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Before the
Senate Committee on Energy and Natural Resources

Hearing on Crude Oil Prices

April 3, 2008

Chairman Bingaman, Senator Domenici, Members of the Committee. My name is John Eichberger and I am vice president of government relations for the National Association of Convenience Stores (NACS). Thank you for the opportunity to share with you today the effects of high crude oil and motor fuel prices on the retail marketplace.

NACS is an international trade association comprised of more than 2,200 retail member companies. The convenience and petroleum retailing industry in 2006¹ generated \$569.4 billion in sales and sold more than 80 percent of the gasoline in the United States.

This hearing focuses primarily on the factors influencing the price of oil. While this is a very important topic and one with serious implications for the economy in general and investors in particular, it does not necessarily resonate with your typical constituent. However, the downstream effects of crude oil prices, in particular the retail price of gasoline, do have a profound impact on these individuals. It is this level of trade that I will address today.

First, let me point out for the Committee that the retail petroleum marketplace is the most transparent and competitive market in the nation. For no other product can consumers comparison shop for the best value while driving down the road at 45 miles per hour. Retailers advertise their motor fuels prices on billboards along the side of the road, empowering consumers to wield an amazing influence over prices in a competitive market. Yet, it is at the same time a market about which there is much confusion.

The Retail Marketplace

Before we can begin to assess the impact of crude oil prices on the retail marketplace, it is essential to have a basic understanding about the composition of that market. Without spending too much time on the topic, below is a snapshot of who controls the retail marketplace:

Total Convenience Stores as of Dec. 31, 2007	146,294
Convenience Stores Selling Motor Fuel:	115,157
Owned by Refining Companies	< 5%
Privately Owned, Selling Refiners Brand of Fuel	approx. 53%
Privately Owned, Selling Private Brand of Fuel	approx. 43%
Owned and Operated by Single-Store Companies	approx. 57%

Source: NACS, TDLinx, *National Petroleum News*

The convenience and petroleum retailing industry is dominated by small, independent companies. These companies rely on their daily retail sales to generate sufficient revenues to cover their operations and provide a modest profit, a point reinforced by an April 1, 2008, Associated Press story that appeared in dozens of newspapers and media outlets this week. Just as they do not benefit from the corporate revenues generated by the corporations which provide drink and snack items sold inside the store, retailers do not benefit from the revenues generated

¹ Data for 2007 is not yet available.

by their petroleum suppliers. In fact, the typical convenience retailer in 2006 reported a pre-tax profit of only \$33,360.

Competition Drives Price

Although motor fuels are a major source of revenues, representing about three-quarters of a store's overall sales, they contributed only about one-third to gross profits in 2006. By contrast, in-store items were about two-thirds of overall gross profits but represented only about one-fourth of overall sales. Consequently, it has become essential for retailers to price motor fuels at a level that is sufficiently competitive in the market to generate enough customer traffic to generate sales inside the store. Meanwhile, competition for the consumer has become even more intense as retail prices have escalated.

In February 2008, NACS released its 2008 *Consumer Fuels Report* which reported information obtained through interviews with more than 1,200 nationwide consumers conducted between December 2007 and January 2008. We sought a better understanding of consumers' behavior with regards to the retail marketplace. What we learned helps explain why retailers are unable to generate significant profits at the dispenser:

- 73% of consumers report that price is the most important factor when choosing a retailer from whom to purchase gasoline
- 45% say that high gas prices have had a "very significant" effect on their spending behavior
- 29% say they will drive 10 minutes out of their way to save 3 cents per gallon

The bottom line is consumers feel the pressure of higher gasoline prices; they are shopping for the best-priced gasoline; and they will go out of their way to save as little as a few cents per gallon. In addition, the competitive market has become even more so with the popularity of gasoline pricing websites which enable consumers to plan their routes to take advantage of lower prices. Retailers understand these dynamics and are aggressive about pricing motor fuel to maximize their customer volume and their in-store sales potential.

Higher Retail Costs Do Not Mean Higher Retail Profits

While retailers set their prices to remain competitive in the marketplace, their profitability at the pump is determined by their costs, which have been increasing substantially in recent years. According to the Oil Price Information Service (OPIS) weekly report, *Retail Fuel Watch*, the average national retail price for regular unleaded gasoline has increased 53 cents per gallon from the average of 2006 to the most recent week reported. Meanwhile, retail gross margins (the difference between retail price and wholesale cost) have declined 0.4 cents.

