	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

### 1. SCOPE:

- Receiving inquiries, Quotation & sales orders from customers & processing the same into the system.
- Instructing the production team for production as per the customer required dates
- Instructing warehouse for dispatches on time with a constraint on freight rates
- Providing customers dispatch details and timely collection of outstanding.
- Addressing the customer complaints

### 2. PURPOSE: Servicing orders within stipulated time and collection of overdue outstanding

### 3. Sales Forecasting & Planning:

Based on the annual target set for sales for financial year sales forecast to be done as per the budget allocation by GM- Marketing. The Annual target to be split vertical wise and month wise and prepare a sales plan. The Sales Forecasting and planning (Sales budget) is done considering the following parameters:

- Available installed capacity and maximum production capability under diverse market condition
- Government's solar policy scenario and expected demand
- Customer-wise / OEM-wise individual annual sales & production targets in the domestic and export market segments
- To give equal importance to patterned & solar glass segments and accordingly cater to their requirements


After preparing an annual sales plan we consider all the above parameters for the monthly sales plan after considering seasonal fluctuations in the demand situation

### 4. Enquiry stage:

- Fill in the Enquiry Check List.
- Make SAP entries for the enquiry received
- Communicate the details to HOD (Sales).
- Scrutinize the Enquiry Check List. Send regret email to customer when applicable.
- In case the enquiry fulfils the guidelines for further processing, forward the enquiry to HOD (Sales), for approval.
- Prepare MIS reports monthly basis for the enquiries received and converted into orders.

### 5. Quotation Level :

Prepared By	Reviewed By	Approved By	Page 1 of 13
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	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

- a) In case of approval by HOD (Sales), inform Regional functional head to prepare a “Quotation” in case of existing customer, and “Quotation and MOU” in case of new customer. Submit offer &/or MOU to customer.

Note: Offer to be made in written form.

- b) In case of disapproval by General Manager (Sales), arrange to send a regret letter to customer through concerned RFH.

Note: Regret may be communicated by electronic means.


#### 6. New Customer appointment:

- a) After receiving approvals for the new customer code creation sales team from respective vertical head, to enter all the Correct/Factual Details in the Link Given, the data will be automatically stored in a spreadsheet initially. Same will be captured in SAP
- b) All the following Statutory Documents Will be given post the Form Filled up to Sales Coordinators.
- ◆ Copy of GST Registration Certificate to be attached.
  - ◆ Approval glass specification sheet from customer
  - ◆ PAN CARD
- c) Sales Coordinator will enter the data in SAP after receiving approvals from Marketing Head.
- d) CD and Credit Limit will also be captured in SAP.
- e) Sales & finance team to be intimated with the code creation.
- f) All the mandatory field Assigned in SAP would be filled.
- g) <https://docs.google.com/a/borosil.com/forms/d/1Kp59GZWTtxrK49dd7olBev2xitM0Fz9kWctpnzyGCDc/viewform>

