

NORTHERN FOODS CORPORATION (NFC)

	Component				Baseline		Target		
	Objective/Measure		Formula	Wt.	Rating System ^{a/}	2015	2016	2017	2018
CUSTOMERS / STAKEHOLDER / SOCIOECONOMIC IMPACT	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	11.06% (3,531 tons / 31,917 tons)	11.77% (3,360 tons / 28,542 tons)	13.35% (3,716 tons / 27,824 tons)	15.18% (4,402 tons / 29,008 tons)
	SO 2	Increased Participation for Farmers							
	SM 2	No. of hectares devoted to tomatoes by participating farmers	Absolute Number	10%	Actual over Target	783 ha	737 ha	813 ha	813 ha
	SO 3	Improved Stakeholders' Satisfaction							
	SM 3	Percentage of Satisfied a. Customers	Number of respondents which gave at least a Satisfactory rating / Total number of respondents	5%	All or Nothing	NA	NA	NA	90%
		b. Farmers		5%	All or Nothing	NA	NA	NA	90%
	Subtotal			35%					
FINANCE	SO 4	Improved Profitability							
	SM 4	EBITDA margin	Amount of EBITDA based on the Profit and Loss Statement	15	Actual over Target	₱14.88M	₱6.523M	₱3.154M	₱2.421M
	Sub-total			15%					

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	6.77 tons (25,804 / 3,813)	7.38 tons (23,718 / 3,216)	6.8 (29,268 / 4,300)	6.74 (28,982 / 4,300)
	SM 6	Plant downtime	Plant Downtime Hours (affecting plant rate) divided by Total Plant Operating hours	10%	Actual over Target	7.18% (96.8 / 1,348.3)	4.33% (52.8 / 1,219)	4.21% (64.10 / 1,524)	3.4% (50.8 / 1,494)
	SM 7	Product preservation: a. Reprocessing	Tomato paste reprocessed over beginning inventory plus current production	7.5%	Actual over Target	69 tons	0.42% (14.05 tons)	0.32% (15.25 tons)	0.25% (12.95 tons)
		b. Spoilage	Tomato paste spoilage over beginning inventory plus current production	7.5%	Actual over Target	(16.65 tons)	0.20% (9.65 tons)	0.18% (8.63 tons)	0.15% (7.75 tons)
	Sub-total			35%					
	SO 6	Enhance Competence and Professionalism in the Workforce							
	SM 8	Percentage of Personnel with Required Competencies met	Milestone	2.5%	All or Nothing	Approved competency framework	Competency Profile per position classification	Establish baseline	Improvement from baseline
	SO 7	Maintain Food Safety and Quality Management Certifications							
	SM 9	Certifications: a. ISO 9001 (Quality Mgt. System)	Milestone	5%	All or Nothing	Passed surveillance audit	Re-certified	PASSED Surveillance Audit	ISO 9001:2015 certified

LEARNING AND GROWTH	b. ISO 22000 (Food Safety Mgt. System)	Milestone	5%	All or Nothing	Finalized Manuals	ISO 22000 Certified	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.