Year	Average Retail Price	Average Gross Margin	Margin as %
2006	\$2.558	13.8 cents	5.39%
2007	\$2.785	13.8 cents	4.96%
2008 (through March 21)	\$3.088	13.4 cents	4.34%

Source: Oil Price Information Service

It is important to remember when considering profitability in the petroleum industry, one must not take a snapshot approach. At any given time throughout the year, a retailer may be losing money per gallon sold or may be making more than the averages demonstrated above. However, only by analyzing a complete market cycle can one obtain a clear understanding of a retailer's potential profitability.

There was a time when retailers would receive notification of price changes once a day. The price set in the morning was often sufficient to cover operations for the entire day. More recently, however, due to the dynamic nature of the market and the advent of technology, wholesale prices fluctuate several times throughout the day. Given the slim operating margins on which retailers operate, they must ensure that the gallons they sell will generate sufficient revenues to purchase the replacement gallons at the new wholesale price. In a perfect world, if they learn their next load will cost an additional 10 cents per gallon, they would increase their retail prices 10 cents to cover the next shipment. Unfortunately, their competitors may not be incurring the same increase in costs and may not enable the retailer to increase prices to that extent, at least not immediately. According to the U.S. Energy Information Administration, the statistical arm of the U.S. Department of Energy, it may take several weeks before a change in the wholesale price of gasoline may be fully reflected in the retail price. (Source: U.S. Energy Information Administration, "Gasoline Price Pass-through," January 2003)

Because of the market delay in passing through wholesale price changes, during periods of escalating wholesale prices, retailers typically experience a decline in gross margins. However, the opposite is true when wholesale prices decline—retailers seek to completely pass through costs previously incurred and to recover their lost margins by holding retail prices steady for as long as competition may allow. But at some point, one retailer in a market will begin to drop prices in search of additional customer volume, and others will follow suit to avoid losing in-store sales. This is why it is necessary to look at a retailer's operation from the perspective of a complete market cycle, the duration of which can vary greatly.

A significant cost not represented in the OPIS report of average gross margins is credit card fees. Whenever a consumer uses a credit card to purchase any product or service, the banks that issue the card and that process the transaction collect a set of fees. For petroleum retailers, this typically equates to about 2.5 percent. As gasoline prices have gone up, so have the fees associated with these transactions. Over the time period represented above when gasoline prices increased from \$2.56 to \$3.09, credit card fees increased from an average of 6.4 cents to 7.7 cents per gallon. While this increase may not seem significant, to the retailer this automatically reduces potential profitability. Subtracting credit card fees from the OPIS reported margins

during that time period, retail profitability declined from 7.4 cents per gallon to 5.7 cents. Credit card companies and their banks now make more per gallon sold than does the retailer. In fact, the convenience and petroleum retailing industry paid \$6.6 billion in fees in 2006 while generating only \$4.8 billion in pre-tax profit.

Compounding the impact of credit card fees is the fact that consumers are increasingly turning to this form of payment as prices increase, for a variety of potential reasons. The typical consumer does not often carry sufficient cash to pay for a \$50 gasoline fill-up, consequently plastic payment has become the default currency for many. For others, their household budgets may not have sufficient cash flow to cover increasing fuel expenses, leaving credit as their best option to finance purchases.

Crude Oil Drives Wholesale Costs

The price of crude oil is a significant factor in the retail price of gasoline. Each month, the U.S. Energy Information Administration reports the breakdown of retail gasoline prices into four sectors: crude oil, taxes, refining, and distribution/marketing. This last category includes all the factors that are incurred after the product leaves the refinery, including pipelines, terminals, distribution and retail. The latest data available is for February 2008 and indicates that crude oil at the time contributed 69.7% to the retail price of gasoline. This is a sharp departure from historic norms. Crude oil's average contribution from 2000 through 2005 was only 45.3%. Meanwhile, the relative contribution of the other components has declined:

	Price	Crude Oil	Taxes	Refining	Distribution/ Marketing
Average 2000-2005	\$1.655	45.3%	26.6%	15.8%	12.3%
Average 2006	\$2.569	56.0%	18.1%	16.7%	9.0%
Average 2007	\$2.799	57.9%	14.8%	17.0%	10.3%
January 2008	\$3.043	67.9%	13.1%	7.8%	11.1%
February 2008	\$3.028	69.7%	13.2%	9.9%	7.2%

Source: U.S. Energy Information Administration

Retailers Struggle with Liquidity

The overall impact on retailers of higher crude oil prices, and the resulting increase in wholesale and retail gasoline prices, is profound. Not only have consumers become more price sensitive resulting in lower margins, but the overall economics of retail operations have become more challenging. As margins have remained static on a cents-per-gallon basis over the past few years, inventory costs have not.

