



Customer Satisfaction Survey

Commercial Operation

FY23-24

SURVEY SUMMARY

213 / 329
Responses / Invitations (Direct + Subsidiary)

65%

70%
313 / 450
Respondents / Invitations

2023-24

2022-23

103 Direct Respondents



110 Subsidiary Respondents



THREE SUB PARAMETERS

DELIVERY PERFORMANCE (DIRECT CUSTOMERS)

- 5**
Point Ordinal Scale
- Excellent
 - Good
 - Meets Expectations
 - Needs Improvement
 - Unacceptable
- 6**
Parameters
- Punctuality (Order to Delivery lead time)
 - Quality of Packaging (Primary/Secondary/Tertiary)
 - Product Labeling
 - Documents accuracy (document completeness, information correctness)
 - Timely submission of post shipment documents
 - Logistic condition of the goods : (palletization/container / truck load)

CUSTOMER SATISFACTION SURVEY 2023 - 24

4

Delivery
Performance

QUALITY OF UPL PRODUCTS & SERVICES PERFORMANCE (DIR CUSTOMERS)

- 5**
Point Ordinal Scale
- Excellent
 - Good
 - Meets Expectations
 - Needs Improvement
 - Unacceptable
- 5**
Parameters
- Quality of products
 - Resolving problems and issues timely and satisfactorily
 - Handling quality complaints efficiently
 - Overall Supply Chain support to your products
 - Overall Forecasting process

UPL CUSTOMER SATISFACTION SURVEY 2023 - 24

8

Quality of
UPL Products &
Services

OVERALL COT PERFORMANCE (DIRECT CUSTOMERS)

- 5**
Point Ordinal Scale
- Excellent
 - Good
 - Meets Expectations
 - Needs Improvement
 - Unacceptable
- 6**
Parameters
- Polliteness & Courtesy
 - Order acknowledgement within 48 working hours from Purchase order date
 - Timely complaints resolution
 - Proactive communication on supplies for orders placed to UPL
 - Satisfactory answers to queries raised by you
 - Knowledge of products and services

UPL CUSTOMER SATISFACTION SURVEY 2023 - 24






12

Overall COT
Performance

DELIVERY PERFORMANCE (DIRECT CUSTOMERS)







5

Point Ordinal Scale

-  Excellent
-  Good
-  Meets Expectations
-  Needs Improvement
-  Unacceptable

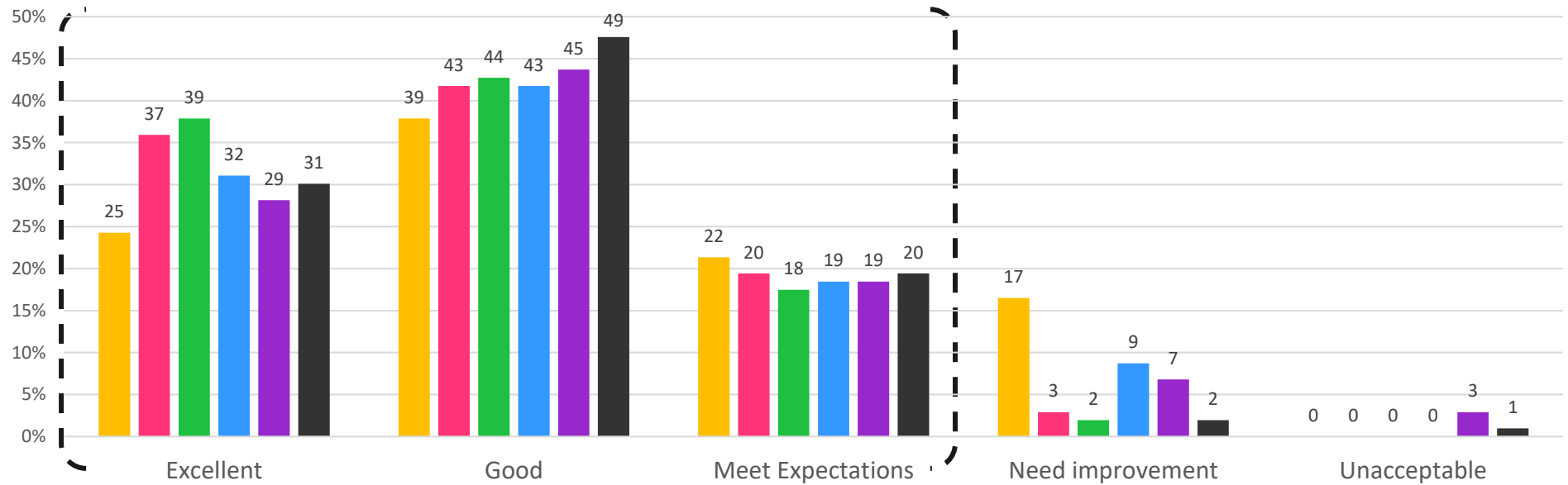
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Parameters

-  Punctuality (Order to Delivery lead time)
-  Quality of Packaging (Primary/Secondary/Tertiary)
-  Product Labeling
-  Documents accuracy (document completeness, information correctness)
-  Timely submission of post shipment documents
-  Logistic condition of the goods : (palletization/container / truck load)

DELIVERY PERFORMANCE (DIRECT CUSTOMERS)

% Strength	[Color-coded bar representing overall performance]					
FY 2023-24	83%	97%	98%	91%	90%	97%
FY 2022-23	71%	94%	93%	86%	79%	90%



■ Punctuality (Order to Delivery lead time)

■ Product Labelling

■ Timely submission of post shipment documents

■ Quality of Packaging (Primary/Secondary/Tertiary)






■ Documents accuracy (document completeness, information correctness)

■ Logistic condition of the goods : (palletization/container / truck load)

DELIVERY PERFORMANCE (SUBSIDIARY CUSTOMERS)










