

**MASAGANANG SAKAHAN, INC.**

	Component				Annual Target	4th Quarter		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System		Target	Actual	
	<b>CUSTOMERS/STAKEHOLDERS</b>	<b>SO 1</b>	<b>Strengthen the Market Access</b>					
SM 1		Number of Primary Markets* developed	Actual number of primary markets developed	10%	(Actual / Target) x Weight  0% = If less than 35	52	52	59
SM 2*		Volume of rice sold to primary markets	Actual Volume of rice sold to primary markets	10%	(Actual / Target) x Weight  0% = If less than 10,962	119,400	119,400	24,634.32
<b>SO 2</b>		<b>Strengthen the Competitiveness and Technical Knowledge of LBP Assisted Farmer Organization</b>						
SM 3		Number of cooperatives that benefited from the Payment-In-Kind (PIK) Program	Actual number of cooperatives that benefited from the (PIK) Program	10%	(Actual / Target) x Weight	33	33	14
<b>Sub-total</b>				<b>30%</b>				
<b>SO 3</b>		<b>Promote Customer Satisfaction and Sales Recognition Program</b>						

\*On SM2, the actual accomplishment consists of the volume of rice sold to MSI's Non-LBP clients. In the submission of the 2018 PES, the annual target of 119,400 bags pertains to the volume of rice to be sold to Non-LBP clients as per MSI's Corporate Operating Budget.

	Component				Annual Target	4th Quarter		
	Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight		Rating System	Target	Actual
		SM 4	Percentage of Satisfied Customers	Number of respondents which gave at least Satisfactory rating / Total number of respondents	10%	(Actual / Target) x Weight  0% = If less than 80%	100% of respondents gave MSI at least Satisfactory rating (upper two boxes of a 5-point rating scale)	100% of respondents gave MSI at least Satisfactory rating (upper two boxes of a 5-point rating scale)
	<b>Sub-total</b>			<b>10%</b>				
FINANCIAL	SO 4	<b>Strengthen Financial Viability</b>						
	SM 5	Increase Net Income After Tax (NIAT)	Actual Net Income After Tax	15%	(Actual / Target) x Weight  0% = If less than ₱25.63 Million	₱35.05 Million	₱35.05 Million	₱8.27 Million
	<b>Sub-total</b>			<b>15%</b>				
INTERNAL PROCESS	SO 5	<b>Shore Up Logistical Processes for Quicker Turn-Around Time</b>						
	SM 6	Percentage of Fulfilled Expected Deliveries Made	Number of orders made within agreed time of delivery with clients / Total number of orders for delivery	10%	(Actual / Target) x Weight  0% = If less than 70%	90%	90%	100%

	Component				Annual Target	4th Quarter		
	Strategic Objective (SO)/ Strategic Measure(SM)	Formula	Weight	Rating System		Target	Actual	
		<b>SO 6</b>	<b>Increase Productivity of MSI-Agri Development Center</b>					
SM 7		Capacity utilization ratio of MSI-ADC warehouse	Total volume of incoming rice inventory / 55,000 (Full capacity of warehouse)	10%	(Actual / Target) x Weight  0% = If less than 2.00	2.70	2.70	1.43
<b>SO 7</b>		<b>Enhance Marketing Strategies</b>						
SM 8		Percentage of Total Bids Won or Served	Number of total bids won or served / Number of total bids tendered	10%	(Actual / Target) x Weight	65%	65%	88.64%
<b>Sub-total</b>				<b>30%</b>				
<b>LEARNING AND GROWTH</b>	<b>SO 8</b>	<b>Strengthen Competencies of Employees in the Organization</b>						
	SM 9	Percentage of Employees Meeting Required Competencies	Total employees with identified competency gaps addressed / 50% of employees with identified competency gaps	10%	(Actual / Target) x Weight	50% of employees with identified competency gaps addressed	50% of employees with identified competency gaps addressed	50% of employees with identified competency gaps addressed
	<b>SO 9</b>	<b>Establish Quality Management System</b>						

	Component				Annual Target	4th Quarter	
	Strategic Objective (SO)/ Strategic Measure(SM)		Formula	Weight		Rating System	Target
		SM 10	Improve Processes to Quality Management System	Actual accomplishment	5%	All or nothing	Certification under ISO 9001:2015 Standards
	<b>Sub-total</b>			<b>15%</b>			
	<b>TOTAL</b>			<b>100%</b>			