

NORTHERN FOODS CORPORATION (NFC)

Component					Baseline		Target		
	Objective/Measure	Formula	Wt.	Rating System ^{a/}	2016	2017	2018	2019	
SOCIAL IMPACT / CUSTOMERS / STAKEHOLDER	SO 1	Increased Market Share							
	SM 1	Percent share of NFC sales to total tomato paste domestic supply	Total NFC sales for the year divided by the total of NFC sales and non-NFC imports (28/30% + 30/32% and 36/38% grade) for the same year	15%	Actual over Target	40% (3,360 tons / 8,341 tons)	37% (3,254 tons / 8,774 tons)	24% (2,280 tons / 9,668 tons)	40% (4,030 tons / 9,992 tons)
	SO 2	Increased Participation for Farmers							
	SM 2	No. of hectares devoted to tomatoes by participating farmers	Absolute Number	10%	Actual over Target	737 ha	677.38 ha	813 ha	805 ha
	SO 3	Improved Stakeholders' Satisfaction							
	SM 3	Percentage of Satisfied a. Customers	Number of respondents which gave <i>at least</i> a Satisfactory rating / Total number of respondents	7.5%	Actual over Target 0% = If less than 80%	NA	NA	90%	90%
		b. Farmers		7.5%	Actual over Target 0% = If less than 80%	NA	NA	90%	90%
	Subtotal			40%					
FINANCE	SO 4	Improved Profitability							
	SM 4	EBITDA margin	Amount of EBITDA based on the Profit and Loss Statement	10%	Actual over Target	₱6.523M	₱5.161M	₱2.421M	₱2.576M

INTERNAL PROCESS	SO 5	Improve Plant Efficiency							
	SM 5	Conversion rate (fruits-to-paste)	Net Fruit Processed divided by Net Paste Produced	10%	Actual over Target	7.37 tons (23,718 / 3,216)	6.79 (25,085 / 3,696)	6.74 (28,982 / 4,300)	6.74 (28,980 / 4,299.7)
	SM 6	Plant downtime	Plant Downtime Hours (affecting plant rate) divided by Total Plant Operating hours	10%	Actual over Target	4.33% (52.8 / 1,219)	3.86% (49.8 / 1,291)	3.4% (50.8 / 1,494)	3.4% (51.27/ 1,508)
	SM 7	Product preservation: a. Reprocessing	Tomato paste stocks within current processing season or past year crop that undergo reprocessing	7.5%	Actual over Target	14.05 tons	13.30 tons	12.95 tons	21.67 tons
		b. Spoilage	Tomato paste spoilage from beginning inventory and current production	7.5%	Actual over Target	9.65 tons	8.47 tons	7.75 tons	6.75 tons
	Sub-total			35%					
LEARNING AND GROWTH	SO 6	Enhance Competence and Professionalism in the Workforce							
	SM 8	Percentage of Personnel with Required Competencies met	Milestone	2.5%	All or Nothing	Competency Profile per position classification	-	Improvement from baseline	Improvement from the 2018 score
	SO 7	Maintain Food Safety and Quality Management Certifications							
	SM 9	Certifications: a. ISO 9001 (Quality Mgt. System)	Milestone	5%	All or Nothing	Re-certified	Passed Surveillance Audit	ISO 9001:2015 certified	Passed Surveillance Audit

LEARNING AND GROWTH	SM 9	b. ISO 22000 (Food Safety Mgt. System)	Milestone	5%	All or Nothing	ISO 22000 Certified	Passed Surveillance Audit	Passed Surveillance Audit	Passed Surveillance Audit
		c. Halal (Product)	Milestone	2.5%	All or Nothing	Halal Certified	Halal Certified	Passed IDCP yearly audit	Passed IDCP yearly audit
	Subtotal			15%					
	TOTAL			100%					

a/ But not to exceed the weight assigned per indicator.