

In 2011, we have
created a multiplier
effect with the synergy
of iGATE and Patni; we
took bigger strides
which yielded scale
and the intrinsic
quality of innovation
to conquer markets.



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The Integration Story

A journey of a thousand miles began in January 2011 with a single step — the Integration. A year later, we take pride in the effective manner in which we have achieved the smooth and seamless integration of iGATE and Patni.

The success of our integration can be attributed to our unique, top down approach. Instead of a process that identified and chose the best from both entities, we led the way by driving the integration under the banner of a futuristic vision and mission for the combined organization, which served as the motivational force.

Customer First

Customers and Markets (C&M) is the most important activity by which integration specialists assess an integration and transformation as either a 'success' or 'failure'. As the leadership team initiated the integration exercise by defining the vision, mission, values and the strategic issues of running the combined entity, a special task force simultaneously managed the practical details of customer service, daily sales operations and pipeline protects.

Key resources from both sides were identified and paired for a two-in-a-box approach, working closely with the Executive Committee for quick escalation and decision-making. This method proved highly successful as the C&M team executed a comprehensive program that included customer communication, unified account governance, detailed market analysis and field sales support.

Customer communication and relationship management was an integration priority with a focus on account stability and growth, program follow-through and executive leadership outreach. As a best practice, we over communicated with all stakeholders to ensure transparency and gain trust.

Identifying performers and creating a strong combined sales force which is aligned to the value proposition of the new combine through a well-equipped knowledge portal was given prime importance. It helped provide dedicated, optimized support for better RFP responses, adding value to our customers and the sales process.

Uninterrupted Show

Another key imperative was to instill the 22,000+ delivery professionals with the vision of the new company while managing the ongoing business. It needed to be accomplished skillfully, ensuring that there was no disruption to existing customer delivery and, in fact, exceeding customer expectations.

We utilized a blueprint for driving the execution with seven key objectives, including building trust and relationship with customers, strengthening the partner ecosystem, developing iTOPS and outcome-based opportunities, investing in innovation and establishing common process norms for the combine.

The PMO team was diligent in ensuring that the 250+ actions identified were consistently acted upon, risks were monitored and mitigated, and the leadership governance was focused on key deliverables. The teamwork demonstrated for this high level of delivery excellence was a key success factor.

Money Matters

The integration of the finance operation was critical to all aspects of the business; namely, deal structures, investor relations, vendor management and employee welfare. The top priority for the team was to create an experience of 'one organization' for the critical stakeholders of the combine. This was achieved through a synchrony of global finance teams providing a non-disruptive experience where the participants felt little or no change during the transition.

One-Tech Take

The IT group was keenly aware of the pivotal role it had to play to bring the two organizations together under common platforms and processes. IT systems were to be one of the first integration touch points that employees would have experienced. Their priorities included building a common IT backbone, installing a world-class telepresence system for internal communications, and improving the social networking and collaboration platforms.

To manage the combined business more effectively, PeopleSoft 9 was made the new choice, supported by business intelligence and master data management resources. This helped create a consolidated view of human resource and other systems. Investment in advanced tools and processes at this stage is envisaged to yield further efficiency and faster growth for the business.

New Brand Speak

The Brand team's task was to translate the merits and value of the combined parts into a common brand. The new brand identity had to come alive through a multitude of touch points. Along with aiding recall, we needed to ensure that the equity of positive synergies is communicated to all stakeholders.

The biggest challenge was to communicate the meaning of the two forces coming together. We found our answer in the power of multiplication of the talent and opportunities, and not in mere addition of these attributes. We relentlessly used a plethora of communication channels to reach out with our messages to stakeholders across both companies.

One World

The success of any integration hinges on the effective integration of people, processes and culture. The top leadership team gave strategic

weightage to this aspect of integration by dedicating ample time and resources to it.

iGATE Patni quickly integrated business units and sales teams through right role allocations, harmonizing 72 people practices and processes. The company also communicated the strategic intent and vision of the integration and its benefits to employees through many focused and large scale interactive forums. While ensuring that the people integration happened at a rapid pace, adequate care was also taken to ensure that ongoing operations were not hampered as a result.

A notable outcome of the cultural assimilation has been the emergence of a new-generation work culture in the form of openness and transparency coupled with an entrepreneurial style of leadership, which is non-hierarchical and rewards individual achievement and spontaneity. The new culture has helped to highlight the significance of innovation in day-to-day work and its impact in enriching the role of every employee in the company.

Miles to Go

The biggest reward for an achievement is the achievement itself! Today, even as we look back at the integration exercise, each employee of iGATE Patni stands proud to have been part of one of the historic initiatives of our career.

It is a journey that has just begun and as we reach our first station, we are pleased with what has been accomplished and look forward to the many exciting challenges ahead.

