

The in-house magazine of Bharti Enterprises

# bharti TODAY

Vol. 13, Issue 2, 2009



## 'Best Price'

Bharti Walmart's first cash & carry store

Read on for more...

Inner Circle

100 million Smiles

Aravali Crescent





## CHAIRMAN'S NOTES

*Dear colleagues,*

**D**uring the last few months, while the world was busy debating ways to beat the economic slowdown, we crossed two important milestones. While one symbolised a key move in our journey into the retail space, the other signified a new peak in our historic journey in telecom.

The first Bharti Walmart cash & carry store, appropriately named 'Best Price' has opened in Amritsar. This marks our entry into the big box format in partnership with the world's best retailer. Bharti Walmart plans to open 10-15 stores during the next three years. I strongly believe these large format stores will have an enormous impact on the local economies in which they operate. They will deliver substantial customer value in terms of high product quality and low price; they will link small manufacturers and farmers efficiently to the market place and they will help create significant employment opportunities among the local populace.

Crossing the hundred millionth customer mark in telecom was truly special. However, more than the numbers, it is the transformational impact of our effort that is gratifying. Innovative projects like E-Gram and the JV with IFFCO have made a difference to life at the grassroots. As we move forward, we are hoping to reinforce our leadership in transformational initiatives like these besides our traditional focus on technology, innovation and customer service.

As we strive to scale up our emerging businesses – retail, realty, agribusiness and insurance - and try to consolidate our leadership in telecom, we will remain firm in our social commitments as well. Over the last few months Bharti Foundation has scaled up operations to 235 schools across the target states. I believe that as we go past new milestones in business, the Bharti Foundation too will emerge stronger in its chosen area of activities.



Sunil Bharti Mittal



## AWARDS & RECOGNITIONS



### MMA Business Leadership Award

Sunil Mittal received the Madras Management Association (MMA) Business Leadership Award for 2008-09 for revolutionising Indian telecom.

▲ Sunil Mittal receiving the MMA Business Leadership Award from A Sivasailam, Chairman, Amalgamations Group

### Frost & Sullivan Asia Pacific ICT Awards

**BHARTI AIRTEL** was recognised as the 'Service Provider of the Year' and 'Wireless Service Provider of the Year' at the Frost & Sullivan Asia Pacific ICT Awards 2009.

### Telecom Asia Awards

**BHARTI AIRTEL** bagged the Best Carrier India Award and the Ovum Telco-Transformation Award at the Telecom Asia Awards 2009.

### BusinessWeek Infotech 100

**BHARTI AIRTEL** was ranked sixth among the top 100 best performing technology companies in the world, compiled by BusinessWeek for the year 2009. The company is placed ahead of global technology leaders like Apple (19), Microsoft (22) and Google (37) in this exclusive list.



▲ Sunil Mittal during the CEO Roundtable organised by Ericsson at Stockholm in June 2009

### IDC Enterprise Innovation IT Awards 2009

Bharti Airtel was selected as one of the top 10 winners of the IDC Enterprise Innovation IT Awards 2009 across APAC region for its BSS Transformation Project.

### Training Outsourcing Worldwide Award

**CENTUM LEARNING** was adjudged as one of the Top 15 Emerging Leaders at the Training Outsourcing Worldwide Awards 2009.

### Global Economy Prize 2009

**SUNIL MITTAL** was awarded the Global Economy Prize by The Kiel Institute (Germany).

### University of Leeds

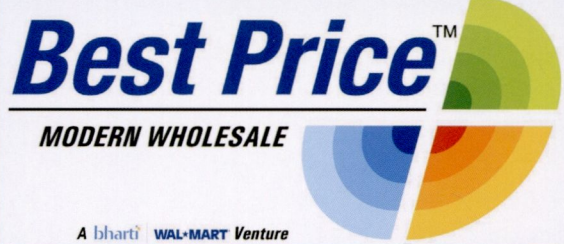
**SUNIL MITTAL** was conferred with the degree of Doctor of Laws honoris causa by the University of Leeds, UK.



