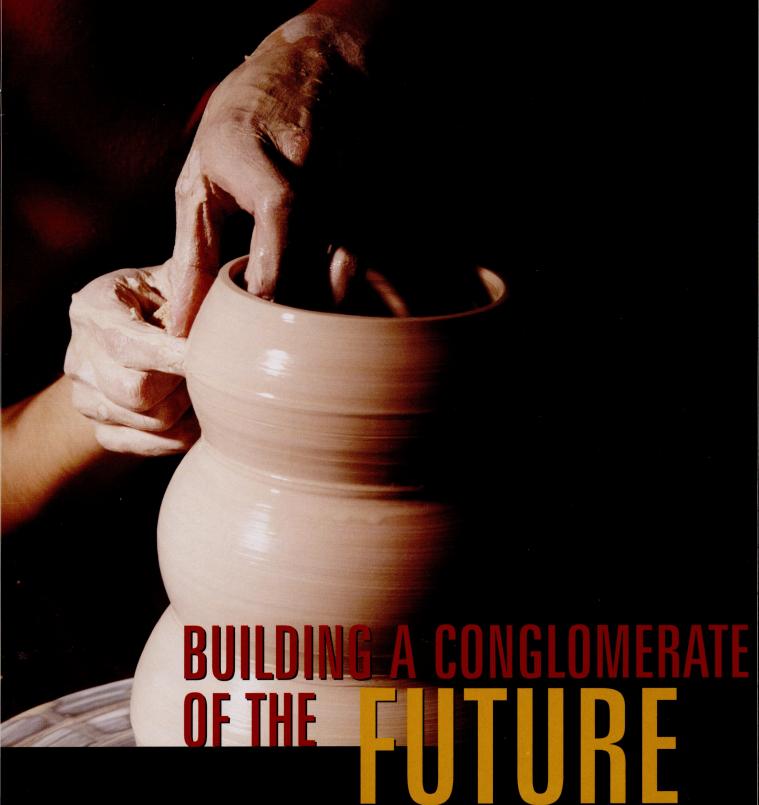
The in-house magazine of Bharti Enterprises

bhattitoday

Vol. 11, Issue 1, 2007



Read on for more...

Partnership with Six Sigma Carriers
Bharti Young Leader Programme

CHAIRMAN'S NOTES

Dear colleagues

At Bharti, our vision has always driven us to invest, build and grow businesses that make a positive difference to the lives of people. In the process, we have gone well beyond telecom and operating in several highly dynamic and competitive markets. To drive such a diversified entity successfully we have redesigned our top-level organizational structure.

Bharti Enterprises will now be the strategic architect of all the businesses of the group and provide overall direction and macro strategy. In my new role as the Chairman and Group CEO of Bharti Enterprises, I will be assisted by Rakesh, Akhil, Rajan and Badri as the four Group Lead Directors responsible for individual businesses. I believe, the new organisational structure and governance model will help blend Bharti's entrepreneurial ethos with an enhanced professional culture to ensure faster growth of the individual businesses. The structure will strengthen empowerment and accountability for business leaders of individual companies.

Leadership roles in Bharti Airtel too have been redesigned. Manoj will now be leading the entity as the President & CEO. Sanjay, Atul and David, who have been given enhanced empowerment and designated as Presidents responsible for their respective businesses, will aid him in Bharti Airtel's drive towards Vision 2010.

Strategic restructuring at Bharti Enterprises aims to create a robust edifice on which we would seek to build a conglomerate of the future. I believe the new structure will help us cope with the emerging dynamics of our expanded business portfolio."

Sunil Bharti Mittal

AWARDS

Sunil Bharti Mittal receiving Padma Bhushan from Hon'ble President Dr A P J Kalam



Sunil Bharti Mittal has been awarded the Padma Bhushan, one of India's highest Civilian Honours. The Award is recognition of his pioneering efforts to put the nation on the global telecom map.

Asia Money Award

SUNIL BHARTI MITTAL was chosen as the Top Executive at the 2006 Asia Money Award.

BHARTI AIRTEL was voted the Best Managed Company (large cap) in India at the 2006 Asia Money Award.

Avaya Best Customer Service Award

BHARTI AIRTEL has won the 'Avaya GlobalConnect Customer Responsiveness Award, 2006' for Best Customer Service in the telecom sector for the second year running. The Award is recognition of the intense customer care focus and orientation of brand Airtel.