5

Point Ordinal Scale

-  Excellent
-  Good
-  Meets Expectations
-  Needs Improvement
-  Unacceptable

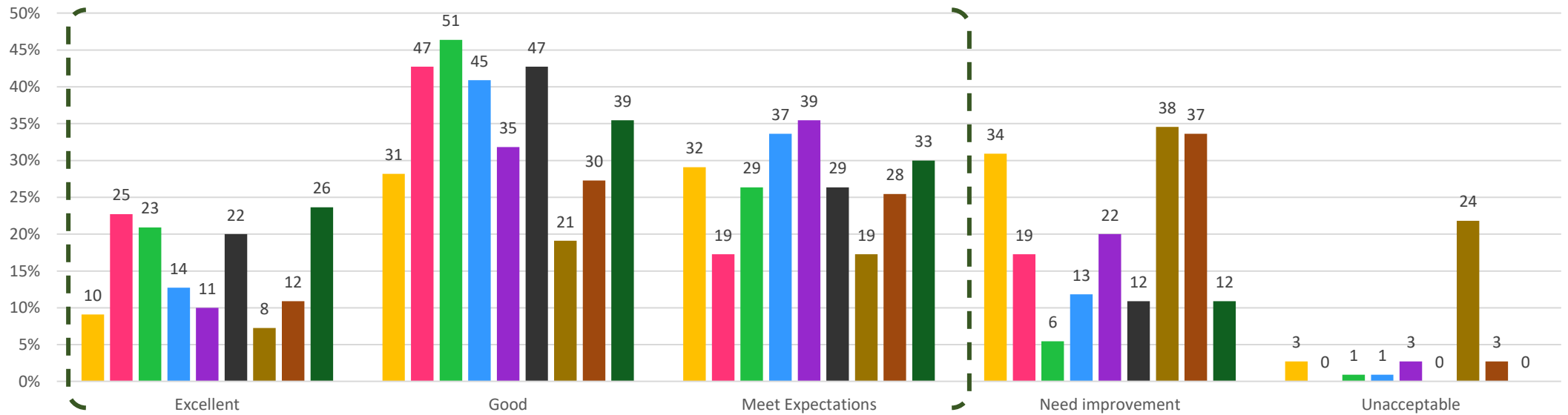
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Parameters

-  Punctuality (Order to Delivery lead time)
-  Quality of Packaging (Primary/Secondary/Tertiary)
-  Product Labelling
-  Documents accuracy (document completeness, information correctness)
-  Timely submission of post shipment documents
-  Logistic condition of the goods : (palletization/container / truck load)
-  Product Code Creation Lead time from Request raised
-  Artwork development Lead time from Label sent (Pouches & Labels)
-  Understanding of SAP Systems & Processes after Commercial Operations Workshop

DELIVERY PERFORMANCE (SUBSIDIARY CUSTOMERS)

% Strength	66%	83%	94%	87%	77%	89%	44%	64%	89%
FY 2023-24	66%	83%	94%	87%	77%	89%	44%	64%	89%
FY 2022-23	68%	91%	93%	78%	69%	91%	42%	68%	88%








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QUALITY OF UPL PRODUCTS & SERVICES PERFORMANCE (DIR CUSTOMERS)






5

Point Ordinal Scale

-  Excellent
-  Good
-  Meets Expectations
-  Needs Improvement
-  Unacceptable

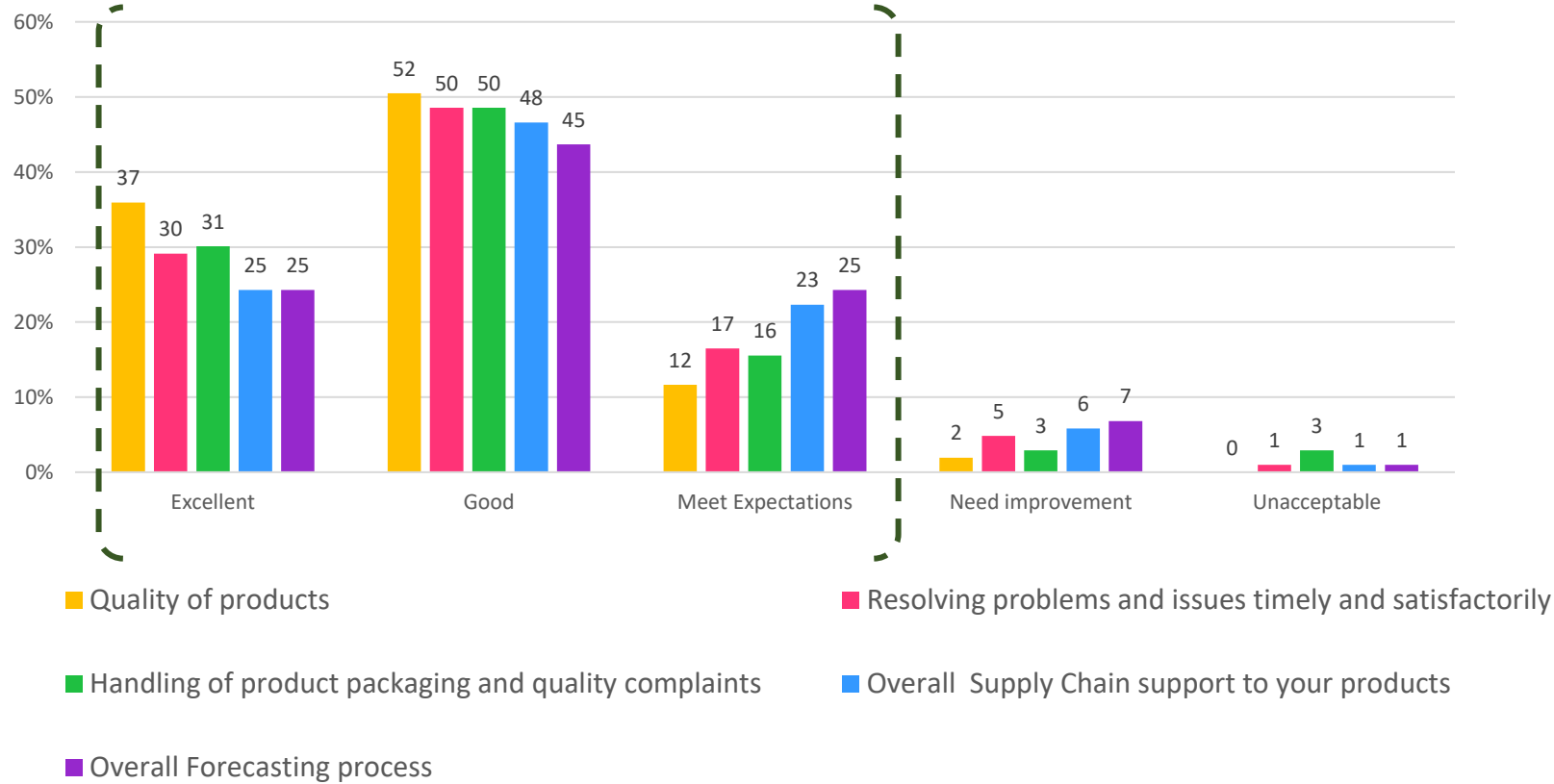
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Parameters