▲ Sunil Mittal receiving the degree of Doctor of Laws honoris causa from the University of Leeds, UK



## COVER STORY



### Bharti Walmart opened its first cash & carry store in Amritsar.

Once again the privilege of playing host to one more retail format from Bharti has gone to Punjab. This time round however it's the city of Amritsar, which unveiled Bharti Walmart's wholesale cash & carry format, quite befittingly named 'Best Price'.

Located on the outskirts, a few kilometres on the historic Grand Trunk Road from Amritsar, the 'Best Price' store has already built a large clientele during the last couple of months of operation.

Spread over more than 50,000 sq.ft., the Indianised version of Walmart's famous Sam's Club, 'Best Price' stocks around 6,000 items, from food and grocery to electronics. Small retailers and institutional buyers find it worthwhile to travel 30-40 kilometres to make their purchases.



▲ Raj Jain and Rajan Mittal addressing the media on the launch day

Spread over more than 50,000 sq.ft., the Indianised version of Walmart's famous Sam's Club, the store goes chock-a-block with buyers on weekends. A wide assortment of around 6,000 items, starting from food and grocery to electronics available at competitive wholesale prices makes the store so special to kiranas, small retailers and business owners from the city and nearby villages. Schools, offices and institutions from the nearby areas and yes, even the army, find the store offering real value for money. Small village retailers find it worthwhile to travel 30-40



## COVER STORY



kilometres to make their purchases. For most buyers, two-three visits a month have become more or less customary.

Several aisles of multi-storey shelves packed with merchandise running from the back-end of the store and ending towards the checkout counters to an extent resemble the interiors of a modern warehouse. Starting from the unloading bay at the back of the store, which can facilitate unloading of stocks from several trucks at the same time, to the sophisticated fork lifts that stack away huge packs of merchandise on the shelves everything appears to have been designed for rapid flow of goods.

So who gets a chance to shop at this mega wholesale store and how is a cash & carry store different from a normal front-end retail store? Under a cash & carry license agreement only people with genuine sales tax licenses can buy at the store. The Amritsar Best Price store has already managed to develop a client base of more than 30,000 licensed buyers in a matter of couple of months.

Offering best prices with unmatched convenience, choice, quality and hygiene, Best Price has already become the one-stop shop that meets the day-to-day needs of the city's restaurant owners,

### JAGDISH SINGH

owns a small auto spare parts store in Tangra, a small village in the Babakabla Tehsil of Amritsar. For him it's not just the low price offered by 'Best Price' that makes him travel more than 30 kilometres two-three times every month to buy stocks for his store. "It's the quality of the products that makes the small retailers flock to the store so frequently," believes the soft spoken owner of Bittu Spare Parts.



▲ Jagdish Singh from village Tangra

### KASHMIR SINGH

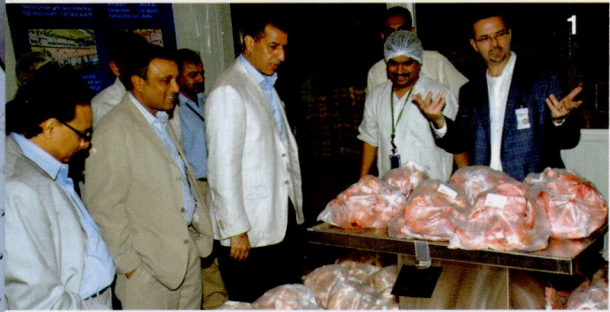
owns the Tarlok Singh Kirana Store in Khalera Village of the Jindiala Guru Block of Amritsar. For him and his fellow shop owners from the village, low price is of course the big catch. But for many of them shopping at 'Best Price' also gives them the opportunity to compare prices and the flexibility to manage their merchandise with lean budgets.



▲ Kashmir Singh with fellow shopkeepers from his village Khalera on a routine shopping trip to 'Best Price'



## COVER STORY



1. Vinod Sawhny, Raj Jain, Rajan Mittal and Craig Wimsatt, Vice President International Operations, Walmart  
2. Rajan Mittal, Raj Jain and Craig Wimsatt  
3. Trucks waiting to unload stock at the back-end of the store

hoteliers and caterers. Small fruit and vegetable resellers too have been flocking to the store for their daily purchases.