	Avg. Rack Price (not including tax/delivery)	Cost of 8,000 Gal. Delivery	Gross Margin per Delivery
2006	\$1.960	\$15,680	\$1,104
2007	\$2.180	\$17,440	\$1,104
2008 (through March 21)	\$2.485	\$19,880	\$1,072

Source: Oil Price Information Service

The combination of increased inventory costs with declining profitability has created a potential liquidity crisis for retailers. Retailers now must pay more for the inventory they sell, reducing cash flow and increasing liabilities. Compounding this increase in costs, many retailers incur additional fuel surcharges for each delivery as their distributors seek to cover the increased expense of the fuel required to power their trucks. (Similar surcharges also apply to the delivery of in-store items.) This has greatly reduced the ability of cash flow from fuel sales to purchase replacement gallons.

Consequently, many retailers are forced to extend their lines of credit to keep fuel in their tanks. This has brought with it additional costs. In addition, terms extended to retailers may have historically required payment within 10 days. Now that creditors are seeking to ensure their own liquidity, these terms may have been reduced to 7 days or even fewer. Many of these creditors are actually wholesale distributors servicing multiple retailers and they are running into their own credit limits in their efforts to keep their customers supplied with fuel. As more inventory is purchased on credit, the additional payments of interest have further reduced cash flow.

After months of operating on credit, while wholesale costs have continued to increase and gross margins have remained stagnant or declined, many retailers are approaching the limit of their available credit. This forces companies to delay or suspend investments in their operations and, in the most dire circumstances, threatens their ability to keep fuel in their tanks.

Conclusion

It is clear that the price of crude oil has a profound impact on the domestic motor fuels market, and in particular its retailers and their customers. With higher prices, motor fuels retailers regularly see that increased price volatility reduces already slim margins. In the last few years retailers have continued to see both gross and net margins decrease to the level where they are at historic lows on a percentage basis and the lowest since the the early 1980s on a cents-per-gallon basis. Quite simply, motor fuels retailers cannot survive on fuels sales alone and have to either reinvent themselves to expand their in-store offers or sell what is often a multi-generation, long-term community-based business.

While motor fuels retailers are as frustrated by the current state of the industry as consumer and policy-makers, I would caution the Senate to proceed carefully when considering policy options. The motor fuels market is critical to the economic welfare of the United States and any legislative or regulatory actions that could disrupt this market, reduce supplies, or cause

unnecessary costs to the system, and ultimately consumer, should be avoided whenever possible. I urge Congress to work with motor fuels retailers and other affected groups to come to a solution that addresses the dynamics of the marketplace and affects long-term change.

Thank you for the opportunity to share the perspective of the nation's convenience and petroleum retailing industry on the impact of crude oil prices on the retail motor fuels market. I welcome your comments and input at this hearing and in the future on how we can help create a system that addresses our nation's motor fuels challenges and can affect permanent change to a system that frustrates both consumers and retailers alike.

