

30th April,2024

**NOVITA COMPANY LLC**  
**AL AMERAT**  
**SULTANATE OF OMAN**  
**Contact No. 95213236**  
[synerggie@gmail.com](mailto:synerggie@gmail.com)

**Subject: Confirmation of Consultancy Services by NOVITA Company LLC**

Dear Bhavna,

I am writing to confirm the engagement of NOVITA Company LLC as the SERVICE PROVIDER to provide administrative service activities and HR support from April 5th, 2022, to November 30th, 2022. Throughout this duration, NOVITA Company LLC showcased professionalism and expertise, which significantly contributed to the success of our project.

We appreciate **NOVITA Company LLC** 's valuable contributions and look forward to potential future collaborations.

Thank you.



Sincerely,  
David Michael Guy  
Chief Financial Officer





Mazoon Dairy Company SAOC  
P.O Box 2118, P.C 130, CR No: 1211711  
Muscat, Sultanate of Oman  
شركة مزون للألبان ش.م.ع.م.  
ص.ب: 2118، الرمز البريدي: 130 مسقط، سلطنة عمان  
T + 968 2421 0398  
www.mazoondairy.com

November 22, 2022

**Subject:- Consultant Services - Experience Letter**

It is my pleasure to mention that **Bhavna** worked with us as HR Consultant directly under my supervision at Mazoon Dairy. During this time, Bhavna had diverse responsibilities. She worked on Organization and Department structures design and finalization, developed Department Role and Responsibilities Manual, reviewed, and developed Job Descriptions, Training Needs Analysis, KPIs, Competency Frameworks, reviewing HR Manual, Employee Satisfaction survey, developing Line Manager Handbook to name a few.

**Bhavna** is bright, articulate, and hard working. Her enthusiasm for the job comes through in all she did. She has a positive attitude that makes her a pleasure to work with and is one of the reasons she was so well-liked by her coworkers. Her way of working is never like a Consultant. She immediately becomes the part of the Team, and is always there to support, guide and mentor anyone who comes to her.

I highly recommend Bhavna for any Project she is considering in the Human Resources / Human Capital Management field. She would be an asset to any Company at any capacity. If you have further questions about Bhavna, please do not hesitate to contact me.

Sincerely,

**Jamal Yousuf Al Rahbi**  
**Human Capital Manager**





الصحاري  
SOSCO

14th July 2021

TO WHOM EVER IT MAY CONCERN

SUB: REFERENCE LETTER

It gives me immense pleasure to recommend Bhavna who has worked with me for a period of 2 years on the capacity of HR and Management Consultant. She was brought to us by NOVITA Company LLC that is a leading Consulting and Event Management company in Oman, and I must say that they provided us with their best asset.

I have seen Bhavna since the day she joined SOSCO, she distinguished herself in every way due to her exceptional insight into handling core HR and Management functions and coming out on top even when the going was at its toughest. She understands her duties and responsibilities very well. She is extremely hardworking, and always comes with innovative ideas for a project. She is a great communicator and always extends her helping hands to everyone. With great professional skills, she possesses good personal qualities which make her admirable. Her leadership quality, high level of expertise, confidence makes her perfectly eligible for any kind of Management Consultancy work.

During her work with SOSCO, she brought about many positive changes and streamlined our HR systems and processes and worked on activities namely finalizing the Organization structure, Department Structures, Job Analysis, developing Job Descriptions, HR Manual, Employee Handbook, Policy and procedures, Salary and Grading, Performance Management, HR Strategy, KPIs, Competency, Training Needs Assessment, Salary-Grading, Succession Planning to name a few. She is credited with enhancing SOSCO HR and Management functions by effectively planning, implementing, and evaluating Employee Relations, Employee Engagement and HR policies, leading to increased functionality of the department, on many levels. One achievement worth mentioning is that as per PDO (Petroleum Development Oman) performance Survey for SLCC companies it was highlighted that, the productivity of SOSCO HR Department increased tremendously with her support and the quality rating was 99%+.

I wish her all the best for her future endeavors.

Yours sincerely

Abdul Aziz Al Shanfari

HR Manager

SOSCO





## ECOVISION

To Whom Ever It May Concern

**Sub: Work Reference Letter**

**Dated: 31<sup>st</sup> January 2017**

It is our pleasure to highly recommend Ms. Bhavana as a candidate for employment as well as Consulting projects in your organization.