'Best Price' has introduced several education programmes for its members with customised modules for different target segments. For instance 'Mera Kirana' has been created to share best practices with members, who are small and medium retailers, and advise them on various aspects of using low cost modern techniques and processes such as assortment planning, layout and fixtures, displays, backroom, licenses, safe food handling, customer retention and value-added services.

Over 90% of these goods and services are being sourced locally; thereby helping keep costs to a minimum, adding to the growth of the local economy and creating job opportunities for the locals. The store directly employs over 150 local people. Bharti Walmart expects to open 10 to 15 such facilities employing approximately 5,000 people over the next three years.

Amritsar is enjoying the 'Best Price' of modern wholesale, soon it will be the turn of other cities.

**NAVEEN KUMAR** from Amritsar is a Supervisor working in the Bakery, Dairy and Frozen Foods (veg) section of the store. 'Best Price' has opened up a big opportunity for small city youth like him. "It's the best training ground in retail in the country," feels Naveen.



▲ Naveen Kumar in the Dairy section



## PEOPLE



▲ Celebrating Bihu



▲ Celebrating New Year Eve ▼



▲ 'Inner Circle' members with residents of an old age home

# 'Inner Circle'

Small initiatives launched with limited mandates sometimes throw up truly path-breaking possibilities. 'Inner circle' in Airtel NESA is one such initiative, which has steadily shaped into a potent force both in terms of individual and social welfare.

Launched in October '08, 'Inner Circle' was conceived as a social support system within the NESA Airtel Family. It was primarily formed to provide a platform for employee spouses and children coming from various parts of the country to connect, share and revive their hidden talent. In fact, for a lot of employee spouses coming to NESA was never a welcome proposition to start with. Thanks to 'Inner Circle', the last several months have changed it all.

Over the time 'Inner Circle' has grown in stature, from just 12 members to over 27 to become an integral part of Airtel NESA. Unlike in the past, when it was merely a platform for spouses of

**"When I started calling the spouses for the first meeting, they were pleasantly surprised that Airtel is doing something like this."**

*Pompy Gohain, who leads 'Inner Circle'*

employees from outside NESA, today, there is a lot of participation from the local employees as well. Driven by a strong bond, families help resolve problems at each others' homes, which otherwise remain a obvious pressure point for many employees.

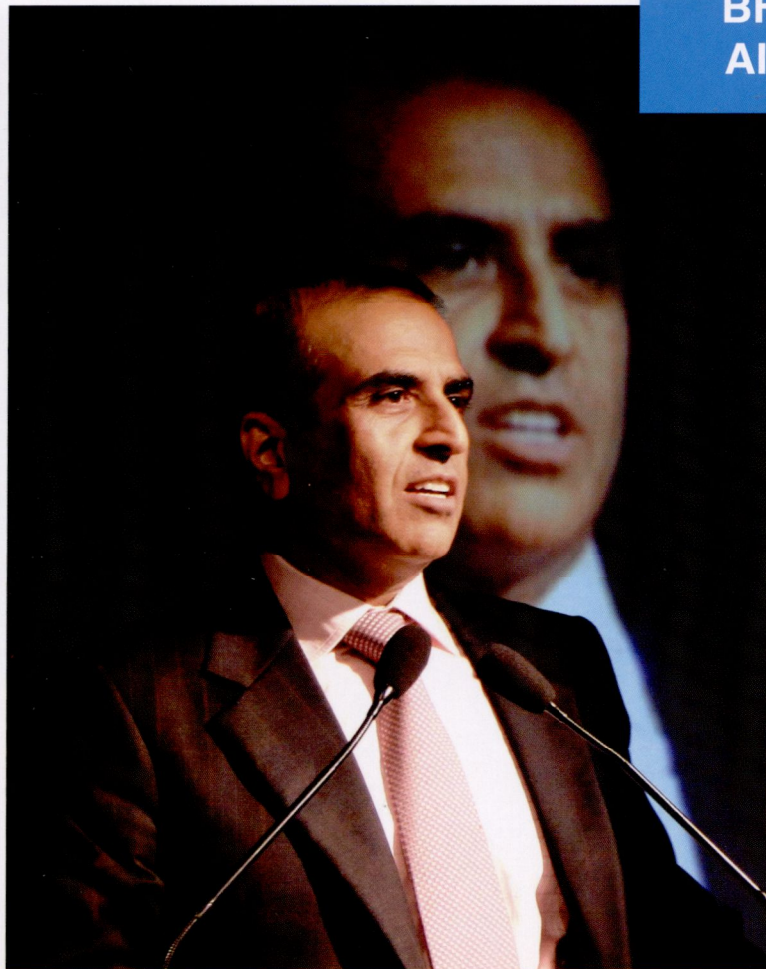
Activities of 'Inner Circle' fall into two major groups – Fun Group and Social Service Group. The members participate in weekly meetings where they chart out activities. While the Fun Group remains focused on activities that showcase the talent of employees and their families, the Social Service Group works for the underprivileged sections of society acting like an extended arm of Airtel NESA to promote its CSR projects. Members participate with equal gusto, be it in celebrating New Year's Eve, Holi, Diwali or the Bihu or for that matter engagements with orphanages and old age homes.