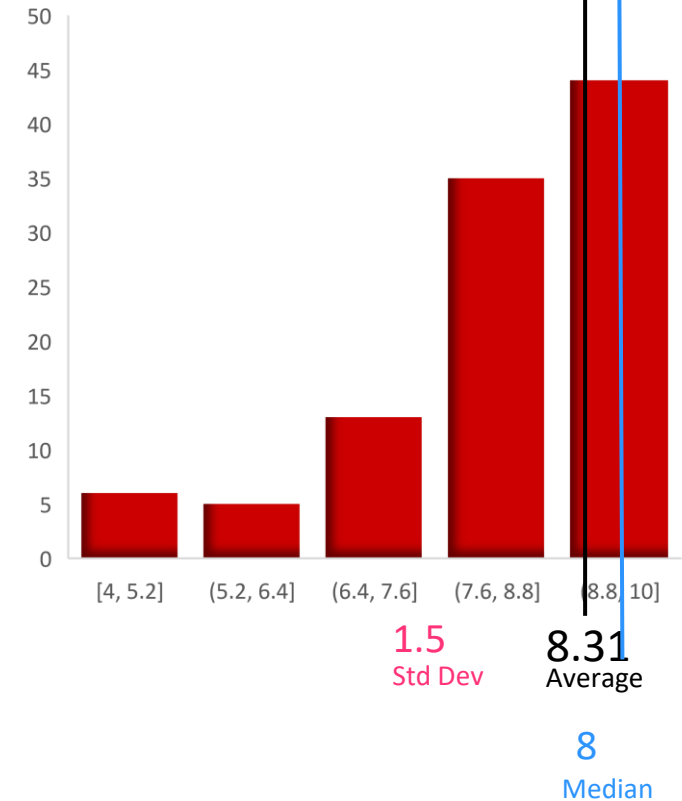
-  Quality of products
-  Resolving problems and issues timely and satisfactorily
-  Handling quality complaints efficiently
-  Overall Supply Chain support to your products
-  Overall Forecasting process

QUALITY OF UPL PRODUCTS & SERVICES PERFORMANCE (DIRECT CUSTOMERS)

% Strength	Quality of products	Resolving problems and issues timely and satisfactorily	Handling of product packaging and quality complaints	Overall Supply Chain support to your products	Overall Forecasting process
FY 2023-24	98%	94%	94%	93%	92%
FY 2022-23	98%	81%	88%	81%	84%








How likely are you to recommend UPL products to others?



QUALITY OF UPL PRODUCTS & SERVICES PERFORMANCE (SUBS CUSTOMERS)






5

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-  Needs Improvement
-  Unacceptable

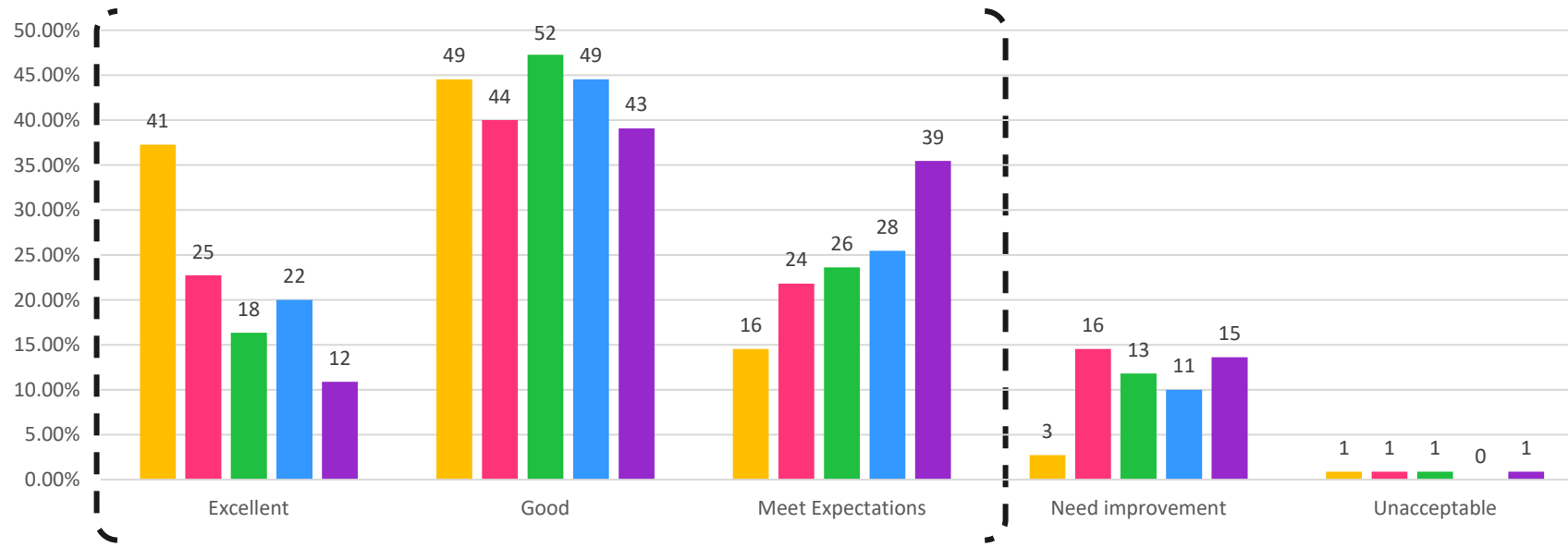
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Parameters

