



SMITTY'S CANADA INC.

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BULLETIN #104/21

DATE: June 24, 2021
TO: All Franchisees and Corporate Managers
FROM: Jim Weidinger
RE: **Quarterly Location Scorecard**

Dear Franchisee,

Attached you will find the company scorecard that we have recently created. This is one step in our efforts to share information among the Franchise community to create best practices for all of us. Our hope is that sharing these numbers will allow us to drive efficiencies and help us continue to direct our efforts in the right areas.

You will notice that sales are from 2019 compared to 2018 sales. As these were our last real comparable sales numbers, we found it was the best starting point. Going forward, we will continue to find relevant sales comparison numbers until we are truly able to compare year over year correctly (most likely starting with specific quarters at first).

The cost of sales numbers and labour numbers were taken from the financial statements you submitted at the end of 2019 (or the number you provided on a personal call to update your information). These will be as current as we have to date but again, we will continue to keep these as up to date as possible. Going forward, please ensure your financial statements include all direct labour wages (management / hourly costs / benefits / training) only and break out your cost of sales into two categories, both food and beverage. The cost of sales numbers should not include:

- Discounts – team meals / senior's discounts / food promo / loyalty
- Rebates
- Benefits (such as team meals)

We will update the Online Sentiment numbers through Chatmeter once we are live in all locations.

You will see where your location currently ranks against all other locations in the country by category. We scored the report based on an equal rating by rank for each category with a double weight on online sentiment (as you will note it has a direct reflection on sales increases). If your location doesn't have a number in one of the categories or you are unable to participate in Skip delivery, these are not counted in your ranking.

It is my hope to continue to send these reports out quarterly going forward with as much current information as possible. While everyone has been copied on this email for a sample of this report, only the locations that have chosen to share sales information will be sent this report going forward as sales are a key metric for this report.

Please do not hesitate to contact me directly should you have any questions or concerns at jweidinger@smittys.ca or 403-930-8740.

Yours truly,
SMITTY'S CANADA INC.

Jim Weidinger

Jim Weidinger
President

Location	2019 Annual Sales	Sales Growth 2018 vs 2019	Rank of Growth	Food Cost	Rank of Food Cost	Reported Labour Cost	Rank of Labour Cost	Google Ranking	Trip Advisor Ranking	Facebook Ranking	Yelp Ranking	Average On-Line Sentiment	Rank of On-Line Sentiment	SKIP Score	Rank of SKIP Score	Store Ranking
Winnipeg - Garden City	\$ 3,052,739	3.35%	22	0.0%	0	0.00%	0	4.10	4			4.1	10	9.4	12	1
Moose Jaw - T'n' C	\$ 3,129,330	5.11%	15	33.5%	49	31.50%	4	4.00	3.5	5		4.2	5	9.4	12	2
Steinbach	\$ 3,880,799	1.49%	28	28.4%	20	32.08%	8	4.20	4	3.5	4.5	4.1	10	8.9	26	3
Winnipeg - Henderson	\$ 2,419,479	37.09%	2	0.0%	0	0.00%	0	4.20	3.5	3.9	3.5	3.8	25	9.2	19	4
Mount Pearl	\$ 1,600,707	8.18%	10	29.1%	28	33.90%	19	4.20	4	3.7	4.5	4.1	8	7.8	34	5
Calgary - East Hills	\$ 1,468,632	-5.34%	62	26.9%	10	36.50%	32	4.00	4	5	5	4.5	1	9.8	2	6
Kingston	\$ 1,170,087	-1.99%	45	26.3%	8	34.86%	22	4.10	4	3.5	4	3.9	18	9.6	6	7
Edmonton - Westmount	\$ 1,411,984	-0.34%	37	29.0%	22	37.89%	38	4.00	4.5	5	3	4.1	7	9.3	17	8
Osoyoos	\$ 1,921,732	12.01%	5	31.2%	35	39.59%	48	4.20	4	4.4	3.5	4.0	12		0	9
Nanaimo - Rock City	\$ 1,382,143	8.77%	9	29.0%	23	33.00%	10	3.90	3.5	3.8		3.7	30	7.7	35	10
Saskatoon - Market Mall (Prest)	\$ 2,744,407	-1.45%	44	40.0%	58	37.27%	35	4.20	4.5	4.6		4.4	2	9.7	3	11
Edmonton - Stony Plain	\$ 1,164,978	9.92%	8	26.7%	9	33.65%	17	3.60	4	3.9	2	3.4	54	9.6	6	12
Dartmouth	\$ 1,495,623	-0.37%	39	27.5%	15	40.67%	51	4.20	3.5	4	4	3.9	16		0	13
Saskatoon - Grasswood	\$ 746,202	3.73%	19	31.5%	39	38.00%	39	4.00	3.5	4		3.8	21		0	14
Winnipeg - Meadowood	\$ 3,617,935	3.40%	21	28.2%	19	36.03%	29	4.00	3.5	4	3	3.6	36	8.9	26	15
Comox	\$ 885,902	-0.90%	42	29.0%	23	33.00%	10	3.90	3.5	4	3	3.6	37	9.2	19	16
St. John's	\$ 1,026,234	-6.10%	64	31.7%	42	34.60%	21	4.10	3.5	4.8		4.1	6	7.2	36	17
Brandon - Highland	\$ 1,490,677	5.23%	14	34.1%	51	33.34%	14	4.00	3.5	5	1.5	3.5	48	9.7	3	18
Saskatoon - Lawson Heights (P)	\$ 2,286,883	0.56%	35	37.7%	56	44.39%	53	4.00	4.5	4.4		4.3	3	8.2	33	19
Olds	\$ 1,620,398	-6.28%	65	28.7%	21	38.21%	42	4.20	4	4.7	3	4.0	13		0	20
Winnipeg - 2835 Pembina	\$ 3,246,461	7.40%	11	29.5%	30	33.73%	18	4.00	3.5	4.1	2	3.4	52	9	25	21
Calgary - Macleod	\$ 959,343	1.33%	30	0.0%	0	0.00%	0	3.80	3.5			3.7	35	8.6	29	22
Port Alberni	\$ 1,088,637	-3.42%	50	32.0%	43	37.88%	37	4.00	4		3.5	3.8	21		0	23
Camrose	\$ 1,862,469	-6.44%	68	31.3%	37	37.85%	36	4.10	3.5	4.1	4	3.9	16		0	24
Winnipeg - 580 Pembina	\$ 2,252,773	3.73%	18	29.0%	23	32.00%	6	3.90	4	1	3	3.0	72	9.1	23	25
Nanaimo - Southgate	\$ 1,775,930	1.58%	27	29.0%	23	33.00%	10	3.80	3	3.1	3	3.2	64	8.4	32	26
Truro	\$ 1,442,912	-2.05%	46	31.6%	41	35.00%	23	4.00	3.5	3.4	3.5	3.6	37		0	27
Winnipeg - Westwood	\$ 6,685,462	3.26%	24	0.0%	0	0.00%	0	3.90	3	3.7		3.5	47	8.5	30	28
Red Deer County	\$ 1,076,459	0.83%	33	30.0%	31	0.00%	0	3.90	4		2.5	3.5	50	8.5	30	29
Jasper	\$ 1,328,526	-5.71%	63	24.1%	1	33.29%	13	3.80	3.5		2.5	3.3	62		0	30
Leduc	\$ 1,381,599	-5.03%	61	26.9%	10	45.90%	56	3.70	3.5	3.8	3	3.5	48	9.2	19	31