#### 7. Order capturing :

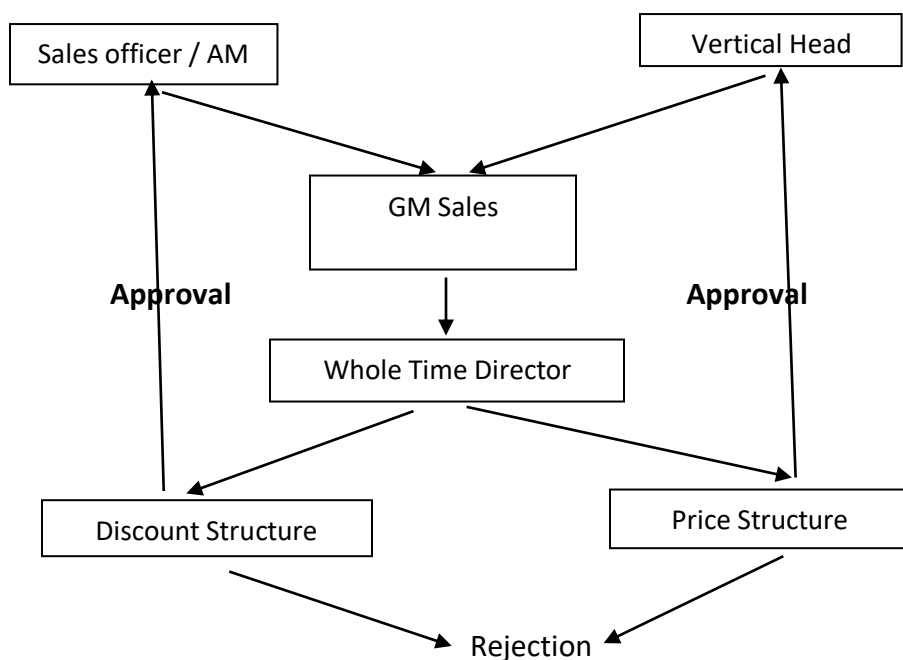
- a) Compare the requirements communicated by customer at the time of order placement with those communicated by customer at the time of sending Quotation.
- b) If its new customer, new customer code need to be created on the basis of “New customer appointment format” by Sales coordinator
- c) Check for the credit limits before capturing order
- d) Pro-forma invoice with (General Terms of Sale & Specifications) to be sent for Signature and Seal to the customer.
- e) The decision of the made to stock and made to stock will be decided by vertical head on the basis of stock statement. In patterned it will be made to stock and in Solar it will be made to order. If it's made to Order- Material code creation by production on the basis of standard case packing by packing team .
- f) Make entries in SAP system upon receipt of order, in case the requirements are identical.
- g) Approve / reject the production dates shared by production.
- h) In case of difference in requirements, inform the concerned vertical head.

Prepared By	Reviewed By	Approved By	Page 2 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	

	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023


- i) Amend the Sales Order in consultation with customer and inform Sales Officer (CMO), or reject the order and inform the customer.
- j) Update the List of Sales Orders in SAP system within 48 hours.
- k) Ascertain that information about the Sales Orders received by warehouse and production team (Annealing & Tempering) is up to date, by communicating once in 48 hours.
- l) Follow up with warehouse for indent and dispatch. Ensure receipt of Daily Indent Report from Warehouse.
- m) Order Amendment
- n) Forward the amended order received from customer to RFE (CMO).
- o) Review the requirements and inform the decision regarding acceptance or revisions to be considered to customer.
- p) In case of acceptance, amend the Sales Order and inform production team (Annealing & Tempering).
- q) Update the List of Sales Orders in SAP system within 48 hours.

#### 8. Pricing approval system & Discount approval mechanism:



As per the above flow the discount & pricing request will be addressed to GM Sales, which will be later forwarded to whole time director for approval and rejection.

Prepared By	Reviewed By	Approved By	Page 3 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	

	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

As an exception the request can be directly forwarded by GM – Sales for approval to Whole time director.

#### 9. Sample issuance process:

- Sample requisition details to be filled by sales team in the "Sample Requisition google sheet" by specifying type of sample, viz.paid sample or free sample, etc. mentioned in the link below.
- Samples requisition to be approved after evaluating material cost & freight cost.
- Production to provide the product code if it's new item after receiving the approval.
- After production code, data will be given to the coordinator for order capturing. An Order no. is generated to be updated in google spread sheet. Order to be captured with the correct material group.
- The google spread sheet with all the details will be shared and accessible to sales, production & dispatch teams
- Production will provide the production status
- Dispatch details to be updated by warehouse as soon as the samples are dispatched
- Sample circular need to be followed for sample issuance.

#### 10. Production Level:

- Instruct and monitor the production status to ensure the on time production with standard packing. Monitoring will be done through "Pending Sales Orders with planning report". Production date would be determined on the basis of customer requirement date. Order priority will be communicated by the Sales Co-coordinator with the production team.
- Prepare MIS report on the online production and bridge the gap between production and warehouse.


