

**FORWARDING LETTER**  
**TENDER NO. OIL/ 62/7/ENQ-414**

- 1.0 Oil India Limited (OIL) is a premier upstream Company incorporated under the Indian Companies Act, 1956, under the administrative purview of the Ministry of Petroleum and Natural Gas, Government of India. OIL also has participating interest in NELP exploration blocks in Mahanadi Offshore, Mumbai Deep water, Krishna Godavari Deepwater etc as well as various overseas projects in Libya, Gabon, Iran, Nigeria, Yemen, Timor Leste and Sudan.
- 2.0 OIL is continuing its in-country oil exploration operations in the PEL & ML areas acquired on a nomination basis prior to JVC/NELP era which is mostly spread over in the State of Assam, Arunachal Pradesh and Rajasthan. Apart from operations in nominated PIL/ML areas, the company had acquired participating interest in various blocks both in India and abroad for E&P operations. The details of E&P operations, other than nominated PEL/ML are indicated below:

<b>Domestic Operation Blocks</b>	<b>As Operator</b>	<b>As Non Operator</b>	<b>Total</b>
NELP Round (Up to VII th Round)	12	12	24
Pre NELP JV	-	02	02
Overseas Operation Block	3	9	12
Grand Total	15	23	38

- 3.0 Given today's dynamics in oil industry, a number of skilled employees of OIL have left the organization to join domestic and international private/public sector companies, as a result of which OIL finds it increasingly challenging to retain and attract skilled employees. Exit of skilled/trained manpower adversely affects OIL in keeping its commitments in respect of the existing and new projects as well. OIL, being conscious of this problem and endeavored to initiate a number of steps, including review of the current project staffing model adopted by us.
- 4.0 OIL desire to engage an internationally reputed Consultant to suggest optimal utilization of manpower and deployment models for its domestic/overseas E&P Projects.
- 5.0 One complete set of bid document for hiring of above services is being forwarded herewith. You are invited.

- (i) Tender No : OIL/62/7/ENQ-414
- (ii) Type of Bid : Single Stage Composite Bid System
- (iii) Bid Closing Date & Time : 22<sup>nd</sup> July 2009 (at 2.30 pm)

(2)

- (iv) Bid Opening Date & Time : 22<sup>nd</sup> July 2009 (at 2.45 pm)
- (v) Bid Submission place : Sr Advisor (Contracts & Purchase)  
Oil India Limited, 1<sup>st</sup> Floor  
Plot No 19, Sector 16A  
NOIDA PIN 201301
- (vi) Bid Opening Place : as above
- (vii) Quantum of liquidated Damages : 0.5% per week subject to a maximum of 7.5% of the contract value.
- (viii) Performance Bank Guarantee : 10% of the Value of the Contract
- (ix) Bids to be addressed to : As indicated in (v) above.
- (x) Jobs completion time : 45 days from the date of our LOI

6.0 OIL now looks forward to your active participation in the tender.

Thanking you,

Yours faithfully  
OIL INDIA LIMITED

(G C DEV CHOUDHURY)  
Chief Manager (Materials)  
For Sr Advisor (C&P)  
For Chairman & Managing Director

# **SECTION – I**

## **INTRODUCTION AND GENERAL TERMS**

### **1.0 PREAMBLE**

Oil India Limited (OIL) is a premier upstream Company incorporated under the Indian Companies Act , 1956 under the administrative purview of the Ministry of Petroleum & Natural Gas, Government of India.

OIL is continuing its in-country oil exploration operations in the PEL & ML areas acquired on a nomination basis prior to JVC/NELP era which is mostly spread over in the State of Assam, Arunachal Pradesh and Rajasthan. Apart from operations in nominated PEL/ML areas, the company had acquired participating interest in various both in Indian and abroad for E&P operations. The details of OIL's E&P operations, other than nominated PEL/ML areas are indicated herein elsewhere.

Given today's dynamics in oil industry, a number of skilled employees of OIL have left the organization to join domestic and international private/public sector companies, as a result of which OIL finds it increasingly challenging to retain and attract skilled employees. Exit of skilled/trained manpower adversely affects OIL in keeping its commitments in respect of the existing and new projects as well. OIL, being conscious of this problem and endeavored to initiate a number of steps, including review of the current project staffing model adopted by us.

OIL desire to engage an internationally reputed Consultant to suggest optimal utilization of manpower and deployment models for its domestic/overseas E&P Projects as per the time schedule indicated in this tender.