Bhavana was at Ecovision as “Specialist – HR, Training & Business Support” for streamlining all HR & Business Support activities in the Company.

Bhavana was responsible for setting up the complete HR systems and processes that included designing and implementing Company’s Organizational structure, Job analysis questionnaire, preparing Job descriptions inclusive of competencies, key result areas (KRA’s) and key performance indicators (KPI’s) per employee, HR Manual, Employee Handbook including all policies, Performance Appraisals, Training needs Analysis and she also worked on the HR module for ERP system as well.

Bhavana has excellent communication skills. In addition, she is extremely organized, reliable and has a very pleasant personality. Bhavana can work independently and is able to follow through to ensure that the job gets done. She is flexible and willing to work on any project that is assigned to her. Bhavana was quick to volunteer to assist in other areas of company operations, as well. Bhavana would be a tremendous asset for your company and has my highest recommendation.

If you have any further questions with regard to (his/her) background or qualifications, please do not hesitate to contact the undersigned.

Sincerely,

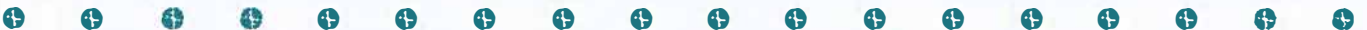
**Vincenzo Piepoli**  
CEO

**Saleem Al Balushi**  
HR & Admin Manager



ECO VISION L.L.C.

P.O. Box 138, P.C. 136 Muscat – Sultanate of Oman • C.R. No. 1224431 • Tel: +968 2449 7017 • Email: oman@suma.pt



**To Whom It May Concern:**

This is to certify that **Mrs. Bhaawanaa Nambiearr** has been working with us as **Head-Business Support** since October 2008. It is my pleasure to recommend her. Her performance working for Renna proved that she will be a valuable asset to any company. She had joined Renna as HR Manager but within 3 months got promoted as Head-Business Support. Based on her work and performance, I would rank her as a very strong candidate in the HR and Business support area.

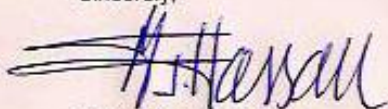
Her knowledge in the domain is exceptionally good. Every time she has impressed us with the perfection with which she has completed the task given to her. She has the ability of meeting deadlines without compromising on quality of work. Her interpersonal skills make her an excellent team member. She has worked closely with all departments on a number of occasions and has been instrumental in successfully completing projects. I found her to be very pleasant, generous person who is never afraid to take on challenging task. She has been one of our most dedicated employees.

Bhaawanaa distinguished herself by consistently submitting well written reports but more importantly delivering hands on activities to set up the operations in HR. During her tenure with Renna, she set complete HR systems and processes from scratch. She wrote, developed and implemented the Employee Handbook, HR Manual, Job Descriptions, KRA's and KPI's for departments and individuals, Performance Management System, Training needs Analysis to name a few. She handled the complete Recruitment cycle for the company – right from short listing the candidates to issuing offer letters to providing induction to the newcomers in the company. Within 2 months 80 people were successfully recruited by her. She was also maintaining staff personnel files along with handling the payroll. Along with HR work Bhaawanaa gave legal, regulatory and administrative support to all departments to ensure that the service Renna offers to its customers is prompt, efficient and meet their needs.

Bhaawanaa is an independent, self directed person who is able to communicate effectively and meet even the most demanding challenges. While she on the job performance has been nothing less than a stellar, Bhaawanaa has also become a close friend to many of us. We pride ourselves on our corporate values and close knit family, and in this area she truly shines. Bhaawanaa is not only gifted in her uncanny ability to foresee growth opportunities, she is also very talented writer. Though we are all deeply sad to lose Bhaawanaa, I highly recommend her for projects or full time employment with your organization. She is a team player, a great person and an absolute asset for any Company.

Bhaawanaa is also a problem solver. Much thought goes into the things Bhaawanaa has done and she also has an unusual ability to notice what others overlook. I could continue with descriptions of Bhaawanaa's many other good qualities – her work, ethic and her creativity to name three. Instead I would simply like to say how much I think of Bhaawanaa and how strongly I recommend her for any task that requires problem solving and high level of commitment.

Sincerely,



Taqi Jaffar Hassan  
HR Manager





شركة الاسمنت عمان (ش.م.ع.ع.)  
OMAN CEMENT COMPANY (S.A.O.G.)