#### 11. Warehouse Level:

- Instruct warehouse to timely dispatch materials.
- Monitor the freight cost & freight cost analysis
- Receive dispatch details and handover to the party.
- Provide warehouse all the necessary documents like Annexures, e-way bills, CT3 forms etc. for dispatch process. Warehouse to check all the dispatch documents.
- Periodic monitoring of the old inventory & liquidation planning of the same
- Warehouse to coordinate with export logistics team for stuffing the export consignments

#### 12. Claim settlement for Solar Glass: MKT/L4/004

- All goods will be supplied as per seller's quality specifications unless specifically agreed to in writing between the buyer and seller.

Prepared By	Reviewed By	Approved By	Page 4 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	


	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

- b) In case of a breakage claim, intimation should be emailed along with photographs showing the subject of the claim within 3 days of landing of goods at warehouse.
- c) Sellers reserve right to depute their representative for inspection of goods under claim.
- d) In case of inspection, ISO 2859 sample size code letter M shall be used for selection of samples and inspection shall be performed according to Acceptable quality level (AQL) 0.15 and acceptance of the lot or rejection shall be based on the outcome of such inspection.
- e) A final claim must be made in writing within 30 days of the arrival of goods at destination along-with all documents including Seller's inspection report.
- f) A claim for the value up to 1% of the invoice amount is not payable by seller.

### 13. Quality & Breakage Claim for Patterned Glass:

- a) Ensure that any customer complaint received, either verbally or in writing, is forwarded to General Manager (Marketing), within 7 days of receipt, through FIR.
- b) Review the FIR.
- c) In case of minor damage (up to R.s. 15000 net price) due to breakages in transit, improper nailing, poor packing, water marks, cutting defects, decomposition of glass, surface defects, uneven thickness, shortage of sheets, etc. instruct RSM to investigate and send Breakage/Quality Claim Investigation Report, in accordance with the norms described in this procedure (Refer Annexure-1).
- d) In case of damage exceeding Rs. 15000 due to breakages in transit, improper nailing, poor packing, water marks notify the insurance company, to appoint a surveyor, carry out investigation and send a report.
- e) In case of specific complaints pertaining to damages arising out of improper nailing, poor packing, cutting defects, uneven thickness, shortage of sheets, water marks etc. inform the concerned functional heads, through Vertical Head , along with report received from Zonal Manager/ RM/Area Manager, samples and photographs, whenever feasible.
- f) Ensure that a Monthly Review Meeting is organized in the first week of every month to review the customer complaints received in the preceding month, to be coordinated by MR and attended by GM (Marketing), Plant Head, Vertical heads (Solar Glass/ Patterned Glass) and any other functional heads as and when required, to arrive at an appropriate action plan.
- g) Prepare minutes of meeting for the above meeting within 3 days of the meeting. Ensure that root causes, corrective actions and preventive actions are described in the minutes along with action plan giving details of responsibilities and targets, to the extent feasible. Follow up to ensure compliance
- h) Ensure that the customer is kept informed, verbally or in writing, and that the complaint is resolved to the customer's satisfaction.

Prepared By	Reviewed By	Approved By	Page 5 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	

	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

- i) Maintaining an Excel sheet for all the Claims pertaining to normal breakage, insurance matter & quality claims. We collect all the details and prepare a breakage claim / Quality claim investigation report.
- j) Accounts team credit note after receiving approvals from whole time director.

#### 14. Salvage procedure for Patterned broken glass:

To define the salvage procedure the glasses are categories as:

Thinner Size - 3mm- 5mm & Thicker Size 8mm- 10mm

- a) For whole seller/ Processors:

For Thinner materials: Anything more than 1220mm x 915 mm is taken as salvage recovery

For Thicker materials: The Salvage is possible on more than 50% recovery only out of the original supplied glass size

- b) For Semi whole seller:

For Thinner materials: Anything more than 1220mm x 610 mm is taken as salvage recovery

