

# 2019 COMPREHENSIVE ANNUAL FINANCIAL REPORT NEW HAMPSHIRE LIQUOR COMMISSION A DEPARTMENT OF THE STATE OF NEW HAMPSHIRE



**Portsmouth**

**Lancaster**



**Somersworth**





New Hampshire Liquor Commission  
A Department of the State of New Hampshire

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**COMPREHENSIVE  
ANNUAL  
FINANCIAL REPORT**

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For the Fiscal Year Ended  
June 30, 2019

Prepared by:

New Hampshire Liquor Commission  
Joseph W. Mollica  
Chairman

Finance Department  
Christina M. Demers  
Chief Financial Officer



**STATE OF NEW HAMPSHIRE**

**Christopher T. Sununu**

GOVERNOR

**Executive Council**

**Michael J. Cryans**

FIRST DISTRICT

**Andru Volinsky**

SECOND DISTRICT

**Russell E. Prescott**

THIRD DISTRICT

**Theodore L. Gatsas**

FOURTH DISTRICT

**Debora B. Pignatelli**

FIFTH DISTRICT

**NEW HAMPSHIRE LIQUOR COMMISSION**

Chairman  
**Joseph W. Mollica**

Deputy Commissioner  
**Michael R. Milligan**

Director of Administration  
**Rosemary Wiant**

Director of Enforcement and Licensing  
**Mark C. Armaganian**

Director of Marketing, Merchandising and Warehousing  
**Nicole Brassard Jordan**

Chief Financial Officer  
**Christina M. Demers**

Chief Administrator of Human Resources  
**Kelly M. Mathews**

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**NEW HAMPSHIRE LIQUOR COMMISSION (NHLC)  
 COMPREHENSIVE ANNUAL FINANCIAL REPORT  
 FOR FISCAL YEAR ENDING JUNE 30, 2019**

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### INTRODUCTORY SECTION

**J. Lohr: Shaping California's  
Wine Industry, Touching Lives**

**Celebrating Growth and a Sense  
of Community at LaBelle Winery**

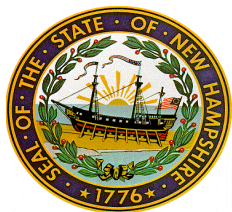
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& SAUVIGNON BLANC  
**WINE SALE**  
Details on page 5  
★

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**State of New Hampshire  
LIQUOR COMMISSION**

Storrs Street  
P.O. Box 503  
Concord, N.H. 03302-0503  
(603) 230-7026

Joseph W. Mollica  
Chairman

Nicole Brassard-Jordan  
Deputy Commissioner

Christopher T. Sununu  
Governor

December 18, 2019

To: His Excellency the Governor and the Honorable Council, and  
The Citizens of the State of New Hampshire

We are pleased to submit the Comprehensive Annual Financial Report of the New Hampshire Liquor Commission (NHLC) as of and for the fiscal year ended June 30, 2019. It covers the results of operations from July 1, 2018 through June 30, 2019 and marks the 85<sup>th</sup> year of operations for the Liquor Commission. The Liquor Commission Division of Administration Financial Management prepared this report. Responsibility for both the accuracy of the financial data along with the completeness and fairness of the presentation, including all disclosures, rests with the management of the Liquor Commission. To the best of our knowledge and belief, the enclosed data is accurate in all material respects and is reported in a manner designed to present fairly the financial position, results of operations and cash flows of the Liquor Commission.

This report is divided into three sections: introductory, financial, and statistical. The introductory section includes a transmittal letter, a letter from the Governor, a letter from the Chairman of NHLC, and a brief overview. The financial section contains the independent auditor's report, management's discussion and analysis (MD&A) and the financial statements including the notes to the financial statements and required supplementary information. The statistical section includes relevant financial statistical information.

The Governmental Accounting Standards Board Statement No. 34 requires that management provide a narrative introduction, overview and analysis to accompany the basic financial statements in the form of MD&A. This letter of transmittal is intended to complement MD&A and should be read in conjunction with it.

The financial activity of the Liquor Commission is included within the State's Comprehensive Annual Financial Report. This Comprehensive Annual Financial Report presents all activities of the Commission in a single enterprise fund and does not include data or information related to any other state agency or funds.

This report aims to summarize our many accomplishments over the past year, as well as our objectives for the future. We welcome your comments, questions and suggestions, and appreciate your continued support. This annual report may also be viewed on the NHLC's web site located at <http://www.nh.gov/liquor/annualreportFY19.pdf>.

## Message from Governor Christopher T. Sununu



### STATE OF NEW HAMPSHIRE OFFICE OF THE GOVERNOR



CHRISTOPHER T. SUNUNU  
Governor

Wednesday, December 18, 2019

The New Hampshire Liquor Commission (NHLC) continues to be a tremendous resource for the State of New Hampshire, generating record sales and critical revenue for the New Hampshire General Fund. On behalf of the people of New Hampshire, I want to congratulate NHLC for its success, which truly benefits us all.

In Fiscal Year 2019, NHLC set an all-time sales record, producing \$706.1 million in net sales. The revenue generated by NHLC supports critical state programs, including substance misuse prevention and treatment, education, health and social services, transportation and natural resource protection and conservation.

I would like to specifically congratulate NHLC Chairman Joseph Mollica, who received a Business Excellence Award from *NH Business Review*, recognizing NHLC's efforts in expanding brand presence, providing educational opportunities for consumers, diversifying product offerings, and increasing sales. Further, NHLC was honored by *Stateways Magazine* for creating strategic partnerships with New Hampshire's best restaurants to introduce consumers to NHLC's broad array of wines and spirits through a series of tasting dinners.

NHLC's success crosses state lines as readers of *The Eagle-Tribune*, which is based in Massachusetts, voted the Salem NH Liquor & Wine Outlet the best liquor store in the region—readers from throughout southern New Hampshire and northern Massachusetts casting votes. This is a significant honor we can all celebrate. We should be proud NHLC's leadership team has built a brand that transcends our borders.

NHLC is the largest non-tax revenue source in New Hampshire and it is widely considered the most profitable and progressive control state in the country. As we look ahead, I know NHLC will continue to work tirelessly to drive record revenues to benefit the people of New Hampshire. This report outlines the financial performance and achievements of NHLC during the past year. We all look forward to another successful year in 2020.

Sincerely,

A handwritten signature in blue ink that reads "Clitch T. Sununu".

Christopher T. Sununu  
Governor

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TDD Access: Relay NH 1-800-735-2964

## **Message from Liquor Commission Chairman Joseph Mollica**

December 18, 2019

The New Hampshire Liquor Commission (NHLC) continues to build on its success for the benefit of the state of New Hampshire, as the Commission generated an all-time record \$706.1 million in net sales during Fiscal Year 2019, an increase of \$14.2 million year-over-year. NHLC also generated total liquor net profits of \$162.0 million, of which \$146.3 million was transferred to the New Hampshire General Fund to support essential state programs, including education, health and social services, transportation and natural resource protection. Of total liquor net profits, \$8.4 million was delivered to New Hampshire's Alcohol Abuse Prevention and Treatment Fund, which utilizes a percentage of NHLC profits to fund addiction treatment and prevention programs.



This past year has been an important one for NHLC. Emphasizing our longstanding commitment to savings, selection and service, we celebrated our 85<sup>th</sup> Anniversary in 2019 with a campaign featuring special events and rare and exclusive product releases. The year-long celebration has shown a spotlight on the billions of dollars NHLC has generated for New Hampshire since its inception in 1934.

While driving record revenues is always the top priority, NHLC has continued to make its mark in New Hampshire's nonprofit community through various events, promotions and raffles. Together with our broker and supplier partners, we have raised more than \$2 million over the past six years for dozens of charitable causes, including Best Buddies New Hampshire, the New Hampshire Food Bank, Easterseals New Hampshire, the Animal Rescue League of New Hampshire, and many, many more. In fact, just this year as part of a new partnership with the State Employees Association's Campaign for Public Good, NHLC collected food donations at all 77 NH Liquor & Wine Outlets during September and October to support End 68 Hours of Hunger's efforts in New Hampshire.

We also take great pride in our responsibility, education and enforcement efforts, which are driven by our Division of Enforcement and Licensing. We have also made it a point to develop innovative partnerships with industry leaders like Brown-Forman and Jack Daniel's to promote responsibility. Working together with the Mocktail Project, NHLC launched the first-ever "New Hampshire Mocktail Week," encouraging establishments to include alcohol-free mocktails on their cocktail menus as a way to promote responsible consumption and service.

We also continued our ambitious effort to renovate or relocate our 77 NH Liquor & Wine Outlets statewide. Since 2012, NHLC has renovated more than one-third of its 77 Outlets. NHLC announced plans to construct 12,000-square-foot NH Liquor & Wine Outlets in Tilton and Epsom this summer, and we celebrated the opening of a new 19,000 square-foot Outlet in West Lebanon in September and a new 20,000-square-foot Tri-City NH Liquor & Wine Outlet on the Dover-Somersworth line in July.

Deputy Commissioner Brassard Jordan and I proudly submit this Annual Report. We are proud of our accomplishments, but our success would not be possible without our 1,400 dedicated employees who work tirelessly to help us achieve and exceed our goals each year. We look forward to continuing to be a resource for the state of New Hampshire as we welcome our more than 12 million annual customers from across the globe.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Mollica". The signature is fluid and cursive, written over a light-colored background.

Joseph W. Mollica  
Chairman

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## NHLC Overview

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### Overview

National prohibition was repealed in 1933 by the Twenty-First Amendment to the U.S. Federal Constitution. This provided each state freedom to adopt their own system of alcoholic beverage control. As a result, the New Hampshire Liquor Commission was established in 1933 pursuant to Chapter 99, NH Laws of 1933. New Hampshire State liquor laws are codified in RSAs 175 through 180 and cover the establishment of the Liquor Commission, liquor store operations, liquor licenses and fees, beverage distributor contracts, and enforcement.

The Liquor Commission regulates the manufacture, possession, sale, consumption, importation, use, storage, transportation and delivery of wine, spirits, and malt or brewed beverages in New Hampshire. All sales of wine and spirits in New Hampshire, with the exception of wines sold by licensees of the Liquor Commission and direct shippers, are made through the seventy-nine wine and spirits stores operated by the Liquor Commission and warehouses owned and contracted by the Liquor Commission. These include both retail sales to individual consumers and wholesale sales to licensed establishments where wine and spirits are either sold and consumed on the licensed premise or sold and consumed off the licensed premise. In addition to liquor sales, the Liquor Commission collects license fees for the manufacturing, sale, transportation, or warehousing of alcoholic beverages and a \$0.30 per gallon tax on beer sold by wholesale distributors and beverage manufacturers to retailers in New Hampshire, in accordance with RSA 178:26.

The Liquor Commission is comprised of a Commissioner, who is known as the Chairman of the Liquor Commission, and a Deputy Commissioner. The Commissioner is appointed by the Governor with the consent of the Executive Council and the Deputy Commissioner is nominated by the Commissioner and appointed by the Governor with the consent of the Executive Council. The Commissioner and the Deputy Commissioner are appointed to four-year terms. Pursuant to RSA 176:3, the Liquor Commission's primary duties are to optimize profitability, maintain proper controls, assume responsibility for effective and efficient operations, and provide service to customers. The Liquor Commission is also statutorily required to enforce the laws and regulations governing the purchase, consumption, and maintenance of proper control over alcoholic beverages through the State of New Hampshire, in addition to monitoring youth access to tobacco products.

Chapter 106, Laws of 1996 reorganized the Liquor Commission into three divisions, including: the Division of Enforcement and Licensing; the Division of Marketing, Merchandising, and Warehousing; and the Division of Administration. The Directors are nominated by the Commissioner for appointment by the Governor with the consent of the Executive Council and serve four-year terms. The Division of Enforcement and Licensing is responsible for the day-to-day activities of the Liquor Commission's enforcement and licensing functions; the Division of Marketing, Merchandising, and Warehousing oversees the Liquor Commission's functions related to marketing, merchandising, purchasing, store operations, warehousing and distribution; and the Division of Administration oversees all aspects of the Liquor Commission's administrative functions including accounting, financial management, data processing, management information systems, human resources, legal and contracting.

The Liquor Commission is responsible for the accounting and reporting of the Liquor Fund. The Liquor Fund is an enterprise fund which receives revenues primarily from the sale of goods through State Liquor stores, two warehouses, fees from licensees, and fines and penalties from rule or law violations. The Liquor Fund serves as a pass-through account for receipts which are distributed periodically to the General Fund. The Liquor Fund appropriations are provided to cover costs associated with the operation and administration of all Liquor Commission functions including the enforcement of the liquor laws and regulations.

**NHLC Overview (continued)**

**Financial Highlights**

REVENUE/ EXPENSE ITEM	FY 2019 (In Millions)	FY 2018 (In Millions)	% INCREASE (DECREASE)
Gross Sales <sup>1</sup>	\$ 729.2	\$ 712.4	2.4
Discounts and Fees (Bank, Credit Card, etc)	(23.1)	(20.5)	12.7
Net Sales	706.1	691.9	2.1
Cost of Goods Sold	(505.6)	(491.1)	3.0
Gross Profit - Liquor	200.5	200.8	(0.1)
Operating Expenses and Depreciation <sup>2</sup>	(57.2)	(62.1)	(7.9)
Interest Expense	(1.2)	(1.0)	20.0
Other Revenue	7.1	5.5	29.1
Net Income (Not including taxes) <sup>3</sup>	149.2	143.2	4.2
Beer Tax	12.8	12.8	0.0
Total Net Profit Before Transfers	\$ 162.0	\$ 156.0	3.8

OTHER MERCHANDISING STATISTICS	FY 2019	FY 2018	% INCREASE (DECREASE)
Number of Cases Sold	5,459,416	5,432,927	0.5
Average Price Per Case	\$ 133.56	\$ 131.12	1.9
Items Available (brands and sizes)	17,166	23,147	(25.8)
Number of Bottles Sold	59,517,295	57,757,573	3.0
Average Price Per Bottle	\$ 12.25	\$ 12.33	(0.6)

APPARENT CONSUMPTION STATISTICS	FY 2019		FY 2018	
	Gallons	Per Capita <sup>4</sup>	Gallons	Per Capita <sup>5</sup>
Distilled Spirits	5,948,668	4.39	5,739,706	4.27
Wine (21% alcohol or less)	7,946,559	5.86	7,699,490	5.73
Beer	40,716,979	30.02	41,448,641	30.87

**NOTES:**

(1) For the current fiscal year, off premise licensees accounted for 15.0% or \$108.5 million of total liquor sales. On premise licensees, such as bars, restaurants, hotels and clubs accounted for 10.8% or \$78.4 million of total liquor sales.

(2) Operating Expenses do not include Liquor purchases and grants.

(3) Net Income is computed after deducting all operating expenses including the General Fund portion of Enforcement and Licensing Expenses.

(4) Based on 2018 population estimates of 1,356,458 from the State Office of Strategic Initiatives.

(5) Based on 2017 population estimates of 1,342,795 from the State Office of Strategic Initiatives.

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## FINANCIAL SECTION

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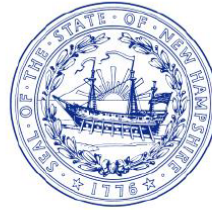
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Details on page 5

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MICHAEL W. KANE, MPA  
Legislative Budget Assistant  
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CHRISTOPHER M. SHEA, MPA  
Deputy Legislative Budget Assistant  
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## State of New Hampshire

OFFICE OF LEGISLATIVE BUDGET ASSISTANT  
State House, Room 102  
Concord, New Hampshire 03301

STEPHEN C. SMITH, CPA  
Director, Audit Division  
(603) 271-2785

### Independent Auditor's Report

*To The Fiscal Committee Of The General Court:*

#### Report On The Financial Statements

We have audited the accompanying financial statements of the New Hampshire State Liquor Commission (Liquor Commission) which comprise the Statement of Net Position, as of June 30, 2019, and the related Statements of Revenues, Expenses, and Changes in Net Position and Cash Flows for the fiscal year then ended, and the related notes to the financial statements, which collectively comprise the Liquor Commission's basic financial statements.

#### *Management's Responsibility For The Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not

for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the net position of the New Hampshire State Liquor Commission, as of June 30, 2019, and the changes in its net position, and its cash flows for the fiscal year then ended, in accordance with accounting principles generally accepted in the United States of America.

### ***Emphasis Of Matter***

#### ***Reporting Entity***

As discussed in Note 1, the financial statements present only the New Hampshire Liquor Commission and do not purport to, and do not, present fairly the financial position of the State of New Hampshire, as of June 30, 2019, the changes in its financial position, or its cash flows for the fiscal year then ended in accordance with accounting principles generally accepted in the United States of America. Our opinion is not modified with respect to this matter.

### ***Other Matters***

#### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis on pages 9 through 13 and the Schedules of the Liquor Commission's Proportionate Share of Net Pension Liability and the Liquor Commission's Contributions on page 35 and the Schedule of the Liquor Commission's Proportionate Share of the Total Other Postemployment Benefits Liability on page 36 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

*Other Information*

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the New Hampshire State Liquor Commission's basic financial statements. The Introductory and Statistical Sections of this report are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The Introductory and Statistical Sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

**Other Reporting Required By *Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated December 18, 2019 on our consideration of the New Hampshire State Liquor Commission's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the New Hampshire State Liquor Commission's internal control over financial reporting and compliance.



Office Of Legislative Budget Assistant

December 18, 2019

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**MANAGEMENT'S DISCUSSION AND ANALYSIS - Unaudited**

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The management of the New Hampshire Liquor Commission (the Liquor Commission) offers the readers this narrative overview and analysis of the financial activities of the Liquor Commission included in this Comprehensive Annual Financial Report for the fiscal year ended June 30, 2019. We encourage readers to consider the information presented herein in conjunction with additional information we have furnished in our letter of transmittal, on page 1 in the introductory section of this annual financial report, as well as the Liquor Commission's financial statements, which follow in this section.

**Discussion of Basic Financial Statements**

The activities of the Liquor Commission are accounted for on a fiscal year basis, comprised of twelve fiscal months ending on June 30<sup>th</sup> of each year. The Liquor Commission is accounted for as an enterprise fund, reporting all financial activity, assets, and liabilities using the accrual basis of accounting.

The financial statements prepared by the Liquor Commission include the Statement of Net Position; Statement of Revenues, Expenses and Changes in Net Position; Statement of Cash Flows; and notes to the financial statements.

The Statement of Net Position provides information about assets, liabilities, and deferred inflows and deferred outflows of resources and reflects the financial position at the fiscal year end. The Statement of Revenues, Expenses and Changes in Net Position reports the operating and nonoperating revenue activity and the expenses related to such activity for the fiscal year. The Statement of Cash Flows outlines the cash inflows and outflows relating to the operations for the fiscal year.

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the financial statements.

The financial statements present the financial position and activities of only the Liquor Commission. The following is a discussion on the current year results of operations for the Liquor Commission.

**Financial Analysis****Net Position and Changes in Net Position**

Per RSA 176:16 "the state treasurer shall credit all gross revenue derived by the commission from the sale of liquor, or from license fees, and interest received on such moneys, to a special fund, to be known as the Liquor Commission Fund, from which the treasurer shall pay all expenses of the commission incident to the administration of this title. Any balance left in such fund after such expenses are paid shall be deposited in the general fund on a daily basis." As a result, the net position of the Liquor Commission consist of capital assets paid from operating budget, net of related debt, offset by an unrestricted net deficit related to the net pension and postemployment benefit liabilities.

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**MANAGEMENT'S DISCUSSION AND ANALYSIS - Unaudited (continued)**


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The following is a condensed comparative statement of net position as of June 30, 2019 and 2018 (in thousands):

	<u>June 30, 2019</u>	<u>June 30, 2018</u>
<b>ASSETS:</b>		
Current Assets	\$ 92,205	\$ 103,280
Noncurrent Assets (net of allowance for depreciation)	51,810	45,681
Total Assets	<u>144,015</u>	<u>148,961</u>
Deferred Outflows of Resources	6,147	7,343
<b>LIABILITIES:</b>		
Current Liabilities	92,812	106,034
Noncurrent Liabilities	113,625	117,617
Total Liabilities	<u>206,437</u>	<u>223,651</u>
Deferred Inflows of Resources	24,722	20,957
<b>NET POSITION:</b>		
Net Investment in Capital Assets	11,690	11,083
Unrestricted Net Position (Deficit)	<u>(92,687)</u>	<u>(99,387)</u>
Total Net Position (Deficit)	<u>\$ (80,997)</u>	<u>\$ (88,304)</u>

### Assets

- The Liquor Commission ended fiscal year 2019 with a total of \$92.2 million in current assets, including \$85.8 million in wine and spirits inventory for resale.
- Total assets decreased \$4.9 million (3.3%) from \$149.0 million in fiscal year 2018 to \$144.0 million in fiscal year 2019.
- The Liquor Commission's capital assets as of June 30, 2019, totaled \$76.0 million with accumulated depreciation of \$24.2 million leaving a net book value of \$51.8 million invested in capital assets. The investment in capital assets includes equipment, real property, computer software, software in progress and construction in progress. Net capital assets increased \$6.1 million (13.4%) largely comprised of increases in building improvements and computer software.

During fiscal year 2019 many capital projects were started, in process and/or completed. Some of the Liquor Commission's largest projects included:

- Completed the opening of one state owned store and consolidated multiple stores into two new leased locations.
- Continued with a Commission-wide point-of-sale and back office system replacement.
- Working on final improvements at the Commission headquarters which consists of roof replacement and parking lot enhancements.

Additional information on the Liquor Commission's capital assets can be found in Note 3 of the Notes to the Financial Statements.

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**MANAGEMENT'S DISCUSSION AND ANALYSIS - Unaudited (continued)**


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**Liabilities**

- Total liabilities at June 30, 2019 were down \$17.2 million or 7.7% from the previous year. This was primarily due to a decrease in accounts payable.
- Bonds payable at June 30, 2019 had a net increase of \$8.5 million from \$27.6 million at the prior year end to \$36.1 million due to a \$10.6 million bond issuance, less \$2.1 million of principal payments.

