SAMPLE REPORT · FICTIONAL ORGANISATION

ITA

ISO 9001 · ISO 22400-2 · Six Sigma

KPI Performance Report

Quality and operational indicators against target

7/8 indicators on target in the latest period

Al Noor Food Industries (sample)

Indicators	**8**
Frequency	**Monthly**
Periods	**Jan 2026 – Jun 2026**
Prepared by	**Quality department**
Date	**16 November 2026**

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For management review of quality and operational performance.

1 KPI performance at a glance

8 indicators were tracked over 6 periods (Jan 2026 to Jun 2026). In the latest period: 7 on target, 1 under watch and 0 off target.

KPIS TRACKED	ON TARGET	WATCH	OFF TARGET
8	7	1	0

SCORECARD (LATEST PERIOD)

INDICATOR	LATEST	TARGET	AVERAGE	TREND	STATUS
Conformity rate	98.9%	98.0%	98.1%	▲	On target
First pass yield (FPY)	95.3%	95.0%	94.1%	–	On target
Scrap rate	1.68%	2.00%	2.33%	▼	On target
Complaints per 1,000 units or orders	0.67 per 1,000	1.00 per 1,000	1.27 per 1,000	▼	On target
On-time delivery (OTD)	97.6%	95.0%	94.7%	▲	On target
Overall equipment effectiveness (OEE)	77.5%	85.0%	72.7%	▲	Watch
Supplier PPM	598 PPM	1,000 PPM	1,311 PPM	▼	On target
Cost of poor quality (% of sales)	1.89%	2.00%	2.67%	▼	On target

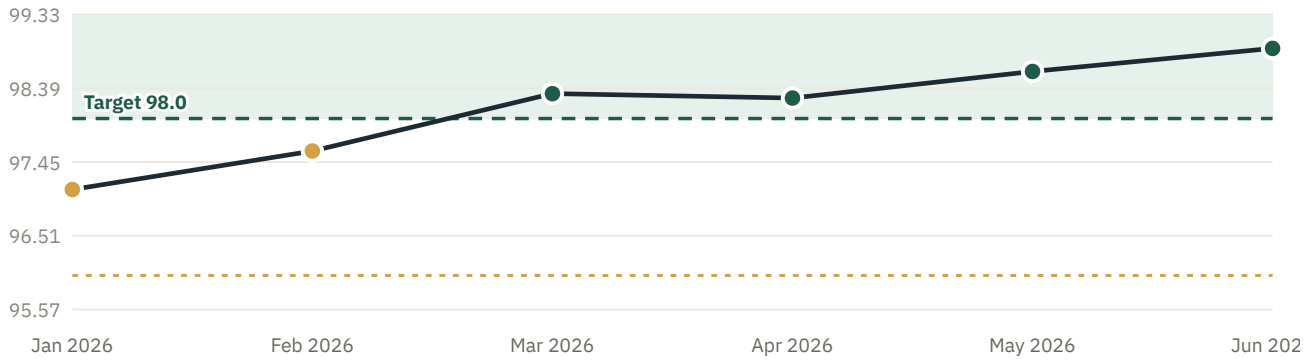
2 Trend and reading for each indicator

Green band: target zone. Dashed green line: target. Dotted amber line: watch limit. Point colours show the status of each period.

Conformity rate

On target

Share of inspected units, batches or services that met all requirements.