▲ Holi Time



**BHARTI  
AIRTEL**



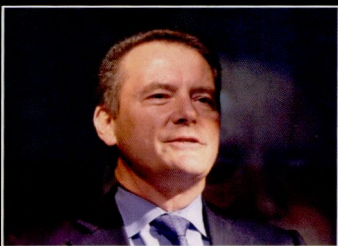
# 100 million Smiles



Chumpol NaLamlieng



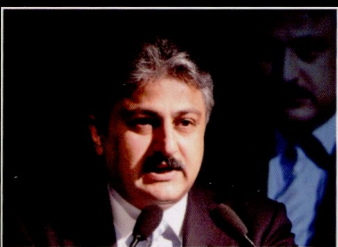
Gary A Cohen



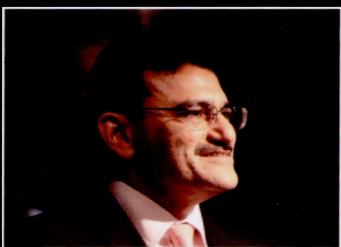
Carl-Henric Svanberg



Simon Beresford-Wylie



Sanjay Kapoor



Manoj Kohli

Ever since the first ring in Airtel's network in Delhi in September 1995, times have changed rapidly for the country. The company too has taken big strides over the years notwithstanding the bumpy early days when high tariffs deterred growth. The rapid customer additions in the recent years have made it a truly exhilarating journey for the company and its stakeholders.

Milestones have come and gone in quick succession leaving a blazing trail behind. In May, this year, Bharti Airtel crossed one more milestone when the hundred millionth customer entered its networks, which today include not just mobile but a whole lot of

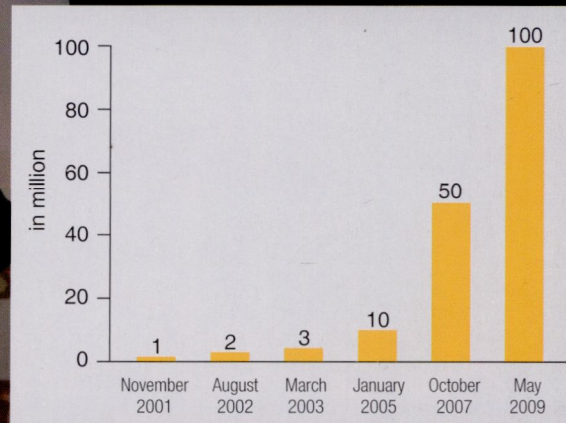
other services like fixed line broadband, DTH and IPTV. With this, the company became the third largest single country mobile services operator in the world and sixth largest in-country integrated telecom operator behind China Mobile, China Telecom, China Unicom, Verizon and AT&T.

