

**FOOD TERMINAL INCORPORATED (FTI)  
Validated 2019 Performance Scorecard**

Component				Target	Submission		GCG Validation		Supporting Documents	Remarks
Objective/Measure	Formula	Wt.	2019	Actual	Rating	Score	Rating			
STAKEHOLDERS	SO 1	Operationalized RFTs at Strategic Locations in the Philippines that will Support Local Farmers/Cooperatives								
	SM 1	Number of Regional Food Terminals Operationalized	Actual Accomplishment (Milestone)	15%	1. Business Model and Business Plans 2. Pre-Feasibility Study 3. Benchmarking 4. Pilot of RFT Business Model	<ul style="list-style-type: none"> <li>• Business Plan of FTI Cold Storage</li> <li>• Inauguration of Pilot 1</li> </ul>	3.75%	-	0%	<ul style="list-style-type: none"> <li>• FTI 2.0 Reinvented: Reset, Reinvent, Activate Competency Catalog and Business Plan</li> </ul> <p>This indicator pertains to accomplishments of both Pilots 1 and 2, but only the business plan and inauguration of Pilot 1 RFT was attained in 2019. The detailed accomplishment of FTI for each milestone is as follow:</p> <p>1. Business Model and Business Plans – FTI only submitted the business plan for FTI Cold Storage – Taguig (Pilot 1). No business plan was submitted for Pilot 2.</p> <p>2. Pre-Feasibility Study - FTI reported that the initial pre-feasibility study for Pilot 2 RFT in Taguig and/or Samar is still being prepared but it was silent on the pre-feasibility study of Pilot 1 RFT. Only the presentation on the Present and Future Prospects of Fish Production in the Province of Samar was included in its submission.</p> <p>3. Benchmarking – Benchmarking will form part of the feasibility study. Since FTI has not finished any of the pre-feasibility studies yet, benchmarking on any of the RFTs could not have been possible.</p>

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STAKEHOLDERS										<p>4. Pilot of RFT Business Model – The pilot of RFT Business Model involves the following activities: (a) Board review and approval of the Project Proposal including the project budget and CAPEX; (b) Execution and installation of Pilot 1; (c) Inauguration of RFT 1; and (d) Execution and Installation of Pilot 2.</p> <p>For RFT 1, the five (5) refrigerated vans were already inaugurated in 2019 and four (4) of them were already leased out. However, since the execution and installation of Pilot 2 was not accomplished in 2019, FTI also failed for this milestone.</p>	
	SO 2	Quality Services Provided, Continually Improved, and Sustained									
	SM 2	Percentage of Satisfied Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	10%	90%	-	0%	-	0%		No Customer Satisfaction Survey was conducted.
			<i>Sub-total</i>	<b>25%</b>			3.75%		0%		
FINANCE	SO 3	Financial Resources Ensured and Organizational Financial Viability Sustained									
	SM 3	Return on Assets (ROA)	Net Income/ Total Assets Employed	12%	₱101.827M / ₱7,919.298M  1.28%	₱142.917M / ₱65,714.929 M  0.22%	2.06%	₱142.918M / ₱65,714.929 M  0.22%	2.06%	<ul style="list-style-type: none"> <li>FTI 2019 COA-Audited Financial Statements</li> </ul> FTI conducted a revaluation of its assets which caused the significant increase in the total assets.	

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FINANCE	SM 4	Amount of Dividends Remitted to the National Government	Amount of Dividends Remitted	13%	₱50.913M	₱65.402M	13%	₱65.402M	13%	<ul style="list-style-type: none"> <li>Official Receipts issued by BTR dated 14 March 2019</li> </ul>	The remittance represents 50% of the 2018 Net Income of ₱130.804 Million.
	Sub-total			25%			15.06%		15.06%		
INTERNAL PROCESS	SO 4	Organizational Assets Utilized and Managed Optimally									
	SM 5	Occupancy Rate	Total Leased Area over Total Leasable Area	20%	81%	74.85%	18.48%	74.85%	18.48%	<ul style="list-style-type: none"> <li>FTI Land Use as of December 31, 2019</li> <li>Profile of Lessees</li> </ul>	<p>The total leasable area is only 19.4 ha. out of the 40.11 ha. total managed property of FTI. However, only 14.52 ha. or 74.85% of the leasable area was leased out in 2019.</p> <p>Five (5) new leases were generated with an area of 2,720.70 sq. m. However, eleven (11) lease contracts were lost because of either non-renewal of month-to-month contracts, or pre-termination of lease due to business reversal.</p>
	SM 6	Percentage of Modular Cold Chain Equipment Operational	Milestone	15%	Complete Installation	Inauguration of the five (5) refrigerated vans	15%	Complete Installation	15%	<ul style="list-style-type: none"> <li>Letter agreement with lessee</li> <li>On-site inspection on 3 May 2019</li> </ul>	The inauguration of five (5) units of 40-foot refrigerated vans, including the Liquid Quick Freeze machine was held on 6 December 2019.
	SO 5	Establish Optimal Impact on Provincial Economy of Potential RFTs									
Sub-total			35%			33.48%		33.48%			

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LEARNING AND GROWTH	SO 6	Business Operations are Standards-Compliant									
	SM 7	ISO 9001:2015 Certification	Milestone	10%	ISO Certified (Contract Management)	-	-	-	0%	-	FTI yet to strategize on how it will adjust its operations and organizational structure to accommodate its new function/s.
	SO 7	Organizational Capacity, Capability & Competency Improved									
	SM 8	Percentage of Employees with Required Competencies Met	Milestone	5%	Development of Competency Framework and Model for Existing Positions	Developed Organizational Competencies	0%	-	0%	-	Only the organizational competencies were developed by FTI.
	<i>Sub-total</i>			<b>15%</b>			<i>0%</i>		<i>0%</i>		
<b>TOTAL</b>			<b>100%</b>			<b>52.29%</b>		<b>48.54%</b>			