



NEW YEAR ADDRESS 2026

From Revival to Renaissance

Dear BSNL Family,

As the sun rises today in 2026, I write to you not just as your CMD, but as a fellow traveller on this sacred journey of rebuilding our beloved BSNL. The ancient wisdom tells us that every sunrise brings with it a new opportunity for transformation — *success comes through effort, not merely through wishes.*

We have together scripted one of the most remarkable turnaround stories in India's corporate history. What the world called impossible, you made possible. What sceptics dismissed as a fading legacy, you transformed into a beacon of national pride.

This message is both a celebration and an invitation to reflect. A mirror that shows us how far we have come, and inspires us to ask: "*Am I giving my best? Am I part of the solution?*"

A. THE DAWN WE DREAMT OF — WE ARE ALMOST THERE!

After 17 consecutive years of challenges, the first rays of dawn have touched BSNL. Let these numbers fill your heart with pride:

- ✓ Back-to-back quarterly profits — ₹262 Cr (Q3) + ₹280 Cr (Q4) — FIRST TIME IN 17 YEARS!
- ✓ EBITDA surged 149% to ₹5,396 Crore
- ✓ 27 Circles now EBITDA-positive (up from 17)
- ✓ Operating revenue grew 7.8% to ₹20,841 Crore
- ✓ ~100,000 Indigenous 4G Sites — India among only 5 nations globally with homegrown telecom tech

This is not just a financial turnaround — it is proof that when we unite with purpose, mountains move.

And today, we add another feather to our cap! BSNL launches VoWiFi (Voice over WiFi) — a technology that will allow our customers to make crystal-clear calls even in areas with weak cellular signal, simply by connecting to any WiFi network. This is not just a feature; it is our promise that BSNL will reach you everywhere — through towers, through fiber, and now through WiFi.

B. THE JOURNEY HAS JUST BEGUN — THE FULL DAY LIES AHEAD

My dear colleagues, we have won important battles, but the mission for BSNL's sustainable future continues. We still have exciting mountains to climb together.

We have some of the best infrastructure and systems in the country. We have the largest fiber network. We have extensive tower infrastructure. We have systems that others admire. Now, let us ensure our customer experience matches our infrastructure excellence.

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Systems enable service, but people deliver delight. Let us remember that every customer is not just a number, but a person who chose to trust us. Let 2026 be the year we win our Customers heart.

Our technical and process architecture presents opportunities for simplification. Things that can be done simply should be done simply. *Simplicity is the ultimate sophistication.*

What We Must Revamp in 2026:

1. Technical Architecture: Simplify our IT systems. Remove layers that add no value. Our CAs, engineers, and young professionals can help redesign processes from scratch.
2. 4G Network Optimization: Our own engineers take complete ownership.
3. FTTH Rollout Model: Innovate new models. Find more efficient, self-reliant approaches.
4. EB Business: Innovate new models. Go to new virgin areas.
5. Financial Architecture: Every process must be re-examined for efficiency.
6. Decision-Making Architecture: Faster approvals. Fewer signatures. More accountability. Less bureaucracy.

To our young JTOs, SDEs, Finance Officers, and all fresh minds in BSNL — this is YOUR moment. The future of BSNL will be shaped by your ideas, your energy, your courage to reimagine "how things can be done better."

1. Challenge & Improve: Question processes that can be better. Propose alternatives. Be active contributors.
2. Innovate Fearlessly: Bring startup thinking to BSNL. What can be automated? What can be digitized? What can be streamlined?
3. Use Social Media for Good: Be BSNL's ambassadors online. Share our achievements. Build our brand where the youth lives — digital platforms. Your silent tech blogging group is making an impact!
4. Finance Officers — Reimagine Our Finances: Help us strengthen revenue streams. Design better financial controls. Make our systems robust.
5. Engineers — Own the Technology: Master our 4G/5G stack. Become the experts that others look up to.

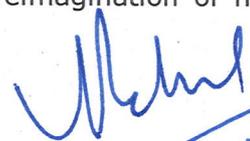
I promise you this: Good ideas will be heard. Innovation will be celebrated. Fresh thinking will be embraced.

BSNL must become a platform for innovation. We have the infrastructure. We have the reach. We have the talent. What we need is the mindset.

- Internal Startup Programs: Let employees propose and pilot new service ideas with small budgets
- Hackathons for Problem-Solving: Quarterly challenges to solve our biggest operational opportunities
- Partnership with Startups: Collaborate with India's vibrant startup ecosystem for fresh solutions
- Quantum & AI Initiatives: Lead in emerging technologies
- Atmanirbhar Innovation: Develop indigenous solutions that make India proud

C. 2026 — THE YEAR WE TRANSFORM THE SYSTEM

2026 must be the year of fundamental transformation. Not incremental improvements. Not cosmetic changes. But a complete reimagination of how BSNL operates.