- 2.0 The Bidders are expected to examine all instructions, forms terms and specifications of the tender. Failure to furnish all required information or submission of a Bid not substantially responsive to the Bid Document in every respect will be at Bidder's risk and may result in rejection of its Bid.

### **3.0 PERIOD OF VALIDITY OF BIDS**

Bids shall remain valid for 120 days from the date of Bid opening. Bids having short period of validity will be liable for rejection.

### **4.0 FORMAT AND SIGNING OF BID**

The Bidder shall prepare 3 copies of bid clearly marking each "ORIGINAL" "COPY" as appropriate. In the event of any discrepancy between the ORIGINAL & COPY, the ORIGINAL shall prevail.

The original and all copies of the bid shall be typed or written in indelible ink and shall be signed by the bidder or a person duly authorized to bind the bidder to the Agreement. The authorization shall be indicated by written "Power of Attorney" accompanying the Bid. All pages of the Bid, except for unamended printed literature shall be initialed by the person or persons signing the Bid.

The Bid should contain no interlineations, erasures, use of white fluid or overwriting.

### **5.0 SUBMISSION OF BIDS**

- 5.1 This tender is being processed under Single Stage Composite bid procedure. Bidders shall submit their Techno Commercial bid with price details in sealed envelope in triplicate, not

later than 14.30 HRs (IST) on the Bid Closing date at the Company's address given the Forwarding Letter.

5.2 The original and each copy of the bid should be sealed in an inner and outer envelope duly marking the envelopes as ORIGINAL & COPY.

5.3 The inner and outer envelope containing the Bid should be sealed and should ber the following on the left hand top corner.

- (i) Company's enquiry (Tender) No : OIL/62/7/ENQ-414
- (ii) Bid Closing Date & Time : 22.07.2009 (2.30 pm)
- (iii) Bid Opening Date & Time : 22.07.2009 (2.45 pm)
- (iv) Bidder's Name & Address :

5.4 If the outer envelope is not sealed and marked as explained above, the Company will assume no responsibility for misplacement of the Bid or premature opening of the bid submitted. Any bid consequently opened prematurely will be rejected and will be returned to the Bidder.

5.5 Timely delivery of the bid is the responsibility of the Bidder. Offers should be sent as far as possible by Registered post. Company will not be responsible for any postal delay.

5.6 Telex/Cable/FAX/e mail offers will not be accepted.

## **6.0 LATE BIDS**

6.1 Any bid received by Company after the scheduled bid closing date and time will be rejected and returned unopened to the Bidder.

## **7.0 OPENING OF BIDS BY COMPANY**

7.1 Company will open the bids on the bid opening date at 14.45 hrs (IST). Authorized Representative of Bidders will be allowed to attend the Bid opening.

## **8.0 PRELIMINARY EXAMINATION**

8.1 Company will examine the Bids to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed and whether the Bids are generally in order.

8.2 If there is a discrepancy between words and figures in the prices offered, the amount in words shall prevail.

8.3 A Bid determined as substantially non-responsive will be rejected by the Company

## **9.0 REJECTION OF BID**

9.1 Company reserves the right to accept or reject all Bids and to annul the bidding process and reject all Bids, at any time prior to award of Agreement, without thereby incurring any liability to the affected bidder, or bidders or any obligation to inform the affected bidder or bidders of the grounds for Company's action.

## **10.0 AWARD OF AGREEMENT**

- 10.1 The Company will award the Agreement to the Bidder, whose bid has been determined to be substantially responsive and to have offered the lowest evaluated cost, provided further that the bidder is determined by the Company to be qualified to perform the Agreement satisfactorily.

**11.0 NOTIFICATION OF AWARD OF AGREEMENT**

- 11.1 Prior to the expiry of the period of Bid validity, Company will notify the successful bidder in writing through letter/fax that its Bid has been accepted.

- 11.2 The notification of award will constitute the formation of the Agreement.

**12.0 SIGNING OF AGREEMENT**

- 12.1 After Company notifies the successful bidder tht its Bid has been accepted, Company will send to the successful bidder, the Draft Agreement incorporating all agreements between the parties.

- 12.2. Within 10 days of receipt of the Draft Agreement document, the successful bidder shall return it to Company with their comments on it, if any and shall depute their authorized person having Power of Attorney to the office of OIL INDIA LIMITED at NOIDA to sign the Agreement.

- 13.0** The Bid documents are not transferable. Offers received from the Bidders who have not been issued the Bid documents by the Company will be rejected outright.