	(Amounts in thousands)	
	<u>June 30, 2019</u>	<u>June 30, 2018</u>
Accounts Payable	\$ 76,731	\$ 91,044
Accrued Payroll	2,212	2,113
Due to Other State Agencies	3,644	546
Due to General Fund	2,106	-
Due to Capital Fund	3,879	6,781
Unearned Revenue	685	2,708
Bonds Payable	36,058	27,562
Compensated Absences Payable & Uninsured Claims	4,707	4,180
Net Pension Liability	22,984	25,425
Other Postemployment Benefits Payable (OPEB)	53,078	62,905
Other Liabilities	353	387
Total Liabilities	<u>\$ 206,437</u>	<u>\$ 223,651</u>

The following is a comparative statement of revenues, expenses and changes in net position for the fiscal years ended June 30, 2019 and 2018.

	(Amounts in thousands)	
	<u>FY19</u>	<u>FY18</u>
<b>Operating Revenues</b>		
Charges for Sales	\$ 706,077	\$ 691,854
<b>Operating Expenses</b>		
Cost of Sales	505,591	491,098
Administration	54,187	58,995
Depreciation	3,045	3,058
Total Operating Expenses	<u>562,823</u>	<u>553,151</u>
Operating Income	<u>143,254</u>	<u>138,703</u>
<b>Nonoperating Revenues (Expenses)</b>		
Licenses	6,064	4,286
Beer Taxes	12,836	12,828
Miscellaneous	1,062	1,246
Interest on Bonds	(1,190)	(1,044)
Total Nonoperating Revenues (Expenses)	<u>18,772</u>	<u>17,316</u>
Income Before Transfers	162,026	156,019
Distribution (Transfer) to:		
State General Fund	(146,297)	(149,202)
Alcohol Abuse Prevention & Treatment Fund (RSA 176:16 III)	(8,422)	(6,800)
Change in Net Position	<u>7,307</u>	<u>17</u>
<b>Net Position (Deficit) - July 1</b>	(88,304)	(88,321)
<b>Net Position (Deficit) - June 30</b>	<u>\$ (80,997)</u>	<u>\$ (88,304)</u>

**MANAGEMENT’S DISCUSSION AND ANALYSIS - Unaudited (continued)**

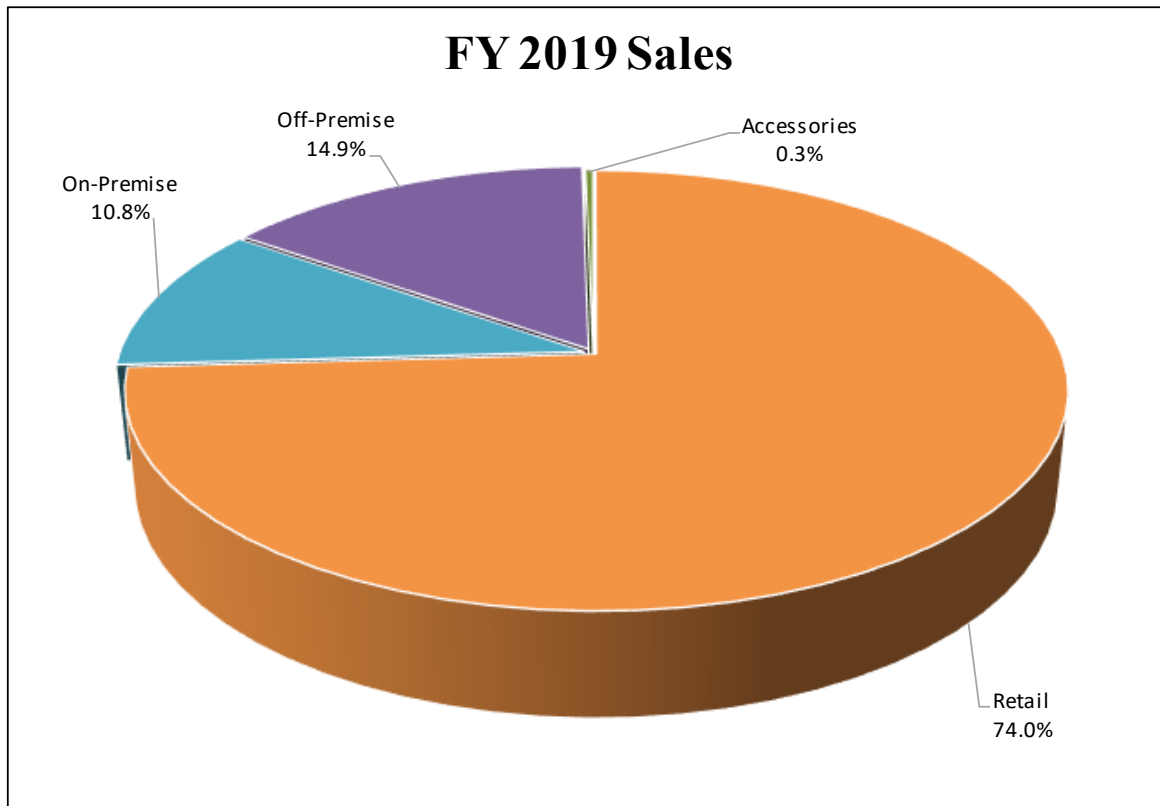
**Operating Revenue**

The primary source of revenue for the Liquor Commission is derived from the retail and wholesale sales of wine, spirits, and accessories from the seventy-seven wine and spirit outlet stores located throughout the State of New Hampshire as well as the two warehouse locations in Bow and Concord.

**Net Sales (Charges for Sales)**

Net sales increased 2.1% or \$14.2 million over the previous year as a result of the Liquor Commission’s competitive pricing, expanded inventory, and new sales and distribution. Throughout the year, the marketing team develops and implements innovative strategies and tactics across multiple service lines in order to provide an exemplary shopping experience.

With the continued success of these strategies, as well as the use of wine and spirit tasting events and social media outlets, the Liquor Commission has helped to increase the product knowledge of our customers and ultimately increased sales.



**Operating Expenses**

Cost of sales consists of the cost of products sold plus the cost of transporting the products for sale to retail stores.

Administrative operating expenses decreased 8.1% or \$4.8 million primarily due to the decrease in other postemployment benefit expense, resulting from the implementation of the Medicaid Advantage Plan.

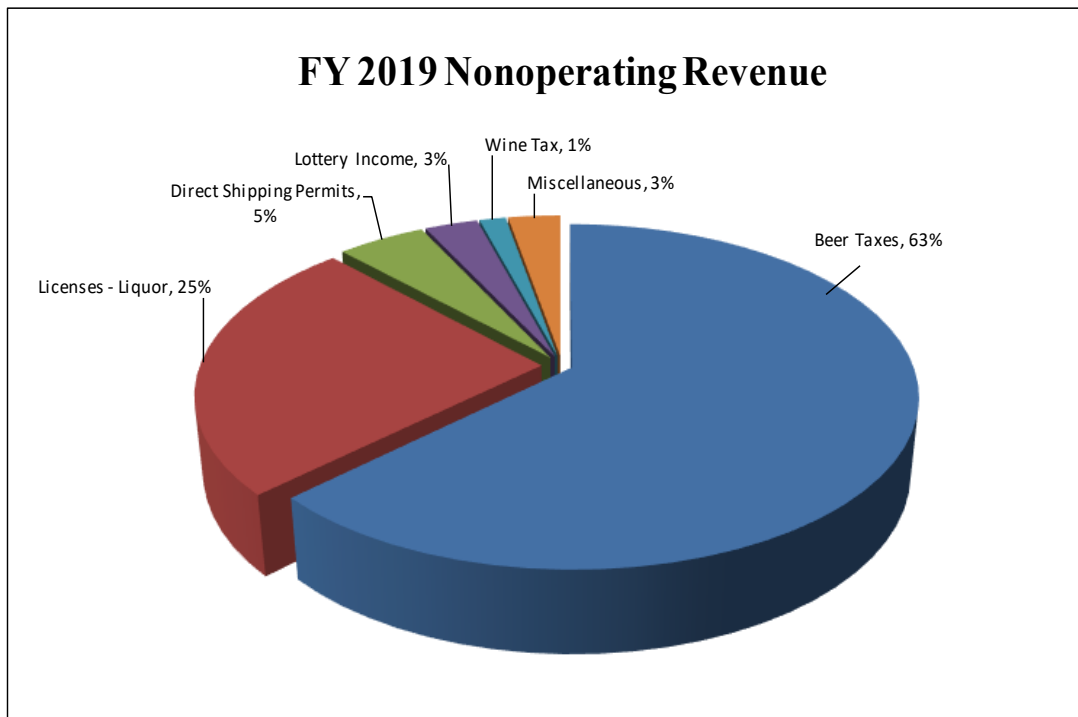
**MANAGEMENT’S DISCUSSION AND ANALYSIS - Unaudited (continued)**

**Nonoperating Revenues (Expenses)**

In addition, the Liquor Commission generates revenues from other sources including beer tax, beer permits, licensing, direct shipping permits, and lottery sales.

The beer tax has been relatively flat over the past decade increasing only \$8 thousand or 0.06% in the fiscal year.

Other nonoperating revenue increased 28.8% or \$1.6 million primarily due to the increase in liquor licensing revenue as a result of a change in accounting policy to recognize license revenue when received instead of prorating over the license period.



**Distributions**

The Liquor Commission is required by law (RSA 176:16) to credit all gross revenue to the Liquor Commission Fund, from which the treasurer pays all expenses. Any balance left in such fund is deposited in the General Fund.

In fiscal year 2019, the total net profit before transfers was \$162.0 million with \$8.4 million (3.4% of the previous year gross profit for the six months ended December 31, 2017 and 5% earned for the six months ended June 30, 2018) transferred to the Alcohol Abuse Prevention and Treatment Fund pursuant to RSA 176:16, III and \$146.3 million transferred to the General Fund.

**Requests for Information**

This Comprehensive Annual Financial Report is designed to provide a general overview of the Liquor Commission’s finances. Questions concerning any of the information presented in this report or requests for additional financial information should be addressed to Christina M. Demers, Chief Financial Officer at [tina.demers@liquor.nh.gov](mailto:tina.demers@liquor.nh.gov)



**NEW HAMPSHIRE LIQUOR COMMISSION**  
**STATEMENT OF NET POSITION**  
**JUNE 30, 2019**  
**(Expressed in Thousands)**

**ASSETS****Current Assets:**

Cash and Cash Equivalents (Note 2)	\$ -
Receivables (Net of Allowances for Uncollectibles)	6,390
Due from Other State Agencies	47
Inventories	85,768
Total Current Assets	92,205

**Noncurrent Assets:**

Capital Assets Not Being Depreciated (Note 3)	15,529
Capital Assets Being Depreciated, Net (Note 3)	36,281
Total Noncurrent Assets	51,810
Total Assets	144,015

Deferred Outflows of Resources (Notes 7 & 8)	6,147
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**LIABILITIES****Current Liabilities:**

Accounts Payable	76,731
Accrued Payroll	2,212
Due to Other State Agencies	3,644
Due to General Fund	2,106
Due to Capital Fund	3,879
Unearned Revenue	685
Bonds Payable (Note 5)	2,761
Accrued Interest Payable	170
Capital Leases (Note 9)	90
Compensated Absences Payable & Uninsured Claims (Note 4)	534
Total Current Liabilities	92,812

**Noncurrent Liabilities:**

Bonds Payable (Note 5)	33,297
Capital Leases (Note 9)	93
Compensated Absences Payable & Uninsured Claims (Note 4)	4,173
Net Pension Liability (Note 7)	22,984
Other Postemployment Benefits Payable (Note 7)	53,078
Total Noncurrent Liabilities	113,625
Total Liabilities	206,437

Deferred Inflows of Resources (Notes 7 & 8)	24,722
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**NET POSITION**

Net Investment in Capital Assets	11,690
Unrestricted Net Deficit	(92,687)
Total Net Deficit	\$ (80,997)

**The accompanying notes to the financial statements are an integral part of this statement.**

**NEW HAMPSHIRE LIQUOR COMMISSION  
STATEMENT OF REVENUES, EXPENSES, AND  
CHANGES IN NET POSITION  
FOR THE FISCAL YEAR ENDED JUNE 30, 2019  
(Expressed in Thousands)**

<b><u>OPERATING REVENUES</u></b>	
Charges for Sales (Note 10)	\$ 706,077
Total Operating Revenue	<u>706,077</u>
<b><u>OPERATING EXPENSES</u></b>	
Cost of Sales	505,591
Administration	54,187
Depreciation	<u>3,045</u>
Total Operating Expenses	<u>562,823</u>
Operating Income	<u>143,254</u>
<b><u>NONOPERATING REVENUES (EXPENSES)</u></b>	
Licenses	6,064
Beer Taxes	12,836
Miscellaneous	1,062
Interest on Bonds Payable	<u>(1,190)</u>
Total Nonoperating Revenues (Expenses)	<u>18,772</u>
Income Before Transfers	162,026
Distribution (Transfer) to:	
State General Fund	(146,297)
Alcohol Abuse Prevention & Treatment Fund (RSA 176:16 III)	<u>(8,422)</u>
Change in Net Position	<u>7,307</u>
<b>Net Position (Deficit) - July 1</b>	<u>(88,304)</u>
<b>Net Position (Deficit) - June 30</b>	<u><u>\$ (80,997)</u></u>

The accompanying notes to the financial statements are an integral part of this statement.

**NEW HAMPSHIRE LIQUOR COMMISSION  
STATEMENT OF CASH FLOWS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2019  
(Expressed in Thousands)**

<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Receipts from Customers	\$ 706,918
Receipts from Supplier Rebates	78,745
Payments to Employees	(31,969)
Payments to Suppliers	(624,258)
Payments for Interfund Services	(7,077)
Net Cash Provided by Operating Activities	<u>122,359</u>
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>	
Transfer to State General Fund	(143,864)
Transfer to Alcohol Abuse Prevention & Treatment Fund (RSA 176:16 III)	(8,422)
Temporary Loan From Other Funds	3,092
Other Income	1,487
Proceeds from Collection of Licenses and Beer Tax	16,769
Net Cash Used for Noncapital and Related Financing Activities	<u>(130,938)</u>
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>	
Acquisition, Disposal and Construction of Capital Assets	(12,501)
Capital Lease Payments	(71)
Net Proceeds from Issuance of Bonds	10,603
Interest Paid on Bonds	(1,153)
Principal Paid on Bonds	(2,107)
Net Cash Used for Capital and Related Financing Activities	<u>(5,229)</u>
Net Decrease in Cash and Cash Equivalents	(13,808)
Cash and Cash Equivalents - July 1	<u>13,808</u>
Cash and Cash Equivalents - June 30	<u>\$ -</u>
<b>Reconciliation of Operating Income to Net Cash Provided by Operating Activities:</b>	
Operating Income	\$ 143,254
Adjustments to Reconcile Operating Income to Net Cash Provided (Used) by Operating Activities:	
Depreciation	3,045
Change in Operating Assets and Liabilities:	
Decrease in Receivables	734
Increase in Inventories	(3,786)
Decrease in Accounts Payable and Other Accruals	(13,687)
Increase in Unearned Revenue	106
Change in Postemployment Benefits Payable	(7,268)
Change in Net Pension Net of Deferrals	(39)
Net Cash Provided by Operating Activities	<u>\$ 122,359</u>

**The accompanying notes to the financial statements are an integral part of this statement.**

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**NEW HAMPSHIRE LIQUOR COMMISSION  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE FISCAL YEAR ENDED JUNE 30, 2019**

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**NOTE 1 – Summary of Significant Accounting Policies**

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***A. Reporting Entity***

Chapter 99, NH Laws of 1933, codified as RSAs 175 through 180, established the New Hampshire Liquor Commission (the Liquor Commission). The Liquor Commission is comprised of a Commissioner, who is known as the Chairman of the Liquor Commission and a Deputy Commissioner. The Commissioner is appointed by the Governor with the consent of the Council and the Deputy Commissioner is nominated by the Commissioner and appointed by the Governor with the consent of the Council. The Chairman and the Deputy Commissioner are appointed to four-year terms. Pursuant to RSA 176:3, the Liquor Commission's primary duties are to optimize profitability, maintain proper controls, assume responsibility for effective and efficient operations, and provide service to customers. The Liquor Commission is organized into three divisions: (1) Division of Enforcement and Licensing; (2) Division of Marketing, Merchandising, and Warehousing; and (3) Division of Administration.

In addition to liquor sales, the Liquor Commission collects license fees on the manufacture, sale, transportation, and warehousing of alcoholic beverages and taxes on beer sold by wholesale distributors and beverage manufacturers to retailers in New Hampshire. The Liquor Commission is also statutorily required to enforce the laws and regulations governing the purchase, consumption, and maintenance of proper control over alcoholic beverages through the State of New Hampshire, in addition to monitoring youth access to tobacco products.

As of June 30, 2019 the Liquor Commission processed wholesale and retail sales from seventy-seven owned and leased retail stores and owned one warehouse and contracted one warehouse.

For financial reporting purposes, the Liquor Commission is considered a department of the State of New Hampshire. The financial activity of the Liquor Commission is reported as an enterprise fund of the State of New Hampshire and is included in the Comprehensive Annual Financial Report of the State. The State of New Hampshire's Comprehensive Annual Financial Report can be accessed online at: <https://das.nh.gov/accounting/reports.asp>

The Liquor Commission's financial statements include all financial activity of the Liquor Commission in a separate enterprise fund and do not include any activity related to any other State agency or fund. The financial statements represent the financial net position of only the Liquor Commission as of June 30, 2019 and the change in net position and the cash flows for the year then ended.

***B. Measurement Focus, Basis of Accounting and Financial Statement Presentation***

The accompanying financial statements of the Liquor Commission have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) and as prescribed by Government Accounting Standards Board (GASB), which is the primary standard-setting body for establishing governmental accounting and financial reporting standards. The Liquor Commission accounts for the operations as a single enterprise fund and accordingly, uses the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses are recognized when the related liability is incurred. The Liquor Commission's operations are accounted for using the economic resources measurement focus. With this measurement focus, all assets and liabilities associated with the operation of the Liquor Commission are included on the Statement of Net Position. The Statement of Revenues, Expenses, and Changes in Net Position presents increases (e.g. revenues) and decreases (e.g. expenses) in total net position. The Liquor Commission applies all applicable GASB pronouncements.

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**NOTE 1 – Summary of Significant Accounting Policies (continued)**

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***C. Cash and Cash Equivalents***

The majority of the Liquor Commission's cash is held by the State Treasurer in accounts that pool cash from multiple State agencies and funds. A portion of Commission cash in Treasury may be pooled for investment purposes in short-term (three months or less from date of purchase), highly liquid investments, which are considered to be cash equivalents and is not categorized as to credit risk. Cash equivalents are recorded at cost.

***D. Receivables (Net of Allowance for Uncollectibles)***

Receivables are reported at their net value and consist of amounts due at June 30, 2019. Receivables consist of amounts due from wholesale distributors and beverage manufacturers for taxes on the sale of alcoholic beverages of \$1.1 million and on-premise and off-premise licensees for stock purchased on fifteen day credit of \$5.3 million.

***E. Inventories***

Wine, spirit, and merchandise inventories are valued at the lower of cost (average cost method) or market. The Liquor Commission maintains the salable liquor inventory at three locations: the warehouse in Concord, at the contracted warehouse in Bow, and at the Liquor Commission's retail stores throughout the State.

***F. Capital Assets***

Capital assets, which include property and equipment, are reported at historical cost. Equipment is capitalized when the cost of individual items exceeds \$10,000, all other capital assets, except software, are capitalized when the cost of individual items or projects exceeds \$100,000. Software projects are capitalized when they exceed \$500,000. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. Capital assets are depreciated using the straight-line method over the estimated useful lives; equipment and software 5 years, building improvements 20 years and buildings 40 years. Salvage values are not recognized, as asset disposals are officially transferred to the New Hampshire Surplus Property program. Any income derived from surplus property sales is recorded as miscellaneous income when received. Losses on the disposal of surplus equipment are recorded at the time of disposal.

***G. Accounts Payable***

Accounts payable primarily consists of purchases of liquor inventory, liquor freight and general operating expenses incurred, but for which no actual payment has yet been issued as of June 30, 2019.

***H. Accrued Payroll***

The accrued payroll represents payroll and related benefit costs incurred through June 30<sup>th</sup> and paid in July 2019.

***I. Unearned Revenue***

The Liquor Commission receives cash from the sale of gift cards that allow the holder to redeem the cards for product at a future point in time. As of June 30, unearned revenue consist of gift card sales collected by the Liquor Commission that had not yet been redeemed.

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**NOTE 1 – Summary of Significant Accounting Policies (continued)**

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***J. Compensated Absences***

The 325 full-time classified employees of the Liquor Commission accrue annual, compensatory, and sick leave at various rates within the limits prescribed by the collective bargaining agreement. In conformity with GASB Statement No. 16, the Liquor Commission accrues all types of leave benefits as earned by the classified employees. The compensated absences liability represents the total liability of the cumulative balance of employees' annual, bonus, compensatory, and sick leave based on years of service rendered along with the Liquor Commission's share of Social Security, Medicare, and retirement contributions. The current portion of the leave liability is calculated based on the characteristics of the type of leave and on a LIFO (last in first out) basis, which assumes employees use their most recent earned leave first. The accrued liability for annual leave does not exceed the maximum cumulative balance allowed, which ranges from thirty-two to fifty days based on years of service. The accrual for sick leave is made to the extent it is probable that the benefits will result in termination payments rather than be taken as absences due to illness. The liability for compensated balance is recorded on the accrual basis.

***K. Postemployment Liabilities***

The Liquor Commission participates in a defined benefit pension plan, the State of New Hampshire Retirement System (NHRS). The Liquor Commission also participates in a nonfunded other postemployment benefit (OPEB) plan referred to as the Non Trusted OPEB Plan. See note 7 for activity related to these plans.

For purposes of measuring the total/net Pension and OPEB liabilities, deferred outflows of resources and deferred inflows of resources related to these liabilities and related expenses, information about the fiduciary of the NHRS, and additions to/deductions from the fiduciary net position has been determined on the same basis as it is reported by NHRS and the State OPEB Plan. For this purpose, benefit payments are recognized when due and payable in accordance with the benefit terms, and investments are reported at fair value.

***L. Deferred Outflows of Resources and Deferred Inflows of Resources***

Deferred outflows of resources are defined as a consumption of net assets by the Liquor Commission that is applicable to a future reporting period. Deferred inflows of resources are defined as an acquisition of net assets by the Liquor Commission that is applicable to a future reporting period. Deferred outflows of resources increase net position, similar to assets, and deferred inflows of resources decrease net position, similar to liabilities.