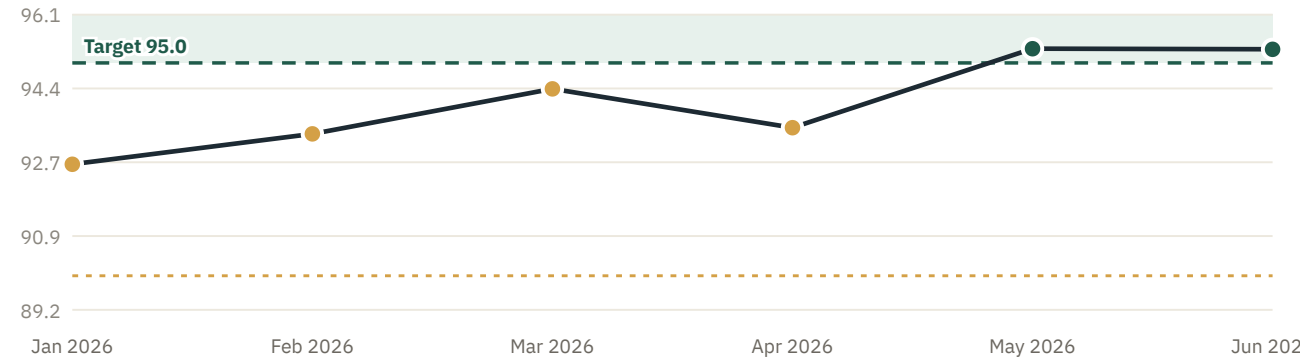
PERIOD	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Value	97.1	97.6	98.3	98.3	98.6	98.9

Conformity rate was 98.9% in Jun 2026, meeting the target of 98.0%. It improved on the previous period (+0.3 points). Target met in 4 of 6 periods.

First pass yield (FPY)

On target

Share of units that pass all checks the first time, without rework or repair.



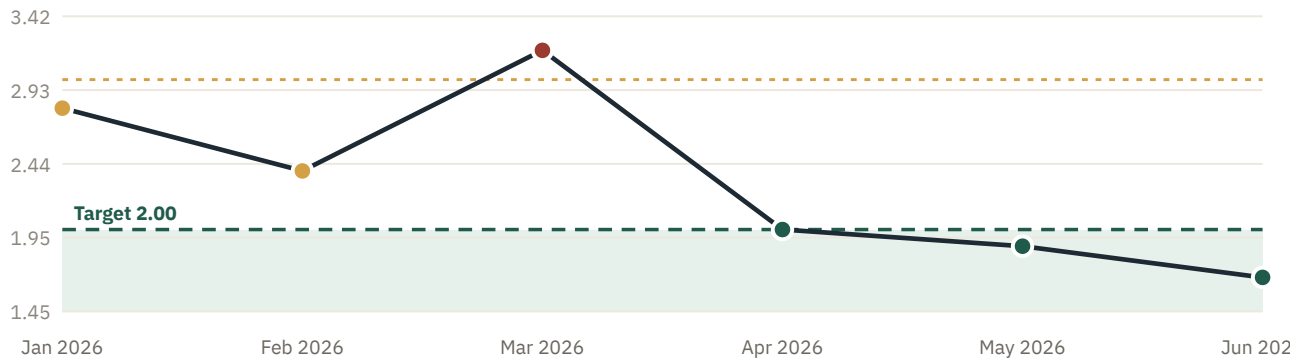
PERIOD	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Value	92.6	93.3	94.4	93.5	95.3	95.3

First pass yield (FPY) was 95.3% in Jun 2026, meeting the target of 95.0%. Target met in 2 of 6 periods.

Scrap rate

On target

Scrapped quantity as a share of the quantity produced.