## Scorching pace

Bharti Airtel's scorching pace make it one of the fastest growing telcos in the world. In fact, the company took 12 years to scale the 50 million customer mark in October 2007 and just about 20 months more to clock the next 50 million making the achievement truly historic.



## BHARTI AIRTEL



▲ (From left) Sunil Mittal; Mahej Kohli; Gary A Cohen, General Manager, Communications Sector, IBM; Carl-Henric Svanberg, President & CEO, Ericsson; Chumpol NaLamilieng, Chairman, Singtel; Rajan Mittal; Simon Beresford-Wylie, President, Nokia-Siemens; Sanjay Kapoor

### Transformational initiatives

Through its innovative business model and penetration strategies, Bharti Airtel has been one of the key drivers of India's telecom revolution. Over the years, the company has been a part of several transformational initiatives like E-Gram in Gujarat and the joint venture with IFFCO, which have made a discernible impact in rural India. Today, rural India has become the fulcrum of growth for Airtel, which accounts for around 60% of Airtel's new customer additions.

### Innovative edge

Over the years, Airtel has remained at the forefront in new service introductions. Be it Hello Tunes, Easy Music, Song Catcher, Blackberry, Microsoft Windows on the mobile or Games on Demand on broadband, Airtel has led the market in innovation.

Today, even as more than a hundred million people say hello on Airtel's expanding networks, the company prepares to welcome the next hundred million with its innovative services.



▲ Punjabi pop star Sukhbir and music band Stereo Nation at an employee get-together

Internally, a series of events were organised to celebrate the historic occasion. A photography contest, 'Celebrating 100 Million Smiles' involving all circles/hubs was followed by events like 'Adopt a Tree', 'Wiz Quiz', 'Painting competition' and 'Airtel's Got Talent'. Topping it all was the music extravaganza with Punjabi pop star Sukhbir and music band Stereo Nation at an employee get-together.



▶ Stereo Nation rocking during the 100 million celebration



## GROUP NEWS



- ▶ 1. Aravali Crescent
- ▶ 2. Reception Area
- ▶ 3. Piazza (auditorium)
- ▶ 4. Café Atrium
- ▶ 5. Rostrum (media room)

# Aravali Crescent

**B**harti Enterprises now has a new address - 'Aravali Crescent'. Located on Nelson Mandela Road in South Delhi's Vasant Kunj area and developed by Bharti Realty, the real estate arm of the Bharti Group. The structure is complete with an array of contemporary facilities. A true masterpiece in modern architecture, Aravali Crescent has a total built-up area of approximately 1,25,000 sq.ft., spread across five floors. It has state-of-the-art features like a Real Time Video Conferencing Studio, Amphitheatre, Press Conference Relay Rooms, Landscaped Terrace and a High Capacity Auditorium. The best part lies in the intricate way aesthetic beauty and contemporary technology have been coupled to make a lasting impact on visitors.

▼ Aravali Crescent (atrium view)





## GROUP NEWS

### Bharti Airtel Lanka A Million Hellos

One million Sri Lankans now say hello with Airtel. True to its lineage and spirit back home, Airtel Lanka has turned out to be the fastest growing wireless operator in the island market. Having crossed the one million customer mark in the record time of six months, the company has set a scorching pace for itself. A clear focus on affordability and innovative offerings as well as the rapid expansion of its network coverage and distribution reach has made this possible. Having scaled the one millionth customer mark in such a short time, Airtel Lanka is clearly poised for greater heights in the days to come.



Atul Bindal,  
Sanjay Kapoor,  
Amali Nanayakkara

Sunil Mittal handing  
over a memento to  
Amali Nanayakkara.  
Also seen in  
the picture,  
Sanjay Kapoor

**Bharti Airtel**

## Bhutan's Link to the World

Bhutan's Telecom & IT infrastructure is ready for a huge revamp. Under the recently inked Memorandum of Understanding (MOU) with the Royal Government of Bhutan, Bharti Airtel will be extending its fibre connectivity to the Himalayan Kingdom. The initiative will help further the growth of the IT/ITES & Data Centre market and enable enterprises in the country, to reach out to the world by accessing Bharti's cable assets, through its international cable landing stations in Chennai and Mumbai. The terrestrial fibre optic link to Bhutan will be ring protected to ensure high uptime. The initiative will help extend Government services to citizens and businesses through the deployment of e-Governance solutions in the country. The landmark deal is expected to play a key role in fulfilling the 2013 ICT Vision of the Bhutanese Government.