(END OF SECTION-I)

## **SECTION - II**

### **TERMS OF REFERENCE / SCOPE OF WORK**

#### **BROAD SCOPE OF WORK**

- Identify skills required in different disciplines (viz. Project Management, G&G, Finance & Accounts, Contract & Purchase, Administration, Engineering etc), experience level, profile etc. required at each stage of the E&P asset/project life cycle to successfully carry out the activities involved at each stage
- Review current practice of deployment of different resources in various departments and on new domestic projects.
- Staffing practices adopted by other oil and gas companies with respect to the skill-sets viz Project Management, G&G, Finance & Accounts, Contract & Purchase, Administration, Engineering etc under the purview of the E&P Project.
- Find out merits and demerits of outsourcing certain skill-sets as currently residing in the E&D Department.
- Assess pros and cons of creating a separate central pool/group of such critical Project Management, G&G, Finance & Accounts, Contract & Purchase, Administration, Engineering etc skill-sets which may be deployed in different projects of OIL as and when required.
- Suggest to OIL strategy for optimum staffing practices in each E&P project which would help OIL in ensuring adequate availability of key Project Management, G&G, Finance & Accounts, Contract & Purchase, Administration, Engineering etc skills for all projects and therefore optimizing manpower cost on such projects while ensuring people development.

#### **Deliverables**

##### 1. DELIVERABLES

- One presentation/meeting with OIL team to discuss draft report.
- Final report in MS word or Power Point format covering the scope of work.

##### 2. PROJECT TIME LINES

- (I) Project Kick off day i.e 'D' on the receipt of LOI by the Party
- (II) Submission of draft report to OIL 'D' + 30 days
- (III) Presentation/Meeting with OIL for discussion on draft report D + 38 days
- (IV) Submission of final report to OIL 7 days from date of Sl. III above.

##### 3. PAYMENT SCHEDULE

The consultant shall submit 4 sets of invoices upon acceptance of the report. The payment will be made within 30 days of receipt of receipt of the invoice.

- 4. OIL implemented e-payments to its vendors and therefore, the forms enclosed to this section as Annexure-I may be filled by the successful bidder enabling us to remit the amount directly to the bank.

( END OF SECTION-II )

**SECTION - III**

**BID-FORM**

Date :  
Enquiry No. :  
(Insert Company's name and address)

Dear Sir,

Having examined the General and Special Conditions of Contract, the Terms of Reference including all attachments thereto, the receipt of which is hereby duly acknowledged, we, the undersigned offer to perform the services in conformity with the said conditions of Contract and Terms of Reference for the sum of (Total bid amount in words and figures) or such other sums as may be ascertained in accordance with the Schedule of Prices attached herewith and made part of this bid.

We undertake, if our bid is accepted, to commence the work within (.....) days calculated from the date of receipt of firm letter of intent of awarding the Contract.

If our bid is accepted, we will obtain the Guarantee of a Bank for sum of not exceeding ..... for the due performance of the Contract.

We agree to abide by the bid for a period (.....) days from the date fixed for bid opening and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

Until a formal Contract is prepared and executed, this bid, together with your written acceptance thereof in your notification of award shall constitute a binding Contract between us.

We understand that you are not bound to accept lowest or any bid you may receive.

Dated this ..... Day of ..... 2009

-----  
(Signature)

-----  
(in the capacity of)

Contractor's Name :  
Contractor's Address :

**Schedule of Rates/Price Bid Format**

Bidder shall quote rates for all the items as detailed below. The rates quoted in this Proforma shall only be considered for evaluation of offer. Bidder shall quote one single lump sum price for all the activities as detailed in the scope of work considering all applicable taxes (including Service Tax), charges and levies etc. for detail scope as mentioned. The bidder must take into consideration of all charges of their personnel including lodging, boarding and daily expenses while quoting the lump sum price.

Item No.	Description of work	Unit	Total Amount
1	<b>Lump sum prices for all the activities as detailed in the Section -II; but, taxes/levies/duties as included should be shown separately.</b>	LUMP SUM	
<b>Total Estimated Contract Value</b>		<b>Rs.</b>	
<b>(Rupees _____ only )</b>			

**Authorised  
Person's Signature:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Seal of the Bidder:**

(END OF SECTION III)

## **SECTION-IV**

### **SPECIAL TERMS AND CONDITIONS**

#### **1.0    **SECRECY****

- 1.1    All data assembled, compiled, developed, reproduced and studied by the Contractor in connection with the services rendered shall be considered strictly confidential. The secrecy of the data shall be maintained by the Contractor even after the expiry of the Contractual service period.
- 1.2    You are requested not to divulge the contents of this NIT except to the person who has a clear need to know in order to submit the offer to us.
- 1.3    You are also responsible to ensure that all persons to whom the contents of this enquiry are disclosed shall keep such content confidential and shall not disclose or divulge the same to any unauthorised person.