The iGATE* Journey 1996-2012

1996	:	Completed successful IPO
1997	:	Successful Secondary Stock Offering
	:	\$240M in Revenues
1998	:	Ranked #2 on Forbes Magazine's list of "the Best Small Companies in America"
	:	Announced a two-for-one stocks split
2000	:	Mascot Systems Limited (Mascot), India was formed as the offshore development center of the Company
2002	:	iGATE Capital Corporation changes its name to iGATE Corporation
2003	:	Mascot name changed to iGATE Global Solutions Limited (iGS)
	:	iGS acquires Quintant Limited, a business services provider
	:	Regroups all entities under two Strategic Business Units iGS and iPS
2004	:	Introduced iTOPS (Integrated Technology and Operations)
	:	Infrastructure enhanced with creation of new India Corporate Office on a 14 acre, 100,000 sq. ft. campus at Bangalore, India
2006	:	Marks 10th Anniversary as a Public Company
2007	:	Among Top 3 Best Employers in India (7th Annual Dataquest-IDC Survey)
2008	:	Phaneesh Murthy was appointed as CEO of the Company
	:	Ranked 1st in DQ-IDC Top 20 Best IT Employers in India Survey
	:	Ranked No.1 in Data Warehousing, Data Mining and Business Intelligence in the Annual Black Book of Outsourcing User Survey
	:	Delisting of iGS in India
	:	Declares First Annual Dividend
2009	:	Ranked 14th in the Black Book of Outsourcing's "50 Best Managed Global Outsourcing Vendors" list
	:	Ranked 2nd in DQ-IDC "Best IT Employers in India" Survey
2010	:	\$280.6M in Revenues
	:	Announces acquisition of majority stake in Patni Computer Systems Limited
	:	Named to IAOP's Global Sourcing 100 List
2011	:	Annual Run Rate of \$1 BN
	:	Completes Patni Acquisition
	:	Achieves People CMM® maturity level 5
	:	Ranked Third in the Annual DQ-IDC Best Employer Survey 2011 in India

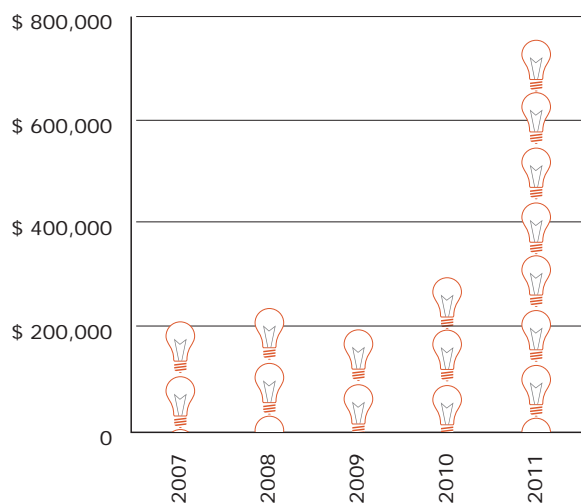
*Includes the subsidiaries of iGATE Corporation



Year ended December 31, (Dollars in thousands, except per share data)	2007	2008	2009	2010	2011
Revenues	\$ 201,734	\$ 218,798	\$ 193,099	\$ 280,597	\$ 779,646
Gross Margin	65,112	82,357	75,406	112,691	296,142
Income (loss) from operations	9,483	27,682	32,391	53,008	105,910
Net Income attributable to iGATE Corporation	15,585	30,904	28,575	51,755	51,468
Net Earnings Per Share – Diluted	0.29	0.56	0.51	0.90	0.38
Cash and Cash equivalents	46,655	30,878	29,565	67,924	75,440
Short-term investments	25,295	34,601	67,192	71,915	354,528
Total Assets	216,798	189,893	228,160	305,043	1,714,849
Noncontrolling interest	6,437	-	-	-	177,183
Series B Preferred stock, without par value	-	-	-	-	349,023
Total Equity	162,403	146,072	191,318	254,179	33,717
Net cash flows from operations	\$ 36,860	\$ 45,673	\$ 43,889	\$ 61,167	\$ 82,488

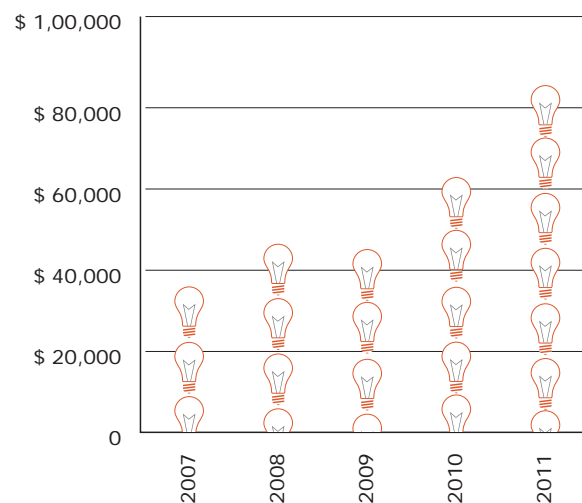
Revenues

(from Continuing Operation, \$ in thousands)



Net cash flows from operations

(\$ in thousands)



Safe Harbor Statements under the Private Securities Litigation Reform Act of 1995: This Annual Report contains statements that are not historical facts and that constitute “forward-looking statements” within the meaning of such term under the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. These forward-looking statements include statements regarding the business outlook, the demand for the products and services, and all other statements in this Annual Report other than recitation of historical facts. Words such as “expect”, “potential”, “believes”, “anticipates”, “plans”, “intends” and similar expressions are intended to identify such forward-looking statements. These forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause results, levels of activity, performance or achievements to differ materially from results expressed or implied by this Annual Report. Such risk factors include, among others the competitive environment in the information technology services industry; whether certain market segments grow as anticipated; and whether the companies can successfully provide services/products and the degree to which these gain market acceptance. These and other risks are discussed in Item 1A of Part I of our Annual Report on Form 10-K enclosed herewith in the sections entitled “Risk Factors” and in other sections of the Annual Report on Form 10-K, including “Management’s Discussion and Analysis of Financial Condition and Results of Operations”. Actual results may differ materially from those contained in the forward-looking statements in this Annual Report. Any forward-looking statements are based on information currently available to us and we assume no obligation to update these statements as circumstances change.