Nasscom IT Innovation Award

BHARTI AIRTEL has won the Nasscom IT Innovation Award for Business Model Innovation for the Year 2006. The company received the Award for the first-of-its-kind innovative agreement that it entered into with IBM during the year.

Buzziest Brand

BHARTI AIRTEL has taken the top spot in the "Buzziest Brand of the year 2007 Poll" conducted by agencyfags for the second year in a row.

Golden Peacock Award

BHARTI FOUNDATION won the Golden Peacock Award 2006 for Corporate Social Responsibility (CSR) in the NGO category.

BHARTI TELETECH has been awarded the Golden Peacock Award for 2006 in the Innovative Product/Service in Telecommunication category. The company received the Award for its "Beetel Trend" (CLI and SIM reader Phone), which was adjudged the most innovative product offering during the year.

QCI - D L Shah National Award

ENTERPRISE SERVICES (carriers) Division has won the prestigious QCI - D L Shah National Award on Economics of Quality at the 2nd National Quality Conclave held in New Delhi.







Sunil Bharti Mittal receiving the Degree of Doctor of Science from Hon'ble Governor of Uttarakhand Shri Sudarshan Agarwal

Fortune Asia Businessman Of The Year

SUNIL BHARTI MITTAL was adjudged as the Asia Businessman of the Year 2006 by the globally renowned business magazine, Fortune.

Doctor of Science for Sunil Bharti Mittal

THE GOVIND BALLABH PANT UNIVERSITY of Agriculture & Technology has conferred the Degree of Doctor of Science (Honoris Causa) on Sunil Bharti Mittal. The conferment is recognition for his invaluable contribution in the field of telecom in particular and other areas of public interest in general.

Bharti Enterprises' new Apex level organisation structure

Building a Conglomerate of the Future

ince its inception, Bharti has expanded its business portfolio quite successfully to be counted among premier business conglomerates in the country. It has grown from being a provider of telecom services to become a diversified entity with interests in retail and wholesale, communication and media services, insurance and financial services, agri-business, realty, BPO/software and the Bharti Foundation.



Rakesh Bharti Mittal Vice Chairman Bharti Enterprises Akhil Gupta Managing Director Bharti Enterprises Rajan Bharti Mittal Managing Director Bharti Enterprises Badri Agarwal Director Bharti Enterprises



44

The new organisation structure & governance model blends Bharti's entrepreneurial ethos with an enhanced professional culture. It empowers our business leaders and strengthens accountability." - Sunil Bharti Mittal

To drive such a diversified entity efficiently, Bharti Enterprises has announced top-level strategic changes in its organizational structure. Roles and responsibilities have been transformed to align them to the organisational objectives.

Under the new structure, Bharti Enterprises will be the strategic architect for all businesses – Telecom, Retail & Wholesale, Communication & Media devices, Insurance & Financial services, Agri business, Realty, Software/BPO & Bharti Foundation. Sunil Bharti Mittal will continue to lead the entity as the Chairman and Group CEO. He will be assisted by four Group Lead Directors – Rakesh Bharti Mittal, Akhil Gupta, Rajan Bharti Mittal and Badri Agarwal.

The Group Lead Directors have been assigned specific businesses and will be the member of the Board of the respective companies. They will review business performance and advice on governance issues, maintain relationships with joint venture partners and provide all necessary assistance from the group level.

In addition, there will be nine Group/Corporate Directors who will take ownership of key functions across the different businesses. The Group/Corporate Directors will be providing functional vision, strategic direction and support to group companies, leveraging synergies and best practices. The new structure aims to strengthen empowerment and accountability among Bharti's top leadership.

Group Directors/Corporate Directors

Ashok Juneja, Corporate Director – Technology **Daljit Singh**, Group Director – Human Resources

Hemant Sachdev, Group Director – Brand & Corporate Communication

Prakash Nene, Corporate Director – Finance (Emerging Businesses)

S L Narayanan, Corporate Director – Finance (Telecom & Retail)

Vijaya Sampath - Group General Counsel & Company Secretary

Viresh Dayal, Corporate Director - Projects

To reinforce its best-in-class governance model Bharti has also institutionalised three group-level governing bodies – Bharti Management Board, the Group Finance & Audit Council & the Bharti Management Council.

