INVESTOR UPDATE

FOR

Q4FY07 AND FY07 ENDED 31ST March, 2007

KEY HIGHLIGHTS

➢ Profit for the year FY07 grew by 55.01% to Rs. 504.76 million. Offshore revenues grew by 81.92% over the previous year. Total Revenue for the year FY07 grew by 45.72% to Rs. 4637.02 million.
➢ Total Revenue for the quarter, Q4 FY07, grew by 44.52% y-o-y to Rs. 1303.04 Mn, while offshore revenues during the quarter grew by 66.61% y-o-y. Profits for the quarter grew by 36.75% y-o-y.
➢ Company crossed the $100 Million milestone during the year
➢ 2 new Star customers added - total of 17 Star customers
➢ 4 new customers added during the quarter, total 90 active customers
➢ 19 customers reach revenue run rate of over $ 1 Million
FINANCIAL HIGHLIGHTS

ACTUALS VS GUIDANCE

<table>
<thead>
<tr>
<th>FY07</th>
<th>Guidance</th>
<th>Actuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue (Rs. Million)</td>
<td>4,361 to 4,539</td>
<td>4,637</td>
</tr>
<tr>
<td>PAT (Rs. Million)</td>
<td>501 to 534</td>
<td>504</td>
</tr>
<tr>
<td>Revenue ($ Million)</td>
<td>98 - 102</td>
<td>102.52</td>
</tr>
<tr>
<td>PAT ($ Million)</td>
<td>11.25 - 12.00</td>
<td>11.27</td>
</tr>
</tbody>
</table>

HIGHLIGHTS FOR THE QUARTER ENDED MARCH 31, 2007 (Q4FY07)

- Revenues grew sequentially by 11.27% and by 44.52% over the previous year.
- Offshore revenue growth was 66.61% y-o-y.
- Offshore FTEs have grown by 70.69% y-o-y and by 15.52% q-o-q.
- Utilization rates have also become stronger - from 89% in Q3FY07 to 93.08% in Q4FY07 for onsite, and from 69.75% in Q3FY07 to 74.38% in Q4FY07 for offshore.
- Share of revenue from Cummins declined to 37.53% as compared 45.28% in the corresponding quarter of the previous year. However revenue from Cummins grew by 4.41% sequentially and by 19.79% y-o-y.
- Gross profit margin for the quarter was 39.08%, an increase of 2.47% over Q4FY06 and 1.77% over Q3FY07.
- Growth has been broadbased with strong growth from both Star and non-Star customers.
- 4 new customers were added during the quarter.
- During the quarter 2 customers were reclassified as Star customers, taking the total number of Star customers to 17.

HIGHLIGHTS FOR THE FINANCIAL YEAR ENDED MARCH 31, 2007 (FY07)

- Revenues for the fiscal grew by 45.72% over the previous fiscal.
- Offshore revenue grew by 81.92% during the year.
- Offshore FTEs have grown by 85.88% over the previous year.
- Share of revenue from Cummins was 40.75% for the year as compared 46.67% in the previous year.
- Gross profit margin during the year grew by 2.58% to 37.81%.
BALANCE SHEET DETAILS

<table>
<thead>
<tr>
<th>As on March 31, 2007</th>
<th>FY07</th>
<th>FY06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shareholders Equity</td>
<td>1990.36</td>
<td>1417.37</td>
</tr>
<tr>
<td>Total Debt</td>
<td>1222.96</td>
<td>874.51</td>
</tr>
<tr>
<td>Total current assets</td>
<td>2070.20</td>
<td>1721.31</td>
</tr>
<tr>
<td>Cash balance</td>
<td>625.35</td>
<td>411.35</td>
</tr>
<tr>
<td>Receivables</td>
<td>1101.72</td>
<td>867.74</td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>1772.05</td>
<td>953.38</td>
</tr>
<tr>
<td>Total Assets</td>
<td>3228.05</td>
<td>2304.02</td>
</tr>
</tbody>
</table>

GUIDANCE FOR FY08

- Revenues for FY08 are expected to be in the range of Rs. 6,150 Million ($ 143.02 million) to Rs. 6,180 million ($ 143.72 million).

- Net profits for FY08 are expected to be in the range of Rs. 700 million ($ 16.28 million) and Rs. 730 million ($ 16.98 million).