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We should ask bold questions:

- Why do we do things the way we do them?
- How can we simplify and improve?
- What would we do differently if we started from scratch today?
- How would a startup solve this?
- What new possibilities can we unlock?

New destinations require new paths. Let us have the courage to innovate, even when it means stepping out of our comfort zone.

D. 2026 TARGETS – OUR SACRED COMMITMENTS

These are our commitments to ourselves, to the nation, and to the future:

TARGET AREA	2026 GOAL	PATH TO PROFIT
5G Launch - Metro Cities	- Launch of 5G services in 6 more circles	- 6 further circles to be targeted: Mumbai, Karnataka, Haryana, Assam, Kerala & Tamil Nadu - New sales and Distribution Policy
Mobile Net Addition	- 1.6 Cr Subscriber addition overall (SIM Sales)	- Customer targeted SIM services including eSIM, Home SIM delivery - Targeted Bulk SIM push to enterprises
FTTH Growth	- 18L Subscriber addition overall (New Additions)	- Powered by new customer-centric plan launches including new Entry Level Plan - Addition of new customer services including regional OTTs, IFTV expansion and more - Strengthen digital acquisition and digital customer journey for smoother on-boarding, home-shifting and other customer requirements
MNP Port-Out Reduction	- Reduce daily port-outs by 10% in 2026	- Customer retention campaigns and complain resolution - Network improvement initiatives with focus on customer QoS powered by strengthened NOCs - Improvement in customer service experience with revamped call centre, New BSNL Self-care App and website
Network Availability	- Overall BSNL Network availability to 98% - Target to reach 99% availability in top-performing circles	- Strategic battery deployment at critical sites to improve network availability - Network automation tools launched for faster fault identification & resolution - Robust IP site governance to ensure availability SLA

Handwritten signature and date: 11/2/26

Enterprise Revenue Growth	- 20% growth in EB revenue in FY26	- New products for EB consumers (DC, SDWAN, IoT/M2M, CNPN) etc. - Detailed account planning for cross-sell & up-sell to existing accounts - Focus on customer experience with proactive monitoring through strengthened circle NOCs
Cost Reduction (Non-remunerative sites)	- Target reduction of 250-300Cr in direct operating costs - Appx. 3% of Operating expenditure excluding people costs	- 50% of 3G Network to be decommissioned - 1500+ Non profitable IP and rented Non-Profitable BSNL rented area sites to be rationalized to new profit centers - Commission revision introducing deferred payouts on customer retention
SUSTAINED PROFITABILITY	- EBITDA: 40% by end of FY26-27	- Acceleration of major businesses of Mobile, FTTH and EB per above targets - Accelerate monetization of land assets - Optimizing costs across network operating cost, employee benefits, and other costs

I want every BSNL employee to internalize these three mantras. Say them every morning. Let them guide every decision:

My work is my worship

I give more than I take

My contribution to BSNL's rise is my gift to India's progress

E. THE RENAISSANCE AWAITS — LET US RISE TOGETHER

In closing, I ask each of you to carry with you a profound sense of responsibility — not imposed from outside, but one that springs from within:

- 55,000+ families depend on BSNL's success
- The nation has invested ₹3.22 lakh crore in our revival
- Millions of customers in remote India have no other option but BSNL
- National security communications depend on our network
- The dream of Atmanirbhar Bharat in telecom rests on our shoulders

This is not just a job. This is a calling. Those who embrace it as a calling will find purpose, meaning, and success.

From "Connecting India" to "Connecting Bharat" — our renewed identity reflects our deepened mission. We are not just a telecom company. We are the backbone of Digital India. We are the only network that goes where others don't. We are the guardians of national security communications.

India's Telecom. India's Pride. India's BSNL.

2026 is not just another year. It is the dawn we dreamt of. It is the new beginning we have worked for. It is the moment when revival transforms into RENAISSANCE.

Mehar
11/1/2024

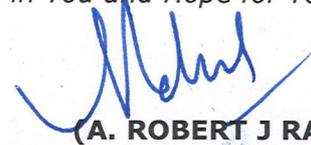
The world is watching. The nation is counting on us. And history is being written by our hands.

BSNL's rise is now unstoppable — because the people building it have chosen to be unstoppable.

I want each one of you to be a part

**Let's make 2026 the year BSNL roars back — stronger, faster, unstoppable!
Together, we will!**

With Faith in You and Hope for Tomorrow,



**(A. ROBERT J RAVI) ITS
Chairman & Managing Director
Bharat Sanchar Nigam Limited**

**जय हिन्द! | Jai Hind!
Happy New Year 2026!**

THE THREE MANTRAS — YOUR DAILY COMMITMENT

1. "मेरा काम मेरी पूजा" — My work is my worship
 2. I give more than I take
 3. "BSNL की उन्नति = भारत की प्रगति" — BSNL's rise is India's progress
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