



Owning The Future

The Associate-Owner Concept

balance life success
community
dedication health
opportunity
spirit
ownership



Your dream of balancing
life as a health care
professional with that
of a business owner.

Our Associate-Owners are driven by a dream to build a secure future, practicing pharmacy the way they have always wanted. They are not just looking to make a better living - they want to make a better life for themselves and for their communities.

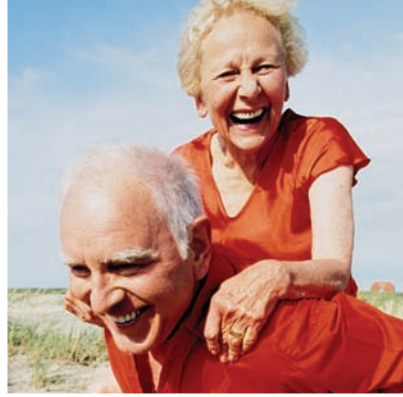
Shoppers Drug Mart Associate-Owners are committed to helping Canadians embrace a healthier outlook on life. This commitment defines Shoppers Drug Mart Associate-Owners.

ownership

ambition



dedication



We're looking for pharmacists who, in addition to their professional talents, have an entrepreneurial spirit and drive to succeed.

And that's where you come in.



At Shoppers Drug Mart®, we have been working for over 40 years to enhance our reputation as trusted health care professionals in communities across Canada.

Today, with over 1100 locations across the country, Shoppers Drug Mart has a national presence and is the leading player in Canada's retail drugstore market. With innovative offerings like our HealthWatch® system and our helpful Healthwatch Let's Talk® information programs, the Shoppers Drug Mart organization is recognized by generations of Canadians for its dedication to the highest standards of patient care.

In the area of pharmacy, Shoppers Drug Mart Associate-Owners aspire to maximize patient loyalty and to continuously increase profitable sales and market share, for success long into the future. **As an integral part of our plan, we are looking for Associate-Owners who can offer the best in health care advice, customer service and in-store experience.**

A driving factor in our success is our Associate-Owners, who own and operate Shoppers Drug Mart stores. In addition to being pharmacists, our Associate-Owners are entrepreneurs with a passion for business, strong leadership skills and enthusiasm for the Shoppers Drug Mart organization. As we continue our aggressive growth and expansion plans, many new Associate-Owner opportunities will present themselves.

The Associate-Owner Concept offers an opportunity to grow

The Associate-Owner concept is unique to Shoppers Drug Mart and offers you a leadership opportunity: to be the owner/operator of a growing business. **No initial capital investment is required** and you will enjoy the benefit of management efficiencies inherent in being part of the Shoppers Drug Mart group. The Associate-Owner concept combines the efforts, motivation and on-site leadership skills of the Associate-Owner with the proven marketing abilities, management expertise, financial stability and standardized operating practices of the Shoppers Drug Mart organization. It is an arrangement based on trust between the Associate-Owner and Shoppers Drug Mart.

The Associate-Owner concept encourages entrepreneurial spirit within a franchise system, pride of ownership, and dedication to the practice of pharmacy. You can take your pharmacy career to the next level. Our Associate-Owners are entrepreneurs with a commitment to patient care and dedication to their communities.

You will have our full support

As an Associate-Owner, you will be provided with a network of support and services to help you drive the growth and profitability of your business. This includes:

- Comprehensive training programs in business operations
- Store design, planning and construction
- Installation of all store equipment, fixtures, and leasehold improvements
- The use of Central Distribution Centres
- Operational Support
- Store Systems
- Loss Prevention
- Human Resources
- Advertising, Marketing and Merchandising programs
- Accounting and Bookkeeping
- Public Relations
- Professional Relations
- Arrangement of insurance (coverage for fire, liability and theft)



success



Explore your full potential

As an Associate-Owner, many other opportunities exist for you to develop professionally and advance your career:

- The opportunity to explore Canada by owning a store in another Province or Territory
- The opportunity to move to a preferred location as expertise is demonstrated and locations become available
- The opportunity to participate in organization-wide, joint Associate-Owner/Central Office committees
- The opportunity to launch a career with Shoppers Drug Mart at Central or Regional Offices. Former Associate-Owners who have previously demonstrated their business management skills in their licensed businesses fill many regional and corporate executive positions with Shoppers Drug Mart.



going into business
for yourself, not by yourself

family matters

- Associates planning a family can rely upon our dispensary leave program
 - * Female Associates having a child can take up to 6 months (24 weeks) of consecutive dispensary leave (ie: will not be required to do any shifts in the dispensary)
 - * During their leave, the Associate remains actively responsible and accountable for the business
- If taking leave, the store business plan will be re-projected based on new profitability levels

Do you have what it takes

To be an Associate-Owner, you must be a pharmacist, legally licensed to practice in the chosen province or territory. Associate-Owners are selected based upon past performance and experience, a personal interview, a review of appropriate references, as well as upon successful participation in the Leadership Excellence and Development Program (the LEAD program).

