

**FISHCOR Group of Companies Annual Plan 2017/18**

| Strategic Objective               | Objectives for 2017/18                          | Key Performance Indicator (KPIs) for 2017/18             | Alarm Baseline | Target Q1 | Target Q2 | Target Q3 | Target Q4 | Key Action Steps   | Budget Operational (One year) | Responsible Office |
|-----------------------------------|---|--|----------------|-----------|-----------|-----------|-----------|--|-------------------------------|--------------------|
| Production & Innovation           | Develop new product                             | Number of new products                                   | 232            |           | 1         | 1         | 1         | 1. Conduct research 2. New product development 3. Create new product lines or extension 4. Create demand                         | 100 000                       | CEO                |
|                                   | Enhance quality                                 | 1. Maintain cold chain 2. Number of quality endorsements | 1              | 0         | 0         | 0         | 0         | 1. Conduct training 2. Improve inspections 3. Increase monitoring schedules  | -                             |                    |
|                                   | Monitor production target                       | Production output or results achieved                    | 83%            | 85%       | 90%       | 95%       | 100%      | 1. Check production hourly 2. Improve floor management 3. Improve handling methods   | -                             |                    |
|                                   | Improve processing & production efficiency      | Tonnes per hour  | 2,1mt          | 2,1mt     | 2,5mt     | 2,5mt     | 2,5mt     | 1. Timeous processing of products 2. Reduce down times 3. Invest in enterprise systems 4. Improve performance                    | -                             |                    |
| Infrastructure, Machinery & Fleet | Develop maintenance and fleet management system | Maintenance and fleet management system in place         | 50%            | 60%       | 80%       | 90%       | 100%      | Maintenance and fleet management system in place, functioning and operational  | 1 000 000                     | CEO                |
|                                   | Acquire new machinery and equipment             | Level of capitalization                                  | 40%            |           | 50%       | 80%       | 100%      | 1. Acquire new fleet of vehicles 2. Acquire new fleet of vessels 3. Enhance Infrastructure 4. Modernise jetty point              | 128 576 287                   |                    |
| Business Excellence               | Improve customer satisfaction                   | Satisfaction survey results                              | 70%            | 80%       | 85%       | 90%       | 95%       | 1. Stakeholder engagements 2. Develop customer satisfaction surveys 3. Implement survey findings 4. Establish suggestion box     | 100 000                       | CEO                |
|                                   | Enhance Ownership                               | Attendance at board meetings and functions               | 90%            | 60%       | 70%       | 80%       | 90%       | 1. Hold AGMs 2. Hold board meetings 3. Shareholders briefing   | 500 000                       |                    |
|                                   | Improve brand image                             | Increase brand awareness                                 | 4              | 0         | 0         | 2         | 2         | 1. Publicity 2. Implement CSR 3. Brand equity 4. Events and road shows 5. Attendance of expos and trade fairs 6. Conduct surveys | 1 600 000                     |                    |

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|----------------------------|--|---|----------------|-----------|-----------|-----------|-----------|---|-------------------------------|--------------------|
| Human Resource Development | Develop Skills                           | % of workers trained                            | 40%            | 25%       | 50%       | 75%       | 90%       | 1. Training needs analysis 2. Develop HR development strategy 3. Skills development plan 4. PDPs 5. Skills training | 1 000 000                     | CEO                |
|                            | Develop team building activities         | Undertake team building activities              | 1              |           | 1         |           | 1         | 1. Training 2. Conduct team building exercises/sessions   | 398 000                       |                    |
| Investment and Finance     | Improve profitability                    | Increase profits and revenue                    | 5%             | 3%        | 5%        | 5%        | 5%        | 1. Increase sales 2. Align finances to strategy 3. Manage costs   | -                             | CEO                |
|                            | Invest in new businesses/revenue streams | Number of new businesses or investment vehicles | 1              |           | 1         |           | 1         | 1. Capital outlay 2. Research & Development 3. New product development 4. Process re-engineering                    | 40 975 000                    |                    |
|                            | Improve financial management             | Variance from budget                            | 5%             |           | 5%        |           | 5%        | 1. Credit control policy 2. Cost minimisation 3. Automate processes   | -                             |                    |
| <b>TOTAL</b>               |  |   |                |           |           |           |           |   | <b>174 313 329</b>            |                    |