-  Quality of products
-  Resolving problems and issues timely and satisfactorily
-  Handling quality complaints efficiently
-  Overall Supply Chain support to your products
-  Overall Forecasting process

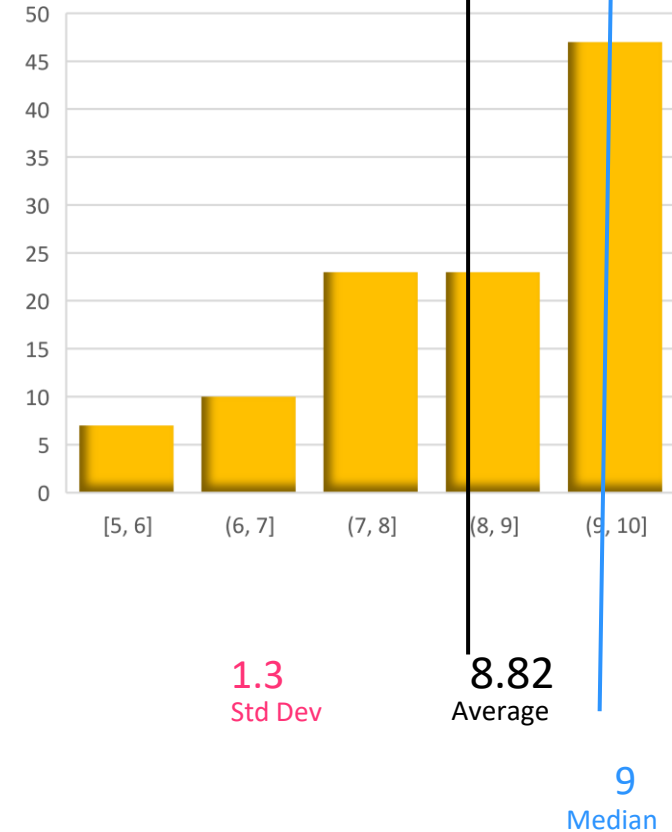
QUALITY OF UPL PRODUCTS & SERVICES PERFORMANCE (SUBS CUSTOMERS)

% Strength	[Color-coded bars]				
FY 2023-24	96%	85%	87%	90%	85%
FY 2022-23	97%	82%	90%	92%	81%



- Quality of products
- Resolving problems and issues timely and satisfactorily
- Handling of product packaging and quality complaints
- Overall Supply Chain support to your products
- Overall Forecasting process






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OVERALL COT PERFORMANCE (DIRECT CUSTOMERS)







5

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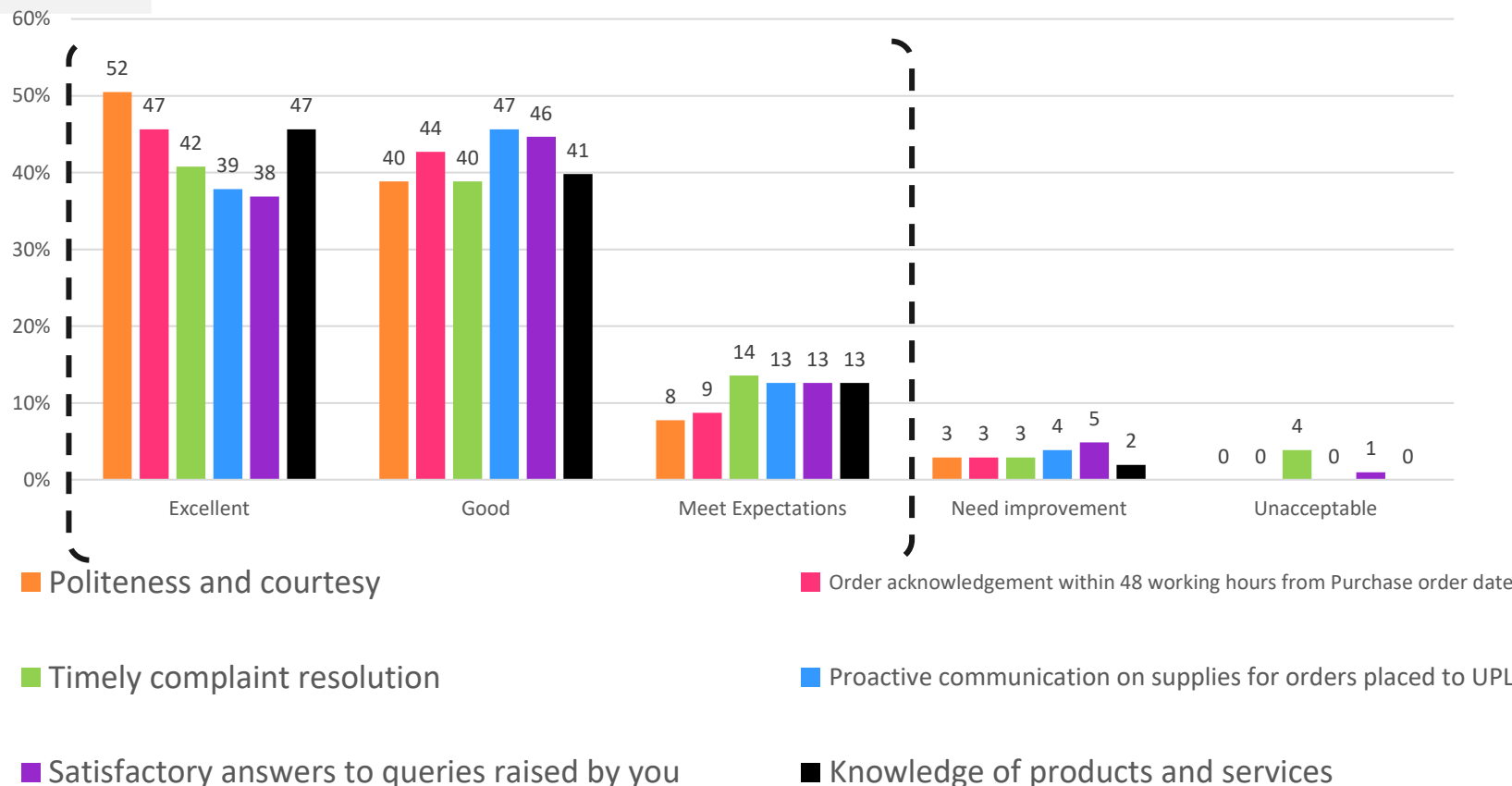
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Parameters