**"We are privileged to have Bharti Airtel, one of the largest telecom operators in the world as our partners in this initiative."**

**Lyonpo Nandalal Rai**  
Minister for Information & Communications,  
Royal Government of Bhutan.





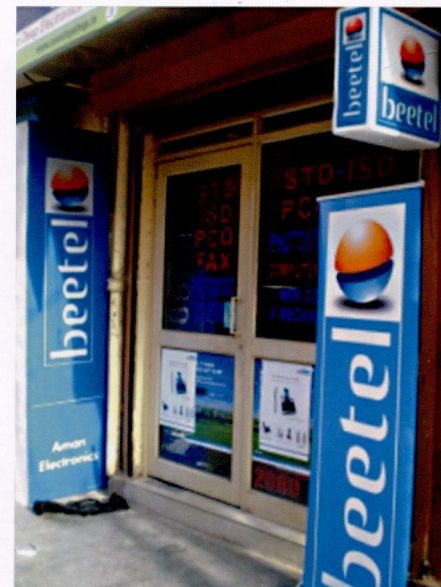
## GROUP NEWS

### Beetel Teletech

# Changing Face, New Growth Path

**B**eetel Teletech has always been a trendsetter. Better known as the first Indian brand to launch Caller ID Phones in the country, Beetel continues to capture customer attention with its state-of-the-art technology and products that are stylish, durable and offer value for money. Straddling the space between fixed line and mobiles, its handsets come in newer and trendier colours, lacquered finishes, and added features like FM radio, larger displays, phonebooks, battery back-up, speaker phones, etc. With highly successful partnerships with global majors including Blackberry, Apple, Polycom, Logitech, Transcend, Samsung, Panasonic, Sanyo, Aastra and Huawei, Beetel is well poised to consolidate its leadership in the Telecom and IT segments.

Beetel's visibility drive following its new brand logo launch is currently running across major cities across the country. The company's products too have steadily moved beyond the core telecom channels to the shelves of modern retail chains like Chroma, Reliance Digital, Hotspot endowing added prominence to the brand. A strong retail presence will keep Beetel's aspiration to become India's finest Sales and Distribution company 2012 on track.



### New Logo Philosophy

Beetel Teletech's new logo was crafted using the corporate colours of the Group, wherein the composite unit consists of two parts. The monogram "Beetel Pearl" is a fusion of two hemispheres, depicting 'Technology' (Blue Hemisphere) and meeting 'Consumer Aspiration' (Orange Hemisphere). The brand 'Beetel' in reverse Blue depicts a 'bold, honest & dependable' technology. The new logo, with a youthful & trendier font and vibrant blue and orange colours, not only redefines Beetel's equity but goes on to create a strong market differentiation and adds a whole new dimension to the brand.



### FieldFresh Foods

# Going National



▲ (From left) Sanjay Nandrajog, Joselito D Campos Jr, Managing Director & CEO, Del Monte Pacific Limited, Rakesh Mittal, Luis F Alejandro, Group Chief Operating Officer, Del Monte Pacific Limited

**F**ieldFresh's product portfolio took another big leap forward with the recent launch of a range of exclusive products from Del Monte's international basket. Coming from one of the best known international food brands, the fruit drinks, packaged fruits, ketchup & sauces and a range of Italian products have already proved quite enticing for Indian taste buds. During the first phase, the Del Monte range will be available in markets across major cities like Delhi (NCR), Mumbai, Chennai, Hyderabad, Pune, Bangalore, Chandigarh, Ahmedabad, Goa, Dehradun, Amritsar, Ludhiana, Jalandhar, Jammu and Jaipur. To produce its range of food & beverage products, FieldFresh will be setting up a modern production facility near Hosur, Karnataka at an initial investment of Rs 100 cr. The greenfield facility, likely to become operational by 2010 underlines the company's commitment towards emerging as a major player in the processed food segment in the country.