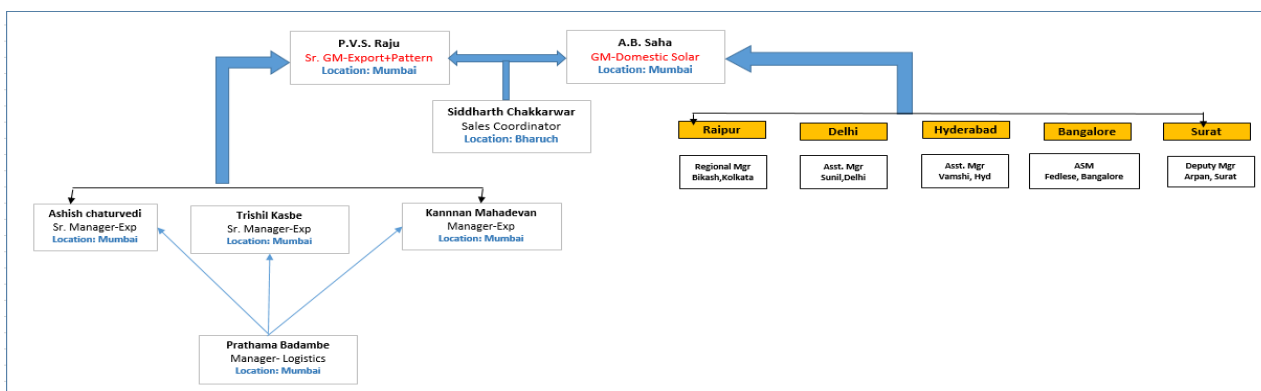
For Thicker materials: The Salvage is possible on more than 50% recovery only out of the original supplied glass size

- c) Small whole seller/ Retailer:


For Thinner materials: Anything more than 610mm x 610 mm is taken as salvage recovery

For Thicker materials: The Salvage is possible on more than 25% recovery only out of the original supplied glass size

#### 15. Sales organizational chart:



Prepared By	Reviewed By	Approved By	Page 6 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	

	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

## General Manager (Sales) - Reporting to The Whole Time Director

1. To set and achieve a growth path to the organization by maximizing the sales, profitability with an emphasis to tap market potential of Domestic as well as Export segments.

The aim is to be set in such a manner to optimally utilize the existing resources and plan in line with the growth plan envisaged.

2. Oversee all India operations & export sales and ensure all the activities of marketing team as under.

## Vertical Head (Solar Export + Patterned Glass) - Reporting to The Whole Time Director

## Vertical Head (Solar Domestic) - Reporting to The Whole Time Director


1. Ensure targeted sales in LIG, Figured glass, Extra clear higher thickness in 8mm & 10 mm, old decomposed / rejected solar glass, from time to time, of Western & Southern Region.

The targeted sales must be made at a prescribed price to finally achieve a pre-set targeted turn over value to achieve & surpass the breakeven mark.

2. Ensure payment realizations as per the targeted sales made & targeted collections of Western & Southern Region.
3. Ensure collection of ARE -1 forms, wherever applicable, of all the sales made, on a quarterly basis.
4. To ensure mutual agreement on specifications with all customers, before commencement of Business. The Specs sheet has to be agreed and signed by both the parties.
5. To place timely indent for glass samples requisitioned by specific customers and ensure timely delivery of the same by a systematic follow up procedure with the QC team.
6. To handle customer complaints efficiently, effectively, timely and bring them to the notice of the QA team, for necessary action, without jeopardizing the future potential business.
7. To communicate to the customer, the root cause analysis as cited by the QA team and the preventive action taken to win their confidence.
8. To frequently visit the factory, aimed at ensuring a balanced production planning taking into account, customer's requirements and production constraints.
9. To completely be abreast of any new development, project, customer in the field of Solar PV and intimate the same to the senior management for evolving strategies for future business.
10. Identify & tap glass potential of upcoming PV projects with an emphasis to tap the potential for glass of the Module manufacturer associated with the project.
11. Ensure complete liquidation in the prescribed time frame, returned goods from any customer by identifying a new potential customer for the returned goods.