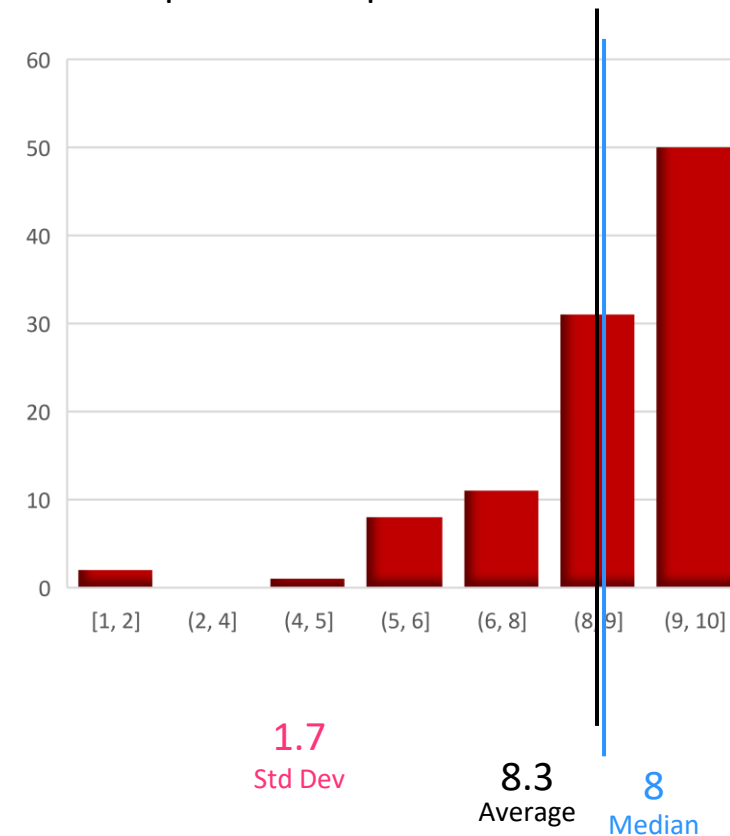
-  Politeness & Courtesy
-  Order acknowledgement within 48 working hours from Purchase order date
-  Timely complaints resolution
-  Proactive communication on supplies for orders placed to UPL
-  Satisfactory answers to queries raised by you
-  Knowledge of products and services

CUSTOMER SERVICE PERFORMANCE (DIRECT CUSTOMERS)

% Strength	Yellow	Pink	Green	Blue	Purple	Black
FY 2023-24	97%	97%	93%	96%	94%	98%
FY 2022-23	97%	91%	88%	88%	91%	94%








Overall rating to Commercial Operation Representative



OVERALL COT PERFORMANCE (SUBSIDIARY CUSTOMERS)








5

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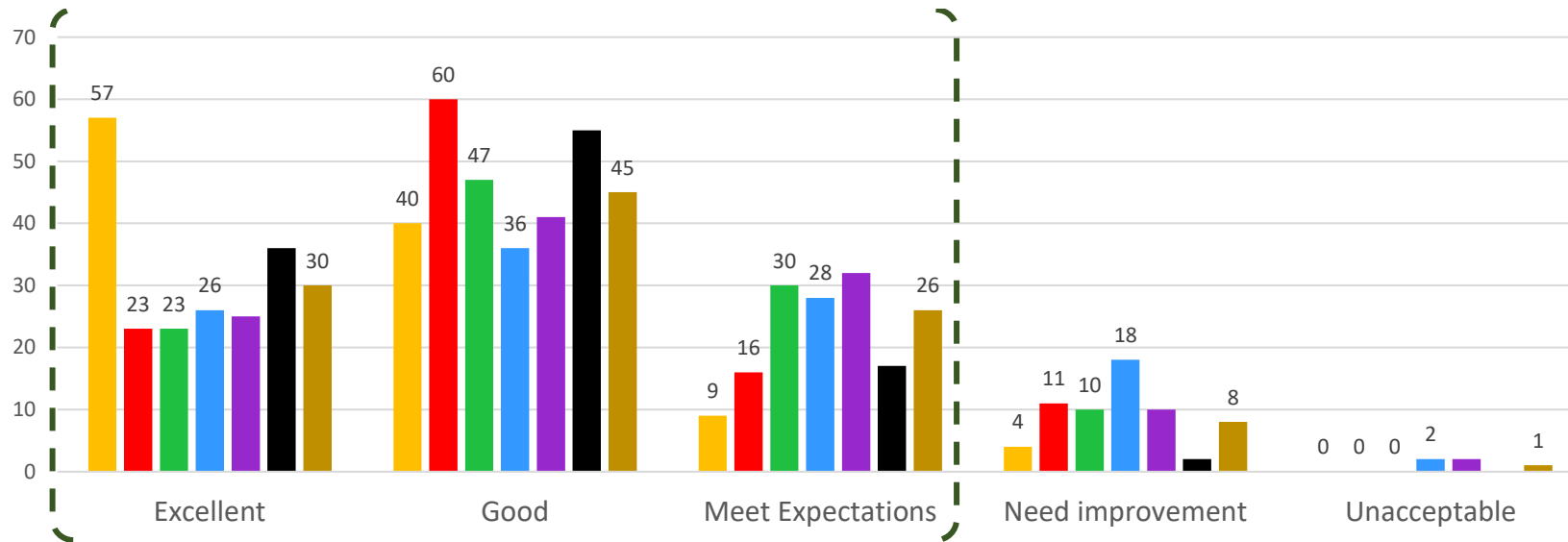
7

