

From: nd_melgiri@lavabit.com
Subject: Ceasing communications
Date: Mon, September 26, 2011 12:43 pm
To: orit.gadiesh@bain.com,steve.ellis@bain.com

Dear Chairman Gadiesh, Mr. Ellis, Rt. Hon. Lords, Hon. Ambassadors, friends and supporters:

I am writing to inform this esteemed audience that I am ceasing my campaign against Bain & Company India Pvt Ltd effective immediately on account of certain proactive steps that Bain's leadership has taken in the cause against endemic corruption in India.

Corruption is a word that has become overused in the present context, but is a social phenomena most acutely found in South Asia, MENA and sub-Saharan Africa. It is a scourge on the civilized world and should be eradicated with due haste.

Corruption is not simply about offering or accepting money improperly, or trading on insider information. That is what the hoi polloi would believe.

Corruption, fundamentally, is the inappropriate use of power for solely selfish purposes. Corruption occurs when an individual employs the power inherent in their position for personal betterment (usually financial) with little regard for the welfare of the community in which they reside.

This is the unstated reason why South Asia, MENA and sub-Saharan Africa remain "backward" despite the increasing levels of education, private investment and infrastructural development in these regions. In the U.S. and Europe, you find wealthy/powerful personages in politics, high finance and industry that act selfishly (maybe even unethically by some standards), but they typically do so with the welfare of the broader community in mind - so the "System" continues to function with some degree of order and stability.

My experience with certain persons employed at Bain India demonstrates that even upper middle-class "educated" Indians (with degrees from IIT and Ivy League institutions) will engage in cheap intimidation tactics and sabotage in order to selfishly improve their professional standing (or protect their position) without regard for their teammates, their fellow Bain partners, their clients or the greater business community in which they operate. This behavior clearly falls within the purview of corruption and is wholly consistent with my other field observations within South Asia.

Although I have played a significant yet largely unacknowledged role in what is now called the "Indian anti-corruption movement" (at significant risk to my person at some moments), I am no longer confident that India will grow out of this developmental stage. The narcissism and social delusion at the root of corrupt behavior (the extreme self-centeredness, cognitive deficits with regard to appropriate social "give-and-take" and lack of awareness as to long-term consequences in social decision-making) are so heavily engrained in the collective Indian psyche, I am doubtful as to any long-lasting impactful change in this arena. Even Bain India refuses to terminate the individuals involved despite recorded evidence of foulplay, so my lack of faith is understandable. Considering my personal and professional background, I am most qualified to make this judgment.

In conclusion, I am ceasing any and all negative communications regarding Bain India (although this statement does not constitute a guarantee or binding promise of any kind). On account of Bain India's lack of cooperation and previous behavior in this matter, I shall continue to retain my armed guard.

Moreover, I will not refer business to or positively recommend Bain

India in the future. I cannot legitimately speak of Bain's operations outside of India. I ask that you do the same.

Thank you for your generous time and attention,

Narayan D. Melgiri