Prepared By	Reviewed By	Approved By	Page 7 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	



	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

**Area manager (Solar) / Sales Office (Solar) reporting to vertical Head (Solar)**

**Area manager (Patterned glass)/ Sales officer (Patterned) reporting to vertical head (Patterned)**


1. Ensure targeted sales in Solar, Figured glass, Extra clear higher thickness in 8mm & 10 mm, old decomposed / rejected solar glass, from time to time.
2. Ensure payment realizations as per the targeted sales made & targeted collections of the Region.
3. Ensure collection of C forms & ARE -1 forms, wherever applicable, of all the sales made, on a quarterly basis. To arrange for E-sugam & Road permits on time for smoother goods flow from the Warehouse to the customer's location, without any delay.
4. To handle customer complaints efficiently, effectively, timely, especially breakages & accidents in transit and bring them to the notice of the concerned team at the factory for necessary action, at an optimum cost.
5. To completely be abreast of any new development, project, customer in the field of Solar PV and intimate the same to the senior management for evolving strategies for future business.
6. Identify & tap glass potential of upcoming PV projects with an emphasis to tap the potential for glass of the Module manufacturer associated with the project.

**Sales Coordinator - Reporting to G.M (Sales)**

1. Preparing Pro-forma Invoice and Domestic Sales Order to Production department.
2. Co-coordinating with Warehouse / dispatch department for daily truck indents and dispatch on the basis of material availability.
3. Preparation of pre-dispatch and post-dispatch documentation in SAP.
4. To send Ex-Works dispatch information to the customer as well as concerned department heads.
5. Preparing and updating all the concerned team members with data on a daily, weekly, monthly basis.
6. To co-ordinate and arrange the complete logistics operations, cost effectively & efficiently, both for the domestic and export operations.
7. Maintain proper documentation.
8. Coordinate with CHA / ICD, on a day to day basis.
9. Ensure shipment / dispatch plan as per customer's requirement with NIL shut outs.
10. Meet, maintain all documentation, follow all procedures as per statutory guidelines and requirements, as per DEEC, DFRC,DEPB,DGFT,EDI,DGFT.
11. Ensure auditing of Export license & other export obligations, from time to time including FEMA.
12. Responsibility for accurate and timely issue of quotations, pro-forma invoices to the customers as per their specific requirements.
13. To process all inquiries received by telephone, email and fax and to take them to a logical end for successful business.
14. To maintain good rapport with existing as well as potential customers by continuous interactive communication.

Prepared By	Reviewed By	Approved By	Page 8 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	




	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

15. To explore and tap all the potential customers for Solar PV and Thermal applications across the globe through a rigorous customer outreach approach via the Internet and the print media. To update all the concerned team members on the latest happenings in the Solar PV and Thermal arena's by way of constant access to news letters, events across the globe.
16. Business development activities: Organizing and coordinating all the incidental and related activities pertaining to domestic & export exhibitions. Preparing and updating all the concerned team members with data on a daily, weekly, monthly basis. Data analysis reports to the senior management as & when required.
17. Preparing Pro-forma Invoice and Export Sales Order to Production department.
18. To send Ex-Works dispatch information to the customer as well as concerned department heads
19. To assist Sales Head in customer outreach via internet followed by constant follow up till the customer is around BRL.

### **Sr. Executive (Logistics) - Reporting to G.M (Sales- Export)**

1. Bill of Lading releasing process. To give Bill of Lading instructions to CHA. To recheck the same after receiving the 1st print from the liner and incorporate corrections if necessary. To ensure Bill of Lading release the very next of the vessel sailing date.
2. Post shipment documentation: To forward Invoice to CHA for GSP purpose. To follow up and ensure post shipment documents from CHA. Preparing post shipment documents and sending it to the accounts department and to make necessary entries in SAP.
3. Coordination with Excise department for proof of Exports. To follow up for EP copies with CHA, sending EP copy along with ARE1 to Excise dept., for proof of Exports. Liaison with DGFT for various Incentives. Advance license activities and DEPB, IEC, etc.
4. Coordination with Bank for making realization certificates, follow up for BRC'S, bill processing, documentation, shipment register maintaining. Container -wise realization statement, monthly to the concerned team. Maintain records of EP copy & BRC for Export benefits.
5. Organize and coordinate samples shipment and tracking their delivery status. Inform the concerned team. Coordination with Export promotion council for RCMC renewal, registration.