## GROUP NEWS

### Bharti AXA Life Insurance

## Guarantee Builder

With the global economy shaken to its roots, stock markets crashing to all time lows and millions of jobs being lost left right and centre, there is very little that you can guarantee in life.



Notwithstanding the challenging times, in the true tradition of an innovation-led company, Bharti AXA Life has launched an innovative premium guarantee product called Guarantee Builder. The policy does throw up interesting possibilities for customers. It guarantees them the higher of fund value or Guaranteed Maturity Value (GMV = Sum of Investment Premiums) at maturity. What's more, given specified interest rate conditions, the GMV can increase up to 115% on maturity, through its attractive increasing guarantee feature. This 15-year unit linked insurance policy (ULIP), offering a perfect balance of growth and protection, has managed to corner customer fancy within days of its launch in major cities.



### Comviva Technologies

## Expanding Horizons

Comviva celebrated its 10th anniversary with the opening of new offices in Bangkok, Dubai and Johannesburg. Since its formation in July 1999, Comviva has grown its customer base to over 100 customers in more than 80 countries. With over 65% of its revenues coming from overseas markets, it has a strong focus on Africa, Middle East and South East Asia. In Africa, Comviva has deployed solutions in 31 countries and is serving customers such as Orange, Zain and MTN with solutions in the prepaid, mCommerce and messaging space. In the Middle East, Comviva has customers in 19 countries including Etisalat, Mobinil and the Orascom group. In line with its continued international expansion, Comviva has bolstered its sales and support capabilities in these key geographies to further grow its revenues from these rapidly growing markets.





**Bharti Retail**

## Easyday in Delhi



▲ Rajan Mittal, Dipaankar Haldar, Vinod Sawhny at the launch

After delighting customers in 12 cities across Punjab and Haryana, Easyday made a quiet debut in Delhi. Nestled in a lively neighbourhood with large housing complexes, the store at Prashant Vihar, near Rohini (West Delhi) offers more than 3,000 types of products including food & grocery, frozen foods, personal care, fruits & vegetables and a selection of home products. Besides providing customers with its unparalleled retail experience, the store has lived up to its vision 'Enable India Live Better' offering the lowest prices across a wide range of quality products. With average daily footfalls of 435, Easyday Prashant Vihar is doing brisk business. Continuing its focus on engaging local community members, the store has hired a number of its associates from among the local fruit & vegetable sellers, differently-abled people, school & college dropouts, housewives.

## Easyday Market in Jalandhar



▲ Easyday Market in Jalandhar

Bharti Retail launched its second Easyday Market store in Jalandhar. Located at Vassal Towers on the busy Ladowali Road, Opposite The President's Hotel, the 30,000 sq. ft. compact hyper store spread across two floors offers over 18,000 products including fashion wear, home ware, electrical appliances, mobile phones, toys, bakery products, fresh-cut non-veg, food & grocery and fresh fruits & vegetables.

## Easyday Cares



Easyday believes in creating sustainable communities around its stores and towards this objective has launched an external CSR brand called Easyday Cares. As part of Easyday Cares, P&G donated a part of its realisation from each unit of its products sold at the Easyday stores between April to June to Bharti Foundation.

To promote environmental consciousness among its customers, Easyday has introduced jute and cloth bags for customers at the Prashant Vihar store in Delhi. With this, Easyday became arguably the first mass retail chain in the country to offer pure cloth bags to customers at its stores.

**Centum Learning**

## Collaborative Network

To expand its training and skill development network Centum Learning recently signed key Memorandums of Understanding (MOU) with two of India's well-known universities. Under a first of its kind agreement with the University of Delhi, Centum will be offering a year-long certificate course in Telecommunication Sales & Service. While Centum would design and develop course curriculum, organise the faculty, screen candidates, conduct examination, Delhi University on its part would provide infrastructure and joint certification to students.