Governing Body

Responsibility

Bharti Management Board ("BMB")

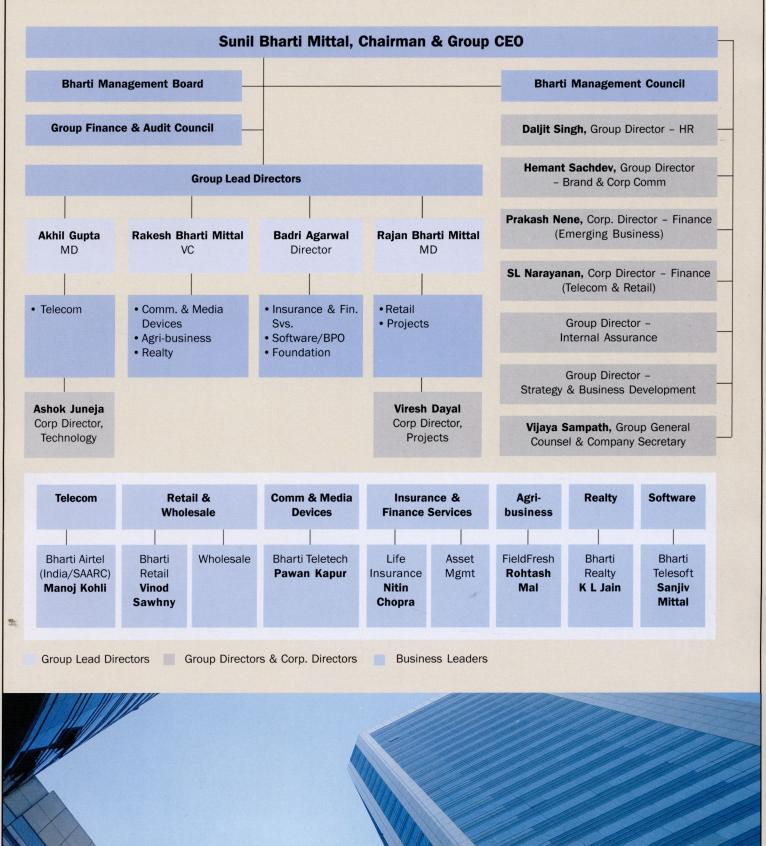
Strategic decisions on matters relating to all of Bharti Enterprise's businesses.

Group Finance and Audit
Council ("GFAC")

Responsible for guidance on financial and audit matters and financial governance framework relating to all businesses

Responsible for providing direction and guidance on business issues, including business strategy, annual operating plans and key talent management. The specific issues to be addressed at a meeting of the body will depend on the agenda.

Bharti Enterprises Organisation Structure





Leadership roles Redefined

Collowing the organisational changes at Bharti Enterprises, the leadership structure at Bharti Airtel too has undergone important changes. Key management roles have been redefined and empowered significantly with added responsibilities. The new structure aims to usher in greater operational freedom for the incumbents to manage growth and add momentum to the company's drive towards Vision 2010 – to be the most admired brand in India.

Manoj Kohli will now lead Bharti Airtel as its President and CEO. In the new role, he will be responsible for business strategy, operations and results. The three Joint Presidents responsible for individual business domains have now been given enhanced empowerment and designated as Presidents. Sanjay Kapoor will now be President – Mobile Services, Atul Bindal will be President – Broadband & Telephone Services and David Nishball will be President – Enterprise Services.

While Sarvjit Dhillon has been designated as the Chief Financial Officer and Director – Strategy, Harish Dua now dons the mantle of Chief of Compliance and Internal Audit.









The First Gong

Very few can actually recall that Bharti Airtel's Initial Public Offer (IPO) in 2002 was the country's first 100% book-building offer. The company raised Rs 833.85 cr and the rest is history, as we all know.

But amidst this all-important event, the little known fact that has remained more as a sidelight is that the Bombay Stock Exchange (BSE) bell rang for the first time, a la New York Stock Exchange (NYSE) the day Bharti's stock got listed.

The BSE Bell must have rung a few hundred times since that day in February 2002. But the first time is always a special time, BSE insiders recall fondly.

The first time is always a special time...



BHARTI AIRTEL



Airtel to provide 2G and 3G mobile services in Sri Lanka.