فاكس: ٢٤٤٣٧٧٧٧ (٠٠٩٦٨) - سن.ت. رقم: ١/٠٦١٢٣/٢

ص.ب: ٥٦٠ - روي - الرمز البريدي ١١٢ - سلطنة عمان - هاتف: ٢٤٤٣٧٠٧٠ (٠٠٩٦٨)

P.O. Box 560 - Ruwi - Postal Code 112 - Sultanate of Oman - Tel: (00968) 24437070

Fax: (00968) 24437777 - C.R. No.: 1/06123/2

البريد الإلكتروني: admin@omacement.com

الموقع على شبكة المعلومات: www.omacement.com

Member Arab Union for Cement and Building Materials

عضو الاتحاد العربي للأسمنت ومواد البناء

## TO WHOM EVER IT MAY CONCERN

### Work Reference Letter

It is my pleasure to highly recommend Ms. Bhavana as an excellent candidate for Consulting projects / full time employment with your organization.

Bhavana has been working with me here at Oman Cement Company since past 1 year as 'HR Consultant' for executing various HR activities and processes.

Bhavana is the consummate business consulting professional as she knows how to put everyone at ease the moment she enters the room. She is diligent about collecting information and insists on developing custom reports and presentations to give a very helpful explanation to a project. Most importantly to us, Bhavana always indicated practical applications for OCC. We also found out that Bhavana has strong communication & persuasion skills, which were very useful as she managed to bring together our Managers and Department Heads to support her in finalizing the Job Descriptions and KPIs. Apart from this she also designed the Performance Management System for OCC supporting it with a Manual that made it very easy and simple for everyone in the company to understand and implement.

Bhavana's professional and refined approach make her work much more valuable to us as a client and she also has a great way of being committed to her work and delivers a project positively before timeline. Working under pressure is an attribute most common with Bhavana. When things need to be done at the eleventh hour, Bhavana is just the perfect fit for the job.

Bhavana is a professional at what she does with the absolute objective of recording success.

I have no reservations in recommending her for the project or full time assignment that you might have in your organization as Bhavana would be a breakthrough for any Company.

I wish her all the very best in her future endeavors,

Yours sincerely,

Mohamed Al Nabhani  
HR & Admin Manager



WINNER OF  
HIS MAJESTY'S CUP FOR THE BEST  
FIVE FACTORIES FOR 1991, 92, 94, 95, 96, 97, 98, 99, 2000, 2001



الماترون بكاس  
حصرة صاحب الجلالة لأفضل خمسة مصانع  
من الأعوام: ٢٠٠١، ٢٠٠٠، ١٩٩٨، ١٩٩٧، ١٩٩٦، ١٩٩٥، ١٩٩٤، ١٩٩٣، ١٩٩٢، ١٩٩١



May 28, 2017



THANK YOU

Dear Bhavana Bathra,

On behalf of the Management Department of College of Economics and Political Science, Sultan Qaboos University (SQU), I would like to thank you for speaking on 12th April at SQU on the topic of 'Defining HR success in Organizations'. Please accept our sincere appreciation for the outstanding presentation you made to our students. It was very interesting and enlightening to hear about your experience. The students gained valuable insight into important HR issues and trends.

We are fortunate to have had someone of your professional expertise and credentials volunteer time from your very busy schedule. And we are grateful for the time and effort you took to share your thoughts and experiences.

Thank you once again for sharing your unique and inspirational insights.

Sincerely,

  
Salem AlAbri, PhD  
Head, Department of Management  
College of Economics and Political Science  
Sultan Qaboos University

25<sup>th</sup> Oct 2008

**To Whom It May Concern:**

This is to certify that **Ms. Bhaawanaa** has been working with us from November 2007 until September 2008.

In her position as **HR Advisor**, Bhaawanaa did an excellent job and was an asset to our organization during her tenure with the office. It was a pleasure to work with her. She fitted into our culture very quickly and we actively sought her views and valued her input. I felt comfortable with the support and approach from Bhaawanaa from the very first meeting. She displayed a real understanding of what the project would involve and how to get the desired results. It was noticeable how quickly she developed a rapport with the affected staff even though it was a difficult time for them. This helped to keep them focused on achieving the business results.

She was, as ever, extremely professional in every aspect of her work. This professionalism was seen across all levels of staff. For example, the restructuring exercises always brought positive comments regarding the way in which leavers were treated. The HR function overall continued to move forward in a seamless fashion even though this was an Interim position. She had a commercial approach to resolving HR issues.