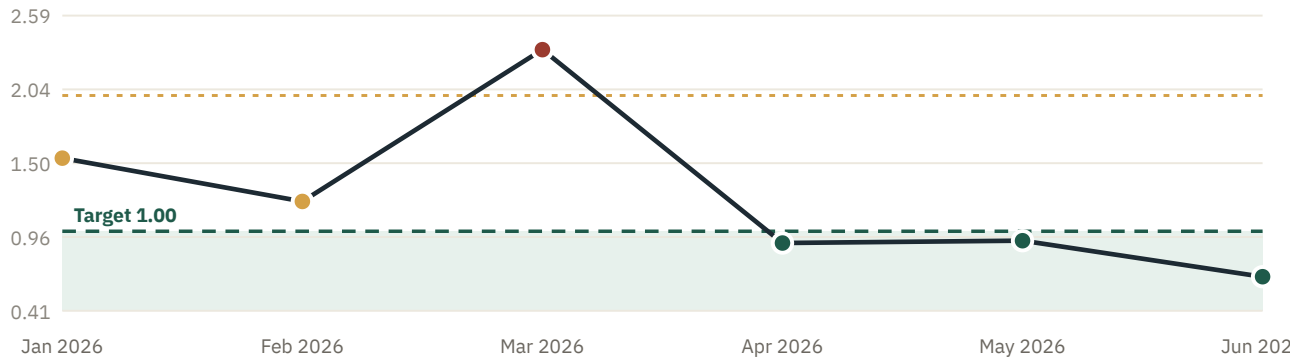
PERIOD	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Value	2.81	2.39	3.20	2.00	1.89	1.68

Scrap rate was 1.68% in Jun 2026, meeting the target of 2.00%. It improved on the previous period (−0.21 points). Target met in 3 of 6 periods.

Complaints per 1,000 units or orders

On target

Customer complaints normalised by volume delivered, so months of different volume can be compared.



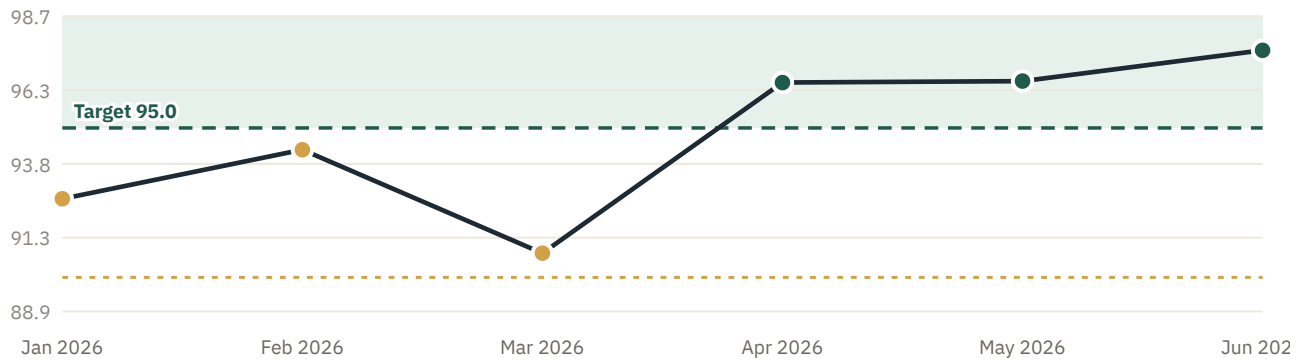
PERIOD	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Value	1.54	1.22	2.34	0.91	0.93	0.67

Complaints per 1,000 units or orders was 0.67 per 1,000 in Jun 2026, meeting the target of 1.00 per 1,000. It improved on the previous period (−0.27). Target met in 3 of 6 periods.

On-time delivery (OTD)

On target

Share of deliveries made on or before the date agreed with the customer.



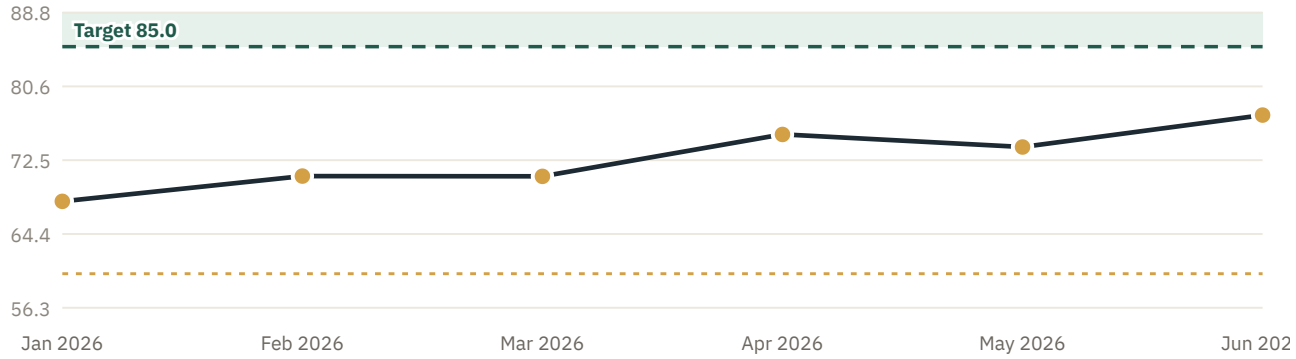
PERIOD	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Value	92.6	94.3	90.8	96.5	96.6	97.6