#### **2.0    **PERFORMANCE SECURITY****

The successful bidder shall furnish the performance security as per 'Proforma' attached to this bid document within 30 days of the receipt of notification towards award of contract, failing which OIL reserve the right to cancel the contract and forfeit the bid security, if any.

In the event of bidder's failure to discharge their obligations under the contract, the Performance Security shall be en-cashed and the proceeds thereof shall be forfeited without any further reference to the bidder.

The Performance Security amount shall not accrue any interest.

The bidder will extend the validity of the Performance Security, if and whenever specifically advised by OIL, at the bidder's cost.

The Bank Guarantee shall be enforceable at New Delhi/NOIDA.

#### **3.0    **INVOICES****

- 3.1    Contractor shall submit four sets of invoice (s) to the Company at its office at NOIDA for processing of payment.
- 3.2    All payments due by Company to Contractor shall be made at Contractor's designated bank. All bank charges will be to Contractor's account.
- 3.3    Payment of any invoices shall not prejudice the right of Company to question the validity of any charges therein, provided Company within one year after the date of payment shall make and deliver to Contractor written notice of objection to any item or items the validity of which Company questions.
- 3.4    Company shall within 30 days of receipt of the invoice (s) notify the Contractor of any items under dispute, specifying the reasons thereof, in which event, payment of the disputed amount may be withheld until settlement of the dispute, but payment shall be made of any undisputed portion on or before the due date. This will not prejudice the Company's rights to question the validity of the charge at a later date as envisaged in clause 3.3 above.
- 3.5    Income tax will be deducted at source from the invoice at the applicable rates as per Indian Law.

- 3.6 Contractor shall maintain complete and correct records of all information on which Contractor's invoice is based for two years from the date of invoice. Such records shall be required for making appropriate adjustments or payments by either party in case of subsequent audit query/objections.

#### **4.0 TAXES AND DUTIES**

Tax levied as per the provisions of Indian Income Tax Act and any other enactment/rules on income derived/payment received under the agreement will be on Contractor's account.

Tax will be deducted at source from all payments released to the Contractor, at the specified rate of income tax as per the provisions of Indian Income Tax Act.

Contractor shall be responsible for and pay the personnel taxes and Service Tax, if any.

Contractor shall furnish the company, if and when called upon to do so, relevant statements of accounts or any other information pertaining to work done under this agreement for submitting the same to the tax authorities, on specific request by them. Contractor shall be responsible for preparing and filing relevant returns within the stipulated time to the appropriate authority.

Tax clearance certificate for personnel and corporate taxes shall be obtained by the contractor from appropriate Indian Tax Authorities and furnish to Company.

Corporate and personnel taxes on Contractor and Contractor's sub-contractors shall be the liability of the Contractor and Company shall not be held responsible on this account.

#### **5.0 SUBSEQUENTLY ENACTED LAWS**

- 5.1 Subsequent to the date of technical bid opening if there is a change in or enactment of any Indian law which results in an additional cost or reduction in cost under the Contract to Contractor, such additional cost shall be reimbursed by Company to Contractor on submission of documentary evidence that the Contractor has duly borne the additional implication as envisaged under the said law or such reduction in cost shall be refunded by the Contractor to Company as the case may be.

#### **6.0 LIQUIDATED DAMAGES**

- 6.1 In the event of the Contractor's default in timely completion of the study/submission of final report/receipt of EC and NOC as referred in Section – II (clause 5.0), the Contractor shall be liable to pay liquidated damages @ 0.5% of the total value of the agreement per week or part thereof of delay, subject to maximum of 7.5%. Under no circumstance, the sum total of applicable liquidated damages will exceed 7.5% of the evaluated contract value. The Company also reserves the right to cancel the agreement without any compensation whatsoever in case of Contractor's failure to adhere to time schedule for submission of the final report.

#### **7.0 CONSEQUENTIAL DAMAGE**

- 7.1 Neither party shall be liable to the other for special indirect or consequential damages resulting from or arising out of this Agreement, including but without limitations to loss of profit or business interruption, howsoever, caused by the negligence (either sole or concurrent) of either party, its officers, employees, agents, Contractors or sub-Contractors.