Prepared By	Reviewed By	Approved By	Page 9 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	

	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

## **ANNEXURE - 1**


Written procedure for complaint handling – BRL Solar Glass:

1. Customer must intimate the nature of complaint in the prescribed format with his signature & seal or on his official letter head to the concerned area sales in charge with 15 days in of the receipt of the material.
2. The concerned area representative will file a FIR (First Information report) on SAP and mark a copy to Vertical Head along with the customer's complaint letter within 15 days of the receipt of the intimation letter from the customer.
3. On the basis of the nature of the complaint Vertical Head will instruct the concerned area sales in charge to attend the complaint and send a completed inspection / investigation report within 45 days from the date of instruction.
4. In the event of the expected claim amount exceeding Rs.15000 Then the case will be referred to the insurance company. In this case a prescribed format from time to time by the respective insurance company shall be filled and forwarded to the insurance company. A copy of the same will be maintained with the office records of CMO as well as the respective zone. A copy of the format is enclosed under annexure 2
5. In the event of the expected claim of a very unusually serious nature, viz, very bad quality or very heavy breakage due to erratic loading pattern or material composition related or wood quality or nailing defects etc. GM (Sales) reserves the right to refer the case to BRL – Plant Head for further inspection and investigation in the matter in the presence of the concerned area sales in charge.
6. The handling procedure for various forms of complaints are given below:
7. A claim for the value up to 1% of the invoice amount is not payable by seller.
8. All goods will be supplied as per seller's quality specifications unless specifically agreed to in writing between the buyer and seller.
9. Sellers reserve right to depute their representative for inspection of goods under claim.

### **A) Breakage – While in transit**

Photograph of the broken crate on the container / truck / tempo along with the registration number clearly visible must be taken immediately after the receipt of the consignment. At least 4 to 5 photographs from different angles showing the exact position of the crate are a perquisite in case of fully broken crate. The crate can now be offloaded and kept aside for further inspection. The concerned area representative will forward a FIR to CMO / Mumbai sales office along with the customer's complaint letter with in of the receipt of the

Prepared By	Reviewed By	Approved By	Page 10 of 13
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	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

intimation letter from the customer. On receiving instructions from CMO the crate will be opened by the concerned area sales in charge and photographs of each and every sheet needs to be taken along with the root cause of the breakage which will be shared with the concerned department at GBL works to reduce the cause of breakages.

**-Improper nailing:**

Photographs of the broken crate on the container / truck / tempo along with the registration number clearly visible must be taken immediately after the receipt of the consignment. At least 4 to 5 close up photographs from different angles showing the exact position of the defective / protruding nails are prerequisite in case of fully broken crate. The crate can now be offloaded and kept aside for further inspection. The concerned area representative will forward a FIR to CMO / Mumbai sales office along with the customer's complaint letter with in of the receipt of the intimation letter from the customer. On receiving instructions from CMO, the crate will be opened by the concerned area sales in charge and photographs of each and every sheet needs to be taken along with the crate serial number label from various angles. The purpose of the photograph is to investigate the root cause of the breakage which will be shared with the concerned department at GBL works to reduce the cause of the breakages.

**-Poor wood / crate quality:**

The process remains same as above. However, poor quality of wood leads to cracked crate and resulting breakages. In this case, the close up photographs of the broken crate emphasis the poor quality of wood are a pre requisite. Samples of bad quality broken wood can also be seen along with the claim investigation report for further improvement.