Airtel is set to expand footprints beyond the Palk Strait. It has received a Letter of Offer from Telecommunications Regulatory Commission of Sri Lanka to provide 2G and 3G mobile services in the country. Unlike the earlier international telecom operations of the Group, which are managed by Bharti Global, the Sri Lankan foray is being driven by Bharti Airtel. In fact, this will be the first international operation of Bharti Airtel and constitute an integral part of the Company's plans to expand its operations in the South Asian region.



▲ (From left) Mr. Emmanuel Sauquet, Director Mobile Strategy, Asia Pacific and Latin America, Google; Manoj Kohli; Sukhinder Singh Cassidy, Vice President, Asia Pacific and Latin America Operations, Google; Jai Menon

Go Go Google

The humble mobile phone is fast emerging as the snazziest gadget. Who could have imagined that one day it would be possible to search the World Wide Web through the tiny little mobile handsets. For the first time in India, customers will be able to search for information on the web through a Google search engine on Airtel Live. What's more one can also search for one's favourite downloads on the content rich Airtel Live. If you love an actor, musician or sportsman, then simply type his/her name in the Google search engine and you get a list of all related downloads available on Airtel Live. Simple and Convenient!



Manoj Kohli at the launch of 'Call Home' service

Come Close

For 2.5 million US-based NRIs, loved ones back home have come closer with Airtel's recently launched 'Call Home' service at 7.9 cents a minute. This also marked the company's much-awaited entry into the US market. All the customers need to do is to go to the Airtel website www.airtelcallhome.com, create their personal account and download the calling service online. The service, launched across 50 states in the US market has turned out to be a big hit among the expat Indians. Compared to other services available in the market Airtel's Call Home Service comes at a whopping 40% less in terms of price. Airtel also has plans to launch similar products in other international markets.

GROUP BRIEFS



Bharti Telesoft

Expanding Portfolio

harti Telesoft enjoyed record crowds at its booth at Barcelona 3GSM World Congress, where it was showcasing its full portfolio of content services, VAS, mCommerce, and BSS solutions. The Congress provided a great opportunity to update international customers on its latest offerings. Mobiquity, the mobile commerce platform and suite of applications drew a lot of attention and interest from visitors from all regions. Bharti Telesoft's VAS portfolio continued to attract prospects, with many attendees keen to learn more about its roaming, call management, and messaging offerings. With operators now focussing very closely on operational efficiencies, Bharti Telesoft's suite of BSS products also attracted many queries, especially regarding its work with Celtel, the pan-African mobile operator.



- both on the mobile through WAP and on laptop through their Airtel 3G cards. Among the many new services, customers are now able to

make video calls - see and talk to each other on their 3G handsets that have two cameras.

WIDENING TURF



(From left) Sunil Bharti Mittal; Mr Henri de Castries, Chairman of the Management Board, AXA SA: Nitin Chopra, CEO of Bharti AXA Life

Bharti AXA

Going National

After extremely encouraging response to its products – Future Confident' and 'Wealth Confident' at Hyderabad, Bharti- AXA Life Insurance launched its operations nationally in December. With this launch the company's services have now been extended to Delhi, Kolkata, Chennai and Bangalore. This is going to be further extended to 15 cities soon. A second wave entrant into the sector, Bharti AXA has a rapid rollout plan. The company would be entering into 50 smaller cities through a spoke/partnership model along with 28 metros and other major markets.

Next stop: General Insurance

harti Enterprises is ready to perform another tango in the company of AXA. This time it is general insurance. The companies have signed a Memorandum of Understanding to establish a joint venture to launch their general insurance business in the country. Like the life insurance venture, Bharti will hold 74% of equity interest, while the rest will lie with AXA. The venture, which will be headquartered in Bangalore, is expected to commence its operations in the second half of the current year.



Sort. Grade. Pack.

To create a pan Indian sourcing base for fresh produce, FieldFresh is not only tying up with farmers across regions but is trying to build a network of pack houses to make the produce ready for transport. In February, the company inaugurated its first pack house in Nashik. This state-of-the-art 30,000 sq ft facility is one of the largest pack houses in Western India with a capacity to handle 75 MT of fresh produce every day. Equipped with the latest technology for sorting, grading, packing and handling of produce under controlled conditions, the facility will commence its operations with exports of white seedless grapes and pomegranates. Mangoes and vegetables will follow suit in due course of time.



