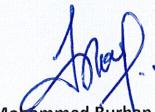
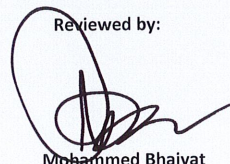


Finance Department KPI 2021							
Area	KPI No.	Description		Measurement Criteria	Value out of 100%	Value out of Overall Wt %	Yearly Target
OPERATIONS (Overall weight 30%)	KPI-1	Digitalization	* to review & achieve 100% of Finance processes for comprehensive enhancement	As per Department plan	38%	10.36%	100.00%
	KPI-2	Technology	Systems For SMSA Holding and Group Company	As per plan	40%	10.91%	100.00%
	KPI-3	Resource Optimization	* Offshore (Budget Preparation and Report)	As per Budget report	32%	8.73%	100.00%
	Total				110%	30.00%	
	OVERALL WEIGHT				30%		
PEOPLE (Overall weight 10%)	KPI-4	Localization	To achieve localization 40% target for the dept, additional 38 saudi staff	As per HR Man power Report	50%	5.00%	100.00%
	KPI-5	Employees	Staff Survey Results - target 87%	HR- Training report	50%	5.00%	100.00%
	Total				100%	10.00%	
	OVERALL WEIGHT				10%		
FINANCE (Overall weight 60%)	KPI-6	Horizontal Business Growth	Provide Timely Report on the Horizontal Business Lines	Monthly report	30%	18.00%	100.00%
	KPI-7	Receivable Collection	Collection Target 95% - Corporate Segment.	As per report	50%	30.00%	100.00%
	KPI-8	Financial Objective	Budget vs Actual Performance Reporting & External Audit For SMSA Holding and SMSA Group Companies	As per report	20%	12.00%	100.00%
	Total				100%	60%	
	OVERALL WEIGHT				60%		
CUSTOMERS (N/A)	N/A		N/A	N/A	N/A	#VALUE!	N/A
	Total				0%	#VALUE!	
	OVERALL WEIGHT				0%		
						100.00%	

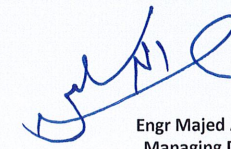
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