The numbers have been calculated assuming an exchange rate of Rs. 43 / $.
## INCOME STATEMENT FOR THE QUARTER ENDED 31st March 2007

<table>
<thead>
<tr>
<th>Rs. Million</th>
<th>Q4FY07</th>
<th>Q3FY07</th>
<th>Q-o-Q Growth</th>
<th>Q4FY06</th>
<th>Y-o-Y Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>1303.03</td>
<td>1171.07</td>
<td>11.27%</td>
<td>901.62</td>
<td>44.52%</td>
</tr>
<tr>
<td>Software Development Expenses</td>
<td>793.80</td>
<td>734.17</td>
<td>8.12%</td>
<td>571.49</td>
<td>38.90%</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>509.24</td>
<td>436.90</td>
<td>16.56%</td>
<td>330.13</td>
<td>54.25%</td>
</tr>
<tr>
<td>Selling and Marketing Expenses</td>
<td>153.28</td>
<td>129.78</td>
<td>18.11%</td>
<td>71.71</td>
<td>113.75%</td>
</tr>
<tr>
<td>General and Admin Expenses</td>
<td>150.43</td>
<td>128.64</td>
<td>16.94%</td>
<td>105.75</td>
<td>42.25%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>205.53</td>
<td>178.48</td>
<td>15.16%</td>
<td>152.67</td>
<td>34.62%</td>
</tr>
<tr>
<td>Interest</td>
<td>16.98</td>
<td>9.38</td>
<td>80.92%</td>
<td>9.01</td>
<td>88.41%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>35.30</td>
<td>30.34</td>
<td>16.36%</td>
<td>25.14</td>
<td>40.42%</td>
</tr>
<tr>
<td>Profit After Depn. &amp; Int.</td>
<td>153.25</td>
<td>138.76</td>
<td>10.45%</td>
<td>118.52</td>
<td>29.30%</td>
</tr>
<tr>
<td>Other Income</td>
<td>3.81</td>
<td>0.89</td>
<td></td>
<td>0.02</td>
<td></td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>157.02</td>
<td>139.65</td>
<td>12.47%</td>
<td>118.54</td>
<td>32.50%</td>
</tr>
<tr>
<td>Provision for Taxation</td>
<td>16.55</td>
<td>4.40</td>
<td>275.78%</td>
<td>15.79</td>
<td>4.83%</td>
</tr>
<tr>
<td>Minority Interest</td>
<td>0.07</td>
<td>1.99</td>
<td></td>
<td>0.02</td>
<td></td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td><strong>140.58</strong></td>
<td><strong>137.23</strong></td>
<td><strong>2.44%</strong></td>
<td><strong>102.72</strong></td>
<td><strong>36.85%</strong></td>
</tr>
<tr>
<td>Paid up Capital</td>
<td>149.55</td>
<td>74.46</td>
<td></td>
<td>72.80</td>
<td></td>
</tr>
<tr>
<td>Free Reserves</td>
<td>1756.84</td>
<td>1690.55</td>
<td></td>
<td>1306.51</td>
<td></td>
</tr>
<tr>
<td><strong>EPS (Rs. 2/-Face Value each)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Basic</td>
<td>2.52</td>
<td>1.84</td>
<td>36.96%</td>
<td>1.27</td>
<td>98.43%</td>
</tr>
<tr>
<td>- Fully Diluted</td>
<td>2.01</td>
<td>1.49</td>
<td>34.90%</td>
<td>1.03</td>
<td>95.14%</td>
</tr>
</tbody>
</table>

### Common Size Analysis:

- **Gross Profit Margin**: 39.08% 37.31% 36.62%
- **Sales & Marketing Exp / Revenue**: 11.76% 11.08% 7.95%
- **General & Admin Exp / Revenue**: 11.54% 10.98% 11.73%
- **EBITDA Margin**: 15.77% 15.24% 16.93%
- **Net Profit Margin**: 10.79% 11.72% 11.39%

1. ‘q-o-q’ or ‘sequential’ growth refers to growth during the quarter compared to the immediately preceding quarter
2. ‘y-o-y’ growth refers to the growth during the quarter as compared to the corresponding quarter of the previous year
INCOME STATEMENT FOR THE YEAR ENDED 31st March 2007

