PROFILE OF COMPANIES
4. Profile of Companies

4.1 Airtel - Company Background

Bharti Airtel Limited, a part of Bharti Enterprises, is India’s leading provider of telecommunications services. The businesses at Bharti Airtel have been structured into three individual strategic business units (SBU’s) - mobile services, telemedia services (ATS) & enterprise services. The mobile services group provides GSM mobile services across India in 23 telecom circles, while the B&T business group provides broadband & telephone services in 94 cities. The Enterprise services group has two sub-units - carriers (long distance services) and services to corporate. All these services are provided under the Airtel brand.

4.1.1 Fact sheet

<table>
<thead>
<tr>
<th>Name</th>
<th>Bharti Airtel Limited.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Description</td>
<td>Provides mobile, telemedia services (fixed line) and enterprise services (carriers &amp; services to corporates)</td>
</tr>
<tr>
<td>Established</td>
<td>July 07, 1995, as a Public Limited Company</td>
</tr>
<tr>
<td>Proportionate Revenue</td>
<td>Rs. 184,202 million</td>
</tr>
<tr>
<td></td>
<td>Rs. 117,255 million</td>
</tr>
<tr>
<td></td>
<td>As per Indian GAAP Accounts</td>
</tr>
<tr>
<td>Proportionate EBITDA</td>
<td>Rs. 74,407 million</td>
</tr>
<tr>
<td></td>
<td>Rs. 42,250 million)</td>
</tr>
<tr>
<td></td>
<td>As per Indian GAAP Accounts</td>
</tr>
<tr>
<td>Shares in Issue</td>
<td>1,897,148,464</td>
</tr>
<tr>
<td>Listings</td>
<td>The Stock Exchange, Mumbai (BSE)</td>
</tr>
<tr>
<td></td>
<td>The National Stock Exchange of India Limited (NSE)</td>
</tr>
</tbody>
</table>
Bharti Airtel understands the importance of partners to remain competitive in a dynamic business environment. As a step in that direction, the Supply Chain (SCM) function has been created with a mandate to develop partner relationships to maximize mutual opportunities for growth and profitability. The SCM organization has a central core team of supply chain subject matter experts and execution teams operating under different business divisions across the country.

### 4.1.2 Organization Structure

As an outcome of a restructuring exercise conducted within the company; a new integrated organizational structure has emerged; with realigned roles, responsibilities and reporting relationships of Bharti’s key team players. With effect from March 01, 2006, this unified management structure of ‘One Airtel’ enables continued improvement in the delivery of the Group’s strategic vision.
4.1.3 Bharti Airtel - Organization Structure
Bharti Airtel, formerly known as Bharti Tele-Ventures Limited (BTVL) is India’s largest Telecom Business operator with more than 75 million subscribers. It also offers fixed line services and broadband services. It offers its TELECOM services under the Airtel brand and is headed by Sunil Mittal. The company also provides telephone services and Internet access over DSL in 14 circles. The company complements its mobile, broadband & telephone services with national and international long distance services. The company also has a submarine cable landing station at Chennai, which connects the submarine cable connecting Chennai and Singapore. The company
Airtel is the largest cellular service provider in India in terms of number of subscribers. Bharti Airtel owns the Airtel brand and provides the following services under the brand name Airtel: Mobile Services (using GSM Technology), Broadband & Telephone Services (Fixed line, Internet Connectivity(DSL) and Leased Line), Long Distance Services and Enterprise Services (Telecommunications Consulting for corporates). It has presence in all 23 circles of the country and covers 71% of the current population. In April 2006 Bharti Global Limited was awarded a telecommunications licence in Jersey in the Channel Islands by the local telecommunications regulator the JCRA. In September 2006 the Office of Utility Regulation in Guernsey awarded Guernsey Airtel with a mobile telecommunications licence. In May 2007 Jersey Airtel and Guernsey Airtel announced the launch of a relationship with Vodafone for Island mobile subscribers. In July 2007, Bharti Airtel signed an MoU with Nokia-Siemens for a 900 million dollar expansion of its mobile and fixed network. In March 2008, Bharti Airtel rolled out third generation services in Sri Lanka in association with Singtel. This is because Singapore-based Asian telecom major Singtel, which owns a little over 30% in Bharti Airtel, is a major player in the 3G space as it has already third generation networks in several markets across Asia.

