

Goal	Measure	Metric	Baseline	Current value	Target		FY2019	FY2020					FY2021				FY2022			
					2020	2022		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A unified, engaged member group that understands what we are about	1.1 Member engagement	Member engagement index (%)	50%	50%	65%	75%				57%		65%								
	1.2 Opened outbound communications	Click rate (%)	72%	72%	80%	90%		72%	70%	75%	75%	77%								
	1.3 Increase volumes through SIW/IFP	SIW volume (cartons)	1.0m	3.7m	Meet or exceed	Meet or exceed	3.7m	1.0m	1.0m	1.2m	1.1m	1.2m	1.2m							
		SIW \$ Sales	23.6m	83.2m	Meet or exceed	Meet or exceed	83.2m	23.6m	24.6m	28.7m	26.5m	28.7m	27.9m							
		IFP volume (kg)	0.8m	3.1m	Meet or exceed	Meet or exceed	3.1m	0.8m	0.9m	1.0m	0.9m	1.0m	1.0m							
		IFP \$ Sales	3.9m	15.2m	Meet or exceed	Meet or exceed	15.2m	3.9m	5.0m	5.3m	4.4m	5.1m	5.3m							
	1.4 Growth in rebates	Growth in rebate income (%)	5.9%	5.9%	5.0%	5.5%		5.9%				21.5%								
Efficient operations to drive value for members	2.1a Satisfaction with TIR services	TIR member satisfaction index (%)	51%	51%	60%	75%	51%			69%		78%								
	2.1b Satisfaction with IFP services	IFP satisfaction index %	45%	45%	55%	70%	45%			58%		64%								
	2.3 Operational excellence	Rebate payout ratio (%)	56%	56%	59%	65%	56%	55%	56%	56%	67%									
	2.4 Staff engagement	Survey score (out of 100)	62%	62%	70%	70%		62%				62%								
	2.5 OEP/FSA score	OEP score	59%	59%	60%	75%		59%		NR		60%								
		FSA score	56%	56%	58%	75%		56%		NR		82%								
A strong position for our brands to drive member sales and margin growth	3.1 Brand strength	(Un-)prompted awareness	TBC	TBC	TBD	TBD		TBC				TBC								
	3.2 Network retail sales growth	Network sales growth (%)	4.9%	5.0%	CPI	CPI		4.9%				16.4%								
	3.3 Gross profit growth	Growth in gross profit (%)	7.4%	10.8%	4.5%	5.0%	7.4%	10.8%	11.5%	26.7%	44.9%	27.7%	21.4%							
	3.4 Effectiveness/ competitiveness/ relevance of pricing programs	Satisfaction score (%)	44%	44%	50%	70%	44%			64%		75%								
Legend																				
	Above target																			
	Near target																			
	Below target																			