

ए.रॉबर्ट जे. रवि, आईटीएस  
अध्यक्ष एवं प्रबन्ध निदेशक  
**A. ROBERT J. RAVI, ITS**  
Chairman & Managing Director

Date: 27<sup>th</sup> May, 2025

**To — All BSNL Officers and Employees**

**Subject: Celebrating our little FY-25 Turn-around and the Road Ahead**

Dear Team,

With great pride I congratulate each of you on a milestone year for BSNL. In FY-25 we achieved our first back-to-back quarterly profits—₹ 262 crore in Q3 and ₹ 280 crore in Q4—and more than doubled EBITDA to ₹ 5,396 crore, lifting the margin to 23 percent. The losses reduced by 58% from 5370 cr last year to 2247 cr this year. The total income stood at 23427 cr.

We also placed a record ₹ 26,000-crore worth of new 4G radios, fibre and spectrum on our books- largest in the history of BSNL, demonstrating our resolve to give India the network it deserves. 27 circles have turned EBITA positive and 10 circles have turned PAT. Great achievement!

These results were possible only because every circle, every vertical and every individual pulled together: winning new customers, improving service quality, tightening costs and living the values of a true public-service telecom.

The Hon'ble Minister and the Secretary have also joined me in congratulating each one of you.

**The road ahead**

The heavy spectrum and capex we have just capitalised will raise depreciation and finance charges in the short term. Sustaining—and then growing—profitability now depends on one thing: **faster, broader growth in our core revenues**. Over the next quarters we must therefore:

- Deepen 4G coverage and prepare a seamless 5G launch.
- Improve customer satisfaction- reduce BTS/OLTE/leased lines downtime.
- Upsell SIM sales; higher-speed FTTH plans and expand enterprise and leased-line solutions.
- Monetise towers, fibre and digital assets more aggressively.
- Guard every rupee of operating spend through disciplined execution.

If we keep this focus, the investments we have made will translate into stronger cash-flows and lasting financial strength.

Thank you for proving what BSNL can achieve when we act as one. Let us carry this momentum forward—stronger, faster, together.

With appreciation and confidence,

**HARD WORK PAYS OFF**



(A. Robert J. Ravi)