4.1.4 Subscriber Base

The Airtel subscriber base according to COAI - Cellular Operator Association of India as of May 2008 was: Delhi - 4,055,704, Mumbai - 2,468,016, Chennai - 1,823,532, Kolkata - 1,852,838, Maharashtra & Goa - 4,345,945, Gujarat - 3,004,824, Andhra Pradesh - 6,516,332, Karnataka - 7,316,500, Tamil Nadu - 4,218,705, Kerala - 1,703,298, Punjab - 3,239,200, Haryana - 1,067,990, Uttar Pradesh (West) - 1,624,001, Uttar Pradesh (East) - 3,897,278, Rajasthan - 4,242,006, Madhya Pradesh - 3,084,776, West Bengal & Andaman and Nicobar - 2,106,163, Himachal Pradesh - 809,829, Bihar - 4,912,900, Orissa - 1,911,070, Assam - 939,746, North Eastern States - 585,213, Jammu & Kashmir - 1,100,069.

The total is 67,425,935 or 32.81% of the total 205,460,762 GSM mobile connections in India.

Bharti Airtel is one of India's leading private sector providers of telecommunications services based on an aggregate of 66,689,943 customers as on April 30, 2008, consisting of 64,370,434 GSM mobile and 2,319,509 Bharti Telemedia subscribers. The businesses at Bharti Airtel have been structured into three individual strategic business units (SBU's) - mobile services, telemedia services (ATS) & enterprise services. The mobile services group provides GSM mobile services...
4. Profile of Companies

across India in 23 telecom circles, while the ATS business group provides broadband & telephone services in 94 cities. The enterprise services group has two sub-units - carriers (long distance services) and services to corporates. All these services are provided under the Airtel brand. Company shares are listed on The Stock Exchange, Mumbai (BSE) and The National Stock Exchange of India Limited (NSE).

4.1.5 Suppliers /Partners

The company's mobile network equipment partners include Ericsson and Nokia. In the case of the broadband and telephone services and enterprise services (carriers), equipment suppliers include Siemens, Nortel, Corning, among others. The Company also has an information technology alliance with IBM for its group-wide information technology requirements and with Nortel for call center technology requirements. The call center operations for the mobile services have been outsourced to IBM Daksh, Hinduja TMT, Teletech & Mphasis. The company has a strategic alliance with SingTel. The investment made by SingTel is one of the largest investments made in the world outside Singapore, in the company. The company's mobile network equipment partners include 1) Ericsson 2) Nokia. In the case of the broadband and telephone services and enterprise services (carriers), equipment suppliers include 1) Siemens 2) Nortel 3) Corning.

4.2 Hutch (renamed as Vodafone Essar)

Vodafone Group Plc is the world's leading mobile telecommunications company, with a significant presence in Europe, the Middle East, Africa, Asia Pacific and the United States through the Company's subsidiary undertakings, joint ventures, associated undertakings and investments.

The Group's mobile subsidiaries operate under the brand name 'Vodafone'. In the United States the Group's associated undertaking operates as Verizon Wireless. During the last two financial years, the Group has also entered into arrangements with network operators in countries where the Group does not hold an equity stake. Under the terms of these Partner Network Agreements, the Group and its partner networks co-operate in the development and marketing of global services under dual brand logos. Based on the registered customers of mobile telecommunications ventures in which it had ownership interests at that date, the Group had 269 million customers, excluding paging customers, calculated on a proportionate basis in accordance with the Company's percentage interest in these ventures. The Company's ordinary shares are listed on the London Stock Exchange and the Company's American Depositary Shares ('ADSS') are listed on the New York Stock Exchange. The Company had a total market capitalisation of approximately £79 billion at 30 June 2008. Vodafone Group Plc
is a public limited company incorporated in England under registered number 1833679. Its registered office is Vodafone House, The Connection, Newbury, Berkshire, RG14 2FN, England.

4.2.1 HISTORY /BACKGROUND

Vodafone was formed in 1984 as a subsidiary of Racal Electronics Plc. Then known as Racal Telecom Limited, approximately 20% of the company's capital was offered to the public in October 1988. It was fully demerged from Racal Electronics Plc and became an independent company in September 1991, at which time it changed its name to Vodafone Group Plc. Following its merger with AirTouch Communications, Inc. (‘AirTouch’), the company changed its name to Vodafone AirTouch Plc on 29 June 1999 and, following approval by the shareholders in General Meeting, reverted to its former name, Vodafone Group Plc.