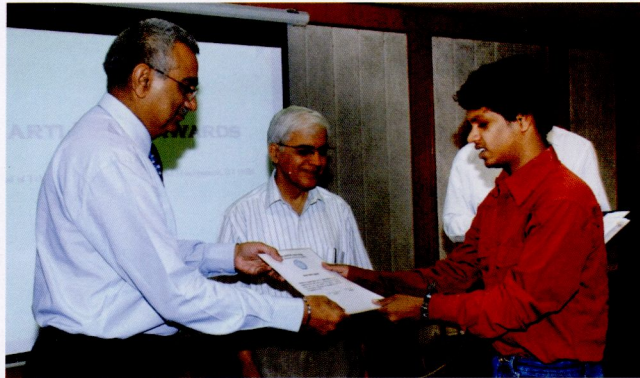
Under the second MOU, Centum and Indira Gandhi National Open University (IGNOU) have launched an MBA Programme, which offers specialisation in six professional domains – Telecommunication, Sales & Marketing, Human Resources, Insurance, Retail and Banking. IGNOU will hold advisory and expert committee meetings, develop the curriculum, write self-instructional materials and admit students and award degrees. Centum Learning on its part will enrol students and be responsible for running the programme.

▼ Sanjeev Duggal (right) and Prof V N Rajasekharan Pillai, Vice Chancellor, Indira Gandhi National Open University after signing the Memorandum of Understanding





## Make 'Em Shine



▲ Vijay Chadda and Prof. Surendra Prasad, Director, IIT Delhi presenting the Bharti Award to one of the recipients

**B**harti School of Telecommunication Technology and Management at IIT, Delhi is counted among India's premier sectoral schools for advanced research and higher education. To recognise and encourage talent entering the School, Bharti Foundation instituted the Bharti Merit Awards in year 2002 for the top three students of M.Tech (Telecommunication Technology & Management) and MBA (with focus on Telecommunication Systems & Management). Over the years, the awardees have not only excelled academically but have gone on to receive accolades at key national and international forums as well. In addition to these awards, the top five performers of the MBA Programme are also provided with fellowships by the Foundation.

## Mentoring

Under Bharti Foundation's innovative Mentoring programme, senior executives from the Bharti group of companies are playing mentors to the recipients of Bharti Scholarships in 38 premier colleges spread across 26 states of the country. Through the programme, the Foundation seeks to go beyond mere financial support to the bright and needy. Seasoned professionals from the company are paired with the Bharti scholars to guide them through their academic and behavioural grooming process to prepare them for the future. Regular interactions with the mentors not only helps the mentees choose the right career path but focus on developing the required skill sets.

## A Caring Touch



Vinod Sawhny, President & Chief Operating Officer, Bharti Retail teaching at a Satya Bharti School in Rewari as part of the ACT Programme.



## Worth the Trouble

**P**raavin and Sahil were initially enrolled in a private school in their native village Baroth. For their 70 year old grand father Rachan Singh, it was merely a matter of convenience that the boys went to the neighbourhood school. But soon, Singh was a worried man. Even though he was paying a monthly fee of Rs 100, the boys were hardly learning anything. While contemplating shifting the kids from the school, Singh heard about the Satya Bharti School in Teek, a village located six kilometres away from his place. He then decided to visit the school before enrolling the children there. He was extremely happy with what he saw at the school and was quite impressed by facilities provided by the Foundation, completely free of cost.

Pravin and Sahil are now studying at the Satya Bharti School in Teek. Despite his old age, Singh cycles six kilometres every day to drop and pick up the children from school. Though it is difficult for him to travel the distance each day, Rachan feels the trouble is worth the quality education that Satya Bharti provides.

Did you know the Bharti Foundation is on Orkut?! Several of you and your families support the foundation – do please join this discussion to share how Bharti touches lives even beyond business. Spread awareness about this Orkut community among family, friends and associates, to keep this membership desk busy. Check out the community and participate at <http://www.orkut.co.in/Main#Community?cmm=40188602>



# Aravali Crescent



## VALUES SCRABBLE

Find the  
Bharti values.

XTLIIBIFEYL

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**Big Transformations. Brave Actions.**

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

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