The individuals we're looking for:

- Are dedicated health care professionals
- Demonstrate commitment to operating a competitive retail business
- Work independently within a franchise framework
- Provide effective in-store leadership and motivation
- Are trustworthy with a high degree of credibility
- Thrive in a demanding and changing environment
- Understand Shoppers Drug Mart's strategic direction and business priorities
- Know the importance of defining clear goals, roles, responsibilities and accountabilities
- Have a diverse knowledge base and a deep commitment to learn and remain current regarding all requirements for operating a successful retail business
- Are committed to making a positive contribution to their community.

yes I am interested

STEP 1 Contact Us

- Request information through our website www.shoppersdrugmart.ca/associate or by contacting a Pharmacy Recruitment Specialist in your region www.shoppersdrugmart.ca/recruitment
- Associate-Owner candidates will have the opportunity to learn about the Associate-Owner concept in more detail, and have a personal dialogue regarding their career goals and aspirations.

STEP 2 Meet with us

- Information sessions will be held in select locations throughout the year. If there is to be a session in your area, you may receive an invitation to this event which will provide you with detailed information on the Associate-Owner concept.
- Shoppers Drug Mart regional representatives will also be present for personal introductions and discussions.

STEP 3 Interviews

- After a preliminary interview, suitable candidates will participate in an in-depth interview with a senior regional representative from Shoppers Drug Mart at which time you can discuss particular opportunities.

STEP 4 Ownership

- Once selected as an Associate-Owner you will have the opportunity to participate in the Leadership Excellence and Development Program.
- New Associate-Owners also receive a manual with full details of their responsibilities and have a mentor to support their transition into the Associate role.
- Associate-Owners continue to be supported by a full resource team.



www.shoppersdrugmart.ca/associate





Why It's Worth Your While

All of our Associate-Owners can move forward with financial confidence. Why? **No initial investment is required on your part** and no personal assets need to be pledged to Shoppers Drug Mart, banks or suppliers.

Total Associate-Owner earnings range from \$115,000* to over \$350,000, based upon the profitability of a particular store [including the RRSP (ASSET) contribution]. Shoppers Drug Mart offers all Associate-Owners a minimum level of earnings which is currently \$110,000 per annum. This provides assurance to the Associate-Owner that his or her basic financial needs will be met. In addition, Associate-Owners have the ability to generate additional earnings from the business over and above the minimum. As the profitability of the store increases so do the Associate-Owner earnings. There is no cap on Associate-Owner earnings.

In addition, on behalf of each Associate, Shoppers Drug Mart will contribute \$5,000* each year, into the Associate-Owner Group RRSP program (ASSET). This contribution is used to purchase shares of Shoppers Drug Mart Corporation.

Associate-Owners participate in group insurance programs providing \$300,000 Life Insurance, \$300,000 Accidental Death and Dismemberment, Dental, Major Medical and Long Term Disability.

Starting out as an Associate-Owner, you will incorporate your own company. Associate-Owners will have the ability to grow equity within the corporation. The Associate-Owner is required to build up and maintain equity in his or her business based on a pre-determined formula.

The Associate-Owner corporation will be eligible for those benefits available to corporations, including lower corporate tax rates and income splitting between you and your spouse.

The exact tax benefits are dependent on each Associate-Owner's personal situation and should be determined only after consultation with a tax advisor.

Upon retirement, long-serving Associate-Owners may be eligible to sell the shares of their corporation to a new Associate-Owner in order to benefit from the \$750,000 capital gains exemption.*

* Eligibility criteria exists for certain programs. Please discuss details with your Pharmacy Recruitment Specialist.

With your enthusiasm and drive to succeed, you can take the next step in realizing your dream of owning a successful pharmacy business!

For more information on the Associate-Owner concept, visit www.shoppersdrugmart.ca/associate or contact the Pharmacy Recruitment Specialist in your region directly at www.shoppersdrugmart.ca/recruitment

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