Parameters

-  Politeness & Courtesy
-  Order acknowledgement within 48 working hours from Purchase order date
-  Timely complaints resolution
-  Proactive communication on supplies for orders placed to UPL
-  Satisfactory answers to queries raised by you
-  Knowledge of products and services
-  Understanding for region / local requirements

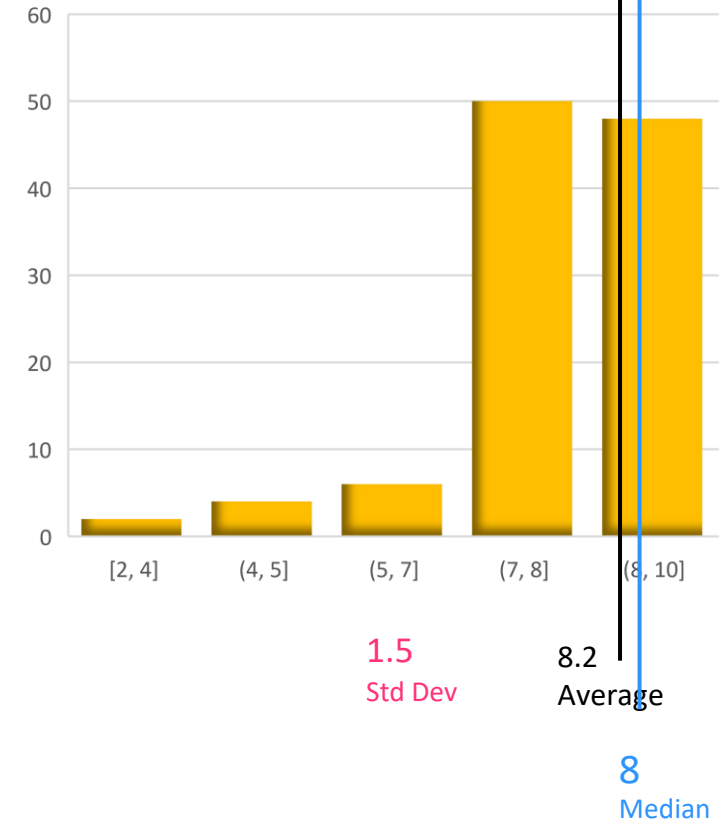
CUSTOMER SERVICE PERFORMANCE(SUBSIDIARY CUSTOMERS)

% Strength						
FY 2023-24	96%	90%	91%	82%	89%	98%
FY 2022-23	98%	82%	85%	82%	90%	97%



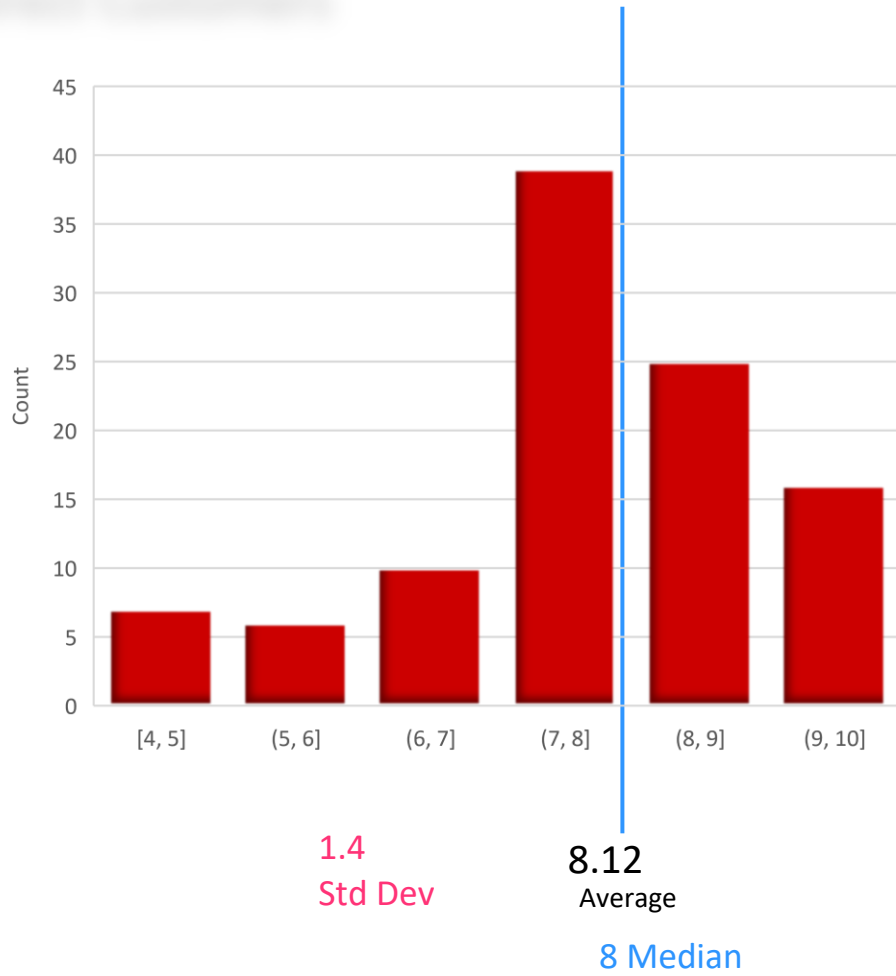
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- Knowledge of products and services
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Overall rating to Commercial Operation Representative

