over the last 12 months? Check all applicable.

- ☐ Loss of service technicians
- ☐ Loss of delivery drivers
- ☐ Working remotely
- ☐ Timely collection of customer payments
- ☐ Government regulations (CARES Act)
- ☐ Other government concerns
- ☐ COVID-related personnel challenges
- ☐ Other (please specify)

18. Given environmental concerns and the political climate, how confident are you in your company's ability to remain a viable energy provider?

- ☐ Highly confident
- ☐ Confident
- ☐ Somewhat confident
- ☐ Not confident
- ☐ Unsure

Additional Comments

Propane and Fuel Oil

19. Do you blend biofuel?

☐ Yes

☐ No

If yes, what percentage blend of biofuel? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

20. Is your organization ready to increase the percentage of biofuel blending?

☐ Yes

☐ No

Propane and Fuel Oil Continued 1

21. If yes, how are you communicating that to your customers? Check all applicable.

- ☐ Word of mouth
- ☐ Newsletters
- ☐ Website
- ☐ Not communicating it to our customers
- ☐ Other (please specify)

Propane and Fuel Oil Continued 2

22. How many gallons did you sell during the heating season just ended? (Please enter number of gallons without symbols. Example - 1,000,000 gallons should be entered as 1000000)

Fuel Oil - Residential

Fuel Oil - Commercial

Propane - Residential

Propane - Commercial

23. What percentage of your customer list is automatic customers? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

24. What was your average margin for sales during the heating season just ended? (Note: Please enter your answer in cents per gallon. Example - 75 cent margin should be entered as .75, \$1.25 margin should be entered as 1.25)

Fuel Oil - Residential

Fuel Oil - Commercial

Propane - Residential

Propane - Commercial

25. What was your average margin on the following for PROPANE gallons sold during the heating season that just ended? (Note: Please enter your answer in cents per gallon. Example - 75 cent margin should be entered as .75, \$1.25 margin should be entered as 1.25)

Grills

Pool Heaters

Autogas

Agriculture

Home Use (cooking,
laundry)

Generators

Other

26. What percentage of active customers use a budget plan? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

27. What percentage of active customers use a price protection plan? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

28. How many total deliveries did your company make in the last 12 months? (Note: Please enter your answer without symbols. Example - 1,000,000,000 should be entered as 1000000000)

Fuel Oil

Propane

29. What is your company's average gallons delivered per stop? (Note: Please enter number of gallons without symbols. Example - 1,000 gallons should be entered as 1000)

Fuel Oil - Residential

Fuel Oil - Commercial

Propane - Residential

Propane - Commercial

30. What is your average customer tank size (in gallons)? (Note: Please enter gallons without symbols. Example - 1,000 gallons should be entered as 1000)

Fuel Oil - Residential

Fuel Oil - Commercial

Propane - Residential

Propane - Commercial

31. Do you offer tank monitoring?

Yes

No

Fuel Oil

☐☐

Propane

☐☐

32. If you lose a customer, do you pick up the tank monitor?

- ☐ Yes
- ☐ No
- ☐ NA

33. Did you implement or increase a delivery fee to recover costs due to COVID?

- ☐ Yes
- ☐ No
- ☐ Not Legal in My State
- ☐ NA

34. Do you charge a delivery fee to PROPANE customers?

- ☐ Yes
- ☐ No

If "yes," how much do you charge on average (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

35. How many PAID service contracts do you have? (Note: Please enter the number without symbols. Example - 2,000 should be entered as 2000)

Fuel Oil

Propane

36. What is the average renewal price you charge for a service contract on heating equipment? (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

Fuel Oil

Propane

37. What is the average hourly labor rate you charge for service? (Note: Please enter your answer without symbols. Example - \$100 should be entered as 100)

Fuel Oil

Propane

Air Conditioning

Plumbing

Pipeline Gas

Other

38. What percentage of customer propane tanks do you own? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

Above ground

Underground

39. Do you charge annual rental fees for customer propane tanks?

☐ Yes

☐ No

If "yes," how much do you charge on average (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

