

2021 INDEX: PARTICIPATING COMPANIES

To date, 14 companies representing 18 brands have joined the MFI. Their performance is ranked and presented at the annual CEO Forum.



About TechnoServe

TechnoServe is a leader in harnessing the power of the private sector to help people lift themselves out of poverty. A non-profit organization operating in 29 countries, we work with hard-working men and women in the developing world and emerging markets to build competitive farms, businesses, and industries. By linking people to information, capital, and markets, we have helped millions to create lasting prosperity for their families and communities.

Founded over 50 years ago, TechnoServe has been named the #1 nonprofit for fighting poverty by an independent charity ratings agency.

About SAPFF

The Strengthening African Processors of Fortified Foods (SAPFF) Project is a four-year, \$10 million project—funded by the Bill & Melinda Gates Foundation and implemented by TechnoServe—that is using a market-based approach to help food companies in Nigeria, Kenya, and Tanzania to increase the availability of nutritious foods by improving their capacity to produce and sell fortified foods for local markets.

* Acquired by Olam shortly after participation in the pilot phase

MICRONUTRIENT FORTIFICATION INDEX:

What's Next?

Participating in the MFI provides a unique opportunity for companies to help improve nutrition and health in Nigeria while strengthening their brand among consumers.

- Industry leaders will need to continue to assume ownership of the index and identify mechanisms to exchange best practices for food fortification and track and assess progress
- More companies are expected to join the MFI, demonstrating collective buy-in to the initiative which serves as the basis of effective self-regulation
- The MFI brand will support participants' marketing and branding efforts as it is a quality mark, and the rankings provide opportunities for companies to receive awards and recognition
- The MFI will explore partnerships with other programs that are similarly engaged, to share data, learnings and resources in pursuit of strengthening nutrition in Nigeria and the digitalization of quality assurance and quality control in the country's food system

For more information about joining the index and embarking on this journey, please visit:

www.MFI-NG.org

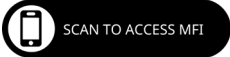


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Ensuring Improved
Access to Safe and
Nutritious Foods



www.MFI-NG.org

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Industry Leaders Unite to Fight Malnutrition In Nigeria

Food fortification, in which essential micronutrients are added during food processing, has been widely identified as a cost-effective strategy for addressing micronutrient malnutrition at scale, making it a vital tool for ensuring better health for Nigerians and contributing to country’s economic development. The launch of the National Food Fortification Program in 2002 set mandatory fortification standards. 16 years later, Nigerian industry leaders convened at the 2018 CEO Forum to review progress and agree on a collective approach to accelerate the scale-up of food fortification. This resulted in a call to develop a food quality-and-fortification index that would integrate food fortification into companies’ standard food-quality management and manufacturing processes, increase transparency, and improve accountability for their commitments to high-quality food fortification.

Working with stakeholders across the Nigerian food sector, the Strengthening African Processors of Fortified Foods (SAPFF) Project—a partnership between the Bill & Melinda Gates Foundation and TechnoServe—launched The Micronutrient Fortification Index (MFI) to respond to this call.



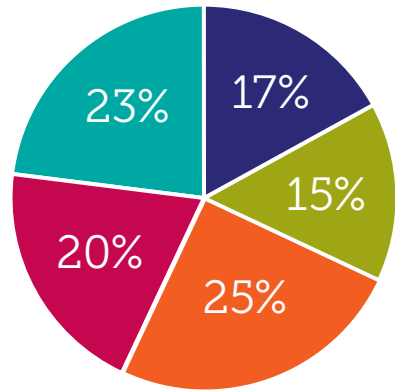
What Is the MFI and How Does It Work?

The MFI is a locally driven, industry-owned initiative to generate data and publicly share rankings of companies’ progress on fortifying their products with essential vitamins and minerals. This self-regulatory system will provide consumers with information about the fortification of four staple products—wheat flour, edible oils, salt, and sugar—and spur companies to meet their fortification targets. The MFI solution is built around a framework, known as the 4PG—short for personnel, public engagement, procurement and partnerships, production, and governance—that highlights the core elements of sustainability and a commitment to ensuring access to high-quality, fortified foods. By promoting the digitalization of quality assurance, tapping into the use of data, and harnessing the competitive nature of companies, the MFI seeks to drive progress on fortification.