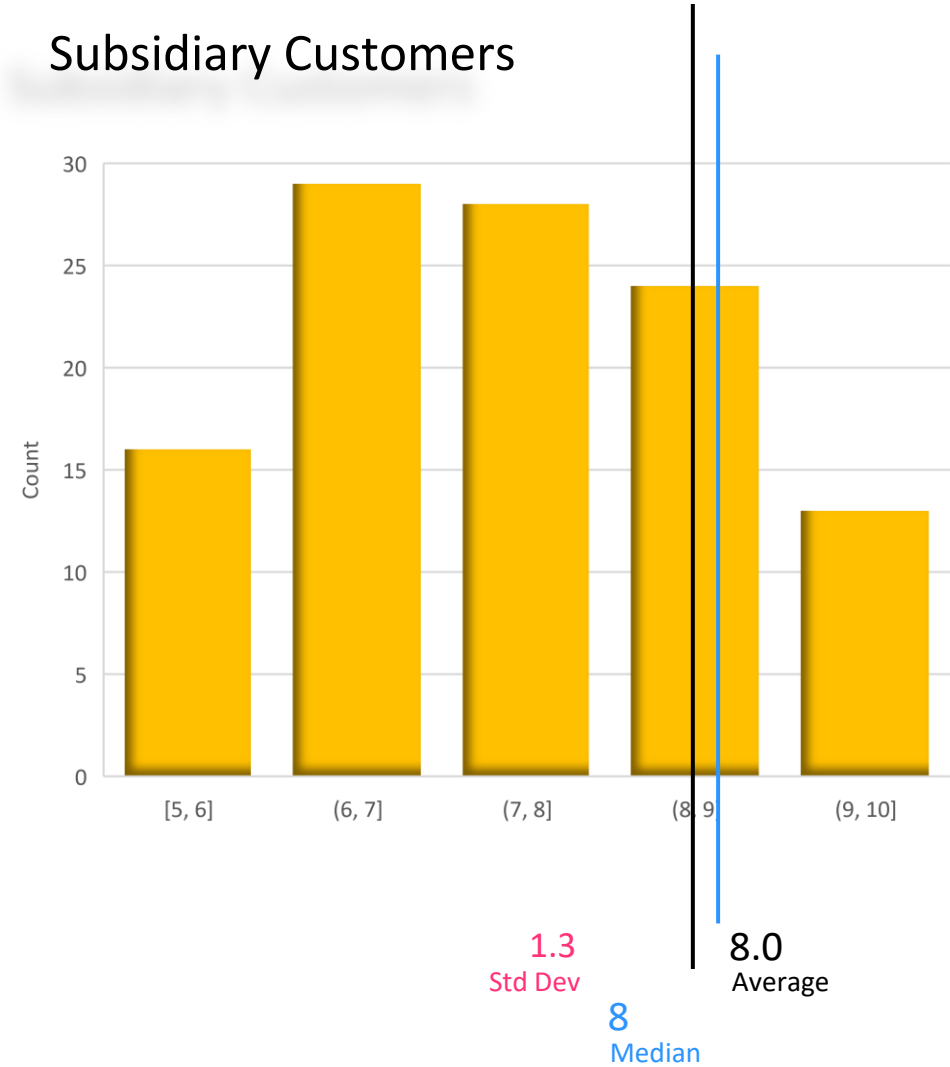


UPL OVERALL PERFORMANCE

Direct Customers






Subsidiary Customers



DIRECT COMPARISON









4

Competitors

-  BAYER
-  CORTEVA
-  SYNGENTA
-  OTHERS

8

Parameters

-  Preferred business partner
-  Customer Service Representative Promptness
-  Lead Time Post Order Confirmation
-  Punctuality (Order to Delivery lead time)
-  Overall Supply Chain support
-  Overall Quality of product
-  Overall Packaging of Product
-  Crop Protection Chemicals Suppliers Ranking

COMMENTS & FEEDBACK (Direct customers)

- **PT TUNAS SAHABAT TANI** - Indonesia, **SEA**
ALWAYS IMPROVING RESPONSE AND PRODUCT QUALITY
- **Farmers Agri-Care (Pty) Ltd**-South Africa, **AFRICA**
Sales support in the field, Technical support in the field, Service level to procurement, finance etc., Product quality, Product availability/supply chain effectiveness, Ease of doing business.
- **Mitsui & CO., LTD** , Japan **APAC**
Competitiveness and trustability
- **Aska Zirai** Turkey, **ASIA**
We are so glad to work with your Customer Care representative
- **ARD Unifert** , Iraq , **MECA**
The team are professional and respond on the spot to any request or enquires.
- **Aquatic Control, Inc**–USA , **NAM**
Quality product, consistent supply, professional support
- **Cygnat Enterprises, Inc.** USA, **NAM**
Knowledge, availability, quality, responsiveness, partnerships
- **PCHEMICAL STAR LIMITED**, Vietnam , **SEA**
good quality of product, packing, timely shipment, and prompt feedback for queries raised, competitive price.

COMMENTS & FEEDBACK (Subsidiaries)

ALS NOGUERES- AFRICA

very good support from the team, they are following correctly all our demands, very reactive and agile. anticipation of risk and always propose a support to sort out issues, since the time they understood our W&CA constraints

UPL Brazil- BRAZIL

Overall good support. Critical to strength communication within Brazil / Global / India Teams. Close interaction and business acumen.!

UPL Apac - APAC

They have done excellent job and hence I really appreciate them

UPL - Europe - EUROPE

Excellent work and support in last year. Able to direct us to right person for needed support. Always available to help solve issue.

UPL Turkiye – MECA

Team in India, putting their best effort to proceed, despite of external factors,

UPL PARAGUAY S.A.– LATAM

very committed sales team, they always support us during extended hours.

UPL Thailand – SEA

Great support & communication from Sakshi / Swapnil and Team.

COMMENTS & FEEDBACK (Improvement)


Agrifocus Ltd, AFRICA

Improve lead time to 90 days. We are experiencing a lead time in certain cases over 160 days

UPL APAC , APAC

Code creation process speed is unparalleled. Some misses could have been handled better or escalated in advance.

UPL Brazil- BRAZIL

 Many problems with manufacturer details on COA what delayed a lot the process of documentation receipt and gave to the team a big rework asking for amendments.

UPL Hungary - EUROPE

Unfortunately, the arrival from dispatching takes 2-2.5 months due to the Red Sea issue..

UPL CHILE S.A. – LATAM

Please we need your help with a faster creation of codes and please send the invoice as soon as you issue the document.