## **8.0 FORCE MAJEURE**

- 8.1 In the event of either party being rendered unable by "Force Majeure" to perform any obligation required to be performed by them under this Agreement, the relative obligation of the party affected by such "Force Majeure" will stand suspended as provided herein. The word "Force Majeure" as employed herein shall mean acts of God, war, revolt, agitation, strikes, riot, fire, flood, sabotage, civil commotion, road barricade (but not due to interference of employment problem of the CONTRACTOR) and any other cause, whether of kind herein enumerated or otherwise which are not within the control of the party to the Agreement and which renders performance of the Agreement by the said party impossible.
- 8.2 Upon occurrence of such cause and upon its termination, the party alleging that it has been rendered unable as aforesaid thereby, shall notify the other party in writing within seventy two (72) hours of the alleged beginning and ending thereof, giving full particulars and satisfactory evidence in support of its claim.

## **9.0 SET OFF**

- 9.1 Any sum of money due and payable to the contractor (including Security Deposit refundable to them) under this or any other contract may be appropriated by Oil India Limited and set off against any claim of Oil India Limited (or such other person or persons contracting through Oil India Limited) for payment of a sum of money arising out of this contract or under any other contract made by the contractor with Oil India Limited (or such other person or person contracting through Oil India Limited).

## **10.0 SETTLEMENT OF DISPUTES AND ARBITRATION**

- 10.1 All disputes or differences whatsoever arising between the parties out of or relating to the construction, meaning and operation or effect of the Agreement or the breach thereof shall be settled by arbitration in accordance with the Rules of Indian Arbitration and Conciliation Act, 1996. The venue of Arbitration will be NOIDA/New Delhi, India. The award made in pursuance thereof shall be binding on the parties.

## **11.0 APPLICABLE LAWS**

- 11.1 The Agreement shall be deemed to be an Agreement made under, governed by and construed in accordance with the laws of India.
- 11.2 Contractor shall ensure full compliance of various Indian Laws and statutory regulations as stated below, but not limited to, in force from time to time and obtain necessary permits/licenses, etc. from appropriate authorities for conducting operations under the Agreement :
- a) Mines Act - as applicable to safety and employment conditions.
  - b) Oil Mines Regulations, 1984.
  - c) Workmen's Compensation Act.
  - d) Payment of Wages Act.
  - e) Payment of Bonus Act, 1965.
  - f) Agreement Labour (Regulation & Abolition) Act, 1970.
  - g) Employees Provident Fund and Family Pension Scheme.
  - h) Interstate Migrant Workmen Act, 1979 (Regulation of employment and conditions of service).
  - i) Income Tax Act & Sales Tax Act (if applicable)
  - j) Customs and Excise Act & Rules
  - k) Insurance Act

(END OF SECTION-IV)

## **SECTION – V**

### **BID REJECTION CRITERIA**

#### **A) BID REJECTION CRITERIA (GENERAL)**

- 1.1 Bidder must meet the criteria of consultants to be deployed against the Contract against this Tender as stipulated in TERMS OF REFERENCE/SCOPE OF WORK,SECTION II, failing which the offer will be rejected.

The bid not meeting the requirements given in section II (Terms of Reference / Scope of Work) will be rejected. Bids will also be rejected if the same do not cover the entire requirements as mentioned in Section-II. Partial offer will not be considered.

#### **B) BID REJECTION CRITERIA (COMMERCIAL)**

- 1.1 Rate quoted by the successful bidder must remain firm during the execution of the Agreement.
- 1.2 Bid received after the bid closing date and time will be rejected. Bid shall have to be submitted in the prescribed format of Bid Document issued by the Company and if it is submitted otherwise, the same will be rejected.
- 1.3 Bid shall be typed or written in indelible ink and original bid shall be signed by the bidder or his authorised representative on all pages failing which the bid will be rejected.
- 1.4 Bid shall contain non interlineations, erasures or overwriting except as necessary to correct errors made by bidder, in which case such corrections shall be initialed by the person(s) signing the bid. However, white fluid should not be used for making corrections. Any bid not meeting this requirement shall be rejected.
- 1.5 Bid containing false statement will be rejected.
- 1.6 Bidder must accept and comply with the following clauses as given in the Tender document in toto, failing which the offer will be rejected:
- i) Force Majeure Clause
  - ii) Tax Clause
  - iii) Arbitration Clause
  - iv) Acceptance of Jurisdiction and Applicable Law
  - v) Liquidated Damage clause
  - vi) Performance Security clause
- 1.7 The Company also reserves the right to cancel/withdraw the Tender without assigning any reasons to the bidders, for which no compensation shall be paid to the bidder. The bidder must confirm their acceptance to this clause in their respective bids.
- 1.8 The bid documents are not transferable. Offers received from the Bidders who have not been issued the Bid Documents by the Company will be rejected outright.