Specifically, the index is geared towards:

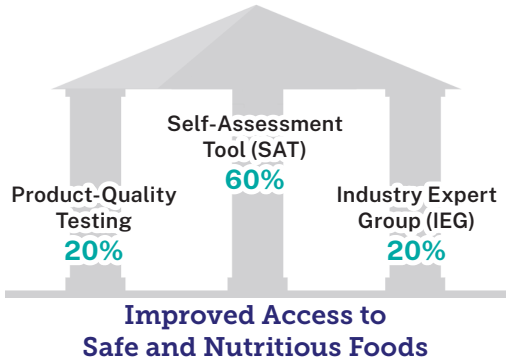
- Creating a level playing field that incentivizes food processors to adhere to fortification and quality standards
- Encouraging efforts to institutionalize quality systems across all functions of business, thereby reducing the risk of quality failures
- Generating valuable industry-wide insights on performance that enhance the enabling environment
- Projecting a mark of quality to the market and consumers, helping to inform purchasing decisions

INTERNAL ← → EXTERNAL



- Personnel
- Procurement & Partnerships
- Production
- Public Engagement
- Governance

The MFI is calculated using three component scores, each weighted for relevance, which all feed into the overall score presented on the dashboard:

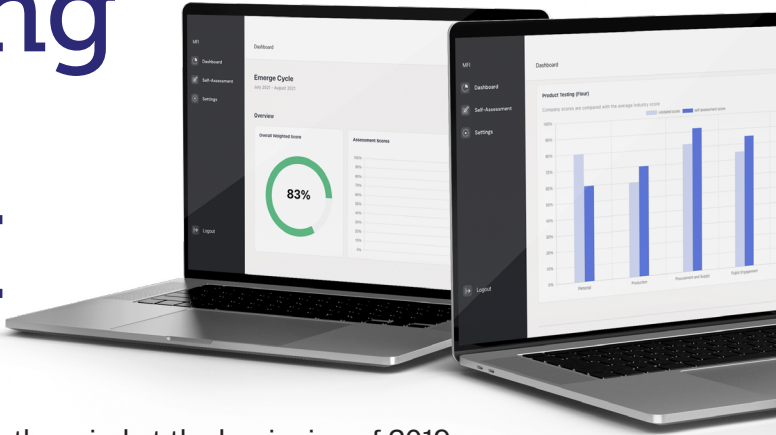


Self-Assessment Tool (SAT): 60%
Participating companies will own and update the SAT at intervals, with the option of completing a full or abridged version. This will enable the companies to assess the salient elements of their quality-management systems, values, and governance.

Product-Quality Testing: 20%
Independent evaluators will conduct periodic product testing of brands to measure nutrient value of essential vitamins and minerals against national fortification standards. Assays of product samples will be carried out at top rated laboratories.

Industry Expert Group (IEG): 20%
Through a moderated discussion, the IEG’s external stakeholders and industry experts provide additional insights about the performance of participating companies on the components of 4PG.

Using the MFI



Over a three-month period at the beginning of 2019, TechnoServe successfully piloted the MFI Self-Assessment Tool with four firms, validating the responses with an independent consultant. SAPFF presented the results and scale-up plans at the 2019 CEO Forum, which provided a platform to inform a wide array of relevant stakeholders representing government, industry and development partners at their highest levels.

The process led to improvements to the MFI, enabling participating companies to more easily access either the full or abridged version of the self-assessment, collaborate with relevant organizational staff, and ensure data security. The company dashboard is only viewable by the account holder and can help the business to improve its operations.

Once users have completed the full cycle of the process, they are included in the public MFI index, which includes a ranked list of participating companies. By participating in the index, companies have shown their commitment to fortification and improved nutrition, and every company has the opportunity to score 100%.



Consumers and other stakeholders are able to sort and filter the data by product, scores, or industry trends. This information can inform:

- Program design by development partners and advocacy groups
- Policy considerations by government stakeholders
- Purchasing decisions by consumers

“The use of this tool should be adopted by all companies involved in fortification, and I believe it should be made available to stakeholders and shareholders alike.”

His Excellency Prof. Yemi Osinbajo
Vice President, Federal Republic of Nigeria