(Left to Right) Mr. Hansjoerg Wagner, Managing Director & Vice President of Sales, Polycom Asia Pacific; Rakesh Bharti Mittal; Sunil Bhalla, Senior Vice President and General Manager, Voice Communication, Polycom.

Bharti Teletech

Beyond the Beetel

harti Teletech's product portfolio is no longer limited to the household name in fixed line telephony – Beetel. Recently, it entered into a strategic partnership with Polycom, the world's leading provider of unified collaborative communications solution to distribute the latter's voice and video conferencing solutions.

Indian office meeting rooms will soon be adorning Polycom's Voice Station 300 and Voice Station 500. The latter in particular is an exciting offer, which features Bluetooth wireless and an application port that enables it to seamlessly work with Skype running on a PC. Bharti Teletech will also be offering the famous Polycom Communicator that offers handsfree natural two-way voice communication. The SoundStation 2W, another wireless conference phone, that is already making waves across the world, will be made available in the Indian market.

BHARTI FOUNDATION

Needy and Talented Get a Helping Hand from Bharti Foundation

As a part of its efforts to bring opportunities to the talented and financially disadvantaged, **Bharti Foundation** has launched a Scholarship programme for bright engineering and management students. In 30 premier academic campuses across the country, the Foundation has picked some outstanding talent for the programme. The beneficiaries were selected through a well-designed means cum merit method.

Let's meet some of the bright stars who bagged the scholarships this year. Quality of higher education is a key driver of the heady economic growth that we are witnessing today. Bharti Foundation believes in making a distinct contribution to extend the reach of quality higher education to all sections of the society."

- Rakesh Bharti Mittal, Vice Chairman, Bharti Enterprises.



Some of Scholarship winners in Chennai with Mahesh Thampi, CEO, Mobile Services, Chennai & Tamil Nadu

life for **Mukesh Kumar** is a lot different from that of boys of his age. A polio-stricken left leg requires him to work harder for his success. But this always-smiling boy from a farming family from Gopalganj, Bihar has no regrets about his handicap and instead relishes every moment of his struggle and is determined to work harder in life. This fighter from the L N Mishra Institute of Economic Development and Social Change, Patna, is an epitome of self-belief and confidence. He believes the Scholarship will ease his struggle greatly. He will be in better mental

shape to pursue his academics. Bharti Today salutes this real life fighter and wishes him the very best in life.

Mukesh Kumar

Polio-stricken
Mukesh is an epitome of
self-belief and confidence. He
believes the Scholarship will help
him to scale new highs."



Shubha Sharma

Shubha believes
the Bharti Scholarship
enable her to become a
better manager and a stronger
person in life."

Shubha Sharma is a bright telecommunication engineer from the Central Indian city of Bhopal. Not many of her batchmates at Symbiosis Institute of Telecom Management, Pune actually know that this management student is a national-level swimmer and a recognised painter in her own right. A freelance writer, Shubha also happens to be the Editor of the Student Magazine of the institute. She believes the Bharti Scholarship will help her focus on her academic work better and enable her to become a better manager and come out as a stronger person in life.



Vishal Bhola

Vishal Bhola has travelled all the way from Delhi to study Electronics and Telecommunication at the Indian Institute of Technology, Guwahati. The budding telecom engineer, a pass out from Delhi's Gyan Bharti School, wants to add a management degree to his portfolio before embarking on an entrepreneurial journey. Vishal is an avid fan of Bollywood heartthrob Hrithik Roshan and enjoys dancing to the latest pop hits.

Vishal wants to
add a Management
degree to his portfolio before
embarking on an
entrepreneurial journey."

Airtel finds Partners in Mumbai's Famed Dabbawallas

Six Sigma Carriers

Wrs Sunanda Hegde, a housewife residing in Malad – a Mumbai suburbia - was surprised when Babban Jachak, her regular dabbawala, came in the evening and started a sales pitch for Airtel's latest handset bundle offer and then handed her a brochure of the offer. Surprised because she thought Babban can only deliver lunch boxes diligently to her husband who is working with a multinational at Nariman Point. But till now!

Babban is among the 5,000 dabbawalas in Mumbai, who have been included as part of Airtel's distribution network in the city to sell its products and services. The famed dabbawalas, having entered management case study books across the world for their Six Sigma Quality standards, have now embraced Airtel as their new Partner in Progress. The efficient deliverymen of the city's lunch boxes will now also supply Airtel's pre-paid cards, new connections and bundled handsets at doorsteps.