(END OF SECTION-V)

**ANNEXURE - 1**

**[TO BE FILLED-UP / SUBMITTED BY THE VENDOR ON ITS LETTER HEAD FOR E-REMITTANCE]**

Name	:	
Address	:	
Phone No. (Land Line)	:	
Mobile No.	:	
E-mail address	:	
Bank Account No. (in which you want the remittance against your bills)	:	
Bank Name	:	
Branch	:	
Address of the Bank	:	
Bank Code	:	
IFSC / RTGS Code of your Bank	:	
NEFT CODE of your Bank	:	
PAN No.	:	
VAT Registration No.	:	
Sales Tax Registration No.	:	
Service Tax Registration No.	:	

Signature of Vendor with Official Seal

Date: .....

Place: \_\_\_\_\_

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**PROFORMA FOR PERFORMANCE BANK GUARANTEE**

Oil India Limited,  
Plot No. 19, Sector 16A  
NOIDA-201301  
Attn: Senior Adviser (Contracts & Purchase)

WHEREAS \_\_\_\_\_ (Name and address of Contractor) (hereinafter called "Contractor") had undertaken, in pursuance of Contract No. \_\_\_\_\_ to execute (Name of Contract and Brief Description of the Work) \_\_\_\_\_ (hereinafter called "the Contract").

AND WHEREAS it has been stipulated by you in the said Contract that the Contractor shall furnish you with a Bank Guarantee as security for compliance with Contractor's obligations in accordance with the Contract.

AND WHEREAS we have agreed to give the Contractor such a Bank Guarantee; NOW THEREFORE we hereby affirm that we are Guarantors on behalf of the Contractor, up to a total of (Amount of Guarantee in figures) \_\_\_\_\_ (in words)(\_\_\_\_\_), such amount being payable in the types and proportions of currencies in which the Contract price is payable, and we undertake to pay you, upon your first written demand and without cavil or argument, any sum or sums within the limits of guarantee sum as aforesaid without your needing to prove or to show grounds or reasons for your demand for the sum specified therein. We hereby waive the necessity of your demanding the said debt from the Contractor before presenting us with the demand.

We further agree that no change or addition to or other modification of the terms of the Contract or the work to be performed there under or of any of the Contract documents which may be made between you and the Contractor shall in any way cease us from any liability under this guarantee, and we hereby waive notice of such change, addition or modification.

This guarantee is valid until the date \_\_\_\_\_ (calculated at 15 months after Contract completion date).

SIGNATURE AND SEAL OF THE GUARANTORS \_\_\_\_\_  
Designation \_\_\_\_\_  
Name of Bank \_\_\_\_\_  
Address \_\_\_\_\_

Date: .....  
Place: \_\_\_\_\_

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Enquiry No : OIL/62/7/ENQ/414  
6<sup>th</sup> July, 2009

**LIST OF ADDRESSES**

1. M/s HAY CONSULTANTS INDIA PVT LTD  
SIGNATURE TOWERS UNIT NO 1203  
TOWER A 12<sup>TH</sup> FLOOR SOUTH CITY 1  
GURAGAON 122 001
  
2. M/s ERNST & YOUNG PVT LTD  
1<sup>ST</sup> FLOOR TOWER A BUILDING NO 8  
DLF CYBER CITY PHASE 2  
GURAGAON 122 002
  
3. M/s DELOITTE TOUCHE TOHMATSU  
7<sup>TH</sup> FLOOR BUILDING 10 TOWER B  
DLF CYBER CITY COMPLEX  
DLF CITY PHASE II  
GURAGAON 122 002
  
4. M/s IBM CONSULTING SERVICES  
IBM INDIA PVT LIMITED  
NO 12 SUBRAMANYA ARCADE  
BANNERGHATTA ROAD  
BANGALORE 29
  
5. M/s MERCER  
NATIONAL CAPITAL REGION (NCR)  
MERCER OUTSOURCING – NCR  
5<sup>TH</sup> & 6<sup>TH</sup> FLOORS  
TOWER A BUILDING NO 6A  
SECTOR 24 AND 25A DLF CYBERCITY  
GURAGAON