LLC UPL RUSSIA- MECA

For Product codes creation and Artwork development we need to sign of exact lead times on each step. rs

UPL NA – NAME

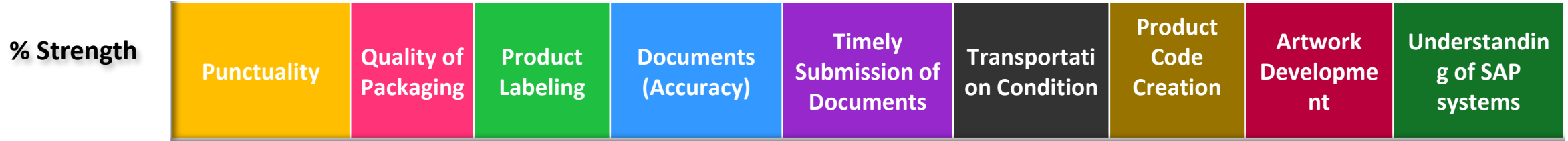
Due to high volume of products, need to discuss improving communication process beyond OSR.

UPL Vietnam – SEA

Hope team can provide standard lead time for each single order within one week from the date of SO receipt rather than waiting for ARD update week by week.

STRENGTHS & WEAKNESSES

DELIVERY PERFORMANCE



Direct Customers

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Subsidiary Customers

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STRENGTHS & WEAKNESSES

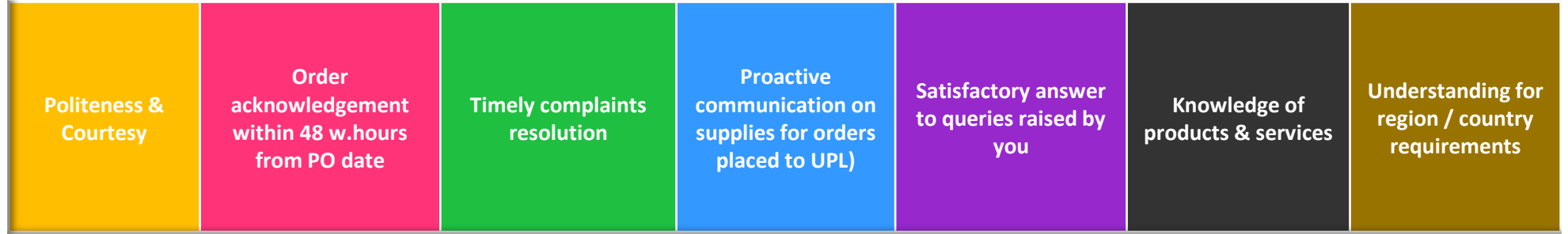
QUALITY OF UPL PRODUCTS & SERVICES PERFORMANCE

% Strength	Quality Of Products	Resolving Problems & Issues Timely & Satisfactorily	Handling quality complaints efficiently	Overall Supply Chain support to your products	Overall forecasting process
<u>Direct Customers</u>					
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FY 2022-23	98%	81%	88%	81%	84%
<u>Subsidiary Customers</u>					
FY 2023-24	96%	85%	87%	80%	85%
FY 2022-23	97%	82%	90%	92%	81%

STRENGTHS & WEAKNESSES

CUSTOMER SERVICE PERFORMANCE

% Strength



Direct Customers

	Politeness & Courtesy	Order acknowledgement within 48 w.hours from PO date	Timely complaints resolution	Proactive communication on supplies for orders placed to UPL	Satisfactory answer to queries raised by you	Knowledge of products & services	Understanding for region / country requirements
FY 2023-24	97%	97%	93%	96%	94%	98%	
FY 2022-23	97%	91%	88%	88%	91%	94%	

Subsidiary Customers

	Politeness & Courtesy	Order acknowledgement within 48 w.hours from PO date	Timely complaints resolution	Proactive communication on supplies for orders placed to UPL	Satisfactory answer to queries raised by you	Knowledge of products & services	Understanding for region / country requirements
FY 2023-24	96%	90%	91%	82%	89%	98%	
FY 2022-23	98%	82%	85%	82%	90%	97%	

ACTION PLAN

IMPROVEMENT AREA	ACTION STEP	RESPONSIBLE PERSON
<p>Punctuality (Delivery on time)</p> <p>Proactive communication on supplies for orders placed to UPL</p>	<p>Performance review to improve UPL committed punctuality. Action for Sales team: order to be placed with approved lead time for dispatches</p> <p>On Friday weekly review meeting, supply chain to provide proactive communications on supply constraints</p>	<p>COT & SUPPLY CHAIN</p> <p>(On going improvement)</p>
<p>Artwork Development</p> <p>Product Code Creation</p>	<p>Need for alignment at Regional level (Stakeholder and Spoke person) and improvement in Leadtime (approval from regional level in Karomi)</p> <p>Product code creation entire activity has been taken over by MDM team. In last year, the team is working on Leadtime process, alignment of FPR , Challenges to be put in place .</p>	<p>COT & MDM & REGIONAL</p> <p>(Next 6months lead time with all stakeholders)</p>
<p>Shipping Docs (Timely Submission)</p> <p>Respond promptly/ Satisfactory answer to queries raised by you</p>	<p>Bi-monthly review with documentation team. Focus on Shorter Leadtime countries according to agreed timelines for sending documents. Longer route for short transit time countries (Pakistan/Sri-lanka/Dubai/Iran)</p> <p>Commitments to be tracked and send order confirmation with ETA within 7 days of order entry. Respond within 48 hrs of query received</p>	<p>COT & GBS DOCUMENTATION/ LOGISTIC TEAM & SUPPL CHAIN</p> <p>(On going improvement)</p>
<p>Resolving Problems & Issues Timely & Satisfactorily</p> <p>Handling quality complaints efficiently/ Timely complaints resolution</p>	<p>Proactive clear communication on Supply Changes, queries , issue in Weekly Review Meeting</p> <p>Proactive communication from QC on complaints closure with corrective action plan within 7- 15day leadtime</p>	<p>COT & REGIONAL & QC</p> <p>(Once in qtr review)</p>



THANK YOU