**-Dunnage / Thermocol missing in the crate:**

The procedure remains the same as above. However, the absence of packing wool / support leads to breakage in transit. In this case, the close up photographs of the broken crate emphasis the missing dunnage / Thermocol are a pre requisite.

(In all the above cases, packing slip, invoice no. truck / container / tempo number is essential for complaint investigation)

**b) Quality complaints – Cutting defects while scoring**

Prepared By	Reviewed By	Approved By	Page 11 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	

	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

This is due to the hardness in the body of the glass resulting in uneven breakage while scoring. The procedure remains the same as above. In this case the close up photographs of the broken sheets showing the scored line and the breakage pattern emphasis the breakage must be taken for as many sheets wherever / in whatsoever crate the problem is reported.

Samples of unevenly / zigzag broken sheets can also be sent along with the claim investigation report for further improvement.

#### **-Decompositions of glass (white patches, rainbow formation / water marks)**

The root cause of this problem can be due to various reasons. Both internal as well as external. Internal pertains to the composition of the glass, climatic condition during which the packing took place, packing powder, stocking area at ware house etc.

External pertains to the climatic condition during transit, stocking area at the customer's place etc. The procedure remains the same as above. In this case the close up photographs of the decomposed sheets showing the patches, water marks, rainbow marks etc. must be taken for as many sheets in whatsoever crate the problem is reported. Photographs must indicate clearly the position of the crate in the go down to give a clear picture on the environment. Samples of decomposed sheets can also be sent along with the claim investigation report for further improvement & to know the root cause of the problem.

#### **-Breakage whilst stacking at the retail outlets**


This is due to the hardness in the body of the glass resulting in breakage while stacking at customer's outlet. The procedure remains the same as above. In this case, the close up photographs of the broken sheets showing the breakage pattern emphasizing the breakage must be taken for as many sheets wherever / in whatsoever crate the problem is reported. Samples of unevenly / zigzag broken sheets can also be sent along with the claim investigation report for further improvement.

#### **-Surface defects viz, bubbles, stone, bubbles, roller marks**

This is purely production related quality complaint. The procedure remains the same as above. In this case, the close up photographs of the defective sheets ear marking the defects with a marker pen must be taken for as many sheets wherever / in whatsoever crate the problem is reported. Samples of sheets with different defects need to be collected & can also be sent along with the claim investigation report for further improvement.

#### **-Uneven thickness**

Prepared By	Reviewed By	Approved By	Page 12 of 13
Mr. Siddharth Chakkarwar (DY. Manager- Sales Coordination)	(1) Mr. PVS Raju (AVP- Sales Export) (2) Mr. A.B Saha (AVP-Sales Domestic)	Mr. Ashok Jain Whole Time Director	

	BOROSIL RENEWABLES LIMITED	DOC. NO: L2/009
		ISSUE NO. / DATE: 01/ 12/02/2020
	CUSTOMER COMMUNICATION – SALES	REV. NO: 01
		REV. DATE: 01.07.2023

This is purely production related quality complaint. The procedure remains the same as above. In this case, the close up photographs of the thickness measurement at various points (equi distance from diagonal edge) must be taken for as many sheets wherever / in whatsoever crate the problem is reported. Samples of sheets with different defects need to be collected & can also be sent along with the claim investigation report for further improvement.

#### **-Shortage of sheets in crate**

This is a packing related quality complaint. The procedure remains the same as above. In this case, the close up photographs of the defective sheets must be taken for as many sheets wherever / in whatsoever crate the problem is reported. Samples of sheets with different defects need to be collected & can also be sent along with the claim investigation report for further improvement.

#### **-Excessive waviness**

This is purely production related quality complaint. The procedure remains the same as above. In this case, the close up photographs of the defective sheets must be taken for as many sheets wherever / in whatsoever crate the problem is reported. Samples of sheets with different defects need to be collected & can also be sent along with the claim investigation report for further improvement.

(In all the above cases, packing slip, invoice no. truck / container / tempo number is essential for complaint investigation)

Prepared By	Reviewed By	Approved By	Page 13 of 13
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