The Six Sigma logisticians, known for their efficient citywide distribution network, are famous for their honest, down-to-earth and gentlemanly nature and supply about two lakh tiffins every day covering 70 local stations. Babban is happy and so are his colleagues – Ankush and Rohidas – because they now earn an additional income of about Rs 250 for every new connection. This adds to Babban's monthly income plus now he has a mobile phone to flash and an Airtel number to share.

44

I suppose we have been chosen because of decades of trust we carry. Airtel, being the leading telecom service provider in the country, and we being the most efficient tiffin suppliers in the city make a good combination. Cell phones that have been given to us by Airtel is free of cost and that has been a great help. We can now communicate and coordinate better between ourselves and respond to emergencies in time. Households too can get in touch with us when we are on the move."

– Mr Raghunath Medge, President, Nutan Mumbai Tiffin Box Suppliers Charity Trust





FUTURE BECKONS

Airtel takes the lead in innovative projects

Farmer Swipes His Card

Swiping a credit card will soon no longer be the exclusive privilege of the urbane Indian. Farmers in the remote countryside too will be experiencing this. In a first of its kind pilot project, Airtel has joined hands with State Bank of India in nine villages of Pithoragarh (Uttaranchal), Medhak (Andhra Pradesh) and Mizoram to give farmers in remote villages a taste of 'virtual money'.

In this unique rural banking initiative, farmers are able to withdraw money and buy fertiliser using Dual Interface (DI) SIM cards with GSM & RFID capabilities. Records of bank loan to the farmer reside in the RFID portion of the SIM card. Banks are able to track all purchases made through the terminals located in the shops.

Airtel mobile phones are facilitating the transactions in these remote locations. Interestingly, some of these places neither have power nor Internet connectivity!



Transfer money through SMS

harti Airtel has launched a pilot project on global money transfer via mobile phones under the aegis of GSM Association – the global body of GSM mobile operators. The project could revolutionise the way millions in foreign countries send money to their folks back home. Airtel will be driving this innovative project in India in partnership with the State Bank of India. Twenty five million Indians across the world, who transfer approximately \$25 billion every year to their families in India, stand to gain from this initiative.

An oil rig worker in Abu Dhabi will be able to send money from his bank or credit card to his family in Hyderabad over the mobile. All he will need to do is to dial his family's number in India and wait for a message to be flashed on his screen that the transfer is complete. His family in Hyderabad just needs to walk to the nearest phone store (which also acts as the money transfer agent and is linked to the bank) and encash the remitted amount. Yes, so simple and easy!





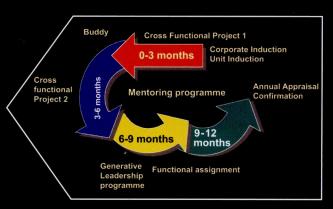
Future Architects

We believe in building a company that not only changes the way the world conducts business, but also partners in the growth of the nation. Our Young Leaders will be critical in helping us build such a company." - Sunil Bharti Mittal



harti derives its energy from the youthful spirited bunch that works for it. The young workforce is the key to its leadership. Aware that its future too would hinge on young blood, the company has been following a structured programme to catch young talent and groom them for future leadership roles. Under this programme, better known as the 'Young Leaders Programme', the company visits premier institutes in the country every year to induct fresh talent. The programme is for a period of one year, which includes two cross functional stints of three months each and a functional stint of six months. The USP of the Programme lies in facets like Mentoring, Buddy Programme and a Generative Leadership Input.

In all, two hundred and sixty Young Leaders' have been recruited since 2001. Scope of the programme has been progressively extended to create a veritable talent pool at Bharti. The target for the current year (07-08) is to recruit 75 + YLs.





Meet some of the Young Leaders

Sachin Jain IIM Bangalore YL Batch: 2006

Sachin is into the last couple of months of his training as a Young Leader and regrets that it would end soon. The year has been quite memorable for him both on the professional and personal front. For this young Delhite watching the pro nite at IIT Delhi's Airtel Rendezvous 2006 from the main sponsor's seat remains the year's highpoint. The namesake of the country's cricketing heartthrob sounds quite excited about his current assignment – looking after postpaid sales through Direct Sales Agents (DSAs).