4.2.2 FACT SHEETS

<table>
<thead>
<tr>
<th>Name: Vodafone Group Plc</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business description: Provision of mobile telecommunications services. Supplies customers with mobile voice, paging and mobile data and Internet services. See Vodafone Services</td>
</tr>
<tr>
<td>Established: Awarded mobile licence in the UK in 1982</td>
</tr>
<tr>
<td>Revenue: £35,478 million (year ended 31 March 2008) £9,828 million</td>
</tr>
<tr>
<td>Group EBITDA: £13,178 million</td>
</tr>
<tr>
<td>Shares in issue: 53,132,666,870</td>
</tr>
<tr>
<td>Listings: London and New York Stock Exchanges</td>
</tr>
<tr>
<td>Market capitalisation: Approximately £79 billion</td>
</tr>
<tr>
<td>Employees: Approximately 72,000</td>
</tr>
<tr>
<td>Customer base: Approximately 269 million registered proportionate customers and approximately 852.3 million venture.</td>
</tr>
<tr>
<td>Global network: Equity interests in 27 countries Partner Networks in over 40 further countries. 29.9 million 3G devices at 30 June 2008. There were an additional 4.2 million Vodafone live! with 3G and Vodafone Mobile Connect 3G.GPRS data card services in the Group’s associated undertakings.</td>
</tr>
</tbody>
</table>
4.2.3 Organization Structure

Vittorio Colao
Group CEO

CEO Europe (TBC)

Subsidiaries & JVs
- UK
  - CEO Nick Read
- Italy
  - CEO Paolo Bertoluzzo
- Germany
  - CEO Fritz Joussen
- Spain
  - CEO Paco Raman
- Netherlands
  - CEO Guy Lawrence
- Portugal
  - CEO Antonio Carrapato
- Ireland
  - CEO Charles Bitterworth
- Malta
  - CEO Irakli Berroeta
- Greece
  - CEO Nikolaos Sophocles
- Albania
  - CEO Harris Broumidis

Associates & Investments
- France

Global Technology
- Global Marketing

Paul Donovan
CEO Central Europe,
Middle East, Asia
Pacific and Affiliates

Subsidiaries & JVs
- Poland
  - CEO Ian Gray (Interim)
  - Hungary
  - CEO György Beck, cr
  - Romania
  - CEO Liliana Solomon
  - Czech Republic
  - CEO Muriel Anton
  - S. Africa
  - Kenya
  - Egypt
  - CEO Richard Daly
- Australia
  - CEO Russell Hewitt
- New Zealand
  - CEO Russell Stanners
- India
  - Fiji

Associates & Investments
- U.S.
  - China

Andy Halford
CFO

Group HR
Group Business Development
Group Strategy and New Business
Group Legal
Group Corporate Affairs
4. Profile of Companies

4.2.4 Major Supplier of Hutch (Vodafone)

- IBM -- Vodafone Essar has outsourced the management of all its back office IT operations to IBM India
- Nokia Siemens – Principal Supplier of network electronics like base tower stations (BTS), base station controllers (BSC) and transcoders
- Motorola and Sweden’s Ericsson – Supplier of Mobile Switching centers (MSC) for Mumbai
- ZTE – GSM Hand set supplier
- Ericsson
- Wimax-Broadband Spectrum facilities
- Qualcomm-UMB Broadband services
- Huawei Telecommunications - 3G Broad band services
Figure 4.1 Supplier registration at Vodafone
4.3 Telecommunication major Suppliers Background

4.3.1 Ericsson

From the opening of his repair shop for telegraph equipment in 1876, Lars Magnus Ericsson envisioned the great potential of phones, and also saw the need to improve the technical quality. Ericsson contributed to making Stockholm the world's most telephone dense city by the late 1800s. Ever since, it has been Ericsson's firm conviction that communication is a basic human need. Ericsson is the only company in the world offering systems for all major mobile communication standards, actively promoting standardization and open systems.