***M. Revenues and Expenses***

Revenues and expenses are classified as operating or nonoperating and are sub-classified by object (e.g. administration and depreciation). Operating revenues and expenses generally result from providing services and producing and delivering goods. All other revenues and expenses are reported as nonoperating.

Operating Revenues: The Liquor Commission controls the distribution of alcoholic beverages in the State through retail and wholesale sales from the seventy-seven retail stores located throughout the state, wholesale sales from the Liquor Commission warehouse in Concord and contracted warehouse in Bow, and through regulated direct deliveries of product from vendors to licensees.

Cost of Sales: The cost of sales includes the cost of products sold plus the cost of transporting the products for sale to retail stores.

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**NOTE 1 – Summary of Significant Accounting Policies (continued)**

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Other Operating Expenses: Other operating expenses include expenses indirectly related to the purchase, sale, transportation, and warehousing of liquor inventory. These expenses are administrative in nature and consist primarily of administration, mainly employees' salaries and benefits, advertising, rent, utilities, and depreciation.

Non-operating Revenues: Non-operating revenues include income received from private distributors, retailers for permits and licenses to sell alcoholic beverages, and an additional fee on alcoholic beverages sold by wholesale distributors and beverage manufacturers.

Non-operating Expenses: Non-operating expenses include payments for interest paid on general obligation bonds issued which are restricted for capital improvements.

***N. Budgetary Control and Reporting***

As a department of the State of New Hampshire, the Liquor Commission is required to submit a biennial budget to the Governor of the State of New Hampshire where it is approved and further submitted to the Legislature for their approval. Approved biennial appropriations are provided in annual amounts. The Liquor Commission's official budget, as adopted by the Legislature, is prepared principally on a modified cash basis. Due to the nature of the Liquor Commission's activities, the majority of the costs of sales are not included in the State's biennial budget.

***O. Use of Estimates***

The preparation of these financial statements in conformity with generally accepted accounting principles (GAAP) required management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

***P. Net Position***

The net position consists of the unrestricted net deficit and the net investment in capital assets. Net investment in capital assets is the combination of capital assets, net of accumulated depreciation, reduced by the outstanding balances of bonds and borrowing that are attributable to the acquisition, construction, or improvement of those assets and capital leases outstanding.

***Q. Adoption of New Accounting Pronouncements***

During the fiscal year ended June 30, 2019, the Liquor Commission adopted the following new accounting standards issued by the Governmental Accounting Standards Board (GASB):

**GASB No. 83, *Certain Asset Retirement Obligations***, (GASB 83) addresses the accounting and financial reporting for certain asset retirement obligations (AROs), a legally enforceable liability associated with the retirement of a tangible capital asset. This statement establishes the criteria for determining the timing and pattern of recognition of a liability and a corresponding deferred outflow of resources for AROs. The statement requires that recognition occur when the liability is both incurred and reasonable estimable. The implementation of GASB 83 did not have an impact on the NH Liquor Commission financial statements

**GASB No. 88, *Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements***, (GASB 88) improves the information that is disclosed in notes to financial statements related to debt, including direct borrowing and direct placements. It also clarifies which liabilities should be included when disclosing information related to debt. The implementation of GASB 88 did not have an impact on the NH Liquor Commission financial statements.

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**NOTE 2 – Cash & Cash Equivalents**

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The Commission's reported \$0 cash position at June 30, 2019 was supported by \$3.1 million of temporary borrowing from available cash balances of other funds in the State's Treasury. As the Liquor Commission's reported cash balance was \$0, the Liquor Commission has no deposit or custodial credit risks at June 30, 2019.

The State Treasury pools cash except for separate cash and investment accounts maintained in accordance with legal restrictions. The State Liquor Commission's equity share of the total pooled cash and investments and restricted assets is included on the Statement of Net Position under the captions "Cash and Cash Equivalents".

**Deposits:** The following statutory requirements and State Treasury Department policies have been adopted to minimize risk associated with deposits:

RSA 6:7 establishes the policy the State Treasurer must adhere to when depositing public monies. Operating funds are invested per investment policies that further define appropriate investment choices and constraints as they apply to those investment types.

**Custodial Credit Risk:** The custodial credit risk for deposits is the risk that in the event of a bank failure, the State's deposits may not be recovered.

Custodial credit risk is managed in a variety of ways. Although the State law does not require deposits to be collateralized, the Treasurer does utilize such arrangements where prudent and/or cost effective. All banks, where the State has deposits and/or active accounts, are monitored as to their financial health through the services of Veribanc, Inc., a bank rating firm. In addition, ongoing reviews with officials of depository institutions are used to allow for frequent monitoring of custodial credit risk.

All deposits at FDIC-insured depository institutions (including noninterest bearing accounts) are insured by the FDIC up to the standard maximum amount of \$250,000 for each deposit insurance ownership category.

Whereas all payments made to the state are to be in US currency, foreign currency risk is essentially non-existent on Liquor Commission deposits.



### NOTE 3 – Capital Assets

A summary of capital asset balances, which include the ten State-owned stores, the Concord warehouse, headquarters, and capital leases as of June 30, 2019, is presented below (in thousands):

	July 1, 2018				June 30, 2019	
	Balance	Additions	Disposal	Transfers	Balance	
Capital Assets Not Being Depreciated:						
Land	\$ 2,002	\$ -	\$ -	\$ -	\$ 2,002	
Construction in Progress	5,927	3,991	-	(6,670)	3,248	
Software in Progress	6,803	3,476	-	-	10,279	
Capital Assets Being Depreciated:						
Land Improvements	689	44	(14)	-	719	
Buildings	25,727	508	(618)	6,837	32,454	
Building Improvements	9,484	12	(1,068)	(31)	8,397	
Leasehold Improvements	5,881	877	(69)	(136)	6,553	
Equipment	11,904	691	(214)	-	12,381	
Total Capital Assets	68,417	9,599	(1,983)	-	76,033	
Less: Accumulated Depreciation	(22,736)	(3,045)	1,558	-	(24,223)	
Net Capital Assets	\$ 45,681	\$ 6,554	\$ (425)	\$ -	\$ 51,810	

### NOTE 4 – Noncurrent Liabilities

**Changes in Noncurrent Liabilities:** A summary of general obligation bonds payable, capital leases, net pension liability, postemployment benefits payable, compensated absences, and uninsured claims activity for the year ended June 30, 2019 is presented below (in thousands):

	July 1, 2018			June 30, 2019			
	Balance	Increases	Decreases	Balance	Current	Long-Term	
General Obligation Bonds Payable	\$ 27,562	\$ 10,603	\$ (2,107)	\$ 36,058	\$ 2,761	\$ 33,297	
Capital Leases	254	-	(71)	183	90	93	
Uninsured Claims & Compensated Absences Payable	4,180	527	-	4,707	534	4,173	
Other Postemployment Benefits Payable	62,905	-	(9,827)	53,078	-	53,078	
Net Pension Liability	25,425	-	(2,441)	22,984	-	22,984	
Total	\$ 120,326	\$ 11,130	\$ (14,446)	\$ 117,010	\$ 3,385	\$ 113,625	

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**NOTE 5 – Bonds Payable**

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**Bonds Authorized and Unissued:**

Bonds authorized and unissued amounted to \$26.1 million as of June 30, 2019. The proceeds of the bonds are restricted for completion of the new Portsmouth liquor store, headquarters' roof & parking lot, new signage at various outlet locations, Commission-wide point-of-sale and back office system replacement and new North and South Hampton stores.

**Bond Issues:**

On December 18, 2018, the State issued \$63.4 million of general obligation capital improvement bonds. This bond issue allotted \$10.6 million to the Liquor commission for projects that include the new Portsmouth store, point-of-sale and back office system, headquarters renovation, signage at various outlet stores, and video in-store security enhancements. As of June 30, 2019, the remaining principal balance of this bond is \$10.6 million.

On December 20, 2017, the State issued \$66.5 million of general obligation capital improvement bonds. This bond issue allotted \$9.4 million to the Liquor commission for projects that includes software upgrade, renovation of headquarters, video in-store security enhancements and new stores. As of June 30, 2019, the remaining principal balance of this bond is \$8.8 million.

On November 30, 2016, the State issued \$50.9 million of general obligation refunding bonds. This bond refunding allotted \$522 thousand to the Liquor Commission. As of June 30, 2019, the remaining principal balance of this bond is \$0.3 million.

On November 30, 2016, the State issued \$63.4 million general obligation capital improvement bonds. This bond issue allotted \$6 million to the Liquor Commission for a new Commission-wide point-of-sale and general ledger system, new store locations, video in-store security enhancements, renovating for new office space, and a new roof at the Commission Headquarters. As of June 30, 2019, the remaining principal balance of this bond is \$5.2 million.

On December 11, 2014, the State issued \$55 million of general obligation capital improvement bonds. This bond issue allotted \$5 million to the Liquor Commission for the construction and repair of liquor stores located in Hooksett and upgrade on computer software for credit card processing. As of June 30, 2019, the remaining principal balance of this bond is \$3.8 million.

On November 14, 2012, the State issued \$90 million of general obligation capital improvement bonds. This bond issue allotted \$8.5 million to the Liquor Commission for the construction and repair of liquor stores located in Nashua, Hooksett, Portsmouth, West Chester, and North Hampton. As of June 30, 2019, the remaining principal balance of this bond is \$5.1 million.

On October 27, 2011, the State issued \$100 million of general obligation capital improvement bonds. The bond issue included \$4.1 million for the construction and repair of liquor stores located in Nashua and Hampton. The bond liability was transferred from the State's General Fund to the Liquor Fund during fiscal year 2013. As of June 30, 2019, the remaining principal balance of this bond is \$2.2 million.

**NOTE 5 – Bonds Payable (continued)**

**Bonds Payable Maturity:** Bonds issued by the State Treasury on behalf of the Liquor Commission are general obligation bonds, which are backed by the full faith and credit of the State. Interest rates on these issues range from 2.0% to 9.5%. The anticipated source of repayment of these is Liquor Commission funds and the annual maturities are as follows (in thousands):

Payable June 30	DEBT SERVICE		
	Principal	Interest	Total
2020	\$ 2,761	\$ 1,523	\$ 4,284
2021	2,760	1,385	4,145
2022	2,656	1,252	3,908
2023	2,451	1,120	3,571
2024	2,137	1,010	3,147
2025-2029	11,065	3,496	14,561
2030-2034	7,923	1,448	9,371
2035-2039	4,305	303	4,608
Total	\$ 36,058	\$ 11,537	\$ 47,595

**NOTE 6 – Risk Management Insurance**

The Liquor Commission is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters.

*Principle of self-insurance*

As a general operating rule, the State self-insures against all damages, losses and expenses except to the extent that provisions of law require the purchase of commercial insurance or a risk assessment has indicated that commercial insurance is economical and beneficial for the State or the general public. In such instances, the State may elect to purchase commercial insurance. There are approximately 26 such commercial insurance programs in effect. These include, but are not exclusive to, State owned real property insurance, fleet automobile liability, inland marine insurance, foster parent liability, ski area liability for Cannon Mountain, data security and privacy liability insurance, and a fidelity and faithful performance bond.

*Employee and Retiree Health Benefits*

During fiscal year 2004, the State established an Employee Benefit Risk Management Fund (The Fund), an internal service fund, to account for its uninsured risks of loss related to employee and retiree health benefits. Currently, the State retains all of the risk associated with these benefits, and utilizes an actuarially-established IBNR (incurred but not reported) claims reserve. In addition, state law requires The Fund to maintain a reserve in the amount of at least 3% of estimated annual self-funded claims and administrative costs, for unexpected costs. Health and Dental Plan Rates are established annually, by actuaries, based on an analysis of past claims, State and other medical trends, and annual projected plan claims and administrative expenses.

**NOTE 6 – Risk Management Insurance (continued)**

The process used in estimating claim liabilities may not result in an exact payout amount due to variables such as medical inflation, or changes in law, enrollment or plan design.

*Workers Compensation*

Since February 2003, the State has been self-insured for its workers compensation exposures, retaining all of the risk associated with workers compensation claims. The State utilizes an actuarial study that provides an annual estimate of the outstanding liabilities for the prior years' claims. The study also contains assumptions about loss development patterns, trends and other claim projections based upon the State's historical loss experience.

The following table presents the changes in the Liquor Commission's claim liabilities during the fiscal years ending June 30, 2018 and 2019 (in thousands):

June 30, 2017			June 30, 2018			June 30, 2019		
Balance	Increases	Decreases	Balance	Increases	Decreases	Balance	Current	Noncurrent
\$ 2,206	\$ 69	\$ (282)	\$ 1,993	\$ 869	\$ (377)	\$ 2,485	\$ 336	\$ 2,149

**NOTE 7 – Employee Benefits Plan**

**New Hampshire Retirement System**

**Plan Description:** The New Hampshire Retirement System is the administrator of a cost-sharing multiple-employer Public Employee Retirement System (NHRS) established in 1967 by RSA 100-A:2 and is qualified as a tax-exempt organization under Sections 401 (a) and 501 (a) of the Internal Revenue Code. NHRS is a contributory defined-benefit plan providing service, disability, death, and vested retirement benefits to members and beneficiaries. NHRS covers substantially all full-time State employees, public school teachers and administrators, permanent firefighters, and police officers within the State of New Hampshire. Full-time employees of political subdivisions, including counties, municipalities, and school districts, are also eligible to participate as a group if the governing body of the political subdivision has elected participation. NHRS is divided into two membership groups. Group I consists of State and local employees and teachers. Group II consists of firefighters and police officers. All assets are in a single trust and are available to pay retirement benefits to its members and beneficiaries.

Group I members at age 60 (age 65 for members beginning service on or after July 1, 2011) qualify for a normal service retirement allowance based on years of creditable service and average final compensation (AFC). The yearly pension amount is 1/60 (1.667%) of average final compensation multiplied by years of creditable service (1/66 of AFC times creditable service for members beginning service on or after July 1, 2011). AFC is defined as the average of the three highest salary years for members vested as of January 1, 2012 and five years for members not vested as of January 1, 2012. At age 65, the yearly pension amount is recalculated at 1/66 (1.515%) of AFC multiplied by years of creditable service.

Members in service with 10 or more years creditable service who are between age 50 and 60 or members in service with at least 20 or more years of service, whose combination of age and service is 70 or more, are entitled to a retirement allowance with appropriate graduated reduction based on years of creditable service.

Group II members who are age 60, or members who are at least age 45 with a minimum of 20 years of creditable service (age 50 with a minimum of 25 years of creditable service or age 60 for members beginning

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**NOTE 7 – Employee Benefits Plan (continued)**

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service on or after July 1, 2011) can receive a retirement allowance at a rate of 2.5% of AFC for each year of service not to exceed 40 years (2% of AFC times creditable service up to 42.5 years for members beginning service on or after July 1, 2011). A member who began service on or after July 1, 2011 shall not receive a service retirement allowance until attaining age 52.5, but may receive a reduced allowance after age 50 if the member has at least 25 years of creditable service. However, the allowance will be reduced by  $\frac{1}{4}$  of one percent for each month prior to age 52.5 that the member receives the allowance.

Group II members hired prior to July 1, 2011 who have non-vested status as of January 1, 2012 are subject to graduated transition provisions for years of service required for regular service retirement, the minimum age for service retirement, and the multiplier used to calculate the retirement annuity, which shall be applicable on January 1, 2012.

Members of both groups may qualify for vested deferred allowances, disability allowances, and death benefit allowances subject to meeting various eligibility requirements. Benefits are based on AFC or earnable compensation, service, or both.

Pursuant to RSA 100-A:52, RSA 100-A:52-a and RSA 100-A:52-b, NHRS also provides a postretirement medical premium subsidy for Group I employees and teachers and Group II police officers and firefighters.

NHRS issues publicly available financial reports that can be obtained by writing to them at 54 Regional Drive, Concord NH 03301-8507, or from their website at <http://www.nhrs.org>

**Funding Policy:** NHRS is financed by contributions from the members, the State and local employers, and investment earnings. By statute, Group I members contributed 7.0% of gross earnings. Group II firefighter members contributed 11.80% of gross earnings and Group II police officers contributed 11.55% of gross earnings. Employers contributions required to cover that amount of cost not met by the members' contributions are determined by a biennial actuarial valuation by The Plan's actuary using the entry age normal funding method and are expressed as a percentage of gross payroll.

The Liquor Commission's required and actual contributions to NHRS for the year ending June 30, 2019 was \$2.4 million, up from \$2.3 million on June 30, 2018. Included in these contributions for fiscal year 2019 is an amount of postemployment benefits of \$228 thousand, up from \$217 thousand in fiscal year 2018. The Liquor Commission's payments for normal contribution costs for fiscal year 2019 amounted to 12.15% and 29.43% of the covered payroll for its Group I employees and Group II law enforcement officers, respectively, which included 1.07% and 4.10% for postemployment benefits, respectively.

**Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions:** As of June 30, 2019, the Liquor Commission reported a liability of \$23.0 million for its proportionate share of the net pension liability of the Plan. This net pension liability was measured as of June 30, 2018, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of June 30, 2017, with update procedures used to roll the total pension liability forward to June 30, 2018. The State's proportion of the net pension liability was based on the State's share of contributions to the Plan relative to the contributions of all participating employers, actuarially determined. The Liquor Commission's net pension liability and pension expense, along with related deferred outflows of resources and deferred inflows of resources was calculated using an allocated proportion among the State's governmental and business-type activities (2.5913%), based on percentage of pension plan contributions. For the year ended June 30, 2019, the Liquor Commission recognized pension expense of \$2.1 million.

**NOTE 7 – Employee Benefits Plan (continued)**

As of June 30, 2019, the Liquor Commission reported deferred outflows and inflows of resources relating to pensions from the following sources (in thousands):

	Deferred Outflows of Resources	Deferred Inflows of Resources
Net difference between projected and actual earnings on pension plan investments	\$ -	\$ (532)
Differences between expected and actual experience	183	(186)
Change in actuarial assumptions	1,591	-
Changes in employer proportion	378	(1,621)
Change in employer proportion (entity)	428	(386)
Contributions subsequent to the measurement date	2,140	-
Total	<u>\$ 4,720</u>	<u>\$ (2,725)</u>

Amounts reported as deferred outflows of resources related to pensions resulting from employer contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the year ended June 30, 2020. Other amounts reported as deferred outflows and inflows of resources related to pensions will be recognized in pension expense as follows (in thousands):

Year ended June 30	Amount
2020	\$ 668
2021	410
2022	(845)
2023	(378)
2024	-
Total	<u>\$ (145)</u>

**Actuarial Assumptions.** The Plan total pension liability, measured as of June 30, 2018, was determined by a roll forward of the actuarial valuation as of June 30, 2017, using the following actuarial assumptions:

Inflation	2.5%
Salary increases	5.6% average, including inflation
Wage inflation	3.25%
Investment rate of return	7.25%, net of pension plan investment expense, including inflation

Mortality rates were based on the RP-2014 employee generational mortality tables for males and females with credibility adjustments, adjusted for fully generational mortality improvements using Scale MP-2015, based on the last experience study.

The actuarial assumptions used in the June 30, 2017 valuation were based on the results of the most recent actuarial experience study, which was for the period July 1, 2010 - June 30, 2015.

**NOTE 7 – Employee Benefits Plan (continued)**

**Long-Term Rates of Return.** The long-term expected rate of return on pension plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. Following is a table presenting target allocations and long-term rates of return for 2018:

Asset Class	Target Allocation	Weighted Average Long-Term Expected Geometric Rate of Return
Large Cap Equities	22.50%	4.25%
Small/Mid Cap Equities	7.50%	4.50%
Total Domestic Equity	<u>30.00%</u>	
International Equities (unhedged)	13.00%	4.50%
Emerging International Equities	7.00%	6.00%
Total International Equity	<u>20.00%</u>	
Core Bonds	4.50%	0.50%
Short Duration	2.50%	-0.25%
Global Multi-Sector Fixed Income	11.00%	1.80%
Absolute Return Fixed Income	7.00%	1.14%
Total Fixed Income	<u>25.00%</u>	
Private Equity	5.00%	6.25%
Private Debt	5.00%	4.25%
Opportunistic	5.00%	2.15%
Total Alternative Investments	<u>15.00%</u>	
Real Estate	10.00%	3.25%
Total Real Estate Investments	<u>10.00%</u>	
Total	<u>100.00%</u>	

**Discount Rate.** The discount rate used to measure the collective total pension liability was 7.25%. The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. For purposes of the projection, member contributions and employer service cost contributions are determined based on the expected payroll of current members only. Employer contributions are determined based on the Plan's actuarial funding policy and as required by RSA 100-A:16. Based on those assumptions, the Plan's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine total pension liability.

**NOTE 7 – Employee Benefits Plan (continued)**

The following table illustrates the sensitivity of the Liquor Commission’s proportionate share of the Plan’s net pension liability to changes in the discount rate. In particular, the table presents the Liquor Commission’s proportionate share of the Plan’s net pension liability measured at June 30, 2018 assuming it was calculated using a single discount rate that is one-percentage-point lower or one-percentage-point higher than the single discount rate (in thousands):

Fiscal year ended	1% Decrease to 6.25%	Current single rate assumption 7.25%	1% Increase to 8.25%
June 30, 2019	\$ 30,581	\$ 22,984	\$ 16,618

**Non Trusted Other Postemployment Benefit Plan (OPEB)**

**Plan Description:** RSA 21-I:30 specifies that the State provide certain health care benefits for retired employees and their spouses through a single employer (primary government with component units) defined benefit plan. These benefits include group hospitalization, hospital medical care, surgical care and other medical care. Substantially all of the State’s employees who were hired on or before June 30, 2003 and have 10 years of service, may become eligible for these benefits if they reach normal retirement age while working for the State and receive their pensions on a periodic basis rather than a lump sum. During fiscal year 2004, legislation was passed that requires State Group I employees hired on or after July 1, 2003 to have 20 years of state service in order to qualify for health benefits. During fiscal year 2011, legislation was passed that requires Group II employees to have 20 years of State service to qualify for retiree health benefits. Additionally, during fiscal year 2012, legislation was passed requiring Group I employees hired after July 1, 2011 to have 25 years of state service and increased the normal retirement age for Group I and Group II employees hired after July 1, 2011. These and similar benefits for active employees and retirees are authorized by RSA 21-I:30 and provided through the Employee and Retiree Benefit Risk Management Fund, a single-employer group health plan (Plan), which is the state’s self-insurance internal service fund implemented in October 2003 for active state employees and retirees. The Plan funds the cost of medical and prescription drug claims by charging actuarially developed working rates to State agencies for participating employees, retirees and eligible spouses. An additional major source of funding for retiree benefits is from the NHRS medical subsidy payment. No assets are accumulated in a trust that meets the criteria in paragraph 4 of Statement 75.