40. Do you charge a minimal use fee for propane tanks?

☐ Yes

☐ No

If "yes," how much do you charge on average (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

41. How many customers have a multi-year contract on propane tanks (in percentages)? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

For Above Ground Tanks

For Underground Tanks

42. How long is the average contract for customers that have a multi-year contract on propane tanks (in years)?

For Above ground Tanks

For Underground Tanks

43. Please indicate how many of each of the following types of vehicles are in your propane fleet? (Note: Please enter the number without symbols. Example - 2,000 should be entered as 2000)

Total vehicles (should
equal the total of Bobtails,
Service vehicles,
Transports and Other)

Bobtails

Service vehicles

Transports

Other

44. Do any of your fleet vehicles currently operate on propane autogas?

☐ Yes

☐ No

45. If your PROPANE customer list grew last year, to what do you most attribute the increase?

☐ Gained due to better or more effective marketing

☐ Gained due to an acquisition

☐ Gained due to better use of the internet or e-commerce

☐ Gained due to other reasons (please specify)

Fuel Oil Only

46. Do you blend biofuel?

☐ Yes

☐ No

If yes, what percentage blend of biofuel? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

47. Is your organization ready to increase the percentage of biofuel blending?

☐ Yes

☐ No

Fuel Oil Only Continued 1

48. If yes, how are you communicating that to your customers? Check all applicable.

- ☐ Word of Mouth
- ☐ Newsletter
- ☐ Website
- ☐ Not communicating it to customers
- ☐ Other (please specify)

Fuel Oil Only Continued 2

49. How many gallons of fuel oil did you sell during the heating season just ended? (Please enter gallons of fuel without symbols. Example - 1,000,000 gallons should be entered as 1000000)

Fuel Oil - Residential

Fuel Oil - Commercial

50. What percentage of your customer list is automatic customers? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

51. What was your average margin for fuel oil sales during the heating season that just ended? (Note: Please enter your answer in cents per gallon. Example - 75 cent margin should be entered as .75, \$1.25 margin should be entered as 1.25)

Fuel Oil - Residential

Fuel Oil - Commercial

52. What percentage of active customers are on a budget plan? (Note: Please enter your answer without symbols. Example - 30% should be entered as 30)

53. What percentage of active customers use a price protection plan? (Note: Please enter your answer without symbols. Example - 30% should be entered as 30)

54. How many total deliveries did your company make in the last 12 months? (Note: Please enter your answer without symbols. Example - 10,000 should be 10000)

55. What is your average customer tank size (in gallons)? (Note: Please enter gallons of fuel without symbols. Example - 1,000 gallons should be entered as 1000)

Fuel Oil - Residential

Fuel Oil - Commercial

56. Do you offer tank monitoring?

- ☐ Yes
☐ No

57. If you lose a customer, do you pick up the tank monitor?

- ☐ Yes
☐ No
☐ NA

58. Did you implement or increase a delivery fee to recover costs due to COVID?

- ☐ Yes
☐ No
☐ Not Legal in My State
☐ NA

59. How many PAID service contracts do you have? (Note: Please enter the number without symbols. Example - 2,000 should be entered as 2000)

Fuel Oil

Propane

60. What is the average renewal price you charge for a service contract on heating equipment? (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

Fuel Oil

Propane

61. What is the average hourly labor rate you charge for service? (Note: Please enter your answer without symbols. Example - \$100 should be entered as 100)

Fuel Oil

Air Conditioning

Plumbing

Pipeline Gas

Other

Propane Only

62. How many gallons did you sell during the heating season just ended? (Please enter gallons without symbols. Example - 1,000,000 customers should be entered as 1000000)

Propane - Residential

Propane - Commercial

63. What percentage of your customer list is automatic customers? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

64. What was your average margin for sales during the heating season that just ended? (Note: Please enter your answer in cents per gallon. Example - 75 cent margin should be entered as .75, \$1.25 margin should be entered as 1.25)