Neel Juriasingani XLRI, Jamshedpur YL Batch: 2005

Neel is relishing every moment of his role as a Business Analyst at the Office of the President-Mobile Services. This Young Leader is still quite upbeat about the day when ABTS NCR achieved the target of 100K net adds in Dec 2006. For this chocolate & ice cream lover, the high point of the Young Leaders Programme lies in the Mentorship part. Access to top management at an early stage of one's career helps one to mature rapidly on the job.

Mansi Bhattacharya IMT Ghaziabad YL Batch: 2005

Before moving into her new role in the retail venture, Mansi had an extremely gratifying stint with the People Excellence Team at the corporate office, wherein she handled the Young leaders' Programme. She believes the buddy programme helps the Young Leaders get assimilated into the organisational culture fast. Her new job in the emerging arena of retail promises yet another high for this young professional. Mansi loves travelling and enjoys exploring new destinations.



We have managed to establish the Young Leaders' Programme as one of the foremost Management Training Programmes in the Country. Low attrition levels are a testimony to its success and acceptability." - Harshvendra Soin, Senior Vice President (HR)

Megha loves playing sudoku and reading fictions. She sounds quite excited about the projects she has completed in Customer Service and Sales & Marketing and strongly believes that these cross functional projects at an early stage of one's career does put one on a sharply rising learning curve. She also fondly recalls the three-day induction that she and her fellow Young Leaders went through, when senior leaders from the organisation made presentations to them about different aspects of the business.

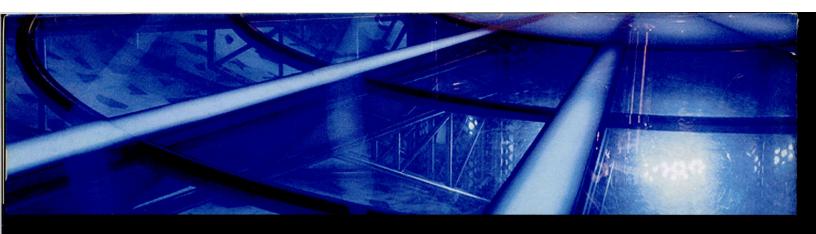


International Internship Programme



In order to add an international flavour to its talent grooming initiative Bharti visited Singapore Management University (SMU) & Brown University for an Internship Programme. The company has picked up interns for projects with various business units in field of HR, Supply Chain, Marketing, Strategic Project Group, Finance & IT. They will soon be leaving for the Indian shores to start their internship.

Interns from Singapore Management University with Harsh



ধন্যবাদ Airtel

When SRK broke into an impromptu Bihu with KBC-3 participant Mridul

Mridul Gogoi did not want to become a Dental surgeon. So after spending a year in a Bangalore Dental College, which he entered on his parents' insistence, Gogoi dropped out to complete a Diploma in Management and started his own construction business in Guwahati. But 33-year-old Mridul's claim to fame came not from his construction business but a rare feat of making SRK dance on the sets of KBC-3. Incidentally, he also made a cool Rs 3,20,000 in the process.

Mridul fondly recollects the day when he walked across Guwahati's G S Road to the Airtel shop to buy himself an Airtel connection to gain entry to KBC-3. After getting through the 'busy' KBC-3 lines to register, Mridul spent the next few days keeping his fingers crossed. Finally, Mridul's Airtel phone rang informing about his selection for the finals.







Mridul doing Bihu with Shahrukh

To everyone's surprise on the set, the extrovert Mridul expressed his wish to shake a leg with SRK. What followed was simply exhilarating. He was dancing the traditional Bihu dance of Assam with SRK to the famous Bazigaar number Kaali Kaali Aankhen. SRK made Mridul's wife Neetu do a couple of steps too as Neetu sang

Baahon Ke Darmiyan for her beau. SRK was last heard inviting the other Bollywood heart throb Salman Khan to do a Bihu with him on the sets of KBC-3, when the latter participated in the concluding episode.

Well done Mridul, your Bihu lessons have gone farther than expected.

44

How else can you expect somebody from a remote Northeast state to make it to the Hotseat facing SRK. Wish Airtel continues to surprise my other countrymen living in other remote corners as well." - Mridul Gogoi

Address your contributions, thoughts, articles, suggestions, write-ups, etc. to:

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