**Total OPEB Liability**

The Liquor Commission’s proportionate share of the Total OPEB liability of \$53.1 million was measured as of June 30, 2018, and was determined by an actuarial valuation as of December 31, 2016, adjusted forward. The Liquor Commission’s proportionate share of the Total OPEB liability is the ratio attributable to each fund/component unit based on each participant’s calculated liability. As of the measurement date, the Liquor Commission’s proportion was 2.78%, which was a decrease of .04 basis points from its proportion measured as of the previous measurement date. Subsequent to the measurement date, the State decided to implement a Medicare Advantage plan, effective January 1, 2019. Because of the immediate recognition of the impact of the Medicare Advantage Plan changes and deferred recognition of the assumption changes made this year and last year, the OPEB expense for FY19 is a negative \$5.8 million.



**NOTE 7 – Employee Benefits Plan (continued)**

**Actuarial Assumptions and other inputs:** The total OPEB liability as of June 30, 2018 was measured by an actuarial valuation as of December 31, 2016 using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

<b>Wage Inflation</b>	3.25%
<b>Salary increases</b>	Group I employees: 13.25% decreasing over 9 years to an ultimate level of 3.75% Group II employees: 25.25% decreasing over 8 years to an ultimate level of 4.25%
<b>Discount rate</b>	3.87% as of June 30, 2018 and 3.58% as of June 30, 2017, and 2.85% as of June 30, 2016
<b>Healthcare cost trend rates</b>	Medical: Under 65: 7.4% for one year, then -2.4% for the following year, and then 4.5% per year Over 65: 1.4% for one year, then -8.2% for the following year, then -12.2% for the next year, and then 4.5% per year Prescription Drug: Under 65: 12.8% for one year, -7.8% for the following year, and then 8.5% decreasing by 0.5% each year to an ultimate level of 4.5% per year Over 65: -6.1% for one year, 4.8% for the following year, and then 8.5% decreasing by 0.5% each year to an ultimate level of 4.5% per year
<b>Retiree's share of benefit - related costs</b>	Contributions: Retiree contributions are expected to increase with a blended medical and prescription drug trend

The discount rate was based on the yield or index rate for 20-year, tax exempt general obligation municipal bonds with an average rate of AA/Aa or higher as shown in the Bond Buyer 20-Bond General Obligation Index (3.87% as of June 30, 2018 and 3.58% as of June 30, 2017). This determination is in accordance with GASB Statement No 75.

Mortality rates were based on RP-2014 Healthy Annuitant Mortality Table projected generationally for males and females with Scale MP-2015. The assumptions used in the December 31, 2016 valuation were based on the results of an actuarial study by New Hampshire Retirement System for the period July 1, 2010 through June 30, 2015.

Changes in assumptions reflect trend assumption revisions to reflect current experience and future expectations.

**NOTE 7 – Employee Benefits Plan (continued)**

*Sensitivity of the Total OPEB liability to changes in the discount rate:*

The following presents sensitivity of the Liquor Commission’s proportionate share of the Total OPEB liability to changes in the discount rate. In particular, the table presents the Liquor Commission’s proportionate share of the Total OPEB liability measured at June 30, 2018 if it were calculated using a discount rate that is one-percentage-point lower or one-percentage-point higher than the current discount rate (in millions):

1% Decrease to 2.87%	Current Discount Rate 3.87%	1% Increase to 4.87%
\$ 62.3	\$ 53.1	\$ 46.2

*Sensitivity of the Total OPEB liability to changes in the healthcare cost trend rates:*

The following presents sensitivity of the Liquor Commission’s proportionate share of the total OPEB liability to changes in the healthcare cost trend rates. In particular, the table presents the Liquor Commission’s proportionate share of the Total OPEB liability measured at June 30, 2018, if it were calculated using healthcare cost trend rates that are one-percentage-point lower or one-percentage-point higher than the current healthcare trend cost rates (in millions):

1% Decrease	Current Trend Rate	1% Increase
\$ 45.4	\$ 53.1	\$ 63.3

**OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB**

For the year ended June 30, 2019, the Liquor Commission recognized OPEB expense of negative \$5.8 million. As of June 30, 2019, the Liquor Commission reported \$1.4 million from deferred outflow and \$22.0 million from deferred inflows of resources related to OPEB, from the following sources (in thousands):

	Deferred Outflows of Resources	Deferred Inflows of Resources
Difference between expected and actual experience	\$ -	\$ (326)
Changes in assumptions	-	(20,207)
Changes in employer proportion	-	(1,464)
Contributions subsequent to the measurement date	1,427	-
Total	<u>\$ 1,427</u>	<u>\$ (21,997)</u>

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**NOTE 7 – Employee Benefits Plan (continued)**


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Amounts reported as deferred outflows of resources related to OPEB resulting from employer contributions subsequent to the measurement date will be recognized as a reduction of the total OPEB liability in the year ended June 30, 2019. Remaining amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows (in thousands):

Year ended June 30	Amount
2019	\$ (5,178)
2020	(5,178)
2021	(5,178)
2022	(5,178)
2023	(1,285)
Total	<u>\$ (21,997)</u>

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**NOTE 8 – Deferred Outflows of Resources and Deferred Inflows of Resources**


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The components of deferred outflows and inflows of resources at June 30 are as follows (in thousands):

	<u>2019</u>
<b>Deferred outflows of resources:</b>	
New Hampshire Retirement System Pension	\$ 4,720
Non Trusted OPEB Plan	1,427
<b>Total deferred outflows of resources</b>	<u>\$ 6,147</u>
 <b>Deferred inflows of resources:</b>	
New Hampshire Retirement System Pension	\$ (2,725)
Non Trusted OPEB Plan	(21,997)
<b>Total deferred inflows of resources</b>	<u>\$ (24,722)</u>

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**NOTE 9 – Leases**


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*Operating Leases*

The Liquor Commission has lease commitments for space requirements which are accounted for as operating leases. These leases, subject to continuing appropriation, extend forward a number of years and may contain renewal options. Rent expenses for fiscal year 2019 were approximately \$8.1 million.

**NOTE 9 – Leases (continued)**

The following is a schedule of future minimum rental payments required under operating leases that have initial or remaining lease terms in excess of one year as of June 30, 2019 (in thousands):

Fiscal Year	Lease Payments
2020	\$ 6,482
2021	6,264
2022	6,029
2023	5,847
2024	5,409
2025-2029	14,314
2030-2034	7,876
2035-2039	4,870
Total	<u>\$ 57,091</u>

*Capital Leases*

The Liquor Commission entered into a lease agreement for retail space in Peterborough, NH, for the period May 1, 2011 to April 30, 2021. This lease agreement qualifies as a capital lease for accounting purposes and, therefore, has been recorded at the present value of the future minimum lease payments.

The future minimum lease obligation and the net present value of minimum lease payments as of June 30, 2019 are as follows (in thousands):

Fiscal Year	Store Lease
2020	\$ 125
2021	104
Total	229
Amount Representing Interest	(46)
Present Value of Future Minimum Lease Payments	<u>\$ 183</u>

Capital leases included in capital assets at June 30, 2019 include the following (in thousands):

Buildings and Building Improvements	\$ 1,563
Less: Accumulated Depreciation	(1,320)
Net	<u>\$ 243</u>

**NOTE 10 – Sales Revenue**

Sales revenue is reported net of discounts and bank and credit card fees. For the fiscal year-ended June 30, 2019 the Commission's reported operating revenues of \$706.1 million were net of \$23.1 million of discounts, bank fees, and credit card fees.

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**NOTE 11- Subsequent Event**

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**Settlement:**

On August 26, 2019, the New Hampshire Liquor Commission (NHLC) and AlfaPeople, Inc. entered in a Settlement Agreement and Mutual Release—thereby, ending the contract. The parties (NHLC and AlfaPeople) entered in a contract that was approved by the Governor and Executive Council on June 29, 2016. The contract was amended, and subsequently approved by Governor and Executive Council on May 3, 2017.

The contract was to complete front office and back office systems in support of the NHLC's retail stores' POS as well as the functional areas of sales and marketing, merchandising, distribution, headquarter operations, store operations, financial administration, enforcement, licensing, and Business to Business (B2B) and Business to Consumer (B2C) e-commerce functions; to provide associated warranties, maintenance, training, hardware, support, and implementation services; and to replace all legacy NHLC systems including specifically the current ACR and hardware systems and replace the MAPPER system.

The parties disagreed as to the obligations of each party necessary to complete the project without further modifications and change orders under the contract. Therefore, the parties desired to fully settle and satisfy any and all matters between them arising out of and/or relating to the project and the contract.

The contract amount, as approved by Governor and the Executive Council, \$30,000,000 for project implement and post-implementation operations and support. As part of the Settlement Agreement and Mutual Release, the NHLC paid AlfaPeople a total of \$671,000 as payment for goods and services already performed, but not yet invoiced, as well as for continued support services for "live" system components. From 2016 through the end/separation of its contract with AlfaPeople, the NHLC paid AlfaPeople a total of \$9.6 million. \$3 million of that amount was for new hardware for stores, including point-of-sale hardware, back office computers and a pilot set of electronic shelf labels. The remainder was for AlfaPeople's work on project analysis, design and development. It should be noted that while it was called a "settlement," it was more akin to a "separation" agreement.

The NHLC has begun using the new platform for email marketing and has deployed the electronic shelf labels in a pilot set of stores. The NHLC is in the process of preparing to procure a new vendor to complete the remainder of the project.

**REQUIRED SUPPLEMENTARY INFORMATION (Unaudited)**

<b>Required Supplementary Information (Unaudited)</b>						
<b>INFORMATION ABOUT THE NEW HAMPSHIRE RETIREMENT SYSTEM PLAN</b>						
<b>Schedule of the Liquor Commission's Proportionate Share of the Net Pension Liability</b>						
(dollars in thousands)	<b>June 30,</b>					
	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Liquor's Proportion of the Net Pension Liability	0.48%	0.52%	0.52%	0.51%	0.50%	
Liquor's Proportionate Share of the Net Pension Liability	\$ 22,984	\$ 25,425	\$ 27,540	\$ 20,141	\$ 18,641	
Liquor's Covered-Employee Payroll	\$ 15,585	\$ 15,314	\$ 14,959	\$ 14,305	\$ 13,513	
Liquor's Proportionate Share of the Net Pension Liability as a Percentage of its Covered-Employee Payroll	147.48%	166.02%	184.10%	140.80%	137.95%	
NHRS Fiduciary Net Position as a Percentage of the Total Pension Liability	64.73%	62.66%	58.30%	65.47%	66.32%	
Note: The amounts presented were determined as of and for the measurement periods ended June 30, 2018, 2017, 2016, 2015, 2014						
<i>Schedule is intended to show 10 years. Additional years will be added as they become available.</i>						
<b>Schedule of Liquor Commission's Contributions</b>						
(dollars in thousands)	<b>June 30,</b>					
	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Required Liquor Contribution	\$ 2,140	\$ 2,030	\$ 1,890	\$ 1,850	\$ 1,700	\$ 1,612
Actual Liquor Contributions	\$ 2,140	\$ 2,030	\$ 1,890	\$ 1,850	\$ 1,700	\$ 1,612
Excess/(Deficiency) of Liquor Contributions	-	-	-	-	-	-
Liquor's Covered-Employee Payroll	\$ 16,097	\$ 15,676	\$ 15,628	\$ 14,281	\$ 14,252	\$ 13,513
Liquor Contribution as a Percentage of its Covered-Employee Payroll	13.29%	12.95%	12.09%	12.95%	11.93%	11.93%
<i>Schedule is intended to show 10 years. Additional years will be added as they become available.</i>						

See Accompanying Independent Auditor's Report

**REQUIRED SUPPLEMENTARY INFORMATION (Unaudited)**

<b>Required Supplementary Information (Unaudited)</b>			
<b>INFORMATION ABOUT OTHER POSTEMPLOYMENT BENEFITS (OPEB)</b>			
<b><u>Schedule of the Liquor Commission's Proportionate Share of the Total OPEB Liability</u></b>			
(dollars in thousands)	<b>June 30,</b>		
	<b>2019</b>	<b>2018</b>	<b>2017</b>
Liquor's Proportion of the total OPEB Liability	2.78%	2.82%	2.86%
Liquor's Proportionate Share of the total OPEB Liability	\$ 53,078	\$ 62,905	\$ 82,149
Liquor's Covered-Employee Payroll	\$ 15,585	\$ 15,314	\$ 14,959
Liquor's Proportionate Share of the total OPEB Liability as a			
Percentage of its Covered-Employee Payroll	340.58%	410.77%	549.16%
<i>Schedule is intended to show 10 years. Additional years will be added as they become available.</i>			

Notes to the Required Supplementary Information OPEB:

There are no assets accumulated in a trust that meets the criteria in paragraph 4 to pay related benefits.

Changes in assumptions reflect trend assumption revisions to reflect current experience and future expectations, as well as, changes in the discount rate used in each period. The following are the discount rates used in each period:

2018	3.87%
2017	3.58%
2016	2.85%

Note: The amounts presented were determined as of and for the measurement periods ended June 30, 2018, 2017, and 2016.

Changes in Plan Provisions: The State implemented a Medicare Advantage Plan effective January 1, 2019.

See Accompanying Independent Auditor's Report

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### STATISTICAL SECTION

**Powerhouse Couple  
Gina Gallo and  
Jean-Charles Boisset  
Bring Their Wine  
Dynasty to NH**

**Après Ski in Style  
with 5 Great Recipes**

**Culinary Excellence  
Found at Thompson  
House Eatery**

**PRICE LIST INSIDE  
CHECK OUT OUR  
TAX-FREE,  
LOWEST PRICES  
IN NEW ENGLAND**





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# NEW HAMPSHIRE LIQUOR COMMISSION

## STATEMENT OF NET POSITION AS OF JUNE 30, 2019

JUNE 30, 2019 AND JUNE 30, 2018 (unaudited)

(Expressed in thousands)

	June 30, 2019	June 30, 2018	Comparative	
			Increase / (Decrease)	
			\$	%
<b>ASSETS:</b>				
<b>CURRENT ASSETS</b>				
Cash	\$ -	\$ 13,808	\$ (13,808)	(100.00)
Receivables (Net of Allowances for Uncollectibles)	6,390	7,123	(733)	(10.29)
Due from Other State Agencies	47	367	(320)	(87.19)
Inventories	85,768	81,982	3,786	4.62
Total Current Assets	92,205	103,280	(11,075)	(10.72)
<b>NONCURRENT ASSETS</b>				
Land and Land Improvements	2,721	2,691	30	1.11
Buildings and Building Improvements	40,851	35,211	5,640	16.02
Construction in Progress	3,248	5,927	(2,679)	(45.20)
Leasehold Improvements	6,553	5,881	672	11.43
Software in Progress	10,279	6,803	3,476	51.10
Equipment	12,381	11,904	477	4.01
Less Accumulated Depreciation	(24,223)	(22,736)	(1,487)	6.54
Net Capital Assets	51,810	45,681	6,129	13.42
Total Noncurrent Assets	51,810	45,681	6,129	13.42
<b>TOTAL ASSETS</b>	<b>144,015</b>	<b>148,961</b>	<b>(4,946)</b>	<b>(3.32)</b>
Deferred Outflows of Resources	6,147	7,343	(1,196)	(16.29)
<b>LIABILITIES:</b>				
<b>CURRENT LIABILITIES</b>				
Accounts Payable	76,731	91,044	(14,313)	(15.72)
Accrued Payroll	2,212	2,113	99	4.69
Due to Other State Agencies	3,644	546	3,098	567.40
Due to General Fund	2,106	-	2,106	-
Due to Capital Fund	3,879	6,781	(2,902)	(42.80)
Unearned Revenue	685	2,708	(2,023)	(74.70)
Bonds Payable	2,761	2,107	654	31.04
Accrued Interest Payable	170	133	37	27.82
Compensated Absences Payable & Uninsured Claims	534	531	3	0.56
Other Liabilities	90	71	19	26.76
Total Current Liabilities	92,812	106,034	(13,222)	(12.47)
<b>NONCURRENT LIABILITIES</b>				
Bonds Payable	33,297	25,455	7,842	30.81
Capital Leases	93	183	(90)	(49.18)
Compensated Absences Payable & Uninsured Claims	4,173	3,649	524	14.36
Net Pension Liability	22,984	25,425	(2,441)	(9.60)
Other Postemployment Benefits Payable	53,078	62,905	(9,827)	(15.62)
Total Noncurrent Liabilities	113,625	117,617	(3,992)	(3.39)
<b>TOTAL LIABILITIES</b>	<b>206,437</b>	<b>223,651</b>	<b>(17,214)</b>	<b>(7.70)</b>
Deferred Inflow of Resources	24,722	20,957	3,765	17.97
<b>NET POSITION</b>				
Net Investments in Capital Assets	11,690	11,083	607	5.48
Unrestricted Net Position (Deficit)	(92,687)	(99,387)	6,700	(6.74)
Total Net Position (Deficit)	\$ (80,997)	\$ (88,304)	\$ 7,307	(8.27)

# NEW HAMPSHIRE LIQUOR COMMISSION

## COMMONSIZE COMPARATIVE INCOME STATEMENT

FISCAL YEAR ENDED JUNE 30, 2019 AND JUNE 30, 2018 (unaudited)

	July 01, 2018 through June 30, 2019	July 01, 2017 through June 30, 2018	Commonsize %      % FY 19    FY 18		Comparative Increase / (Decrease) \$              %	
<b>SALES</b>						
Sales - Retail	\$ 540,058,761	\$ 525,442,729	76.49	75.95	\$ 14,616,032	2.78
Sales - On-Premise	78,383,246	74,881,947	11.10	10.82	3,501,299	4.68
Sales - Off-Premise	108,522,052	110,037,282	15.37	15.90	(1,515,230)	(1.38)
Sales - Accessories	2,171,690	2,052,072	0.31	0.30	119,618	5.83
<b>Total Sales</b>	<b>729,135,749</b>	<b>712,414,030</b>	<b>103.27</b>	<b>102.97</b>	<b>16,721,719</b>	<b>2.35</b>
Credit Card Fees, Etc.	(23,058,453)	(20,560,096)	(3.27)	(2.97)	2,498,357	12.15
<b>Net Sales</b>	<b>706,077,296</b>	<b>691,853,934</b>	<b>100.00</b>	<b>100.00</b>	<b>14,223,362</b>	<b>2.06</b>
<b>COST OF SALES</b>						
Stock in Trade - Liquor	501,703,092	487,214,813	71.05	70.42	14,488,279	2.97
Merchandise	1,420,328	1,341,895	0.20	0.19	78,433	5.84
Transportation of Liquor	2,053,533	2,080,430	0.29	0.30	(26,897)	(1.29)
Shipping & Handling Fees	408,684	460,162	0.06	0.07	(51,478)	(11.19)
Bad Debt Expense	5,672	764	0.00	0.00	4,908	642.45
<b>Total Cost of Sales</b>	<b>505,591,309</b>	<b>491,098,064</b>	<b>71.61</b>	<b>70.98</b>	<b>14,493,245</b>	<b>2.95</b>
<b>Gross Profit From Sales</b>	<b>200,485,987</b>	<b>200,755,870</b>	<b>28.39</b>	<b>29.02</b>	<b>(269,883)</b>	<b>(0.13)</b>
<b>OTHER REVENUES</b>						
Licenses - Liquor*	5,069,555	3,341,630	0.72	0.48	1,727,925	51.71
Direct Shipping Permits	994,015	944,831	0.14	0.14	49,184	5.21
Grants	310,355	220,318	0.04	0.03	90,037	40.87
Lottery Income	598,896	577,887	0.08	0.08	21,009	3.64
Liquor Rep Fees	34,292	21,333	0.00	0.00	12,958	60.74
Check & Administrative Fines	45,821	40,664	0.01	0.01	5,157	12.68
ATM Transaction Fees	10,240	11,917	0.00	0.00	(1,677)	(14.07)
Processing/Investigation Fees	59,200	54,525	0.01	0.01	4,675	8.57
Wine Tax	297,936	249,176	0.04	0.04	48,760	19.57
Miscellaneous	129,704	103,719	0.02	0.01	25,985	25.05
<b>Total Other Revenues</b>	<b>7,550,014</b>	<b>5,565,999</b>	<b>1.07</b>	<b>0.80</b>	<b>1,984,014</b>	<b>35.65</b>
<b>Total Gross Profit</b>	<b>\$ 208,036,001</b>	<b>\$ 206,321,869</b>	<b>29.46</b>	<b>29.82</b>	<b>\$ 1,714,131</b>	<b>0.83</b>

\* Increase in Licenses - Liquor revenue is the result in NHLC's change in accounting policy to recognize Liquor License revenue when received rather than amortizing it monthly over a twelve-month period.