<table>
<thead>
<tr>
<th>Rs. Million</th>
<th>FY 2007</th>
<th>FY 2006</th>
<th>% Chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>4637.02</td>
<td>3182.15</td>
<td>45.72%</td>
</tr>
<tr>
<td>Software Development Expenses</td>
<td>2883.68</td>
<td>2061.13</td>
<td>39.91%</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>1753.34</td>
<td>1121.01</td>
<td>56.41%</td>
</tr>
<tr>
<td>Selling and Marketing Expenses</td>
<td>512.37</td>
<td>317.86</td>
<td>61.19%</td>
</tr>
<tr>
<td>General and Administration Expenses</td>
<td>533.17</td>
<td>341.25</td>
<td>56.24%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>707.81</td>
<td>461.90</td>
<td>53.24%</td>
</tr>
<tr>
<td>Interest</td>
<td>44.64</td>
<td>19.18</td>
<td>132.76%</td>
</tr>
<tr>
<td>Depreciation ¹</td>
<td>121.21</td>
<td>84.20</td>
<td>43.96%</td>
</tr>
<tr>
<td>Profit After Depreciation &amp; Interest</td>
<td>541.96</td>
<td>358.52</td>
<td>51.17%</td>
</tr>
<tr>
<td>Other Income</td>
<td>12.90</td>
<td>0.13</td>
<td></td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>554.86</td>
<td>358.65</td>
<td>54.71%</td>
</tr>
<tr>
<td>Provision for Taxation</td>
<td>51.76</td>
<td>32.98</td>
<td>56.94%</td>
</tr>
<tr>
<td>Minority Interest</td>
<td>1.66</td>
<td>-0.03</td>
<td></td>
</tr>
<tr>
<td>Profit After Tax</td>
<td>504.76</td>
<td>325.64</td>
<td>55.01%</td>
</tr>
<tr>
<td>Paid up Capital</td>
<td>149.55</td>
<td>72.80</td>
<td></td>
</tr>
<tr>
<td>Free Reserves</td>
<td>1756.84</td>
<td>1306.51</td>
<td></td>
</tr>
<tr>
<td>EPS (Rs. 2/-Face Value each)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Basic</td>
<td>6.83</td>
<td>4.54</td>
<td>50.44%</td>
</tr>
<tr>
<td>- Fully Diluted</td>
<td>5.47</td>
<td>3.66</td>
<td>49.45%</td>
</tr>
<tr>
<td>Common Size Analysis:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Profit Margin</td>
<td>37.81%</td>
<td>35.23%</td>
<td></td>
</tr>
<tr>
<td>Sales &amp; Marketing Exp / Revenue</td>
<td>11.05%</td>
<td>9.99%</td>
<td></td>
</tr>
<tr>
<td>General &amp; Admin Exp / Revenue</td>
<td>11.50%</td>
<td>10.72%</td>
<td></td>
</tr>
<tr>
<td>EBITDA Margin</td>
<td>15.26%</td>
<td>14.52%</td>
<td></td>
</tr>
<tr>
<td>Net Profit Margin</td>
<td>10.89%</td>
<td>10.23%</td>
<td></td>
</tr>
</tbody>
</table>

1. Depreciation includes a credit on the realignment of the depreciation policies of erstwhile CG Smith with that of KPIT Cummins. Credits related to this realignment expired in FY07.
# PERFORMANCE METRICS (Q4 FY07)