2006 Average Weekly Prices and Margins

Date	Crude Price	Rack Price	Retail Price	Net Retail ²	Gross Margin	Credit Cards ³
January 2, 2006	\$59.82	\$1.668	\$2.197	\$1.742	\$0.074	\$0.055
9-Jan	\$63.39	\$1.782	\$2.292	\$1.833	\$0.051	\$0.057
16-Jan	\$63.74	\$1.743	\$2.323	\$1.863	\$0.120	\$0.058
23-Jan	\$66.79	\$1.774	\$2.323	\$1.863	\$0.089	\$0.058
30-Jan	\$66.82	\$1.757	\$2.332	\$1.872	\$0.115	\$0.058
6-Feb	\$66.59	\$1.747	\$2.342	\$1.880	\$0.133	\$0.059
13-Feb	\$63.06	\$1.627	\$2.296	\$1.834	\$0.207	\$0.057
20-Feb	\$59.37	\$1.596	\$2.241	\$1.780	\$0.184	\$0.056
27-Feb	\$59.93	\$1.657	\$2.238	\$1.777	\$0.120	\$0.056
6-Mar	\$62.27	\$1.758	\$2.281	\$1.820	\$0.062	\$0.057
13-Mar	\$60.89	\$1.801	\$2.381	\$1.889	\$0.088	\$0.060
20-Mar	\$62.64	\$1.946	\$2.472	\$2.008	\$0.062	\$0.062
27-Mar	\$61.36	\$1.912	\$2.500	\$2.036	\$0.124	\$0.063
3-Apr	\$65.67	\$2.021	\$2.558	\$2.092	\$0.071	\$0.064
10-Apr	\$66.56	\$2.112	\$2.650	\$2.182	\$0.070	\$0.066
17-Apr	\$68.85	\$2.231	\$2.769	\$2.300	\$0.069	\$0.069
24-Apr	\$71.87	\$2.347	\$2.891	\$2.420	\$0.073	\$0.072
1-May	\$70.38	\$2.284	\$2.927	\$2.458	\$0.174	\$0.073
8-May	\$72.14	\$2.291	\$2.912	\$2.444	\$0.153	\$0.073
15-May	\$71.50	\$2.342	\$2.917	\$2.450	\$0.108	\$0.073
22-May	\$69.07	\$2.228	\$2.903	\$2.437	\$0.209	\$0.073
29-May	\$70.35	\$2.238	\$2.861	\$2.397	\$0.159	\$0.072
5-Jun	\$71.53	\$2.305	\$2.863	\$2.398	\$0.093	\$0.072
12-Jun	\$71.54	\$2.319	\$2.902	\$2.438	\$0.119	\$0.073
19-Jun	\$69.48	\$2.243	\$2.880	\$2.416	\$0.173	\$0.072
26-Jun	\$69.94	\$2.262	\$2.852	\$2.388	\$0.126	\$0.071
3-Jul	\$72.65	\$2.372	\$2.915	\$2.449	\$0.077	\$0.073
10-Jul	\$74.65	\$2.399	\$2.960	\$2.493	\$0.094	\$0.074
17-Jul	\$75.21	\$2.400	\$2.967	\$2.501	\$0.101	\$0.074
24-Jul	\$73.98	\$2.429	\$2.995	\$2.528	\$0.099	\$0.075
31-Jul	\$73.87	\$2.428	\$3.010	\$2.544	\$0.116	\$0.075
7-Aug	\$75.20	\$2.444	\$3.022	\$2.556	\$0.112	\$0.076
14-Aug	\$75.63	\$2.325	\$3.011	\$2.544	\$0.219	\$0.075
21-Aug	\$71.79	\$2.211	\$2.937	\$2.472	\$0.261	\$0.073
28-Aug	\$72.12	\$2.114	\$2.858	\$2.395	\$0.281	\$0.071
4-Sep	\$70.06	\$1.983	\$2.757	\$2.295	\$0.312	\$0.069
11-Sep	\$67.53	\$1.859	\$2.643	\$2.184	\$0.325	\$0.066
18-Sep	\$63.98	\$1.760	\$2.514	\$2.057	\$0.297	\$0.063
25-Sep	\$61.40	\$1.665	\$2.400	\$1.946	\$0.281	\$0.060
2-Oct	\$61.94	\$1.668	\$2.310	\$1.856	\$0.188	\$0.058
9-Oct	\$59.77	\$1.643	\$2.258	\$1.806	\$0.163	\$0.056
16-Oct	\$58.58	\$1.614	\$2.219	\$1.768	\$0.154	\$0.055
23-Oct	\$58.48	\$1.615	\$2.194	\$1.744	\$0.129	\$0.055
30-Oct	\$58.88	\$1.636	\$2.191	\$1.741	\$0.105	\$0.055
6-Nov	\$58.55	\$1.618	\$2.181	\$1.731	\$0.113	\$0.055
13-Nov	\$59.96	\$1.675	\$2.206	\$1.756	\$0.081	\$0.055
20-Nov	\$57.56	\$1.662	\$2.218	\$1.768	\$0.106	\$0.055
27-Nov	\$57.24	\$1.686	\$2.230	\$1.779	\$0.093	\$0.056
4-Dec	\$62.02	\$1.744	\$2.263	\$1.812	\$0.068	\$0.057
11-Dec	\$62.32	\$1.708	\$2.287	\$1.836	\$0.128	\$0.057
18-Dec	\$61.91	\$1.725	\$2.288	\$1.836	\$0.111	\$0.057
25-Dec	\$62.40	\$1.762	\$2.333	\$1.880	\$0.118	\$0.058
1-Jan	\$60.66	\$1.722	\$2.323	\$1.870	\$0.148	\$0.058
2006 Average	\$65.92	\$1.960	\$2.558	\$2.097	\$0.138	\$0.064