# NEW HAMPSHIRE LIQUOR COMMISSION

## COMMONSIZE COMPARATIVE INCOME STATEMENT

FISCAL YEAR ENDED JUNE 30, 2019 AND JUNE 30, 2018 (unaudited)

	July 01, 2018 through June 30, 2019	July 01, 2017 through June 30, 2018	Commonsize %      % FY 19    FY 18		Comparative Increase / (Decrease) \$              %	
<b>OPERATING EXPENSES</b>						
<b>Total Operating Expenses</b>	\$ 57,231,483	\$ 62,053,662	8.11	8.97	\$ (4,822,179)	(7.77)
Net Profit from Liquor Operations	150,804,518	144,268,207	21.36	20.85	6,536,311	4.53
Beer Taxes	12,835,984	12,828,291	1.82	1.85	7,693	0.06
Loss on Capital Asset	(424,588)	(34,024)	(0.06)	(0.00)	(390,564)	1,147.90
Interest Expense	(1,190,137)	(1,043,595)	(0.17)	(0.15)	(146,542)	(14.04)
<b>Total Net Profit</b>	162,025,777	156,018,879	22.95	22.55	6,006,898	3.85
Distributions (Transfer) to State General Fund	(146,296,716)	(149,202,157)	(20.72)	(21.57)	2,905,441	1.95
Alcohol Abuse Prevention & Treatment Fund (RSA 176:16 III)	(8,422,059)	(6,799,930)	(1.19)	(0.98)	(1,622,129)	(23.86)
<b>Change in Net Position</b>	7,307,002	16,792	1.03	0.00	7,290,210	43,414.79
<b>Net Position July 1</b>	(88,303,875)	(88,320,666)	(12.51)	(12.77)	16,791	(0.02)
<b>Net Position (Deficit) June 30</b>	\$ (80,996,873)	\$ (88,303,874)	(11.47)	(12.76)	\$ 7,307,001	8.27

# NEW HAMPSHIRE LIQUOR COMMISSION

## FIVE YEAR COMPARATIVE INCOME STATEMENT

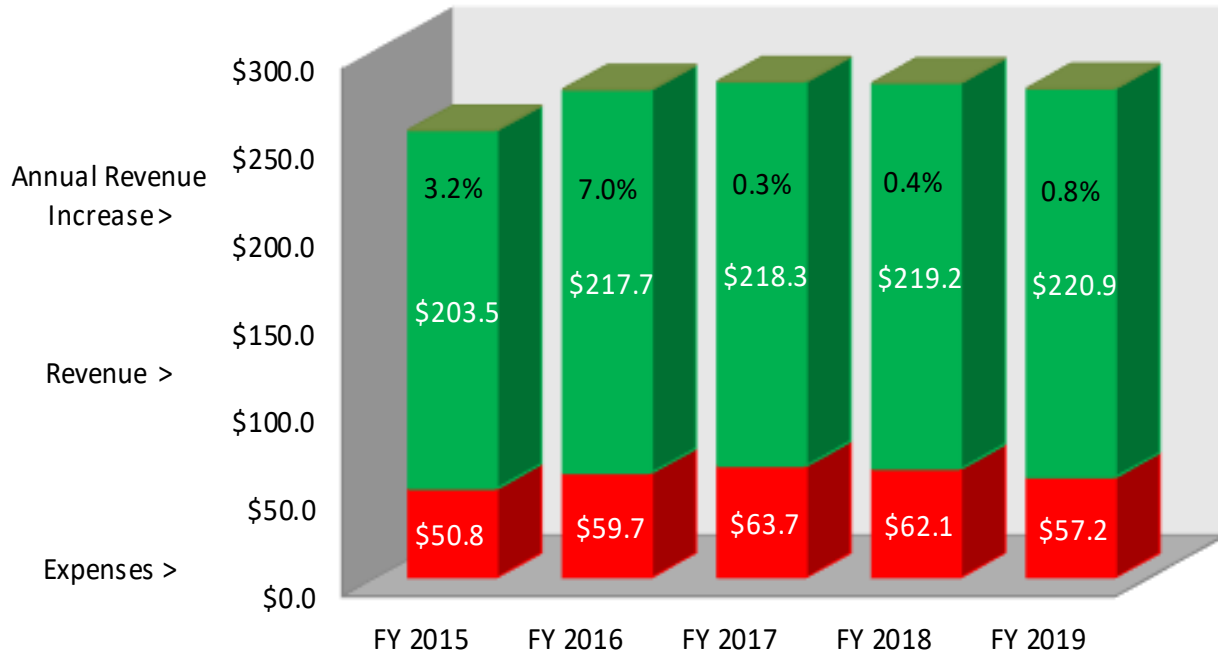
FY 2015 thru FY 2019 (unaudited)

(Expressed in thousands)

	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015
<b><u>SALES</u></b>					
Sales - Retail	\$ 540,059	\$ 525,443	\$ 520,421	\$ 503,172	\$ 476,158
Sales - On-Premise	78,383	74,882	70,862	68,669	64,269
Sales - Off-Premise	108,522	110,037	109,383	108,926	105,273
Sales - Accessories	2,172	2,052	2,071	1,585	1,193
<b>Total Sales</b>	<b>729,136</b>	<b>712,414</b>	<b>702,737</b>	<b>682,352</b>	<b>646,893</b>
Less Discounts, CC fees, Etc	(23,059)	(20,560)	(17,904)	(16,651)	(15,825)
<b>Net Sales</b>	<b>706,077</b>	<b>691,854</b>	<b>684,833</b>	<b>665,701</b>	<b>631,068</b>
Cost of Goods Sold	505,591	491,098	484,835	470,704	445,650
<b>Gross Profit from Sales</b>	<b>200,486</b>	<b>200,756</b>	<b>199,998</b>	<b>194,997</b>	<b>185,418</b>
<b><u>OTHER REVENUES</u></b>					
Liquor and Wine Licenses	5,070	3,342	3,179	3,272	3,349
Liquor Rep Fees	34	21	24	22	23
Lottery Income	599	578	503	488	431
Grants	310	220	211	508	272
Miscellaneous	1,537	1,405	1,708	1,633	1,682
<b>Total Other Revenues</b>	<b>7,550</b>	<b>5,566</b>	<b>5,625</b>	<b>5,923</b>	<b>5,758</b>
<b>Total Gross Profit</b>	<b>208,036</b>	<b>206,322</b>	<b>205,623</b>	<b>200,920</b>	<b>191,176</b>
<b><u>OPERATING EXPENSES</u></b>					
<b>Total Operating Expenses</b>	<b>57,231</b>	<b>62,054</b>	<b>63,709</b>	<b>59,713</b>	<b>50,847</b>
<b>Net Profit Liquor Operations</b>	<b>150,805</b>	<b>144,268</b>	<b>141,914</b>	<b>141,207</b>	<b>140,329</b>
Beer Taxes	12,836	12,828	12,678	12,850	12,328
Gain on the Sale of Land	-	-	0	3,900	-
Gain or (Loss) on Capital Assets	(425)	(34)	-	-	-
Interest Expense	(1,190)	(1,044)	(715)	(647)	(594)
<b>TOTAL NET PROFIT</b>	<b>\$ 162,026</b>	<b>\$ 156,019</b>	<b>\$ 153,876</b>	<b>\$ 157,310</b>	<b>\$ 152,063</b>

# NEW HAMPSHIRE LIQUOR COMMISSION

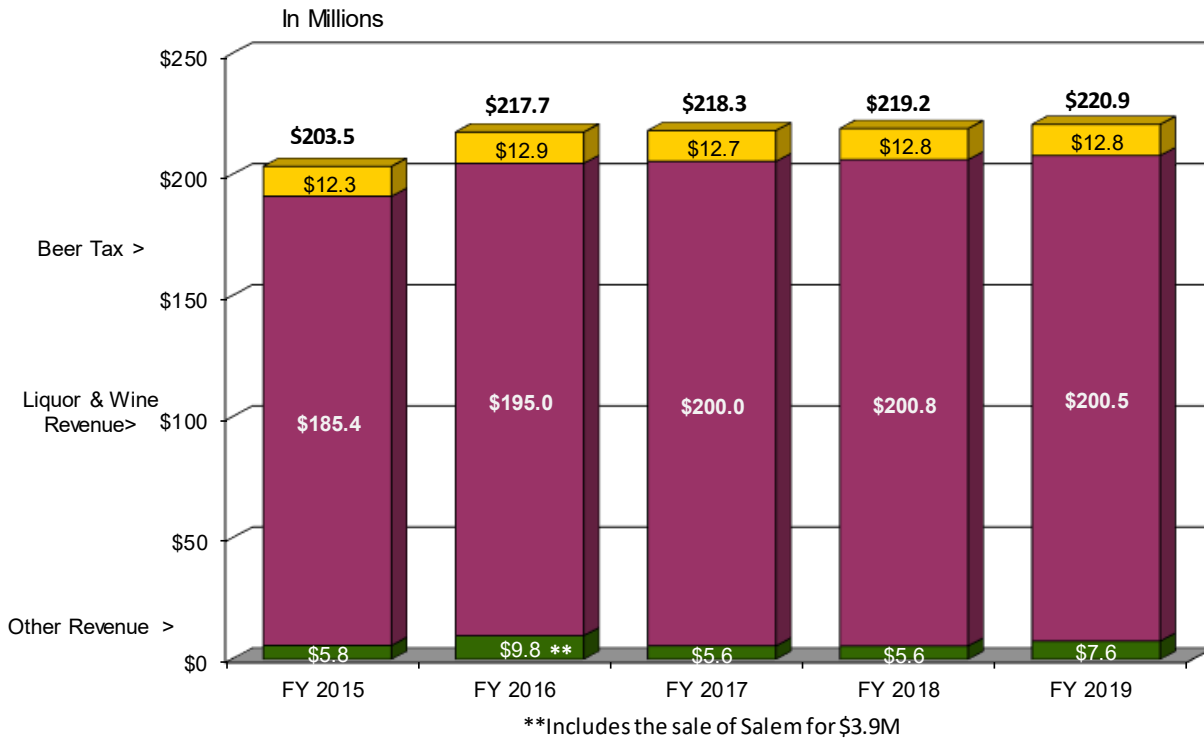
## REVENUE AND EXPENSES FY 2015 TO FY 2019 (unaudited)



(Millions)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Revenues	\$203.5	\$217.7	\$218.3	\$219.2	\$220.9
Expenses	\$50.8	\$59.7	\$63.7	\$62.1	\$57.2

# NEW HAMPSHIRE LIQUOR COMMISSION

## REVENUE BREAKDOWN FY 2015 TO FY 2019 (unaudited)

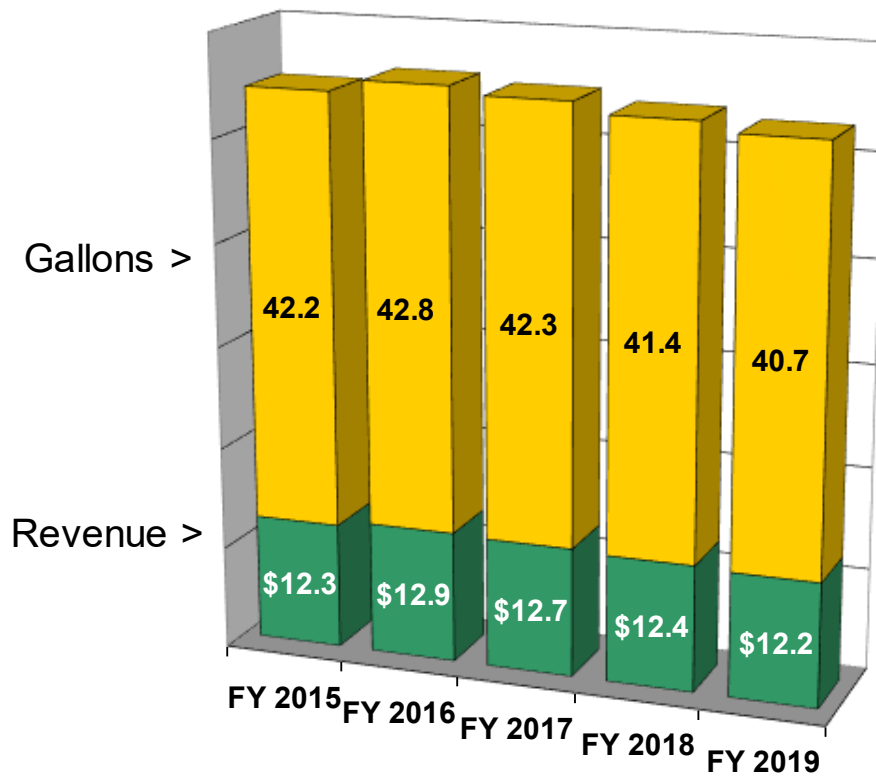


<u>Revenues</u> (millions)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Beer Tax	\$12.3	\$12.9	\$12.7	\$12.8	\$12.8
Liquor & Wine Revenue	\$185.4	\$195.0	\$200.0	\$200.8	\$200.5
Other Revenue	\$5.8	\$9.8	\$5.6	\$5.6	\$7.6
Total Revenue	\$203.5	\$217.7	\$218.3	\$219.2	\$220.9

# NEW HAMPSHIRE LIQUOR COMMISSION

## BEER REVENUE AND GALLONAGE FY 2015 TO FY 2019

(unaudited)



Beer Tax	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Gallons	42.2	42.8	42.3	41.4	40.7
Revenue (millions)	\$12.3	\$12.9	\$12.7	\$12.4	\$12.2



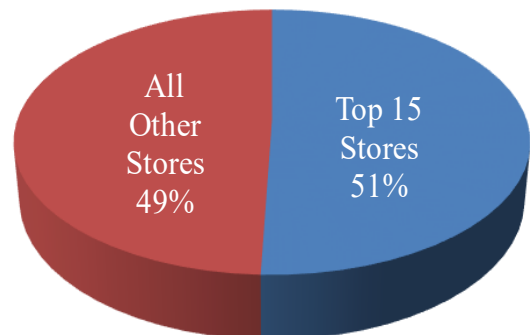
# NEW HAMPSHIRE LIQUOR COMMISSION TOP 15 RETAIL STORE LOCATIONS (unaudited)

FISCAL YEAR ENDED JUNE 30, 2019

(expressed in millions)



<u>Rank</u>	<u>Location (Store #)</u>	<u>Sales in Millions</u>	<u>Cumulative</u>
1	NASHUA (#50)	\$32.2	\$32.2
2	HAMPTON-NO * (#76)	\$30.4	\$62.6
3	SALEM (#34)	\$27.6	\$90.2
4	PORTSMOUTH * (#38)	\$25.0	\$115.2
5	HAMPTON-SO * (#73)	\$23.9	\$139.1
6	NASHUA * (#69)	\$23.5	\$162.6
7	HOOKSETT-NO * (#66)	\$19.0	\$181.6
8	HOOKSETT-SO * (#67)	\$15.6	\$197.2
9	MANCHESTER (#10)	\$15.2	\$212.4
10	BEDFORD (#55)	\$14.9	\$227.3
11	W. LEBANON (#60)	\$14.2	\$241.5
12	SEABROOK (#41)	\$13.9	\$255.4
13	LONDONDERRY (#74)	\$12.7	\$268.1
14	KEENE * (#15)	\$12.2	\$280.3
15	ROCHESTER (#14)	\$11.2	\$291.5



*\*State-owned locations*

# NEW HAMPSHIRE LIQUOR COMMISSION

## Sales Summary by Type

FISCAL YEARS ENDED JUNE 30, 2019 AND JUNE 30, 2018 (unaudited)

	FY 2019				FY 2018				FY19 vs FY18			
	Sales \$	%	Bottles	%	Sales \$	%	Bottles	%	Sales \$	%	Bottles	%
<b>SPIRITS</b>												
Retail	\$ 371,421,759	88%	27,977,425	91%	\$ 359,966,489	88%	26,110,437	91%	\$ 11,455,270	3%	1,866,988	7%
On-Premise	51,721,632	12%	2,531,856	8%	48,273,388	12%	2,411,824	8%	3,448,244	7%	120,032	5%
Off-Premise	1,905,213	0%	290,531	1%	1,968,983	0%	262,138	1%	(63,770)	-3%	28,393	11%
TOTAL	425,048,604	100%	30,799,812	100%	410,208,860	100%	28,784,399	100%	14,839,744	4%	2,015,413	7%
<b>% of Business</b>	<b>59%</b>		<b>52%</b>		<b>58%</b>		<b>50%</b>					
<b>WINE</b>												
Retail	163,950,940	56%	13,203,418	46%	161,521,813	55%	13,208,604	46%	2,429,127	2%	(5,186)	0%
On-Premise	25,901,351	9%	2,480,400	9%	25,877,298	9%	2,464,726	8%	24,053	0%	15,674	1%
Off-Premise	106,616,075	35%	13,033,665	45%	108,067,972	36%	13,299,844	46%	(1,451,897)	-1%	(266,179)	-2%
TOTAL	296,468,366	100%	28,717,483	100%	295,467,083	100%	28,973,174	100%	1,001,283	0%	(255,691)	-1%
<b>% of Business</b>	<b>41%</b>		<b>48%</b>		<b>42%</b>		<b>50%</b>					
<b>TOTAL</b>												
Retail	535,372,699	74%	41,180,843	70%	521,488,302	74%	39,319,041	68%	13,884,397	3%	1,861,802	5%
On-Premise	77,622,983	11%	5,012,256	8%	74,150,686	10%	4,876,550	8%	3,472,297	5%	135,706	3%
Off-Premise	108,521,288	15%	13,324,196	22%	110,036,955	16%	13,561,982	24%	(1,515,667)	-1%	(237,786)	-2%
<b>SUB-TOTAL</b>	<b>721,516,970</b>	<b>100%</b>	<b>59,517,295</b>	<b>100%</b>	<b>705,675,943</b>	<b>100%</b>	<b>57,757,573</b>	<b>100%</b>	<b>15,841,027</b>	<b>2%</b>	<b>1,759,722</b>	<b>3%</b>
Accessories	2,170,577				2,052,072				118,505	6%		
<b>TOTAL</b>	<b>\$ 723,687,547</b>				<b>\$ 707,728,015</b>				<b>\$ 15,959,532</b>	<b>2%</b>		

Sales are after at register discounts.

# NEW HAMPSHIRE LIQUOR COMMISSION

## TOTAL SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
1	CONCORD	\$ 6,697,121	\$ 6,765,570	\$ (68,449)	(1.01)	0.93	0.96	27	27
2	W. CHESTERFIELD	8,137,880	7,642,846	495,034	6.48	1.12	1.08	21	22
3	MANCHESTER	459,566	483,174	(23,608)	(4.89)	0.06	0.07	78	80
4	HOOKSETT	4,409,993	3,690,564	719,429	19.49	0.61	0.52	45	54
5	BERLIN	1,619,351	1,518,652	100,699	6.63	0.22	0.21	73	75
6	PORTSMOUTH	7,734,761	7,557,295	177,466	2.35	1.07	1.07	24	23
7	LITTLETON	6,238,095	6,053,579	184,516	3.05	0.86	0.86	29	31
8	CLAREMONT	4,109,579	3,954,124	155,455	3.93	0.57	0.56	51	51
9	DOVER	6,909,453	6,855,223	54,230	0.79	0.95	0.97	25	26
10	MANCHESTER	15,180,262	13,915,752	1,264,510	9.09	2.10	1.97	9	10
11	LEBANON	5,766,838	5,711,238	55,600	0.97	0.80	0.81	32	32
12	CENTER HARBOR	3,387,000	3,455,744	(68,744)	(1.99)	0.47	0.49	57	56
13	SOMERSWORTH	3,281,255	2,810,574	470,681	16.75	0.45	0.40	58	61
14	ROCHESTER	11,177,800	7,407,030	3,770,770	50.91	1.54	1.05	15	24
15	KEENE	12,176,655	13,328,803	(1,152,148)	(8.64)	1.68	1.88	14	12
16	WOODSVILLE	2,107,891	2,061,723	46,168	2.24	0.29	0.29	67	66
17	FRANKLIN	2,378,869	2,372,353	6,516	0.27	0.33	0.34	64	64
18	COLEBROOK	1,880,242	1,714,484	165,758	9.67	0.26	0.24	69	70
19	PLYMOUTH	5,300,501	5,042,689	257,812	5.11	0.73	0.71	34	34
20	DERRY	4,148,630	3,748,559	400,071	10.67	0.57	0.53	50	53
21	PETERBOROUGH	4,967,235	4,714,423	252,812	5.36	0.69	0.67	39	39
22	BROOKLINE	3,834,230	3,988,254	(154,024)	(3.86)	0.53	0.56	53	48
23	CONWAY	9,064,150	8,972,157	91,993	1.03	1.25	1.27	18	18
24	NEWPORT	1,650,234	1,636,544	13,690	0.84	0.23	0.23	70	72
25	STRATHAM	6,653,701	6,618,486	35,215	0.53	0.92	0.94	28	28
26	GROVETON	260,335	593,566	(333,231)	(56.14)	0.04	0.08	79	79
27	NASHUA	5,865,958	6,950,037	(1,084,079)	(15.60)	0.81	0.98	31	25
28	SEABROOK-BCH	1,582,840	1,526,576	56,264	3.69	0.22	0.22	74	74
29	WHITEFIELD	924,594	823,818	100,776	12.23	0.13	0.12	77	78
30	MILFORD	5,731,376	4,991,403	739,973	14.82	0.79	0.71	33	35
31	MANCHESTER	5,173,244	4,377,701	795,543	18.17	0.71	0.62	36	45
32	NASHUA	9,792,283	9,214,264	578,019	6.27	1.35	1.30	17	17
33	MANCHESTER	8,163,109	7,930,009	233,100	2.94	1.13	1.12	20	20
34	SALEM	27,644,478	28,531,082	(886,604)	(3.11)	3.82	4.03	3	2
35	HILLSBORO	2,870,695	2,865,837	4,858	0.17	0.40	0.40	60	60
36	JAFFREY	1,490,720	1,320,089	170,631	12.93	0.21	0.19	75	76
37	LANCASTER	1,381,279	1,185,304	195,975	16.53	0.19	0.17	76	77
38	PORTSMOUTH	25,010,431	22,449,950	2,560,481	11.41	3.46	3.17	4	5
39	WOLFEBORO	3,593,764	3,749,403	(155,639)	(4.15)	0.50	0.53	55	52
40	WALPOLE	2,491,028	2,580,331	(89,303)	(3.46)	0.34	0.36	63	62
41	SEABROOK	13,897,105	13,017,498	879,607	6.76	1.92	1.84	12	13
42	MEREDITH	3,092,230	3,070,316	21,914	0.71	0.43	0.43	59	58
43	FARMINGTON	-	1,808,991	(1,808,991)	(100.00)	-	0.26	80	69
44	NEW HAMPTON	4,301,683	4,133,617	168,066	4.07	0.59	0.58	48	47