<table>
<thead>
<tr>
<th></th>
<th>Q4FY07</th>
<th>Q3FY07</th>
<th>Q-o-Q</th>
<th>Q4FY06</th>
<th>Y-o-Y</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue Spread - Geography</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>58.77%</td>
<td>62.25%</td>
<td>5.05%</td>
<td>66.42%</td>
<td>27.88%</td>
</tr>
<tr>
<td>Europe</td>
<td>29.68%</td>
<td>29.45%</td>
<td>12.14%</td>
<td>26.68%</td>
<td>60.77%</td>
</tr>
<tr>
<td>Rest of World</td>
<td>11.56%</td>
<td>8.30%</td>
<td>54.97%</td>
<td>6.90%</td>
<td>142.12%</td>
</tr>
<tr>
<td><strong>Revenue Spread - Verticals</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>78.03%</td>
<td>77.50%</td>
<td>12.03%</td>
<td>80.61%</td>
<td>39.90%</td>
</tr>
<tr>
<td>BFSI</td>
<td>10.44%</td>
<td>10.63%</td>
<td>7.32%</td>
<td>9.76%</td>
<td>59.16%</td>
</tr>
<tr>
<td>Others</td>
<td>11.53%</td>
<td>11.87%</td>
<td>8.08%</td>
<td>9.91%</td>
<td>68.15%</td>
</tr>
<tr>
<td><strong>Customer details</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Customer Added</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>No. of STAR Customers</td>
<td>17</td>
<td>15</td>
<td></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>No. of Active Customers</td>
<td>90</td>
<td>86</td>
<td></td>
<td>72</td>
<td></td>
</tr>
<tr>
<td>Customers with run rate of &gt;$1Mn</td>
<td>19</td>
<td>17</td>
<td></td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Top Customer - Cummins</td>
<td>37.53%</td>
<td>40.00%</td>
<td>4.41%</td>
<td>45.28%</td>
<td>19.79%</td>
</tr>
<tr>
<td>Star Customers - Non Cummins</td>
<td>43.02%</td>
<td>41.78%</td>
<td>25.61%</td>
<td>36.07%</td>
<td>72.37%</td>
</tr>
<tr>
<td>Top 10 Customer Billing</td>
<td>74.15%</td>
<td>75.75%</td>
<td>8.92%</td>
<td>83.75%</td>
<td>27.95%</td>
</tr>
<tr>
<td>Repeat Business</td>
<td>90%</td>
<td>90%</td>
<td>91%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Onsite / Offshore Split</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onsite Revenues</td>
<td>49.92%</td>
<td>50.39%</td>
<td>10.23%</td>
<td>56.56%</td>
<td>27.55%</td>
</tr>
<tr>
<td>Offshore Revenue</td>
<td>50.08%</td>
<td>49.61%</td>
<td>12.32%</td>
<td>43.44%</td>
<td>66.61%</td>
</tr>
<tr>
<td><strong>Revenue by Contract Type</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time and Material Basis</td>
<td>91%</td>
<td>91%</td>
<td></td>
<td>89%</td>
<td></td>
</tr>
<tr>
<td>Fixed Price / Time Basis</td>
<td>9%</td>
<td>9%</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors (days)</td>
<td>74</td>
<td>78</td>
<td>86</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Human Resources - Details</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Team - Onsite (Avg)</td>
<td>500</td>
<td>485</td>
<td></td>
<td>442</td>
<td></td>
</tr>
<tr>
<td>Development Team - Offshore (Avg)</td>
<td>2302</td>
<td>2125</td>
<td></td>
<td>1412</td>
<td></td>
</tr>
<tr>
<td>Onsite FTE</td>
<td>465</td>
<td>432</td>
<td>7.64%</td>
<td>411</td>
<td>13.14%</td>
</tr>
<tr>
<td>Offshore FTE</td>
<td>1712</td>
<td>1482</td>
<td>15.52%</td>
<td>1003</td>
<td>70.69%</td>
</tr>
<tr>
<td>Development (at Qtr end)</td>
<td>2900</td>
<td>2787</td>
<td></td>
<td>1906</td>
<td></td>
</tr>
<tr>
<td>Gen Mgmt / Support (at Qtr end)</td>
<td>318</td>
<td>298</td>
<td></td>
<td>190</td>
<td></td>
</tr>
<tr>
<td>Marketing (Subsidiaries) (at Qtr end)</td>
<td>38</td>
<td>34</td>
<td></td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Total (at Qtr end)</td>
<td>3256</td>
<td>3119</td>
<td></td>
<td>2122</td>
<td></td>
</tr>
<tr>
<td>Onsite utilization</td>
<td>93.08%</td>
<td>89.00%</td>
<td></td>
<td>93.00%</td>
<td></td>
</tr>
<tr>
<td>Offshore utilization</td>
<td>74.38%</td>
<td>69.75%</td>
<td></td>
<td>71.00%</td>
<td></td>
</tr>
</tbody>
</table>
2. Of the 4 new customers added, 2 pertain to the DFS LoB, one for SSG and one for Auto LoB.

3. One of the Auto OEMs has become a Star customer. The other addition in the Star customer list is a customer for the Manufacturing LoB. On a like to like basis the growth in non-Cummins Star customer revenues was 22.44% q-o-q.