Besides this, she has excellent written and verbal communication skills, is extremely organized, can work independently and is able to follow through to ensure that the job gets done.

She would be an asset to any employer and I recommend her for any endeavor she chooses to pursue.

Yours truly,

for 

**Salem Al Mashani**  
Chairman



بن تمان الاستشارية للمشاريع الحديثة ش. م.  
**Bin Tamman Modern Enterprises LLC**



شركة مسقط لتوزيع الكهرباء ش.م.ع.م.  
MUSCAT ELECTRICITY DISTRIBUTION CO. S.A.O.C

Date: 25<sup>th</sup> May 2007

### To Whom It May Concern:

This is to certify that **Ms. Bhavna** has been working with **Muscat Electricity Distribution Co. (MEDC)** as an 'HR & Training Consultant'.

Bhavna worked under my direct supervision at **MEDC**. During that period along with other HR activities, she carried out the 'Training Needs Analysis' project for our company which involved identifying objectives of our company, preparing Job Specifications for job titles, gathering information about the skills and abilities of staff that are required now and in the future, preparing questionnaires on individual and organizational level, conducting analysis for staff individually, identifying the gaps that exist between the current situation and what is required, to prepare yearly Training Plans for employees and getting in touch with various training and consulting companies for our Training needs.

Bhavna is a hard-working self starter who invariably understands exactly what a project is all about from the outset, and how to get it done quickly and effectively. During her months in the company, I cannot remember an instance in which she missed a major deadline. She often gave open and frank ideas for the top level to work on and bring in more structure in the organization. She even completed few activities ahead of schedule.

Ms. Bhavna is a resourceful, creative and solution-oriented person who was frequently able to come up with new and innovative approaches to her assigned projects.

On the interpersonal side, Bhavna has superior written and verbal communication skills. She gets along extremely well with the staff, as well as colleagues at her own level. In closing, as detailed above, based on my experience working with her, I can unreservedly recommend Bhavna to you for any HR & Business Support requirements.

Sincerely,

21/5/07  
Sultan Al Alawi  
HR Officer



P.O. Box 1239, P.C. 131 A1 Hamryah - Sultanate of Oman  
Telephone : 24588600 - Fax : 24588666  
CR 1/71235/7

ص.ب : ١٢٣٩ ، الرمز البريدي : ١٣١ الحميرية ، سلطنة عُمان  
هاتف : ٢٤٥٨٨٦٠٠ - فاكس : ٢٤٥٨٨٦٦٦  
ص.ت ١/٧١٢٣٥/٧

البريد الإلكتروني : medc@medcoman.com



www.imcoman.com

Date: 20<sup>th</sup> January 2006

### To Whom It May Concern:

This is to certify that **Ms. Bhavvna** has worked with **IMC - Oman** as an 'HR Consultant' for a project.

It is my understanding that **Ms. Bhavvna** is being considered by your organization for the position of Consultant for an HR related assignment. I have been consistently impressed by both **Bhavvna's** attitude towards her work and his performance on the job. Her interpersonal and communication skills have allowed her to develop productive working relationships with both our clients and our staff. **Bhavvna** has the listening and interviewing skills necessary to extract information from our clientele while working on other HR interventions.

**Bhavvna** possesses solid writing skills which have enabled her to compose quality correspondence. She also has the analytical skills to diagnose problems and devise viable solutions. Her ability to remain unflustered during frenzied periods proves her ability to work well under pressure.

In closing, as detailed above, based on my experience working with her, I recommend her for any employment / consulting assignment without reservation.

Sincerely,

**Abbas Ali Humaid**  
Managing Partner



Member Firm of  
IMC, UK



Institute of  
Management  
Consultancy



Our ref: R/HRA/3-1/BB/07

Date: 06/02/07

**To Whom It May Concern**

This is to certify that Mrs.**Bahvvana Dev** was working in our Company as a **HR Consultant** for a period of four (4) months from 25<sup>th</sup> January 2005 upto 25<sup>th</sup> may 2005.

During the above period Mrs.Bhavvana was entrusted with the task of evaluating job descriptions of staff, assisting RAECO's appointed Consultant in preparation of Job Analysis and Grading Exercise, counseling and conducting interviews for junior employees and preparation of annual training plans for various employees of the Company.

