



March 23, 1998

**TO WHOMSOEVER IT MAY CONCERN**

Mr. Maneck K. Gilder was engaged by us for doing the interiors of a large flat in South Bombay recently acquired by us.

I have found Mr. Gilder to be very meticulous in his work. In the course of the assignment, Mr. Gilder came out with innovative and cost effective solutions for many of the alterations required in the flat. Mr. Gilder has the practice of conducting site meetings on a regular basis as a result of which he is able to highlight delays and problems well in time and to suitably resolve the same.

Mr. Gilder's integrity was found to be of a very high level and I always felt confident that the contractors' bills approved by him were fair and correct.

I am sure that Mr. Gilder will be able to do justice to any assignment he takes up in his field of activity.

For Tata Industries Limited

A handwritten signature in blue ink, appearing to read "S. H. Rajadhyaksha".

S. H. Rajadhyaksha  
GM (Finance) & Secretary

**TATA INDUSTRIES LIMITED**

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