4. Trend in offshore revenues growth over the last ten quarters is as shown in the following chart.

5. The growth in number of Full Time Equivalent (FTE) employees in offshore have is shown in the following chart.
### PERFORMANCE METRICS (FY07)

<table>
<thead>
<tr>
<th></th>
<th>FY07</th>
<th>FY06</th>
<th>Y-o-Y Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue Spread - Geography</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>61.86%</td>
<td>65.87%</td>
<td>36.85%</td>
</tr>
<tr>
<td>Europe</td>
<td>29.20%</td>
<td>28.69%</td>
<td>48.31%</td>
</tr>
<tr>
<td>Rest of World</td>
<td>8.94%</td>
<td>5.43%</td>
<td>139.91%</td>
</tr>
<tr>
<td><strong>Revenue Spread - Verticals</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td>77.31%</td>
<td>82.71%</td>
<td>36.21%</td>
</tr>
<tr>
<td>BFSI</td>
<td>10.21%</td>
<td>12.26%</td>
<td>21.35%</td>
</tr>
<tr>
<td>Others</td>
<td>12.48%</td>
<td>5.06%</td>
<td>259.40%</td>
</tr>
<tr>
<td><strong>Customer details</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No. of Customers Added</td>
<td>18</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>No. of STAR Customers</td>
<td>17</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>No. of Active Customers</td>
<td>90</td>
<td>72</td>
<td></td>
</tr>
<tr>
<td>Top Client - Cummins</td>
<td>40.75%</td>
<td>46.67%</td>
<td>27.24%</td>
</tr>
<tr>
<td>Star Customers - Non Cummins</td>
<td>40.53%</td>
<td>36.84%</td>
<td>60.32%</td>
</tr>
<tr>
<td>Top 10 Client Billing</td>
<td>75.38%</td>
<td>87.09%</td>
<td>26.13%</td>
</tr>
<tr>
<td>Customers with run rate of &gt;$1Mn</td>
<td>19</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>Repeat Business</td>
<td>90%</td>
<td>90%</td>
<td></td>
</tr>
<tr>
<td><strong>Onsite / Offshore Split</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onsite Revenues</td>
<td>51.25%</td>
<td>60.95%</td>
<td>22.43%</td>
</tr>
<tr>
<td>Offshore Revenue</td>
<td>48.75%</td>
<td>39.04%</td>
<td>81.92%</td>
</tr>
<tr>
<td><strong>Revenue by Contract Type</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time and Material Basis</td>
<td>91%</td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Fixed Price / Time Basis</td>
<td>9%</td>
<td>12%</td>
<td></td>
</tr>
<tr>
<td>Debtors (days)</td>
<td>74</td>
<td>86</td>
<td></td>
</tr>
<tr>
<td><strong>Human Resources - Details</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development Team - Onsite (Avg)</td>
<td>472</td>
<td>424</td>
<td></td>
</tr>
<tr>
<td>Development Team - Offshore (Avg)</td>
<td>2069</td>
<td>1128</td>
<td></td>
</tr>
<tr>
<td>Onsite FTE</td>
<td>431</td>
<td>394</td>
<td>9.29%</td>
</tr>
<tr>
<td>Offshore FTE</td>
<td>1489</td>
<td>801</td>
<td>85.88%</td>
</tr>
<tr>
<td>Development (at Year end)</td>
<td>2900</td>
<td>1906</td>
<td></td>
</tr>
<tr>
<td>Gen Mgmt / Support (at Year end)</td>
<td>318</td>
<td>190</td>
<td></td>
</tr>
<tr>
<td>Marketing (Subsidiaries) (at Year end)</td>
<td>38</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Total (at Year end)</td>
<td>3256</td>
<td>2122</td>
<td></td>
</tr>
<tr>
<td>Onsite utilization</td>
<td>91.30%</td>
<td>93.00%</td>
<td></td>
</tr>
<tr>
<td>Offshore utilization</td>
<td>71.95%</td>
<td>71.00%</td>
<td></td>
</tr>
</tbody>
</table>
SAFE HARBOUR

Some of the statements in this update that are not historical facts are forward-looking statements. These forward-looking statements include our financial and growth projections as well as statements concerning our plans, strategies, intentions and beliefs concerning our business and the markets in which we operate. These statements are based on information currently available to us, and we assume no obligation to update these statements as circumstances change. There are risks and uncertainties that could cause actual events to differ materially from these forward-looking statements. These risks include, but are not limited to, the level of market demand for our services, the highly-competitive market for the types of services that we offer, market conditions that could cause our customers to reduce their spending for our services, our ability to create, acquire and build new businesses and to grow our existing businesses, our ability to attract and retain qualified personnel, currency fluctuations and market conditions in India and elsewhere around the world, and other risks not specifically mentioned herein but those that are common to industry.

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