During her brief tenure in our Company, we found Mrs.Bhavvana to be a sincere and hard working person. Her ideas and opinions helped us to a great extent in HR and Training fields.

A resourceful, creative and self starter, Mrs.Bhavvana is capable of working both as a team leader as well as a reliable team member .

This certificate is issued on her personal request without any obligation whatsoever towards this Company.

For **Rural Areas Electricity Company SAOC**

**Salim A. Al-Humaidi**  
**H.R. & Admin. Manager**





الشركة العمانية للاستشارات لتنمية الموارد الوطنية ش.م.م

OMAN RESOURCES DEVELOPMENT CONSULTANTS LLC

Date: 15<sup>th</sup> Jan 2006

### To Whom It May Concern:

This is to certify that **Ms. Bhavna Dev** has been working with **ORDC** as an '**HR & Recruitment Consultant**' from 01<sup>st</sup> Jan 2003 till 31<sup>st</sup> December 2005.

During this time, Bhavna has proved to be extremely organized, reliable and competent for the job. Bhavna can work independently and is able to follow through to ensure that the job gets done. She is flexible and willing to work on any project that is assigned to her.

She has carried out various projects on Client Recruitments, short listing candidates, preparing advertisement materials, Job Descriptions, Consulting Proposals and Presentations, Identifying and maintaining a database of Management, HR & Training Consultants around the globe for association with ORDC. She has also worked on preparing yearly Training Calendars in coordination with the trainers of the proposed dates. She has also prepared Training material for various topics.

Apart from that she has also handled the PR work for the company i.e. coordinating with the media for the publicity of an event or a training program, writing in press releases for the same, organizing all the necessities of the event.

Bhavna will be an asset to any company she joins and I definitely recommend her for your company project and also wish her all the best for her future endeavors.

Sincerely,

*Devaratth Nambiar*  
**Devaratth Nambiar**  
**Head - ORDC**





THE CANFIELD TRAINING GROUP  
MAXIMIZING HUMAN POTENTIAL<sup>SM</sup>

TO WHOM EVER IT MAY CONCERN

March 26, 2013

Bhaawanaa  
Synerggie Eventz  
P.O. Box 170, P.C. 114  
Muttrah  
Sultanate of Oman

Dear Bhaawanaa,

I am pleased to write a letter of recommendation for Synerggie and for you. I am always glad to highly recommend you to any individual and organization that is in search of an Event partner for their events.

I have known you for many years since the time you organized my visit to Oman for my program 'The Success Principles'. Working with you I had the opportunity to observe your organizing skills, your strategic planning and your meticulous attention to every small detail to make the event a grand success.

You have proven that through hard work, follow through, and team work you can accomplish monumental tasks in a courteous and timely manner.

I have seen first hand how you are well equipped to handle any challenge you are presented with. I strongly recommend you and your company as a valuable asset and resource for any organization looking for a partner in Oman. And I also look forward to the possibility of working with you again in the future.

I wish you all the very best for your future endeavors.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jack Canfield', with a long, sweeping underline.

Jack Canfield  
CEO

Author, *The Success Principles*, *The Power of Focus*, *Chicken Soup for the Soul*  
Speaker and Trainer: "Breakthrough to Success" and "The Success Principles"  
Founder: The Transformational Leadership Council

Dave Ulrich  
Professor of Business

Stephen M. Ross School of Business  
University of Michigan  
1030 East 300 North  
Alpine, Utah 84004-1435  
Tel 801.756.3240 Fax 801.756.3246  
dou@umich.edu

February 13, 2012

To: Whom It May Concern  
From: Dave Ulrich  
RE: Bhaawanaa of Synerggie Eventz in Oman



I have had the privilege of working with Bhaawanaa in Oman in 2011. She planned and arranged Oman's first Organizational and Leadership Meet on **'Aligning top management strategies with HR practices'** with senior leaders from throughout Oman. The audience was insightful and engaged in learning about how modern management techniques will help them better lead their companies.

It has been my great pleasure to know Bhaawanaa over the past year as an extremely personable lady. In my experience, Bhaawanaa is dependable, discrete, likeable, loyal, honest and realistic in her actions and reflects the enthusiasm to achieve her dreams and passion.

Bhaawanaa stands head and shoulders over most, not only in demonstrated initiative, intelligence and creativity, but also in her ability to function as a productive head of her team. Her intellect is matched by her ability to communicate clearly, and to project an open, friendly persona to others regardless of their level of expertise.