On-time delivery (OTD) was 97.6% in Jun 2026, meeting the target of 95.0%. It improved on the previous period (+1.0 points). Target met in 3 of 6 periods.

Overall equipment effectiveness (OEE)

Watch

Availability × performance × quality. Shows how much of planned time produced good output at ideal speed.



PERIOD	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Value	68.0	70.8	70.7	75.3	74.0	77.5

Overall equipment effectiveness (OEE) was 77.5% in Jun 2026, short of the 85.0% target but within the watch limit. It improved on the previous period (+3.5 points). Target met in 0 of 6 periods.

Latest period: availability 91.3%, performance 85.8%, quality 98.9%.

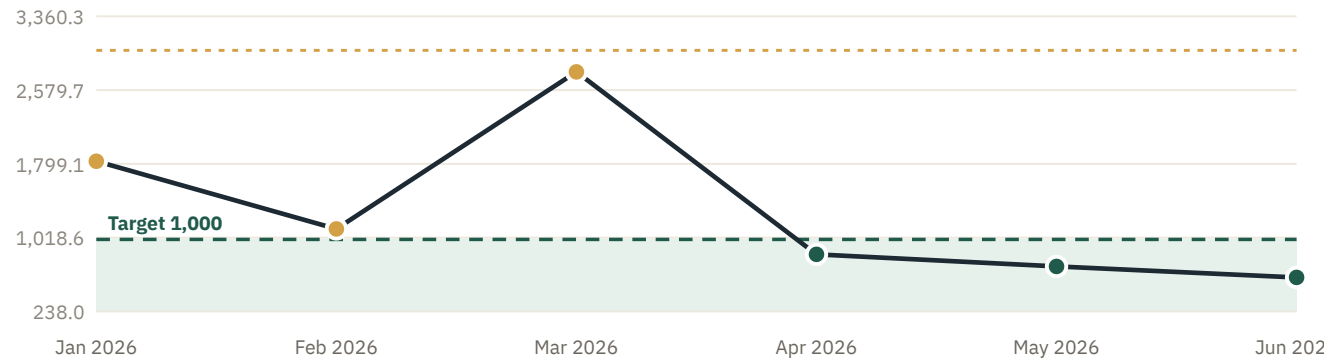
Recommended action

Read the three factors: low availability points to breakdowns and changeovers, low performance to minor stops and slow running, low quality to scrap and rework.

Supplier PPM

On target

Rejected supplied units per million units received.