Source: Crude Prices: Energy Information Administration, date is set to date reported by OPIS
Rack, Retail, Margin Data: Oil Price Information Service (OPIS), *Retail Fuel Watch*

² Net Retail: Retail price less local, state and federal taxes and 1.5 cents freight

³ Estimated at 2.5% of the retail price

2007 Average Weekly Prices and Margins

Date	Crude Price	Rack Price	Retail Price	Net Retail ⁴	Gross Margin	Credit Cards ⁵
January 8, 2007	\$57.76	\$1.661	\$2.309	\$1.856	\$0.195	\$0.058
15-Jan	\$54.11	\$1.544	\$2.248	\$1.796	\$0.252	\$0.056
22-Jan	\$51.51	\$1.477	\$2.176	\$1.726	\$0.249	\$0.054
29-Jan	\$53.57	\$1.538	\$2.145	\$1.695	\$0.157	\$0.054
5-Feb	\$57.11	\$1.604	\$2.168	\$1.715	\$0.111	\$0.054
12-Feb	\$58.99	\$1.667	\$2.207	\$1.754	\$0.087	\$0.055
19-Feb	\$58.41	\$1.716	\$2.253	\$1.798	\$0.082	\$0.056
26-Feb	\$59.57	\$1.816	\$2.329	\$1.874	\$0.058	\$0.058
5-Mar	\$61.64	\$1.940	\$2.459	\$2.000	\$0.060	\$0.061
12-Mar	\$60.85	\$1.963	\$2.527	\$2.067	\$0.104	\$0.063
19-Mar	\$57.94	\$1.977	\$2.550	\$2.090	\$0.113	\$0.064
26-Mar	\$58.26	\$2.021	\$2.583	\$2.121	\$0.100	\$0.065
2-Apr	\$64.18	\$2.124	\$2.667	\$2.203	\$0.079	\$0.067
9-Apr	\$64.82	\$2.203	\$2.755	\$2.289	\$0.086	\$0.069
16-Apr	\$62.85	\$2.294	\$2.840	\$2.373	\$0.079	\$0.071
23-Apr	\$63.06	\$2.233	\$2.859	\$2.392	\$0.159	\$0.071
30-Apr	\$65.26	\$2.389	\$2.928	\$2.459	\$0.070	\$0.073
7-May	\$63.82	\$2.444	\$3.021	\$2.549	\$0.105	\$0.076
14-May	\$61.90	\$2.490	\$3.055	\$2.583	\$0.093	\$0.076
21-May	\$63.61	\$2.601	\$3.158	\$2.683	\$0.082	\$0.079
28-May	\$64.89	\$2.541	\$3.203	\$2.728	\$0.187	\$0.080
4-Jun	\$63.94	\$2.471	\$3.156	\$2.681	\$0.210	\$0.079
11-Jun	\$65.90	\$2.357	\$3.085	\$2.612	\$0.255	\$0.077
18-Jun	\$66.62	\$2.319	\$3.005	\$2.534	\$0.215	\$0.075
25-Jun	\$68.78	\$2.356	\$2.973	\$2.503	\$0.147	\$0.074
2-Jul	\$69.13	\$2.331	\$2.952	\$2.481	\$0.150	\$0.074
9-Jul	\$71.78	\$2.384	\$2.948	\$2.475	\$0.091	\$0.074
16-Jul	\$72.79	\$2.426	\$3.032	\$2.556	\$0.130	\$0.076
23-Jul	\$74.92	\$2.250	\$2.967	\$2.489	\$0.239	\$0.074
30-Jul	\$75.15	\$2.168	\$2.885	\$2.411	\$0.243	\$0.072
6-Aug	\$76.75	\$2.162	\$2.830	\$2.358	\$0.196	\$0.071
13-Aug	\$71.92	\$2.084	\$2.771	\$2.300	\$0.216	\$0.069
20-Aug	\$72.05	\$2.157	\$2.754	\$2.284	\$0.127	\$0.069
27-Aug	\$70.19	\$2.105	\$2.747	\$2.278	\$0.173	\$0.069
3-Sep	\$72.93	\$2.204	\$2.762	\$2.292	\$0.088	\$0.069
10-Sep	\$75.96	\$2.218	\$2.804	\$2.333	\$0.115	\$0.070
17-Sep	\$78.95	\$2.185	\$2.778	\$2.309	\$0.124	\$0.069
24-Sep	\$82.26	\$2.228	\$2.787	\$2.318	\$0.090	\$0.070
1-Oct	\$81.70	\$2.186	\$2.786	\$2.316	\$0.130	\$0.070
8-Oct	\$80.59	\$2.143	\$2.758	\$2.289	\$0.146	\$0.069
15-Oct	\$81.46	\$2.161	\$2.747	\$2.279	\$0.118	\$0.069
22-Oct	\$87.80	\$2.251	\$2.801	\$2.331	\$0.080	\$0.070
29-Oct	\$89.23	\$2.273	\$2.832	\$2.362	\$0.089	\$0.071
5-Nov	\$93.46	\$2.418	\$2.961	\$2.489	\$0.071	\$0.074
12-Nov	\$95.81	\$2.510	\$3.076	\$2.603	\$0.093	\$0.077
19-Nov	\$93.56	\$2.456	\$3.092	\$2.624	\$0.168	\$0.077
26-Nov	\$97.93	2.483	\$3.076	\$2.607	\$0.124	\$0.077
3-Dec	\$92.47	\$2.359	\$3.066	\$2.598	\$0.239	\$0.077
10-Dec	\$88.71	\$2.301	\$3.004	\$2.538	\$0.237	\$0.075
17-Dec	\$91.18	\$2.352	\$2.981	\$2.514	\$0.162	\$0.075
24-Dec	\$91.16	\$2.356	\$2.966	\$2.500	\$0.144	\$0.074
31-Dec	\$95.64	\$2.466	\$3.011	\$2.545	\$0.079	\$0.075
2007 Average	\$72.21	\$2.180	\$2.785	\$2.318	\$0.138	\$0.070