# NEW HAMPSHIRE LIQUOR COMMISSION

## TOTAL SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
45	PITTSFIELD	\$ 1,623,322	\$ 1,589,640	\$ 33,682	2.12	0.22	0.22	72	73
47	LINCOLN	2,870,377	2,899,187	(28,810)	(0.99)	0.40	0.41	61	59
48	HINSDALE	4,922,849	4,545,741	377,108	8.30	0.68	0.64	40	43
49	PLAISTOW	10,703,704	10,735,063	(31,359)	(0.29)	1.48	1.52	16	15
50	NASHUA	32,225,993	28,295,120	3,930,873	13.89	4.45	4.00	1	3
51	PELHAM	4,392,872	4,618,666	(225,794)	(4.89)	0.61	0.65	47	41
52	GORHAM	2,088,894	2,033,886	55,008	2.70	0.29	0.29	68	67
53	HUDSON	4,849,087	4,744,626	104,461	2.20	0.67	0.67	42	38
54	GLEN	4,006,175	3,987,044	19,131	0.48	0.55	0.56	52	49
55	BEDFORD	14,918,675	16,383,700	(1,465,025)	(8.94)	2.06	2.31	10	8
56	GILFORD	6,190,003	6,094,703	95,300	1.56	0.86	0.86	30	30
57	OSSIPEE	2,615,123	2,568,289	46,834	1.82	0.36	0.36	62	63
58	GOFFSTOWN	4,880,226	4,587,224	293,002	6.39	0.67	0.65	41	42
59	MERRIMACK	8,041,400	7,778,531	262,869	3.38	1.11	1.10	23	21
60	W. LEBANON	14,197,582	13,885,614	311,968	2.25	1.96	1.96	11	11
61	N. LONDONDERRY	8,130,899	9,352,792	(1,221,893)	(13.06)	1.12	1.32	22	16
62	RAYMOND	3,411,544	3,242,320	169,224	5.22	0.47	0.46	56	57
63	WINCHESTER	2,139,786	1,959,333	180,453	9.21	0.30	0.28	66	68
64	NEW LONDON	4,721,565	4,744,787	(23,222)	(0.49)	0.65	0.67	43	37
65	CAMPTON	1,637,547	1,662,701	(25,154)	(1.51)	0.23	0.23	71	71
66	HOOKSETT-NO	19,026,530	19,384,820	(358,290)	(1.85)	2.63	2.74	7	7
67	HOOKSETT-SO	15,590,895	15,962,556	(371,661)	(2.33)	2.15	2.26	8	9
68	N. HAMPTON	8,582,583	8,680,262	(97,679)	(1.13)	1.19	1.23	19	19
69	NASHUA	23,489,075	21,392,940	2,096,135	9.80	3.25	3.02	6	6
70	SWANZEY	2,240,745	2,203,060	37,685	1.71	0.31	0.31	65	65
71	LEE	5,136,066	5,186,411	(50,345)	(0.97)	0.71	0.73	37	33
72	CONCORD	5,088,599	4,979,213	109,386	2.20	0.70	0.70	38	36
73	HAMPTON-SO	23,924,274	24,365,808	(441,534)	(1.81)	3.31	3.44	5	4
74	LONDONDERRY	12,715,470	12,188,968	526,502	4.32	1.76	1.72	13	14
75	BELMONT	4,230,323	4,167,800	62,523	1.50	0.58	0.59	49	46
76	HAMPTON-NO	30,410,767	30,654,241	(243,474)	(0.79)	4.20	4.33	2	1
77	RINDGE	4,399,373	4,435,699	(36,326)	(0.82)	0.61	0.63	46	44
78	HAMPSTEAD	3,813,535	3,534,669	278,866	7.89	0.53	0.50	54	55
79	EPPING	6,766,421	6,398,138	368,283	5.76	0.93	0.90	26	29
81	PEMBROKE	5,273,149	4,671,819	601,330	12.87	0.73	0.66	35	40
82	WARNER	4,565,554	3,970,876	594,678	14.98	0.63	0.56	44	50
	TOTAL STORES	\$ 576,359,426	\$ 561,025,878	\$ 15,333,548	2.73	79.64	79.27		
900	WHSE-CONCORD	29,650	14,766	14,884	100.80	-	-		
903	WHSE-BOW	147,285,612	146,667,836	617,776	0.42	20.36	20.73		
908	ON-LINE SALES	12,860	19,534	(6,674)	(34.16)	-	-		
	TOTAL WHSES	\$ 147,328,122	\$ 146,702,135	\$ 625,987	0.43	20.36	20.73		
	GRAND TOTAL	\$ 723,687,547	\$ 707,728,013	\$ 15,959,534	2.26	100.00	100.00		

# NEW HAMPSHIRE LIQUOR COMMISSION

## TOTAL SALES BY TYPE

FISCAL YEARS ENDED JUNE 30, 2019 (unaudited)

ST #	LOCATION	RETAIL	ON-PREMISE	OFF-PREMISE	ACCESSORIES	DISCOUNTS	TOTAL
1	CONCORD	\$ 6,130,521	\$ 590,456	\$ 15,646	\$ 28,430	\$ 67,932	\$ 6,697,121
2	CHESTERFIELD	8,151,943	24,844	189	24,975	64,071	8,137,880
3	MANCHESTER	458,620	389	-	934	377	459,566
4	HOOKSETT	3,835,784	567,744	27,789	11,334	32,658	4,409,993
5	BERLIN	1,416,489	170,256	33,972	6,855	8,221	1,619,351
6	PORTSMOUTH	5,420,451	2,391,933	18,531	22,139	118,293	7,734,761
7	LITTLETON	5,672,698	568,342	47,062	18,966	68,973	6,238,095
8	CLAREMONT	3,824,023	281,069	17,998	13,815	27,326	4,109,579
9	DOVER	5,868,326	1,063,469	6,716	25,220	54,278	6,909,453
10	MANCHESTER	13,730,283	1,451,860	33,193	33,711	68,785	15,180,262
11	LEBANON	5,562,652	259,642	12,471	23,490	91,417	5,766,838
12	CENTER HARBOR	3,189,007	217,339	17,918	8,475	45,739	3,387,000
13	SOMERSWORTH	2,972,372	309,579	3,377	9,887	13,960	3,281,255
14	ROCHESTER	10,170,163	1,039,828	12,054	44,221	88,466	11,177,800
15	KEENE	10,808,777	1,407,719	52,321	27,396	119,558	12,176,655
16	WOODSVILLE	2,031,356	72,445	8,478	6,901	11,289	2,107,891
17	FRANKLIN	2,080,095	281,839	18,787	7,056	8,908	2,378,869
18	COLEBROOK	1,492,962	222,861	168,051	8,181	11,813	1,880,242
19	PLYMOUTH	4,503,216	789,383	39,061	23,868	55,027	5,300,501
20	DERRY	3,873,454	280,239	13,776	11,534	30,373	4,148,630
21	PETERBOROUGH	4,617,836	347,041	48,261	17,463	63,366	4,967,235
22	BROOKLINE	3,748,785	94,830	799	12,411	22,595	3,834,230
23	CONWAY	8,028,527	1,032,584	55,443	40,415	92,819	9,064,150
24	NEWPORT	1,516,288	127,449	9,256	6,313	9,072	1,650,234
25	STRATHAM	6,254,662	422,694	14,716	24,336	62,707	6,653,701
26	GROVETON	251,133	4,851	4,372	1,517	1,538	260,335
27	NASHUA	5,493,688	364,720	22,079	7,795	22,324	5,865,958
28	SEABROOK-BCH	1,536,067	48,128	-	6,009	7,364	1,582,840
29	WHITEFIELD	826,988	79,055	18,887	5,400	5,736	924,594
30	MILFORD	4,977,692	776,769	4,201	21,686	48,972	5,731,376
31	MANCHESTER	4,729,960	409,577	42,794	11,441	20,528	5,173,244
32	NASHUA	9,315,492	516,668	589	25,168	65,634	9,792,283
33	MANCHESTER	6,860,502	1,344,722	23,480	23,866	89,461	8,163,109
34	SALEM	26,866,491	914,690	33,935	87,924	258,562	27,644,478
35	HILLSBORO	2,452,609	400,414	30,090	11,038	23,456	2,870,695
36	JAFFREY	1,304,706	192,537	-	4,053	10,576	1,490,720
37	LANCASTER	1,302,523	60,872	19,553	7,500	9,169	1,381,279
38	PORTSMOUTH	24,591,855	652,803	30,210	132,580	397,017	25,010,431
39	WOLFEBORO	3,388,889	238,527	2,184	7,505	43,341	3,593,764
40	WALPOLE	2,439,645	46,680	12,238	8,854	16,389	2,491,028
41	SEABROOK	12,520,870	1,425,110	29,549	61,175	139,599	13,897,105
42	MEREDITH	2,738,798	384,450	9,903	10,604	51,525	3,092,230
44	NEW HAMPTON	3,981,276	318,765	21,001	26,580	45,939	4,301,683

# NEW HAMPSHIRE LIQUOR COMMISSION

## TOTAL SALES BY TYPE

FISCAL YEARS ENDED JUNE 30, 2019 (unaudited)

ST#	LOCATION	RETAIL	ON-PREMISE	OFF-PREMISE	ACCESSORIES	DISCOUNTS	TOTAL
45	PITTSFIELD	\$ 1,529,679	\$ 66,959	\$ 28,090	\$ 6,102	\$ 7,508	\$ 1,623,322
47	LINCOLN	2,318,334	566,645	2,343	12,199	29,144	2,870,377
48	HINSDALE	4,923,774	12,566	5,118	10,663	29,272	4,922,849
49	PLAISTOW	10,340,831	404,548	7,540	31,533	80,748	10,703,704
50	NASHUA	31,707,839	677,021	35,065	101,657	295,589	32,225,993
51	PELHAM	4,278,623	107,295	17,285	13,157	23,488	4,392,872
52	GORHAM	1,905,455	188,914	4,604	7,225	17,304	2,088,894
53	HUDSON	4,721,177	135,124	469	10,567	18,250	4,849,087
54	GLEN	3,259,178	753,026	18,948	22,127	47,104	4,006,175
55	BEDFORD	13,990,960	1,068,033	26,352	43,153	209,823	14,918,675
56	GILFORD	4,819,918	1,406,077	15,468	22,066	73,526	6,190,003
57	OSSIPEE	2,350,266	216,417	57,592	5,544	14,696	2,615,123
58	GOFFSTOWN	4,490,665	397,862	4,697	13,335	26,333	4,880,226
59	MERRIMACK	7,638,581	454,778	4,674	26,742	83,375	8,041,400
60	W. LEBANON	13,560,562	662,567	113,527	33,934	173,008	14,197,582
61	N. LONDONDERRY	7,949,031	188,482	6,857	20,562	34,033	8,130,899
62	RAYMOND	3,051,247	329,269	33,734	11,630	14,336	3,411,544
63	WINCHESTER	2,097,118	45,320	-	4,718	7,370	2,139,786
64	NEW LONDON	4,483,849	264,911	32,897	13,810	73,902	4,721,565
65	CAMPTON	1,340,722	295,010	8,903	6,020	13,108	1,637,547
66	HOOKSETT-NO	18,809,748	192,276	10,146	191,499	177,139	19,026,530
67	HOOKSETT-SO	15,573,307	67,072	7,571	107,551	164,606	15,590,895
68	N. HAMPTON	7,118,530	1,568,897	6,228	23,153	134,225	8,582,583
69	NASHUA	22,254,247	1,384,070	38,962	53,167	241,371	23,489,075
70	SWANZEY	2,001,456	216,918	28,297	6,528	12,454	2,240,745
71	LEE	4,769,125	371,444	9,923	17,636	32,062	5,136,066
72	CONCORD	4,578,646	511,210	13,761	18,923	33,941	5,088,599
73	HAMPTON-SO	23,964,431	109,737	10,783	85,441	246,118	23,924,274
74	LONDONDERRY	11,634,421	1,136,944	9,099	49,735	114,729	12,715,470
75	BELMONT	3,662,414	572,906	10,010	11,466	26,473	4,230,323
76	HAMPTON-NO	30,489,775	29,384	2,449	173,898	284,739	30,410,767
77	RINDGE	4,254,877	80,490	76,080	13,452	25,526	4,399,373
78	HAMPS TEAD	3,460,048	368,505	138	12,122	27,278	3,813,535
79	EPPING	6,325,131	414,381	59,558	32,356	65,005	6,766,421
81	PEMBROKE	4,910,450	374,553	8,938	20,073	40,865	5,273,149
82	WARNER	4,521,268	79,808	653	18,425	54,600	4,565,554
	<b>TOTAL STORES</b>	<b>\$ 540,024,157</b>	<b>\$ 37,914,591</b>	<b>\$ 1,697,689</b>	<b>\$ 2,171,190</b>	<b>\$ 5,448,201</b>	<b>\$576,359,425</b>
	% OF TYPE	100	48	2	100	100	80
	% OF LOCATION	94	7	0	0	1	100
900	WHSE-CONCORD	21,744	-	7,406	500	-	29,650
903	WHSE-BOW	-	40,468,655	106,816,957	-	-	147,285,612
908	ON-LINE SALES	12,860	-	-	-	-	12,860
	<b>TOTAL WHSES</b>	<b>\$ 34,604</b>	<b>\$ 40,468,655</b>	<b>\$ 106,824,363</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>\$147,328,122</b>
	% OF TYPE	0	52	98	-	-	20
	% OF LOCATION	0	27	73	-	-	100
	<b>GRAND TOTAL</b>	<b>\$ 540,058,761</b>	<b>\$ 78,383,246</b>	<b>\$ 108,522,052</b>	<b>\$ 2,171,690</b>	<b>\$ 5,448,201</b>	<b>\$723,687,547</b>
	<b>% OF TOTAL</b>	<b>75</b>	<b>11</b>	<b>15</b>	<b>0</b>	<b>1</b>	<b>100</b>

# NEW HAMPSHIRE LIQUOR COMMISSION

## RETAIL SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
1	CONCORD	\$ 6,130,521	\$ 6,194,123	\$ (63,602)	(1.03)	1.14	1.18	26	25
2	CHESTERFIELD	8,151,943	7,653,377	498,566	6.51	1.51	1.46	18	19
3	MANCHESTER	458,620	480,784	(22,164)	(4.61)	0.08	0.09	78	80
4	HOOKSETT	3,835,784	3,093,553	742,231	23.99	0.71	0.59	49	56
5	BERLIN	1,416,489	1,322,471	94,018	7.11	0.26	0.25	73	74
6	PORTSMOUTH	5,420,451	5,150,959	269,492	5.23	1.00	0.98	31	31
7	LITTLETON	5,672,698	5,434,779	237,919	4.38	1.05	1.03	28	30
8	CLAREMONT	3,824,023	3,698,760	125,263	3.39	0.71	0.70	50	49
9	DOVER	5,868,326	5,809,462	58,864	1.01	1.09	1.11	27	28
10	MANCHESTER	13,730,283	12,454,783	1,275,500	10.24	2.54	2.37	10	11
11	LEBANON	5,562,652	5,531,051	31,601	0.57	1.03	1.05	29	29
12	CENTER HARBOR	3,189,007	3,200,535	(11,528)	(0.36)	0.59	0.61	56	55
13	SOMERSWORTH	2,972,372	2,581,626	390,746	15.14	0.55	0.49	58	59
14	ROCHESTER	10,170,163	6,625,714	3,544,449	53.50	1.88	1.26	16	24
15	KEENE	10,808,777	11,960,862	(1,152,085)	(9.63)	2.00	2.28	14	12
16	WOODSVILLE	2,031,356	1,987,806	43,550	2.19	0.38	0.38	66	66
17	FRANKLIN	2,080,095	2,081,787	(1,692)	(0.08)	0.39	0.40	65	64
18	COLEBROOK	1,492,962	1,290,272	202,690	15.71	0.28	0.25	72	75
19	PLYMOUTH	4,503,216	4,322,389	180,827	4.18	0.83	0.82	42	41
20	DERRY	3,873,454	3,530,123	343,331	9.73	0.72	0.67	48	51
21	PETERBOROUGH	4,617,836	4,378,908	238,928	5.46	0.86	0.83	39	40
22	BROOKLINE	3,748,785	3,954,325	(205,540)	(5.20)	0.69	0.75	51	45
23	CONWAY	8,028,527	7,826,271	202,256	2.58	1.49	1.49	19	18
24	NEWPORT	1,516,288	1,497,499	18,789	1.25	0.28	0.28	71	70
25	STRATHAM	6,254,662	6,149,154	105,508	1.72	1.16	1.17	25	26
26	GROVETON	251,133	570,100	(318,967)	(55.95)	0.05	0.11	79	79
27	NASHUA	5,493,688	6,626,314	(1,132,626)	(17.09)	1.02	1.26	30	23
28	SEABROOK-BCH	1,536,067	1,495,661	40,406	2.70	0.28	0.28	69	71
29	WHITEFIELD	826,988	761,010	65,978	8.67	0.15	0.14	77	78
30	MILFORD	4,977,692	4,319,982	657,710	15.22	0.92	0.82	32	42
31	MANCHESTER	4,729,960	3,883,188	846,772	21.81	0.88	0.74	37	47
32	NASHUA	9,315,492	8,751,348	564,144	6.45	1.72	1.67	17	17
33	MANCHESTER	6,860,502	6,734,005	126,497	1.88	1.27	1.28	23	22
34	SALEM	26,866,491	27,785,440	(918,949)	(3.31)	4.97	5.29	3	3
35	HILLSBORO	2,452,609	2,435,749	16,860	0.69	0.45	0.46	60	61
36	JAFFREY	1,304,706	1,151,005	153,701	13.35	0.24	0.22	75	76
37	LANCASTER	1,302,523	1,114,213	188,310	16.90	0.24	0.21	76	77
38	PORTSMOUTH	24,591,855	22,115,297	2,476,558	11.20	4.55	4.21	4	5
39	WOLFEBORO	3,388,889	3,529,718	(140,829)	(3.99)	0.63	0.67	54	52
40	WALPOLE	2,439,645	2,517,627	(77,982)	(3.10)	0.45	0.48	61	60
41	SEABROOK	12,520,870	11,799,967	720,903	6.11	2.32	2.25	12	13
42	MEREDITH	2,738,798	2,736,096	2,702	0.10	0.51	0.52	59	58
43	FARMINGTON	-	1,713,857	(1,713,857)	(100.00)	-	0.33	80	69
44	NEW HAMPTON	3,981,276	3,798,831	182,445	4.80	0.74	0.72	47	48

# NEW HAMPSHIRE LIQUOR COMMISSION

## RETAIL SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST #	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
45	PITTSFIELD	\$ 1,529,679	\$ 1,493,104	\$ 36,575	2.45	0.28	0.28	70	72
47	LINCOLN	2,318,334	2,304,330	14,004	0.61	0.43	0.44	63	63
48	HINSDALE	4,923,774	4,544,464	379,310	8.35	0.91	0.86	33	35
49	PLAISTOW	10,340,831	10,370,443	(29,612)	(0.29)	1.91	1.97	15	15
50	NASHUA	31,707,839	27,852,540	3,855,299	13.84	5.87	5.30	1	2
51	PELHAM	4,278,623	4,501,469	(222,846)	(4.95)	0.79	0.86	45	36
52	GORHAM	1,905,455	1,858,744	46,711	2.51	0.35	0.35	68	68
53	HUDSON	4,721,177	4,596,800	124,377	2.71	0.87	0.87	38	34
54	GLEN	3,259,178	3,284,408	(25,230)	(0.77)	0.60	0.63	55	54
55	BEDFORD	13,990,960	15,310,350	(1,319,390)	(8.62)	2.59	2.91	9	9
56	GILFORD	4,819,918	4,665,387	154,531	3.31	0.89	0.89	35	33
57	OSSIPEE	2,350,266	2,304,948	45,318	1.97	0.44	0.44	62	62
58	GOFFSTOWN	4,490,665	4,194,088	296,577	7.07	0.83	0.80	43	44
59	MERRIMACK	7,638,581	7,391,066	247,515	3.35	1.41	1.41	21	20
60	W. LEBANON	13,560,562	13,329,472	231,090	1.73	2.51	2.54	11	10
61	N. LONDONDERRY	7,949,031	9,176,962	(1,227,931)	(13.38)	1.47	1.75	20	16
62	RAYMOND	3,051,247	2,926,114	125,133	4.28	0.56	0.56	57	57
63	WINCHESTER	2,097,118	1,909,815	187,303	9.81	0.39	0.36	64	67
64	NEW LONDON	4,483,849	4,484,627	(778)	(0.02)	0.83	0.85	44	38
65	CAMPTON	1,340,722	1,333,768	6,954	0.52	0.25	0.25	74	73
66	HOOKSETT-NO	18,809,748	19,140,447	(330,699)	(1.73)	3.48	3.64	7	7
67	HOOKSETT-SO	15,573,307	15,915,590	(342,283)	(2.15)	2.88	3.03	8	8
68	N. HAMPTON	7,118,530	7,161,015	(42,485)	(0.59)	1.32	1.36	22	21
69	NASHUA	22,254,247	20,008,584	2,245,663	11.22	4.12	3.81	6	6
70	SWANZEY	2,001,456	1,992,368	9,088	0.46	0.37	0.38	67	65
71	LEE	4,769,125	4,893,038	(123,913)	(2.53)	0.88	0.93	36	32
72	CONCORD	4,578,646	4,496,633	82,013	1.82	0.85	0.86	40	37
73	HAMPTON-SO	23,964,431	24,397,098	(432,667)	(1.77)	4.44	4.64	5	4
74	LONDONDERRY	11,634,421	11,244,142	390,279	3.47	2.15	2.14	13	14
75	BELMONT	3,662,414	3,629,341	33,073	0.91	0.68	0.69	52	50
76	HAMPTON-NO	30,489,775	30,655,611	(165,836)	(0.54)	5.65	5.83	2	1
77	RINDGE	4,254,877	4,274,990	(20,113)	(0.47)	0.79	0.81	46	43
78	HAMPS TEAD	3,460,048	3,306,898	153,150	4.63	0.64	0.63	53	53
79	EPPING	6,325,131	6,045,630	279,501	4.62	1.17	1.15	24	27
81	PEMBROKE	4,910,450	4,427,543	482,907	10.91	0.91	0.84	34	39
82	WARNER	4,521,268	3,945,112	576,156	14.60	0.84	0.75	41	46
	<b>TOTAL STORES</b>	<b>\$ 540,024,157</b>	<b>\$ 525,417,720</b>	<b>\$ 14,606,437</b>	<b>2.78</b>	<b>99.99</b>	<b>100.00</b>		
900	WHSE-CONCORD	21,744	\$5,475	16,269	297.15	0.01	-		
903	WHSE-BOW	-	-	-	-	-	-		
908	ON-LINE SALES	12,860	19,534	(6,674)	(34.16)	-	-		
	<b>TOTAL WHSES</b>	<b>\$ 34,604</b>	<b>\$ 25,009</b>	<b>\$ 9,595</b>	<b>38.37</b>	<b>0.01</b>	<b>-</b>		
	<b>GRAND TOTAL</b>	<b>\$ 540,058,761</b>	<b>\$ 525,442,729</b>	<b>\$ 14,616,032</b>	<b>2.78</b>	<b>100.00</b>	<b>100.00</b>		



