

No.: BSNLCO-COMN/14(12)/4/2023-RSTG

Dated: 27.04.2026

Minutes of Meeting (MoM) of Strategic Review and Planning Meet (SRPM)

held on 23rd April 2026

Introduction: FY 2025–26 Strategic Review and Planning Meet, focusing on BSNL's growth, operational excellence, and future direction, was held on 23rd April 2026 at Vigyan Bhawan, Maulana Azad Road, New Delhi- 110001.

Attendees: The meeting was chaired by Hon'ble Union Minister of Communications and Development of North Eastern Region, Shri Jyotiraditya M Scindia, in the presence of Hon'ble Minister of State for Communications and Rural Development, Dr. Chandra Sekhar Pemmasani, Secretary (Telecommunications) Shri Amit Agarwal, CMD BSNL Shri A. Robert J. Ravi, Directors of BSNL Board, CGMs of Territorial and Non-Territorial Circles and senior officers from DOT and BSNL.

1) Opening and Welcome

The meeting commenced with welcome of the Hon'ble Union Minister, Hon'ble Minister of State and all dignitaries.

The BSNL Annual Strategic Review and Planning meet focused on evaluating the past year's "transformative" shift from a 3G to a 4G player and setting aggressive targets for the upcoming fiscal year. While there were significant achievements in operational efficiency, leadership expressed serious concerns regarding the stagnation of core business revenue.

2) Financial and Operational Highlights

- **Profitability and Cost Control:** EBITDA saw a substantial increase of **around 35%**. This was largely driven by a **7.6% reduction in operating expenses** and an increase in other income.
- **Revenue Concerns:** Core business growth remained flat at **3%**. The fourth quarter (Q4) was particularly disappointing, as all three main business engines—Enterprise Business (EB), Consumer Mobility (CM), and Consumer Fixed Access (CFA)—missed their targets.
- **Segment Performance:**
 - **Enterprise Business:** A standout performer, growing by **14.4%** and achieving 84.5% of its fiscal target.

- **Consumer Mobility:** Performance was poor, achieving only 70% of targets with a **negative 1.2%**.
 - **Consumer Fixed Access:** Recorded negative growth of **4.5%**, primarily because Fiber-to-the-Home (FTTH) is not expanding quickly enough.
 - **Network Improvements:** Indicators showed progress, with BTS uptime increasing by 2.7% and number of instance where "Mean Time To Restore" (MTTR) for BTS faults over four hours decreasing by 15% . OLT uptime increasing by 1.9% and now is at the level of 97.4% uptime.
- 3) **Circle Performance Highlights and Issues:** The meeting highlighted varying performance across different circles:
- **Top Performers:**
 - **Odisha** received the "Overall Best Award" for achieving **21% revenue growth** and strong performance in the enterprise segment.
 - **Jharkhand** and **Assam** were recognized for exceptional EBITDA growth of **130% and 131%** respectively.
 - **Kerala** reported the highest profit.
 - **Circles "On Watch":** Seven circles were explicitly placed "on watch" due to disappointing results or leadership transitions: **Maharashtra, Rajasthan, Andhra Pradesh, Haryana, Uttarakhand, Andaman & Nicobar, and Sikkim.**
- 4) **Feedback and Suggestion Session** During the feedback and suggestion session, Chief General Managers (CGMs) from various regions raised specific operational, administrative, and infrastructure concerns to BSNL leadership.
- a) **Network and Technology Feedback**
- **4G Rollout in Metro Areas:** The Chennai CGM reported that despite having 2G and 3G coverage, the lack of 4G BTS has led to frequent call drops in metro areas.
 - **Vendor Performance:** UP West highlighted that vendor **RVNL** was not supporting Operation and Maintenance (O&M) of BharatNet, which hindered customer retention.
 - **Infrastructure Connectivity:** UP (West) also noted that agencies like Railtel were refusing to provide lease dark fibre lines even after purchase orders were accepted, negatively impacting network stability. UP(W) urged for more batteries for to improve BTS uptime. Fiber hiring demand raised in Mizoram and J&K by the concerned CGMs.
- b) **HR and Administrative Suggestions**
- **Posting of GMs:** CGM(WB) requested for posting of two numbers of GMs in West Bengal as BA heads and one more GM (BA Head) each was requested by CGM (Bihar) & CGM Assam.