Source: Crude Prices: Energy Information Administration, date is set to date reported by OPIS
Rack, Retail, Margin Data: Oil Price Information Service (OPIS), *Retail Fuel Watch*

⁴ Net Retail: Retail price less local, state and federal taxes and 1.5 cents freight

⁵ Estimated at 2.5% of the retail price

2008 Average Weekly Prices and Margins

Date	Crude Price	Rack Price	Retail Price	Net Retail ⁶	Gross Margin	Credit Cards ⁷
January 7, 2008	\$98.17	\$2.514	\$3.078	\$2.610	\$0.096	\$0.077
14-Jan	\$94.76	\$2.417	\$3.074	\$2.606	\$0.189	\$0.077
21-Jan	\$91.51	\$2.327	\$3.016	\$2.549	\$0.222	\$0.075
28-Jan	\$89.41	\$2.340	\$2.983	\$2.516	\$0.176	\$0.075
4-Feb	\$91.14	\$2.383	\$2.976	\$2.509	\$0.126	\$0.074
11-Feb	\$89.08	\$2.341	\$2.954	\$2.487	\$0.146	\$0.074
18-Feb	\$94.13	\$2.444	\$2.992	\$2.525	\$0.081	\$0.075
25-Feb	\$99.61	\$2.560	\$3.112	\$2.643	\$0.083	\$0.078
3-Mar	\$100.84	\$2.573	\$3.153	\$2.684	\$0.111	\$0.079
10-Mar	103.44	\$2.613	\$3.195	\$2.725	\$0.112	\$0.080
17-Mar	109.35	\$2.682	\$3.269	\$2.797	\$0.115	\$0.082
24-Mar	105.28	\$2.629	\$3.257	\$2.785	\$0.156	\$0.081
2008 Averages	\$97.23	\$2.485	\$3.088	\$2.620	\$0.134	\$0.077

Source: Crude Prices: Energy Information Administration, date is set to date reported by OPIS
 Rack, Retail, Margin Data: Oil Price Information Service (OPIS), *Retail Fuel Watch*

⁶ Net Retail: Retail price less local, state and federal taxes and 1.5 cents freight

⁷ Estimated at 2.5% of the retail price