# NEW HAMPSHIRE LIQUOR COMMISSION

## ON-PREMISE SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
1	CONCORD	\$ 590,456	\$ 592,996	\$ (2,540)	(0.43)	0.75	0.79	21	20
2	CHESTERFIELD	24,844	22,983	1,861	8.10	0.03	0.03	76	77
3	MANCHESTER	389	1,223	(834)	(68.19)	0.00	0.00	79	80
4	HOOKSETT	567,744	576,780	(9,036)	(1.57)	0.72	0.77	24	23
5	BERLIN	170,256	159,186	11,070	6.95	0.22	0.21	59	59
6	PORTSMOUTH	2,391,933	2,467,563	(75,630)	(3.06)	3.05	3.30	1	1
7	LITTLETON	568,342	621,177	(52,835)	(8.51)	0.73	0.83	23	18
8	CLAREMONT	281,069	248,919	32,150	12.92	0.36	0.33	46	47
9	DOVER	1,063,469	1,062,878	591	0.06	1.36	1.42	11	11
10	MANCHESTER	1,451,860	1,464,850	(12,990)	(0.89)	1.85	1.96	3	5
11	LEBANON	259,642	233,084	26,558	11.39	0.33	0.31	49	50
12	CENTER HARBOR	217,339	288,511	(71,172)	(24.67)	0.28	0.39	52	41
13	SOMERSWORTH	309,579	227,131	82,448	36.30	0.39	0.30	43	52
14	ROCHESTER	1,039,828	786,538	253,290	32.20	1.33	1.05	12	14
15	KEENE	1,407,719	1,421,813	(14,094)	(0.99)	1.80	1.90	5	6
16	WOODSVILLE	72,445	65,783	6,662	10.13	0.09	0.09	68	68
17	FRANKLIN	281,839	275,492	6,347	2.30	0.36	0.37	45	44
18	COLEBROOK	222,861	246,980	(24,119)	(9.77)	0.28	0.33	51	48
19	PLYMOUTH	789,383	716,709	72,674	10.14	1.01	0.96	15	15
20	DERRY	280,239	228,999	51,240	22.38	0.36	0.31	47	51
21	PETERBOROUGH	347,041	337,564	9,477	2.81	0.44	0.45	40	36
22	BROOKLINE	94,830	40,860	53,970	132.09	0.12	0.05	64	75
23	CONWAY	1,032,584	1,116,931	(84,347)	(7.55)	1.32	1.49	13	10
24	NEWPORT	127,449	113,709	13,740	12.08	0.16	0.15	61	61
25	STRATHAM	422,694	469,718	(47,024)	(10.01)	0.54	0.63	29	28
26	GROVETON	4,851	11,419	(6,568)	(57.52)	0.01	0.02	78	79
27	NASHUA	364,720	315,181	49,539	15.72	0.47	0.42	39	39
28	SEABROOK-BCH	48,128	29,641	18,487	62.37	0.06	0.04	72	76
29	WHITEFIELD	79,055	50,662	28,393	56.04	0.10	0.07	67	74
30	MILFORD	776,769	688,720	88,049	12.78	0.99	0.92	16	17
31	MANCHESTER	409,577	453,009	(43,432)	(9.59)	0.52	0.60	31	29
32	NASHUA	516,668	498,138	18,530	3.72	0.66	0.67	26	26
33	MANCHESTER	1,344,722	1,236,881	107,841	8.72	1.72	1.65	8	7
34	SALEM	914,690	890,725	23,965	2.69	1.17	1.19	14	13
35	HILLSBORO	400,414	401,847	(1,433)	(0.36)	0.51	0.54	33	31
36	JAFFREY	192,537	176,071	16,466	9.35	0.25	0.24	55	58
37	LANCASTER	60,872	64,014	(3,142)	(4.91)	0.08	0.09	71	70
38	PORTSMOUTH	652,803	523,130	129,673	24.79	0.83	0.70	20	25
39	WOLFEBORO	238,527	251,101	(12,574)	(5.01)	0.30	0.34	50	45
40	WALPOLE	46,680	56,444	(9,764)	(17.30)	0.06	0.08	73	71
41	SEABROOK	1,425,110	1,224,163	200,947	16.42	1.82	1.63	4	8
42	MEREDITH	384,450	358,707	25,743	7.18	0.49	0.48	35	35
43	FARMINGTON	-	82,913	(82,913)	(100.00)	-	0.11	80	65
44	NEW HAMPTON	318,765	328,684	(9,919)	(3.02)	0.41	0.44	42	37

# NEW HAMPSHIRE LIQUOR COMMISSION

## ON-PREMISE SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
45	PITTSFIELD	\$ 66,959	\$ 67,246	\$ (287)	(0.43)	0.09	0.09	70	67
47	LINCOLN	566,645	606,054	(39,409)	(6.50)	0.72	0.81	25	19
48	HINSDALE	12,566	11,701	865	7.39	0.02	0.02	77	78
49	PLAISTOW	404,548	393,414	11,134	2.83	0.52	0.53	32	32
50	NASHUA	677,021	588,239	88,782	15.09	0.86	0.79	18	21
51	PELHAM	107,295	109,556	(2,261)	(2.06)	0.14	0.15	63	62
52	GORHAM	188,914	176,695	12,219	6.92	0.24	0.24	57	57
53	HUDSON	135,124	154,129	(19,005)	(12.33)	0.17	0.21	60	60
54	GLEN	753,026	703,626	49,400	7.02	0.96	0.94	17	16
55	BEDFORD	1,068,033	1,169,053	(101,020)	(8.64)	1.36	1.56	10	9
56	GILFORD	1,406,077	1,475,293	(69,216)	(4.69)	1.79	1.97	6	4
57	OSSIPEE	216,417	210,504	5,913	2.81	0.28	0.28	54	53
58	GOFFSTOWN	397,862	388,363	9,499	2.45	0.51	0.52	34	33
59	MERRIMACK	454,778	414,390	40,388	9.75	0.58	0.55	28	30
60	W. LEBANON	662,567	584,074	78,493	13.44	0.85	0.78	19	22
61	N. LONDONDERRY	188,482	182,536	5,946	3.26	0.24	0.24	58	56
62	RAYMOND	329,269	279,778	49,491	17.69	0.42	0.37	41	43
63	WINCHESTER	45,320	54,488	(9,168)	(16.83)	0.06	0.07	74	73
64	NEW LONDON	264,911	287,209	(22,298)	(7.76)	0.34	0.38	48	42
65	CAMPTON	295,010	327,028	(32,018)	(9.79)	0.38	0.44	44	38
66	HOOKSETT-NO	192,276	183,292	8,984	4.90	0.25	0.24	56	55
67	HOOKSETT-SO	67,072	70,540	(3,468)	(4.92)	0.09	0.09	69	66
68	N. HAMPTON	1,568,897	1,612,205	(43,308)	(2.69)	2.00	2.15	2	2
69	NASHUA	1,384,070	1,486,317	(102,247)	(6.88)	1.77	1.98	7	3
70	SWANZEY	216,918	183,400	33,518	18.28	0.28	0.24	53	54
71	LEE	371,444	289,784	81,660	28.18	0.47	0.39	37	40
72	CONCORD	511,210	472,652	38,558	8.16	0.65	0.63	27	27
73	HAMPTON-SO	109,737	94,810	14,927	15.74	0.14	0.13	62	64
74	LONDONDERRY	1,136,944	982,361	154,583	15.74	1.45	1.31	9	12
75	BELMONT	572,906	537,930	34,976	6.50	0.73	0.72	22	24
76	HAMPTON-NO	29,384	65,421	(36,037)	(55.08)	0.04	0.09	75	69
77	RINDGE	80,490	95,926	(15,436)	(16.09)	0.10	0.13	65	63
78	HAMPSTEAD	368,505	235,963	132,542	56.17	0.47	0.32	38	49
79	EPPING	414,381	359,614	54,767	15.23	0.53	0.48	30	34
81	PEMBROKE	374,553	249,867	124,686	49.90	0.48	0.33	36	46
82	WARNER	79,808	56,025.00	23,783	42.45	0.10	0.07	66	72
<b>TOTAL STORES</b>		<b>\$ 37,914,591</b>	<b>\$ 36,589,310</b>	<b>\$ 1,325,281</b>	<b>3.62</b>	<b>48.37</b>	<b>48.86</b>		
900	WHSE-CONCORD	-	-	-	-	-	-		
903	WHSE-BOW	40,468,655	38,292,637	\$2,176,018	5.68	51.63	51.14		
908	ON-LINE SALES	-	-	-	-	-	-		
<b>TOTAL WHSES</b>		<b>\$ 40,468,655</b>	<b>\$ 38,292,637</b>	<b>\$ 2,176,018</b>	<b>5.68</b>	<b>51.63</b>	<b>51.14</b>		
<b>GRAND TOTAL</b>		<b>\$ 78,383,246</b>	<b>\$ 74,881,947</b>	<b>\$ 3,501,299</b>	<b>4.68</b>	<b>100.00</b>	<b>100.00</b>		

# NEW HAMPSHIRE LIQUOR COMMISSION

## OFF-PREMISE SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
1	CONCORD	\$ 15,646	\$ 14,867	\$ 779	5.24	0.01	0.01	37	35
2	CHESTERFIELD	189	1,364	(1,175)	(86.14)	0.00	0.00	74	71
3	MANCHESTER	-	-	-	-	-	-	76	78
4	HOOKSETT	27,789	32,001	(4,212)	(13.16)	0.03	0.03	24	17
5	BERLIN	33,972	36,217	(2,245)	(6.20)	0.03	0.03	14	14
6	PORTSMOUTH	18,531	20,163	(1,632)	(8.09)	0.02	0.02	33	25
7	LITTLETON	47,062	40,549	6,513	16.06	0.04	0.04	9	11
8	CLAREMONT	17,998	15,729	2,269	14.43	0.02	0.01	34	34
9	DOVER	6,716	4,655	2,061	44.27	0.01	0.00	58	60
10	MANCHESTER	33,193	30,850	2,343	7.59	0.03	0.03	17	19
11	LEBANON	12,471	13,271	(800)	(6.03)	0.01	0.01	42	40
12	CENTER HARBOR	17,918	4,611	13,307	-	0.02	0.00	35	61
13	SOMERSWORTH	3,377	3,544	(167)	(4.71)	0.00	0.00	66	64
14	ROCHESTER	12,054	7,183	4,871	67.81	0.01	0.01	44	54
15	KEENE	52,321	47,124	5,197	11.03	0.05	0.04	7	9
16	WOODSVILLE	8,478	10,142	(1,664)	(16.41)	0.01	0.01	54	47
17	FRANKLIN	18,787	17,410	1,377	7.91	0.02	0.02	32	31
18	COLEBROOK	168,051	183,795	(15,744)	(8.57)	0.15	0.17	1	1
19	PLYMOUTH	39,061	28,351	10,710	37.78	0.04	0.03	11	21
20	DERRY	13,776	1,088	12,688	1,166.18	0.01	0.00	40	74
21	PETERBOROUGH	48,261	47,334	927	1.96	0.04	0.04	8	8
22	BROOKLINE	799	999	(200)	100.00	0.00	0.00	70	75
23	CONWAY	55,443	80,978	(25,535)	(31.53)	0.05	0.07	6	3
24	NEWPORT	9,256	26,481	(17,225)	(65.05)	0.01	0.02	50	22
25	STRATHAM	14,716	31,554	(16,838)	(53.36)	0.01	0.03	39	18
26	GROVETON	4,372	11,309	(6,937)	(61.34)	0.00	0.01	64	44
27	NASHUA	22,079	16,922	5,157	30.48	0.02	0.02	27	32
28	SEABROOK-BCH	-	805	(805)	(100.00)	-	0.00	76	76
29	WHITEFIELD	18,887	12,189	6,698	54.95	0.02	0.01	31	43
30	MILFORD	4,201	3,383	818	24.18	0.00	0.00	65	65
31	MANCHESTER	42,794	50,233	(7,439)	(14.81)	0.04	0.05	10	6
32	NASHUA	589	1,476	(887)	(60.09)	0.00	0.00	72	70
33	MANCHESTER	23,480	18,201	5,279	29.00	0.02	0.02	26	29
34	SALEM	33,935	13,235	20,700	156.40	0.03	0.01	15	41
35	HILLSBORO	30,090	42,710	(12,620)	(29.55)	0.03	0.04	20	10
36	JAFFREY	-	-	-	-	-	-	76	78
37	LANCASTER	19,553	8,220	11,333	137.87	0.02	0.01	29	52
38	PORTSMOUTH	30,210	9,438	20,772	220.09	0.03	0.01	19	49
39	WOLFEBORO	2,184	4,263	(2,079)	(48.77)	0.00	0.00	69	62
40	WALPOLE	12,238	14,087	(1,849)	(13.13)	0.01	0.01	43	36
41	SEABROOK	29,549	49,313	(19,764)	(40.08)	0.03	0.04	21	7
42	MEREDITH	9,903	13,998	(4,095)	(29.25)	0.01	0.01	49	37
43	FARMINGTON	-	12,238	(12,238)	(100.00)	-	0.01	76	42
44	NEW HAMPTON	21,001	24,261	(3,260)	(13.44)	0.02	0.02	28	23

# NEW HAMPSHIRE LIQUOR COMMISSION

## OFF-PREMISE SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST #	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
45	PITTSFIELD	\$ 28,090	\$ 28,812	\$ (722)	(2.51)	0.03	0.03	23	20
47	LINCOLN	2,343	3,256	(913)	(28.04)	0.00	0.00	68	67
48	HINSDALE	5,118	8,640	(3,522)	(40.76)	0.00	0.01	60	50
49	PLAISTOW	7,540	13,452	(5,912)	(43.95)	0.01	0.01	56	39
50	NASHUA	35,065	18,227	16,838	92.38	0.03	0.02	13	28
51	PELHAM	17,285	16,811	474	2.82	0.02	0.02	36	33
52	GORHAM	4,604	4,237	367	8.66	0.00	0.00	63	63
53	HUDSON	469	1,109	(640)	(57.71)	0.00	0.00	73	73
54	GLEN	18,948	20,976	(2,028)	(9.67)	0.02	0.02	30	24
55	BEDFORD	26,352	19,710	6,642	33.70	0.02	0.02	25	26
56	GILFORD	15,468	7,883	7,585	96.22	0.01	0.01	38	53
57	OSSIPEE	57,592	60,870	(3,278)	(5.39)	0.05	0.06	5	5
58	GOFFSTOWN	4,697	8,410	(3,713)	(44.15)	0.00	0.01	61	51
59	MERRIMACK	4,674	6,871	(2,197)	(31.97)	0.00	0.01	62	55
60	W. LEBANON	113,527	95,057	18,470	19.43	0.10	0.09	2	2
61	N. LONDONDERRY	6,857	10,504	(3,647)	(34.72)	0.01	0.01	57	46
62	RAYMOND	33,734	35,535	(1,801)	(5.07)	0.03	0.03	16	15
63	WINCHESTER	-	20	(20)	-	-	0.00	76	77
64	NEW LONDON	32,897	38,203	(5,306)	(13.89)	0.03	0.03	18	13
65	CAMPTON	8,903	10,018	(1,115)	(11.13)	0.01	0.01	53	48
66	HOOKSETT-NO	10,146	17,443	(7,297)	(41.83)	0.01	0.02	46	30
67	HOOKSETT-SO	7,571	1,312	6,259	477.06	0.01	0.00	55	72
68	N. HAMPTON	6,228	4,972	1,256	25.26	0.01	0.00	59	58
69	NASHUA	38,962	39,504	(542)	(1.37)	0.04	0.04	12	12
70	SWANZEY	28,297	32,638	(4,341)	(13.30)	0.03	0.03	22	16
71	LEE	9,923	13,580	(3,657)	(26.93)	0.01	0.01	48	38
72	CONCORD	13,761	18,678	(4,917)	(26.33)	0.01	0.02	41	27
73	HAMPTON-SO	10,783	1,567	9,216	588.13	0.01	0.00	45	69
74	LONDONDERRY	9,099	3,309	5,790	174.98	0.01	0.00	51	66
75	BELMONT	10,010	10,793	(783)	(7.25)	0.01	0.01	47	45
76	HAMPTON-NO	2,449	5,321	(2,872)	(53.97)	0.00	0.00	67	57
77	RINDGE	76,080	75,150	930	1.24	0.07	0.07	3	4
78	HAMPSTEAD	138	0	138	100.00	0.00	-	75	78
79	EPPING	59,558	4,947	54,611	1,103.92	0.05	0.00	4	59
81	PEMBROKE	8,938	6,525	2,413	36.98	0.01	0.01	52	56
82	WARNER	653	1,911	(1,258)	(65.83)	0.00	0.00	71	68
<b>TOTAL STORES</b>		<b>\$ 1,697,689</b>	<b>\$ 1,652,792</b>	<b>\$ 44,897</b>	<b>2.72</b>	<b>1.56</b>	<b>1.50</b>		
900	WHSE-CONCORD	7,406	9,291	(1,885)	(20.29)	0.01	0.01		
903	WHSE-BOW	106,816,957	108,375,199	(1,558,242)	(1.44)	98.43	98.49		
908	ON-LINE SALES	-	-	-	-	-	-		
<b>TOTAL WHSES</b>		<b>\$ 106,824,363</b>	<b>\$ 108,384,490</b>	<b>\$ (1,560,127)</b>	<b>(1.44)</b>	<b>98.44</b>	<b>98.50</b>		
<b>GRAND TOTAL</b>		<b>\$ 108,522,052</b>	<b>\$ 110,037,282</b>	<b>\$ (1,515,230)</b>	<b>(1.38)</b>	<b>100.00</b>	<b>100.00</b>		

# NEW HAMPSHIRE LIQUOR COMMISSION

## ACCESSORIES SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
1	CONCORD	\$ 28,430	\$ 23,955	\$ 4,475	18.68	1.31	1.17	18	22
2	CHESTERFIELD	24,975	22,696	2,279	10.04	1.15	1.11	24	25
3	MANCHESTER	934	1,440	(506)	(35.14)	0.04	0.07	79	80
4	HOOKSETT	11,334	10,699	635	5.94	0.52	0.52	53	50
5	BERLIN	6,855	5,799	1,056	18.21	0.32	0.28	68	68
6	PORTSMOUTH	22,139	20,041	2,098	10.47	1.02	0.98	30	31
7	LITTLETON	18,966	18,508	458	2.47	0.87	0.90	36	35
8	CLAREMONT	13,815	11,891	1,924	16.18	0.64	0.58	41	46
9	DOVER	25,220	24,630	590	2.40	1.16	1.20	22	21
10	MANCHESTER	33,711	30,264	3,447	11.39	1.55	1.47	15	15
11	LEBANON	23,490	19,694	3,796	19.27	1.08	0.96	28	32
12	CENTER HARBOR	8,475	7,419	1,056	14.23	0.39	0.36	60	61
13	SOMERS WORTH	9,887	6,187	3,700	59.80	0.46	0.30	58	64
14	ROCHESTER	44,221	28,016	16,205	57.84	2.04	1.37	11	19
15	KEENE	27,396	28,239	(843)	(2.99)	1.26	1.38	19	17
16	WOODSVILLE	6,901	5,807	1,094	18.84	0.32	0.28	67	67
17	FRANKLIN	7,056	5,305	1,751	33.01	0.32	0.26	66	71
18	COLEBROOK	8,181	5,915	2,266	38.31	0.38	0.29	61	65
19	PLYMOUTH	23,868	25,667	(1,799)	(7.01)	1.10	1.25	26	20
20	DERRY	11,534	9,904	1,630	16.46	0.53	0.48	50	54
21	PETERBOROUGH	17,463	14,721	2,742	18.63	0.80	0.72	40	40
22	BROOKLINE	12,411	12,839	(428)	(3.33)	0.57	0.63	46	43
23	CONWAY	40,415	36,245	4,170	11.51	1.86	1.77	13	12
24	NEWPORT	6,313	6,526	(213)	(3.26)	0.29	0.32	70	63
25	STRATHAM	24,336	23,315	1,021	4.38	1.12	1.14	25	24
26	GROVETON	1,517	3,223	(1,706)	(52.93)	0.07	0.16	78	79
27	NASHUA	7,795	7,473	322	4.31	0.36	0.36	62	60
28	SEABROOK-BCH	6,009	5,611	398	7.09	0.28	0.27	73	70
29	WHITEFIELD	5,400	4,309	1,091	25.32	0.25	0.21	75	76
30	MILFORD	21,686	15,323	6,363	41.53	1.00	0.75	33	39
31	MANCHESTER	11,441	10,157	1,284	12.64	0.53	0.49	52	53
32	NASHUA	25,168	21,698	3,470	15.99	1.16	1.06	23	27
33	MANCHESTER	23,866	21,138	2,728	12.91	1.10	1.03	27	29
34	SALEM	87,924	98,917	(10,993)	(11.11)	4.05	4.82	6	5
35	HILLSBORO	11,038	9,385	1,653	17.61	0.51	0.46	54	55
36	JAFFREY	4,053	3,955	98	2.48	0.19	0.19	77	77
37	LANCASTER	7,500	5,221	2,279	43.65	0.35	0.25	64	72
38	PORTSMOUTH	132,580	84,156	48,424	57.54	6.10	4.10	3	6
39	WOLFEBORO	7,505	8,416	(911)	(10.82)	0.35	0.41	63	58
40	WALPOLE	8,854	7,401	1,453	19.63	0.41	0.36	59	62
41	SEABROOK	61,175	61,688	(513)	(0.83)	2.82	3.01	8	8
42	MEREDITH	10,604	10,251	353	3.44	0.49	0.50	56	51
43	FARMINGTON	-	5,191	(5,191)	(100.00)	-	0.25	80	73
44	NEW HAMPTON	26,580	28,063	(1,483)	(5.28)	1.22	1.37	21	18