Bhaawanaa's excellent communication skills, positive outlook and pleasing personality enhance her natural leadership qualities. Her willingness to accept challenges and listen to input enable her to contribute thoughtful, well-reasoned approaches to helping others solve difficult problems and deliver successful, well organized high profile events.

I have observed Bhaawanaa's involvement in a variety of projects that demonstrate her continuing deep commitment to every event she conducts. For example, single handedly planning, organizing and executing my event and bringing in about 200 people to attend the program is a remarkable achievement.

Bhaawanaa was honorable in her dealings and paid both fees and expenses in a timely way. She was also delightful to work with as a personal and professional colleague. She and her support staff provided first class service with her prompt attention to detail, the quiet manner everything was so well organized and the gracious way every guest was treated during the event.

Synerggie Eventz and of course Bhaawanaa, would be my first choice to work with if ever I plan to visit Oman again for an event because I am sure that she and her Company will handle and manage the complete event so efficiently.

For all of your Event requirements; be it Management event, corporate event, entertainment event, fundraising event, charity event, Training event, seminars, press conferences, product launch etc. I strongly recommend working with her.

Thanking you,

A handwritten signature in black ink that reads 'Dave Ulrich'.

**Dave Ulrich**  
**Professor of Business**  
Executive Education

**ROBERT S. KAPLAN**

80 Woodbine Road  
Belmont, MA 02178

**Harvard Business School**

**Phone: (617) 495-6150**

**Fax: (617) 496-7363**

**Home Office**

**Phone: (617) 489-0874**

**Fax: (617) 489-3674**

6 June 2013

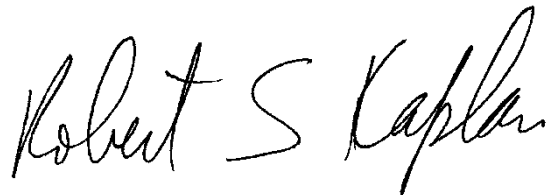
**TO WHOM EVER IT MAY CONCERN**

I am pleased to write a letter of recommendation for Bhaawana. She organized my first visit to Oman for a full day Seminar on 22<sup>nd</sup> May 2013. The event attracted a crowd of more than 200 corporate and government officials.

I worked closely with Bhaawana before and during the event, and very much enjoyed the experience. It was well planned, well organized, and well delivered. I would be happy to work with her again for future events.

Bhaawana demonstrated initiative and courage to organize such an ambitious event in an emerging market country. She has extensive experience in Oman and her events reach senior level executives in the private and public sector. I recommend that others consider Bhaawana & Synergy Events for managerial events in the region.

Sincerely,



**Robert S. Kaplan**

Marvin Bower Professor of Leadership Development, Emeritus

**HARVARD | BUSINESS | SCHOOL**



Tuesday March 19, 2013

RE: Robin Sharma: 'Lead Without a Title' Workshop in Muscat

Dear Bhaawana,

On behalf of the entire Sharma Leadership International Inc. team, we would like to take this opportunity to thank you again for helping to make the March 3, 2013 leadership workshop with Synergie Eventz such a success.

The logistics, marketing and planning of the event were executed flawlessly. Your positive attitude made it a joy to be around you and your team. Your professionalism was superb. You promised and delivered on a world-class event.

We will certainly recommend your services to our network, and hope to work with you again in the near future.

Wishing you great success.

Kind regards,

  
**Robin Sharma**  
Founder  
Sharma Leadership International Inc.





**BRIDGES**

BUSINESS CONSULTANCY INT.

Synerggie Eventz  
P.O. Box 170, P.C. 114  
Muttrah  
Sultanate of Oman

5 February 2013

Dear Bhaawanaa,

It was a pleasure to work with you to launch our signature seminar "Make Your Strategy Come Alive" in Oman. Thanks to the ground work you did in advance, your dedication and commitment and your follow up the event was one of the best we have run.

The calibre of the participants most importantly made the discussions excellent and the questions intriguing.

It would be my pleasure to work with Synerggie Eventz again.

Muscat is a beautiful place and your hospitality reflected the nature of the country.

Thank you.

Robin Speculand  
Chief Executive  
Bridges Business Consultancy Int



391B Orchard Road #23-01  
Ngee Ann City Tower B  
Singapore 238874  
Tel: +6568860123

[www.bridgesconsultancy.com](http://www.bridgesconsultancy.com)