Propane - Residential

Propane - Commercial

65. What was your average margin on the following for PROPANE gallons sold during the heating season that just ended? (Note: Please enter your answer in cents per gallon. Example - 75 cent margin should be entered as .75, \$1.25 margin should be entered as 1.25)

Grills

Pool Heaters

Autogas

Agriculture

Home Use (cooking,
laundry)

Generators

Other

66. What percentage of active customers are on a budget plan? (Note: Please enter your answer without symbols. Example - 30% should be entered as 30)

67. What percentage of active customers use a price protection plan? (Note: Please enter your answer without symbols. Example - 30% should be entered as 30)

68. How many total deliveries did your company make in the last 12 months? (Note: Please enter your answer without symbols. Example - 10,000 should be 10000)

69. What is your company's average gallons delivered per stop? (Note: Please enter gallons without symbols. Example - 1,000 gallons should be entered as 1000)

Propane - Residential

Propane - Commercial

70. What is your average customer tank size (in gallons)? (Note: Please enter gallons without symbols. Example - 1,000 gallons should be entered as 1000)

Propane - Residential

Propane - Commercial

71. Do you offer tank monitoring?

☐ Yes

☐ No

72. Did you implement or increase a delivery fee to recover costs due to COVID?

☐ Yes

☐ No

☐ Not Legal in My State

☐ NA

73. If you lose a customer, do you pick up the tank monitor?

☐ Yes

☐ No

☐ NA

74. What is the average renewal price you charge for a service contract (on heating equipment)? (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

75. How many PAID service contracts do you have? (Note: Please enter the number without symbols. Example - 2,000 should be entered as 2000)

76. What is the average hourly labor rate you charge for propane service? (Note: Please enter your answer without symbols. Example - \$100 should be entered as 100)

77. What percentage of customer propane tanks do you own? (Note: Please enter your answer without symbols. Example - 20% should be entered as 20)

Above ground

Underground

78. Do you charge annual rental fees for customer propane tanks?

☐ Yes

☐ No

If "yes," how much do you charge on average (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

79. Do you charge a minimal use fee for propane tanks?

☐ Yes

☐ No

If "yes," how much do you charge on average (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

80. Do you charge a delivery fee to propane customers?

☐ Yes

☐ No

If "yes," how much do you charge on average (Note: Please enter your answer without symbols. Example - \$200 should be entered as 200)

81. How many customers have a multi-year contract on propane tanks (in percentages)?

For Above ground Tanks

For Underground Tanks

82. How long is the average contract for customers that have a multi-year contract on propane tanks (in years)?

For Above ground Tanks

For Underground Tanks

83. Please indicate how many of each of the following types of vehicles are in your propane fleet? (Note: Please enter the number without symbols. Example - 2,000 should be entered as 2000)

Total vehicles (should
equal the total of Bobtails,
Service vehicles,
Transports and Other)

Bobtails

Service vehicles

Transports

Other

84. Do any of your fleet vehicles currently operate on propane autogas?

☐ Yes

☐ No

85. If your propane customer list grew last year, to what do you most attribute the increase?

☐ Gained due to better or more effective marketing

☐ Gained due to an acquisition

☐ Gained due to better use of the internet or e-commerce

☐ Gained due to other reasons (please specify)

Contact Information

86. If you'd like a copy of the results of this survey, please provide your contact information below.

Name

Title

Company

Phone Number

Email Address

87. Please check if you would like to learn more about our services:

- ☐ FuelExchangeTM
- ☐ Transaction Advisory services
- ☐ Strategic business planning consulting
- ☐ Tax and accounting services
- ☐ Cyber security consulting
- ☐ Private wealth management
- ☐ Accounting software

By clicking the DONE button below you will be submitting the information entered in the survey. *Be sure to visit Gray, Gray & Gray's website at www.gggcpas.com for previous survey results and industry trends reports.*