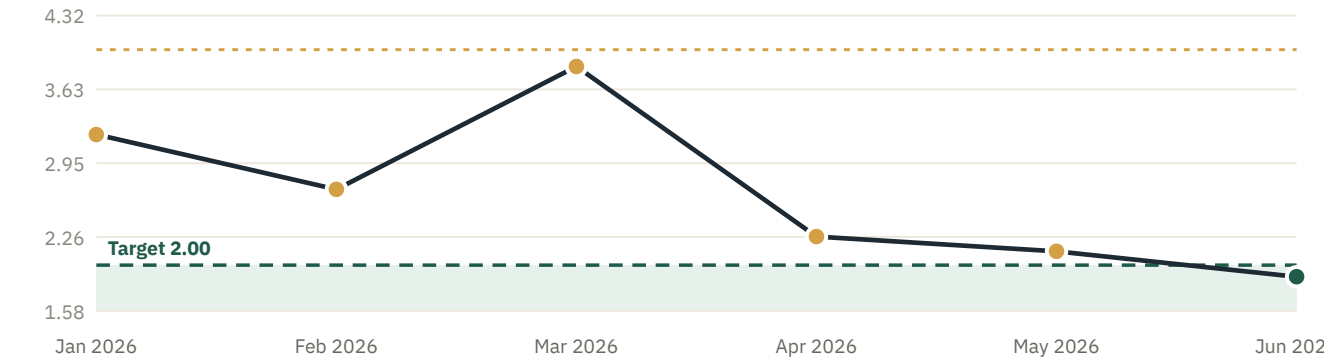
PERIOD	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Value	1,827	1,111	2,772	842	714	598

Supplier PPM was 598 PPM in Jun 2026, meeting the target of 1,000 PPM. It improved on the previous period (−116). Target met in 3 of 6 periods.

Cost of poor quality (% of sales)

On target

Internal failure costs (scrap, rework) plus external failure costs (returns, warranty, complaints) as a share of sales.



PERIOD	JAN 2026	FEB 2026	MAR 2026	APR 2026	MAY 2026	JUN 2026
Value	3.21	2.70	3.84	2.27	2.13	1.89

Cost of poor quality (% of sales) was 1.89% in Jun 2026, meeting the target of 2.00%. It improved on the previous period (−0.24 points). Target met in 1 of 6 periods.

3 How each indicator is calculated

INDICATOR	FORMULA	DIRECTION	TARGET / WATCH	REFERENCE
Conformity rate	Conforming units ÷ Units inspected × 100	Higher is better	98.0 / 96.0	ISO 9001 clause 9.1 (monitoring, measurement, analysis)
First pass yield (FPY)	Units passing first time ÷ Units entering the process × 100	Higher is better	95.0 / 90.0	ISO 22400-2 (manufacturing KPIs)
Scrap rate	Quantity scrapped ÷ Quantity produced × 100	Lower is better	2.00 / 3.00	ISO 22400-2 (manufacturing KPIs)
Complaints per 1,000 units or orders	Complaints received ÷ Units or orders delivered × 1000	Lower is better	1.00 / 2.00	ISO 10002 (complaints handling)
On-time delivery (OTD)	Deliveries on time ÷ Total deliveries × 100	Higher is better	95.0 / 90.0	Supply chain practice (SCOR delivery metrics)
Overall equipment effectiveness (OEE)	OEE = availability × performance × quality = (good units × ideal cycle time) ÷ planned production time	Higher is better	85.0 / 60.0	ISO 22400-2 OEE index; Nakajima six big losses (85% often cited as world class)
Supplier PPM	Units rejected ÷ Units received × 1,000,000	Lower is better	1,000 / 3,000	Six Sigma metrics (ASQ body of knowledge)
Cost of poor quality (% of sales)	(Internal failure costs + External failure costs) ÷ Sales revenue × 100	Lower is better	2.00 / 4.00	Prevention-appraisal-failure model (ASQ cost of quality)

Good practice

Keep each KPI SMART, review results at planned intervals as ISO 9001 clause 9.1.3 expects, and act on trends, not single points. A watch status is an early warning: investigate before it becomes off target.

REVIEW AND APPROVAL

ROLE	NAME	SIGNATURE	DATE
Prepared by	Quality department		
Reviewed by			
Approved by			

REVISION HISTORY

REVISION	DATE	DESCRIPTION
0	16 November 2026	First issue

Basis of preparation. Figures were entered by the organisation; formulas follow common published definitions (ISO 22400-2, Six Sigma, ISO 10004 and the cost of quality model). Default targets are illustrative and should be set from the organisation's own objectives, customer requirements and process capability.