- **Additional Charge of A&N Telecom Circle :** WB CGM requested to be relieved of additional charge of A&N Telecom Circle.
- **Discretionary Budgeting:** A suggestion was made to allot CGMs a budget of **1% of the previous year's revenue** under defined conditions for urgent local expenditures.
- **Subsidy Retention Period:** CGMs requested to reduce the retention period (for capex subsidy) for the **Bharat Udyami scheme** from 30 months to one year to encourage BNUs to provide more connections.

c) **State-Level and Financial Challenges**

- **Outstanding Dues:** CGMs from **Jharkhand and Chhattisgarh** reported approximately **₹40 crores each** in outstanding dues from state governments.
- **Land Acquisition:** In **Bihar**, there are challenges in securing free land for 4G Saturation sites, requiring higher-level intervention with District Magistrates (DMs).
- **Underground Fiber:** The CGM Telangana suggested utilizing new **underground fiber ducts** in Hyderabad city, provided by local power distribution companies to eliminate unreliable overhead cables.

5) **Future Strategy and action plan:**

- **Growth Targets:** The CGMs to set a goal to increase the mobile national **ARPU to ₹150** by next year.
- **Circles "On Watch":** Seven circles were officially placed on watch: **Maharashtra, Rajasthan, Andhra Pradesh, Haryana, Uttarakhand, Andaman & Nicobar, and Sikkim**. These CGMs to submit collaborative target plans for **Q1 and H1 by 27th April 2026**.
- **Improving Quality of Service (QoS):** Circles with poor network metrics, such as Maharashtra (which had 14.5-hour fault restoration times), have been ordered to reach a **benchmark of less than 4 hours (MTTR)** and achieve **98% to 100% uptime** for BTS sites within three quarters
- **ARPU Target Setting:** To move national **ARPU from ₹101 to ₹150**, circles are implementing aggressive upselling strategies, including the use of **SMS, WhatsApp, and Outbound Dialing (OBD)** to migrate customers to higher-value plans.
- **SLA based Tender/agreements** with penalty clause for not meeting the target Network uptime /MTTR for OFC & BTS maintenance to be operationalised by May 26 in all BAs/OAs.
- Current **Govt dues** to be targeted for better collection efficiency and very old Govt dues to be targeted for settlement/cancellation etc.

- **OTT Content Integration:** To prevent customers from migrating to lower-cost plans, leadership directed circles (specifically Karnataka) to ensure high-quality **OTT content** is available to incentivize higher-tier plan adoption.
- **Cost Management:** BSNL successfully reduced operating expenses through tightened internal controls, a practice mandated to continue into the next fiscal year

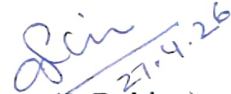
6) **Target Adjudication:** CGMs must submit collaborative target plans for **Q1 and H1** .

7) Award Ceremony

The meeting concluded with an award ceremony for top performers:

- **Overall Best Circle:** Odisha for 21% revenue growth and achieving 93% of its yearly target. Odisha was also recognized for 60% year-on-year growth in the EB vertical.
- **Enterprise Business Vertical:** For growing by 14.4% and achieving 84.5% of its fiscal target.
- **EBITDA Growth:** **Assam** (131% growth) and **Jharkhand** (130% growth) were commended for their significant financial turnarounds.

This is issued with the approval of Competent Authority.


27.4.26

(Santosh Dahiya)
DGM (Restructuring)

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1. PPS to Chairman DCC& Secretary (T), DoT
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6. PS to CMD, BSNL
7. PS to All Functional Directors, BSNL Board
8. PS to CVO BSNL
9. DDG (PM), DDG (AM), DDG (Budget), DoT
10. Director (PSU-I), Director (PSU-IV), DoT
11. All CGMs BSNL
12. All CGMs MTNL
13. All Unit Heads BSNL CO