Winnipeg - St. James	\$ 3,615,236	10.54%	7	0.0%	0	0.00%	0	4.00	3	3.1	2.5	3.2	69	9.3	17	32
Edmonton - Millwoods	\$ 1,117,976	-6.35%	66	32.1%	44	50.06%	57	3.60	4.5	3.8	3.5	3.9	20	6.8	37	33
Winnipeg - Regent Ave	\$ 3,075,181	0.97%	32	0.0%	0	0.00%	0	3.90	3.5	3.4	2.5	3.3	57	9.2	19	34
Edmonton - Northgate	\$ 1,483,963	-0.65%	41	27.9%	17	35.12%	26	3.70	4.5		1	3.1	71	9.1	23	35
Sherwood Park	\$ 913,398	-4.30%	54	34.8%	53	45.24%	54	3.80	4.5	5	1	3.6	42	9.6	6	36
Edson	\$ 1,365,800	-4.43%	55	25.0%	3	39.82%	49	4.00	3.5	3.1	3	3.4	52		0	37
Edmonton - Manning	\$ 1,619,842	-3.65%	52	29.4%	29	36.34%	30	3.90	4.5	1.8	2.5	3.2	68	9.4	12	38
Moose Jaw - Petro Can	\$ 669,548	-7.52%	71	34.3%	52	35.00%	23	4.00	3	3.8		3.6	37		0	39
Selkirk	\$ 831,432	0.20%	36	32.7%	46	64.00%	58	3.80	3.5	4	3	3.6	42		0	40
Brandon - Shopper's Mall	\$ 2,556,525	-0.60%	40	40.9%	59	33.40%	15	3.90	3.5		1	2.8	76	9.7	3	41
Halifax - Cathedral	\$ 1,281,733	-3.54%	51	0.0%	0	0.00%	0	4.10	3.5	3.7	3	3.6	42		0	42
Spruce Grove	\$ 1,186,284	1.49%	29	30.5%	32	38.49%	44	3.80	4		1.5	3.1	70	8.7	28	43
Sussex	\$ 1,391,127	-3.04%	49	32.9%	47	33.56%	16	3.90	3.5	4.2	1.5	3.3	60		0	44
Fernie	\$ 445,145	-3.72%	53	56.9%	60	64.36%	59	4.20	3.5	4	3	3.7	32		0	45
Parksville	\$ 1,648,040	-6.38%	67	35.0%	54	34.00%	20	3.80	3.5	3.5	3	3.5	51		0	46
Regina - Northgate (211 Albert)	\$ 1,535,031	6.17%	12	33.0%	48	36.00%	28	3.80	2	2.9	1	2.4	78		0	47
Stettler	\$ 919,712	-4.75%	60	27.7%	16	45.43%	55	4.10			2.5	3.3	59		0	48
Halifax - Lacewood	\$ 2,120,232	-0.94%	43	0.0%	0	0.00%	0	3.90	3.5		2.5	3.3	58		0	49
Calgary - Westbrook	\$ 1,056,602	-7.03%	69	0.0%	0	0.00%	0	3.90	2.5	3.3	2	2.9	73	9.5	10	50
Melfort	\$ 908,167	-9.47%	76	33.8%	50	35.68%	27	4.20	3.5		1	2.9	74		0	51
Swift Current	\$ 2,967,686	-8.05%	72	0.0%	0	0.00%	0	3.80	4	4.1	1.5	3.4	55		0	52
Dauphin	\$ 1,270,356	-9.20%	74	32.6%	45	38.56%	46	3.70	3.5		1.5	2.9	74		0	53
Grand Total	\$ 95,596,457	7.28%	2126	1351.4%	1422	1602.20%	1298	209.80	191	158.1	115.5	189.2	2126	286.2	632	1431
Average of Reporting Stores				31.4%		38.15%		3.96		3.9		3.6		8.9438		