# NEW HAMPSHIRE LIQUOR COMMISSION

## ACCESSORIES SALES BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
45	PITTSFIELD	\$ 6,102	\$ 5,646	\$ 456	8.08	0.28	0.28	71	69
47	LINCOLN	12,199	12,329	(130)	(1.05)	0.56	0.60	47	44
48	HINSDALE	10,663	9,380	1,283	13.68	0.49	0.46	55	56
49	PLAISTOW	31,533	28,267	3,266	11.55	1.45	1.38	17	16
50	NASHUA	101,657	99,120	2,537	2.56	4.68	4.83	5	4
51	PELHAM	13,157	12,159	998	8.21	0.61	0.59	45	45
52	GORHAM	7,225	7,486	(261)	(3.49)	0.33	0.36	65	59
53	HUDSON	10,567	8,995	1,572	17.48	0.49	0.44	57	57
54	GLEN	22,127	19,131	2,996	15.66	1.02	0.93	31	33
55	BEDFORD	43,153	43,376	(223)	(0.51)	1.99	2.11	12	11
56	GILFORD	22,066	20,588	1,478	7.18	1.02	1.00	32	30
57	OSSIPEE	5,544	4,773	771	16.15	0.26	0.23	74	74
58	GOFFSTOWN	13,335	12,903	432	3.35	0.61	0.63	44	42
59	MERRIMACK	26,742	23,791	2,951	12.40	1.23	1.16	20	23
60	W. LEBANON	33,934	30,944	2,990	9.66	1.56	1.51	14	14
61	N. LONDONDERRY	20,562	22,174	(1,612)	(7.27)	0.95	1.08	34	26
62	RAYMOND	11,630	11,197	433	3.87	0.54	0.55	49	48
63	WINCHESTER	4,718	3,770	948	25.15	0.22	0.18	76	78
64	NEW LONDON	13,810	12,945	865	6.68	0.64	0.63	42	41
65	CAMPTON	6,020	4,638	1,382	29.80	0.28	0.23	72	75
66	HOOKSETT-NO	191,499	203,338	(11,839)	(5.82)	8.82	9.91	1	1
67	HOOKSETT-SO	107,551	114,523	(6,972)	(6.09)	4.95	5.58	4	3
68	N. HAMPTON	23,153	21,191	1,962	9.26	1.07	1.03	29	28
69	NASHUA	53,167	52,759	408	0.77	2.45	2.57	9	9
70	SWANZEY	6,528	5,882	646	10.98	0.30	0.29	69	66
71	LEE	17,636	17,271	365	2.11	0.81	0.84	39	37
72	CONCORD	18,923	16,382	2,541	15.51	0.87	0.80	37	38
73	HAMPTON-SO	85,441	83,696	1,745	2.08	3.93	4.08	7	7
74	LONDONDERRY	49,735	51,662	(1,927)	(3.73)	2.29	2.52	10	10
75	BELMONT	11,466	10,196	1,270	12.46	0.53	0.50	51	52
76	HAMPTON-NO	173,898	170,173	3,725	2.19	8.01	8.29	2	2
77	RINDGE	13,452	11,421	2,031	17.78	0.62	0.56	43	47
78	HAMPSTEAD	12,122	10,885	1,237	11.36	0.56	0.53	48	49
79	EPPING	32,356	34,811	(2,455)	(7.05)	1.49	1.70	16	13
81	PEMBROKE	20,073	18,844	1,229	6.52	0.92	0.92	35	34
82	WARNER	18,425	18,130	295	1.63	0.85	0.88	38	36
	<b>GRAND TOTAL</b>	<b>\$ 2,171,190</b>	<b>\$ 2,052,072</b>	<b>\$ 119,116</b>	<b>5.80</b>	<b>99.98</b>	<b>100.00</b>		
900	WHSE-CONCORD	500	-	500	100.00	-	-		
903	WHSE-BOW	-	-	-	-	-	-		
908	ON-LINE SALES	-	-	-	-	-	-		
	<b>TOTAL WHSES</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>100.00</b>	<b>0.02</b>	<b>-</b>		
	<b>GRAND TOTAL</b>	<b>\$ 2,171,690</b>	<b>\$ 2,052,072</b>	<b>\$ 119,616</b>	<b>5.83</b>	<b>100.00</b>	<b>100.00</b>		

# NEW HAMPSHIRE LIQUOR COMMISSION

## DISCOUNTS BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST#	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
1	CONCORD	\$ 67,932	\$ 60,371	\$ 7,561	12.52	1.25	1.29	26	25
2	CHESTERFIELD	64,071	57,574	6,497	11.28	1.18	1.23	29	28
3	MANCHESTER	377	273	104	38.10	0.01	0.01	79	80
4	HOOKSETT	32,658	22,470	10,188	45.34	0.60	0.48	44	48
5	BERLIN	8,221	5,021	3,200	63.73	0.15	0.11	73	77
6	PORTSMOUTH	118,293	101,431	16,862	16.62	2.17	2.16	14	14
7	LITTLETON	68,973	61,433	7,540	12.27	1.27	1.31	24	24
8	CLAREMONT	27,326	21,175	6,151	29.05	0.50	0.45	49	52
9	DOVER	54,278	46,402	7,876	16.97	1.00	0.99	34	34
10	MANCHESTER	68,785	64,996	3,789	5.83	1.26	1.39	25	22
11	LEBANON	91,417	85,862	5,555	6.47	1.68	1.83	17	17
12	CENTER HARBOR	45,739	45,333	406	0.90	0.84	0.97	39	36
13	SOMERSWORTH	13,960	7,914	6,046	76.40	0.26	0.17	64	69
14	ROCHESTER	88,466	40,421	48,045	118.86	1.62	0.86	19	39
15	KEENE	119,558	129,233	(9,675)	(7.49)	2.19	2.76	13	11
16	WOODSVILLE	11,289	7,815	3,474	44.45	0.21	0.17	68	70
17	FRANKLIN	8,908	7,640	1,268	16.60	0.16	0.16	72	72
18	COLEBROOK	11,813	12,477	(664)	(5.32)	0.22	0.27	67	64
19	PLYMOUTH	55,027	50,427	4,600	9.12	1.01	1.08	32	30
20	DERRY	30,373	21,555	8,818	40.91	0.56	0.46	46	50
21	PETERBOROUGH	63,366	64,104	(738)	(1.15)	1.16	1.37	30	23
22	BROOKLINE	22,595	20,768	1,827	8.80	0.41	0.44	56	53
23	CONWAY	92,819	88,267	4,552	5.16	1.70	1.88	16	16
24	NEWPORT	9,072	7,670	1,402	18.28	0.17	0.16	71	71
25	STRATHAM	62,707	55,256	7,451	13.48	1.15	1.18	31	29
26	GROVETON	1,538	2,486	(948)	(38.13)	0.03	0.05	78	79
27	NASHUA	22,324	15,853	6,471	40.82	0.41	0.34	57	59
28	SEABROOK-BCH	7,364	5,142	2,222	43.21	0.14	0.11	76	76
29	WHITEFIELD	5,736	4,352	1,384	31.80	0.11	0.09	77	78
30	MILFORD	48,972	36,005	12,967	36.01	0.90	0.77	36	41
31	MANCHESTER	20,528	18,888	1,640	8.68	0.38	0.40	58	56
32	NASHUA	65,634	58,396	7,238	12.39	1.20	1.25	27	26
33	MANCHESTER	89,461	80,216	9,245	11.53	1.64	1.71	18	18
34	SALEM	258,562	257,235	1,327	0.52	4.75	5.49	4	3
35	HILLSBORO	23,456	23,854	(398)	(1.67)	0.43	0.51	55	47
36	JAFFREY	10,576	10,943	(367)	(3.35)	0.19	0.23	69	66
37	LANCASTER	9,169	6,365	2,804	44.05	0.17	0.14	70	73
38	PORTSMOUTH	397,017	282,071	114,946	40.75	7.29	6.02	1	1
39	WOLFEBORO	43,341	44,095	(754)	(1.71)	0.80	0.94	40	37
40	WALPOLE	16,389	15,228	1,161	7.62	0.30	0.32	61	60
41	SEABROOK	139,599	117,633	21,966	18.67	2.56	2.51	11	13
42	MEREDITH	51,525	48,735	2,790	5.72	0.95	1.04	35	32
43	FARMINGTON	-	5,207	(5,207)	(100.00)	-	0.11	80	74
44	NEW HAMPTON	45,939	46,222	(283)	(0.61)	0.84	0.99	38	35

# NEW HAMPSHIRE LIQUOR COMMISSION

## DISCOUNTS BY LOCATION

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

ST #	LOCATION	JUNE 30, 2019	JUNE 30, 2018	INCREASE/(DECREASE)		% OF SALES		RANK	
				AMOUNT	%	FY 19	FY 18	FY 19	FY 18
45	PITTSFIELD	\$ 7,508	\$ 5,166	\$ 2,342	45.33	0.14	0.11	74	75
47	LINCOLN	29,144	26,782	2,362	8.82	0.53	0.57	48	45
48	HINSDALE	29,272	28,445	827	2.91	0.54	0.61	47	43
49	PLAISTOW	80,748	70,513	10,235	14.52	1.48	1.50	21	21
50	NASHUA	295,589	263,005	32,584	12.39	5.43	5.61	2	2
51	PELHAM	23,488	21,329	2,159	10.12	0.43	0.46	54	51
52	GORHAM	17,304	13,276	4,028	30.34	0.32	0.28	60	61
53	HUDSON	18,250	16,407	1,843	11.23	0.33	0.35	59	58
54	GLEN	47,104	41,096	6,008	14.62	0.86	0.88	37	38
55	BEDFORD	209,823	158,790	51,033	32.14	3.85	3.39	7	8
56	GILFORD	73,526	74,448	(922)	(1.24)	1.35	1.59	23	20
57	OSSIPEE	14,696	12,805	1,891	14.77	0.27	0.27	62	62
58	GOFFSTOWN	26,333	16,540	9,793	59.21	0.48	0.35	52	57
59	MERRIMACK	83,375	57,588	25,787	44.78	1.53	1.23	20	27
60	W. LEBANON	173,008	153,932	19,076	12.39	3.18	3.28	9	9
61	N. LONDONDERRY	34,033	39,383	(5,350)	(13.58)	0.62	0.84	42	40
62	RAYMOND	14,336	10,304	4,032	39.13	0.26	0.22	63	67
63	WINCHESTER	7,370	8,761	(1,391)	(15.88)	0.14	0.19	75	68
64	NEW LONDON	73,902	78,196	(4,294)	(5.49)	1.36	1.67	22	19
65	CAMPTON	13,108	12,750	358	2.81	0.24	0.27	65	63
66	HOOKSETT-NO	177,139	159,700	17,439	10.92	3.25	3.41	8	7
67	HOOKSETT-SO	164,606	139,409	25,197	18.07	3.02	2.97	10	10
68	N. HAMPTON	134,225	119,120	15,105	12.68	2.46	2.54	12	12
69	NASHUA	241,371	194,224	47,147	24.27	4.43	4.14	6	6
70	SWANZEY	12,454	11,228	1,226	10.92	0.23	0.24	66	65
71	LEE	32,062	27,261	4,801	17.61	0.59	0.58	45	44
72	CONCORD	33,941	25,131	8,810	35.06	0.62	0.54	43	46
73	HAMPTON-SO	246,118	211,363	34,755	16.44	4.52	4.51	5	5
74	LONDONDERRY	114,729	92,506	22,223	24.02	2.11	1.97	15	15
75	BELMONT	26,473	20,461	6,012	29.38	0.49	0.44	51	54
76	HAMPTON-NO	284,739	242,285	42,454	17.52	5.23	5.17	3	4
77	RINDGE	25,526	21,788	3,738	17.16	0.47	0.46	53	49
78	HAMPSTEAD	27,278	19,077	8,201	42.99	0.50	0.41	50	55
79	EPPING	65,005	46,864	18,141	38.71	1.19	1.00	28	33
81	PEMBROKE	40,865	30,964	9,901	31.98	0.75	0.66	41	42
82	WARNER	54,600	50,310	4,290	8.53	1.00	1.07	33	31
	GRAND TOTAL	\$ 5,448,201	\$ 4,686,021	\$ 762,180	16.26	100.00	100.00		



# NEW HAMPSHIRE LIQUOR COMMISSION

## Total Sales by Month

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

			INCREASE/(DECREASE)		% OF TOTAL	
	2019	2018	AMOUNT	%	SALES '19	SALES '18
JULY	\$ 85,111,636	\$ 74,562,236	\$ 10,549,400	14.15	11.76	10.54
AUGUST	59,226,687	64,980,872	(5,754,185)	(8.86)	8.18	9.18
SEPTEMBER	56,119,590	56,535,600	(416,010)	(0.74)	7.75	7.99
OCTOBER	63,898,422	56,404,768	7,493,654	13.29	8.83	7.97
NOVEMBER	65,784,798	69,665,686	(3,880,888)	(5.57)	9.09	9.84
DECEMBER	73,165,416	74,944,032	(1,778,616)	(2.37)	10.11	10.59
JANUARY	54,374,564	45,127,133	9,247,431	20.49	7.51	6.38
FEBRUARY	45,407,986	44,212,117	1,195,869	2.70	6.27	6.25
MARCH	53,997,499	58,901,633	(4,904,134)	(8.33)	7.46	8.32
APRIL	55,546,003	46,156,249	9,389,754	20.34	7.68	6.52
MAY	51,469,694	56,051,709	(4,582,015)	(8.17)	7.11	7.92
JUNE	59,585,253	60,185,974	(600,721)	(1.00)	8.23	8.50
<b>TOTAL</b>	<b>\$ 723,687,548</b>	<b>\$ 707,728,009</b>	<b>\$ 15,959,539</b>	<b>2.26</b>	<b>100.00</b>	<b>100.00</b>

# NEW HAMPSHIRE LIQUOR COMMISSION

## Retail Sales By Month

FISCAL YEARS ENDED JUNE 30, 2019 AND JUNE 30, 2018 (unaudited)

			INCREASE/(DECREASE)		% OF TOTAL	
	2019	2018	AMOUNT	%	SALES '19	SALES '18
JULY	\$ 66,775,986	\$ 59,847,025	\$ 6,928,961	11.58	12.36	11.39
AUGUST	45,515,762	48,071,102	(2,555,340)	(5.32)	8.43	9.15
SEPTEMBER	43,269,202	42,922,934	346,268	0.81	8.01	8.17
OCTOBER	46,310,292	40,655,948	5,654,344	13.91	8.58	7.74
NOVEMBER	49,859,706	51,770,658	(1,910,952)	(3.69)	9.23	9.85
DECEMBER	56,307,272	58,020,691	(1,713,419)	(2.95)	10.43	11.04
JANUARY	39,244,629	31,604,686	7,639,943	24.17	7.27	6.01
FEBRUARY	32,223,333	31,116,755	1,106,578	3.56	5.97	5.92
MARCH	40,683,711	44,016,938	(3,333,227)	(7.57)	7.53	8.38
APRIL	38,160,291	32,546,543	5,613,748	17.25	7.07	6.19
MAY	36,981,062	39,391,822	(2,410,760)	(6.12)	6.85	7.50
JUNE	44,727,515	45,477,627	(750,112)	(1.65)	8.28	8.66
<b>TOTAL</b>	<b>\$ 540,058,761</b>	<b>\$ 525,442,729</b>	<b>\$ 14,616,032</b>	<b>2.78</b>	<b>100.00</b>	<b>100.00</b>

# NEW HAMPSHIRE LIQUOR COMMISSION

## On-Premise Sales by Month

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

			INCREASE/(DECREASE)		% OF TOTAL	
	2019	2018	AMOUNT	%	SALES '19	SALES '18
JULY	\$ 8,029,330	\$ 6,261,528	\$ 1,767,802	28.23	10.24	8.36
AUGUST	6,377,570	7,126,638	(749,068)	(10.51)	8.14	9.52
SEPTEMBER	5,925,803	5,972,849	(47,046)	(0.79)	7.56	7.98
OCTOBER	7,385,105	6,389,760	995,345	15.58	9.42	8.53
NOVEMBER	5,582,412	6,072,537	(490,125)	(8.07)	7.12	8.11
DECEMBER	6,156,819	5,845,759	311,060	5.32	7.85	7.81
JANUARY	6,771,919	5,709,965	1,061,954	18.60	8.64	7.63
FEBRUARY	5,865,410	5,610,300	255,110	4.55	7.48	7.49
MARCH	5,808,266	6,153,848	(345,582)	(5.62)	7.41	8.22
APRIL	7,472,749	5,844,044	1,628,705	27.87	9.53	7.80
MAY	6,353,978	7,090,337	(736,359)	(10.39)	8.11	9.47
JUNE	6,653,885	6,804,382	(150,497)	(2.21)	8.49	9.09
<b>TOTAL</b>	<b>\$ 78,383,246</b>	<b>\$ 74,881,947</b>	<b>\$ 3,501,299</b>	<b>4.68</b>	<b>100.00</b>	<b>100.00</b>

# NEW HAMPSHIRE LIQUOR COMMISSION

## Off-Premise Sales By Month

FISCAL YEARS ENDED JUNE 30, 2019 AND JUNE 30, 2018 (unaudited)

			INCREASE/(DECREASE)		% OF TOTAL	
	2019	2018	AMOUNT	%	SALES '19	SALES '18
JULY	\$ 10,377,865	\$ 8,548,556	\$ 1,829,309	21.40	9.56	7.77
AUGUST	8,047,196	9,772,866	(1,725,670)	(17.66)	7.42	8.88
SEPTEMBER	7,721,537	8,359,906	(638,369)	(7.64)	7.12	7.60
OCTOBER	10,336,298	9,592,524	743,774	7.75	9.52	8.72
NOVEMBER	10,382,833	11,954,445	(1,571,612)	(13.15)	9.57	10.86
DECEMBER	10,654,136	11,064,628	(410,492)	(3.71)	9.82	10.06
JANUARY	8,987,411	8,341,007	646,404	7.75	8.28	7.58
FEBRUARY	7,483,569	7,636,739	(153,170)	(2.01)	6.90	6.94
MARCH	7,602,951	8,815,631	(1,212,680)	(13.76)	7.01	8.01
APRIL	10,051,045	7,801,517	2,249,528	28.83	9.26	7.09
MAY	8,273,233	9,648,115	(1,374,882)	(14.25)	7.62	8.77
JUNE	8,603,978	8,501,348	102,630	1.21	7.93	7.73
<b>TOTAL</b>	<b>\$ 108,522,052</b>	<b>\$ 110,037,282</b>	<b>\$ (1,515,230)</b>	<b>(1.38)</b>	<b>100.00</b>	<b>100.00</b>

# NEW HAMPSHIRE LIQUOR COMMISSION

## Accessories Sales by Month

FISCAL YEARS ENDED JUNE 30, 2019 and JUNE 30, 2018 (unaudited)

	INCREASE/(DECREASE)				% OF TOTAL	
	2019	2018	AMOUNT	%	SALES '19	SALES '18
JULY	\$ 268,172	\$ 239,961	\$ 28,211	11.76	<b>12.35</b>	11.69
AUGUST	192,995	206,067	(13,072)	(6.34)	<b>8.89</b>	10.04
SEPTEMBER	127,630	161,096	(33,466)	(20.77)	<b>5.88</b>	7.85
OCTOBER	154,764	133,814	20,950	15.66	<b>7.13</b>	6.52
NOVEMBER	150,977	143,698	7,279	5.07	<b>6.95</b>	7.00
DECEMBER	288,797	302,026	(13,229)	(4.38)	<b>13.30</b>	14.72
JANUARY	156,673	106,177	50,496	47.56	<b>7.21</b>	5.17
FEBRUARY	130,125	119,377	10,748	9.00	<b>5.99</b>	5.82
MARCH	124,401	141,485	(17,084)	(12.07)	<b>5.73</b>	6.89
APRIL	174,866	114,274	60,592	53.02	<b>8.05</b>	5.57
MAY	175,964	178,974	(3,010)	(1.68)	<b>8.10</b>	8.72
JUNE	226,326	205,123	21,203	10.34	<b>10.42</b>	10.00
<b>TOTAL</b>	<b>\$ 2,171,690</b>	<b>\$ 2,052,072</b>	<b>\$ 119,618</b>	<b>5.83</b>	<b>100.00</b>	<b>100.00</b>

# NEW HAMPSHIRE LIQUOR COMMISSION

## Discounts By Month

FISCAL YEARS ENDED JUNE 30, 2019 AND JUNE 30, 2018 (unaudited)

	INCREASE/(DECREASE)				% OF TOTAL	
	2019	2018	AMOUNT	%	SALES '19	SALES '18
JULY	\$ 339,717	\$ 334,831	\$ 4,886	1.46	<b>6.24</b>	7.15
AUGUST	906,836	195,801	711,035	363.14	<b>16.64</b>	4.18
SEPTEMBER	924,582	881,186	43,396	4.92	<b>16.97</b>	18.80
OCTOBER	288,037	367,279	(79,242)	(21.58)	<b>5.29</b>	7.84
NOVEMBER	191,130	275,652	(84,522)	(30.66)	<b>3.51</b>	5.88
DECEMBER	241,608	289,071	(47,463)	(16.42)	<b>4.43</b>	6.17
JANUARY	786,068	634,701	151,367	23.85	<b>14.43</b>	13.54
FEBRUARY	294,451	271,055	23,396	8.63	<b>5.40</b>	5.78
MARCH	221,830	226,270	(4,440)	(1.96)	<b>4.07</b>	4.83
APRIL	312,948	150,130	162,818	108.45	<b>5.74</b>	3.20
MAY	314,543	257,539	57,004	22.13	<b>5.77</b>	5.50
JUNE	626,451	802,506	(176,055)	(21.94)	<b>11.50</b>	17.13
<b>TOTAL</b>	<b>\$ 5,448,201</b>	<b>\$ 4,686,021</b>	<b>\$ 762,180</b>	<b>16.26</b>	<b>100.00</b>	<b>100.00</b>

## NEW HAMPSHIRE LIQUOR COMMISSION



Joseph W. Mollica  
Chairman



Michael R. Milligan  
Deputy Commissioner

New Hampshire Liquor Commission  
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