4.3.1.1 Ericsson's Core values

4.3.2 Nokia

The story of Nokia - a century and a half of innovation, from a riverside paper mill in southwestern Finland to a global telecommunications leader. Nokia is responsible for developing the best device portfolio for the marketplace, including sourcing of components. Services & Software reflects strategic emphasis on developing and growing our offering of consumer Internet services and enterprise solutions and software. The Corporate Development Office focuses on strategy and future growth, and provides operational support for integration across all the units. NAVTEQ is a leading provider of comprehensive digital map data for automotive navigation systems, mobile navigation devices, Internet-based mapping applications, and government and business solutions.
4. Profile of Companies

4.3.3 Nortel

4.3.4 IBM DAKSH Hundreds of millions of people, Fortune 500 companies, and government institutions around the world trust their networks to Nortel's reliable and secure solutions. Nortel is a recognized leader in delivering communications capabilities that make the promise of Business Made Simple a reality for customers. Its technologies, for both service provider and enterprise networks, support multimedia and business-critical applications. Nortel's technologies are designed to help eliminate today's barriers to efficiency, speed and performance by simplifying networks and connecting people to the information they need, when they need it. Nortel does business in more than 150 countries around the world. Since its 1895 founding as Northern Electric and Manufacturing, supplying telecommunications equipment for Canada's fledgling telephone system, Nortel has grown to become a global leader in delivering communications capabilities that enhance the human experience, power global commerce, and secure and protect the world's most critical information.

IBM Daksh offers business performance improvement rather than just cost-savings and is a step closer to Business Transformation Outsourcing (BTO). By unlocking revenue generation through up-selling and cross-selling, improving customer satisfaction scores, optimizing capital use and reducing operational expenditure, IBM Daksh offers far-reaching and positive impact on shareholder value. IBM Daksh has worked with a pioneering group of global companies that have successfully used BPO and BTO to execute a broad range of strategies with strong results. IBM Daksh is a Leading Continuous ‘BPO’ player. Has a strong platform of corporate governance. Has a 20000 strong team that has embraced the IBM Daksh values. Is a winner of multiple globally recognized awards in the domain of employee and customer satisfaction. Has built a strong platform of quality around Six Sigma and COPC across the enterprise. Has 14 service delivery locations. Is known to be profitable since inception.
4.3.5 Hinduja TMT

The Hinduja Group provides a wide range of products & services in over 50 countries. The group activities are divided into three core areas.

Through its Global Investments, the Hinduja Group is a major player in Automotive Manufacturing, Financial Services, Banking, Trading, Oil, Media & Communications, Information Technology, Chemicals & Infrastructure and Projects Development. Quick to grasp new opportunities, the group is expanding its investments and advisory services in both the old and new economy sectors. Two divisions of Group which serve Telecommunication sector are

IndusInd Media & Communications Limited (IMC), IN2 cable, IndusInd Media & Communications Limited (IMC): IMC is India’s largest Broadband Multi System Operator (MSO). Its multi-channel transmission service, INCableNet's is ranked among the 10 largest Cable TV providers in the world IMC commenced operations in 1995 and has built up India's largest cable television MSO. IMC has the lion's share of the market in Mumbai city itself. In addition to Mumbai, IMC's network covers 11 major cities in Northern, Southern and Western India. The company has a strong presence in Delhi, Ahmedabad, Hyderabad, Bangalore, Belgaum, Agra, Indore, Vadodara Mysore, Nasik, Nagpur. Intel USA has taken a 3.3% effective equity stake in IMC for US$49.23 million in May 2000, giving it a benchmark valuation of US$ 1.5 billion (Rs. 6800 Crores) and making it one of India's most valuable unlisted companies. The Intel investment has been routed through Grant Investrade Limited where HF holds majority stake. The proceeds of the investment are being used for enhancing the broadband capabilities and expansion to other cities.

4.3.5.1 In2cable:

In cognizance with the Company's plans for technological convergence, In2cable has joined hands with IMC to provide Internet over the existing cable network. Users across India will thus have access to high-quality Internet services round the clock. The
4. Profile of Companies

Company plans to provide this service in 49 cities across the country. In2cable (India) Ltd., a wholly owned subsidiary of Hinduja TMT Ltd., is a "Category A" (all India) ISP licence holder. It offers its broadband services under an exclusive arrangement with its group company IndusInd Media and Communications (IMC), using their existing cable network across India. The proceeds of the investment are being used for enhancing the broadband capabilities and expansion to other cities. Servicing over 25,000 users covering corporates, cyber cafés and cable homes.

4.3.6 Teletech

Teletech is a leading global business process outsourcing (BPO) company that provides a full range of front- to back-office outsourced solutions.

They perform all of the business critical support processes efficiently and effectively, letting clients remain focused on their core strategy, competition, and market agility. There services and solutions include, but are not limited to: Complex customer management, Direct sales and marketing, Training development and delivery, Recruiting, staffing, and workforce management, Loan processing, Benefits and claims administration, Vendor management, Payroll administration, and eCommerce. Teletech serves two million customers in over 17 countries and in more than 27 languages every year. Since the beginning, Teletech has focused its business on helping clients progressively develop real business solutions for every stage of the customer lifecycle. Teletech helps in developing business, manages customers, and optimizes business processes.

4.3.7 Mphasis

Mphasis consistently delivers global Infrastructure Technology Outsourcing, Applications Services Outsourcing and Business Process Outsourcing services through a combination of technology know-how, domain and process expertise. Mphasis brings to their clients a credible and experienced global leadership team driving service delivery through the next generation global delivery model. Mphasis supports global companies around the world in the improvement of their business processes. At Mphasis BPO, they provide high quality, value-added voice and transaction-based Contact Center and Business Process Outsourcing (BPO) services to Fortune 500 companies worldwide. They are experts in customizing onshore, nearshore, and offshore solutions. These offerings.
4.3.8 WiMAX

WiMAX.com is the leading community portal for the worldwide WiMAX community. It consists of two integrated components: The WiMAX.com Web site, which is a comprehensive news and information resource on all things WiMAX. The WiMAX 360 forum, which is a Web 2.0 community site where WiMAX engineers, developers and implementers congregate to share information and experiences in developing and deploying WiMAX technologies and services.

There goal is to be the most trusted, unbiased, comprehensive source of news, information, opinion, analysis and community for WiMAX decision-makers worldwide. WiMAX.com aims to be the first, and only, stop for anyone seeking any information on anything related to WiMAX levels. They provide a one-stop-shop for individuals looking for WiMAX white papers, books, research, events, jobs and training. Beyond all of that, they provide the home and the tools for WiMAX leaders, developers and decision-makers to communicate among themselves, to share ideas, to help conquer challenges and to comment daily on WiMAX issues, trends, technologies and opportunities.

4.3.9 Qualcomm

In July 1985, seven industry veterans came together in the den of Dr. Irwin Jacobs’ San Diego home to discuss an idea. Those visionaries—Franklin Antonio, Adelia Coffman, Andrew Cohen, Klein Gilhousen, Irwin Jacobs, Andrew Viterbi and Harvey White—decided they wanted to build “QUALity COMMunications” and outlined a plan that has evolved into one of the telecommunications industry’s greatest start-up success stories: Qualcomm Incorporated.

Qualcomm started out providing contract research and development services, with limited product manufacturing, for the wireless telecommunications market. One of the team’s first goals was to develop a commercial product. Since its introduction in 1988, OmniTRACS has grown into the largest satellite-based commercial mobile system for the transportation industry today. This early success led the company to take a daring departure from conventional wireless wisdom. In 1989, the Telecommunications Industry Association (TIA) endorsed a digital technology called Time Division Multiple Access (TDMA). Just three months later, Qualcomm introduced Code Division Multiple Access (CDMA), a superior technology for wireless and data products that changed the global face of wireless communications forever. Today, Qualcomm plays a central role in the rapid adoption and growth of 3G and next-generation wireless around the world. Qualcomm’s current intellectual property portfolio includes more than 7,200 United States patents for wireless
technologies, with more than 145 telecommunications equipment manufacturers licensing them worldwide.

4.3.10 Huawei

Huawei is a world-leading telecom solutions provider focused on building long-term partnerships with telecom operators. Through their passionate employees and unmatched R&D capabilities, they can react quickly to customers' needs with a comprehensive, customized set of offerings. To enrich life through communication. To focus on customers' market challenges and needs by providing excellent communications network solutions and services in order to consistently create maximum value for customers. Huawei will continue to invest and play a leading role in provision of ALL IP-based FMC solutions to ensure that end users are able to experience consistent communication services at anytime, anywhere.

They have built up product portfolios including mobile network, broadband network, IP-based, optical network, telecom value-added service, and terminal. Huawei has an advantage in the transition toward future-oriented development and can provide competitive communication solutions and services for customers.