Presentation by SNEA

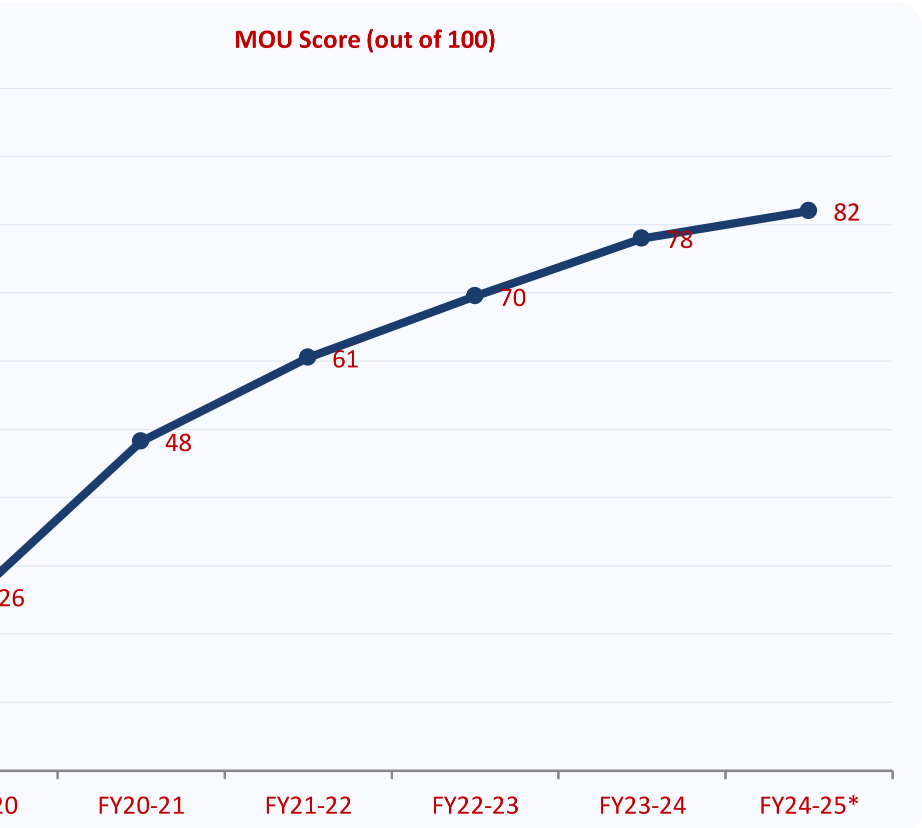
Implementation of Third PRC for BSNL Executives

DPE MOU SCORE & RATING

	MOU Score (/100)	DPE Rating	Verification / Key Context
)	**25.52**	**Poor**	28 CPSEs rated Poor nationally. BSNL loss: ₹15,499 Cr. VRS not yet
.	**48.25**	**Fair**	Loss narrowed to ₹7,441 Cr. 78,569 employees opted VRS. Revenue
2	**60.50**	**Good**	Post-VRS stabilisation. Revenue consolidation. 4G revival package de
3	**69.50**	**Good**	Total income ₹20,699 Cr. Debt reduced to ₹28,092 Cr. EBITDA posit
-	**78.00**	**Very Good**	Income ₹21,302 Cr (+3%). Lowest debt among ALL telcos: ₹23,297 C
5	**82.00 ★**	**Very Good ★**	**★ INDICATIVE — Q3 Profit ₹262 Cr, Q4 Profit ₹280 Cr. DPE scor**

Total improvement: +52.48 points over 5 years

MOU SCORE TREND — REMARKABLE 5-YEAR TURNAROU



25.52 → 82

Total Score Jump

+52.48 pts

5-year improvement

Poor → Very G

Rating Upgrade

1st Q Profit '2

In 17 years

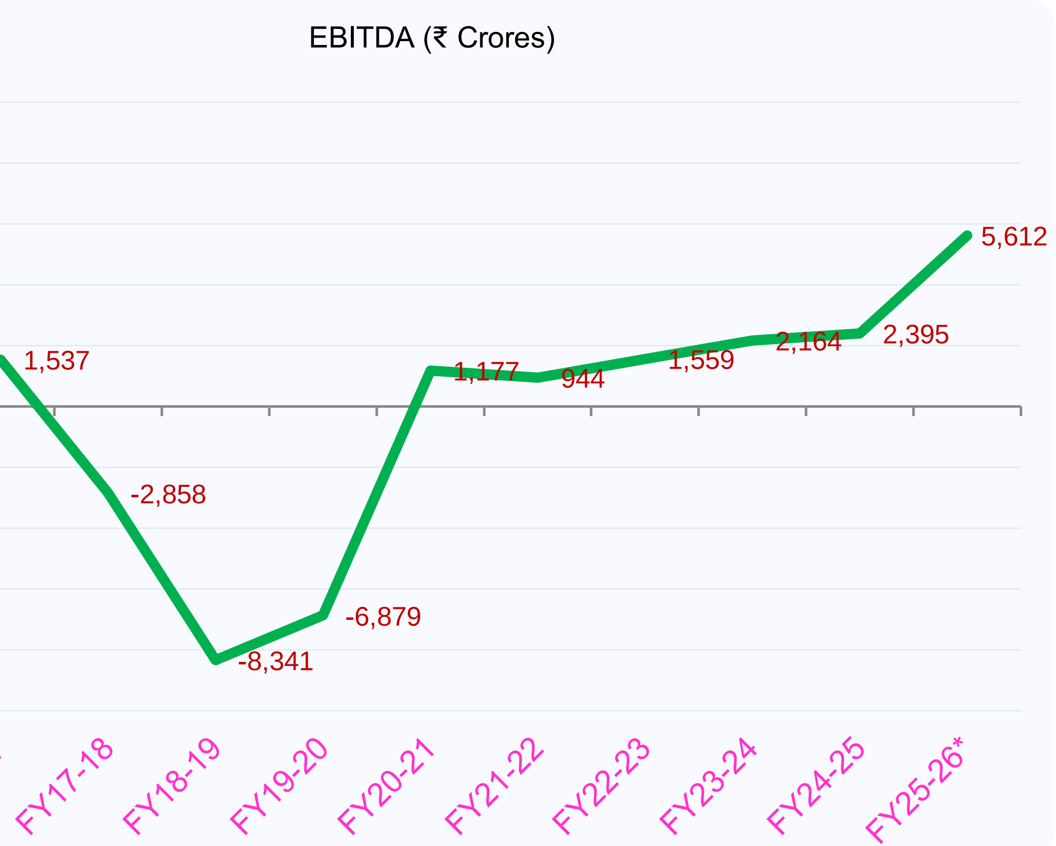
BSNL REVENUE FROM OPERATIONS

Amount in (₹ Cr)	Total Revenue (₹ Cr)	YoY Change	Trend
28,403.73	31,533.44	–	Peak Revenue Year
22,667.78	25,070.64	-20.2%	↓ Private competition impact
17,761.06	19,320.67	-21.6%	↓ Jio disruption, delayed 4G
17,886.09	18,906.56	+0.7%	↔ Marginal recovery
17,451.80	18,594.81	-2.4%	↓ Revenue decline; VRS savings
16,809.22	19,052.59	-3.7%	↓ Lowest operational revenue; EBITDA positive
19,127.79	20,698.90	+13.8%	↑ Recovery begins; 4G revival package
19,330.71	21,302.38	+1.1%	↑ Steady growth; lowest debt telco
20,841.06	23,426.52	+7.8%	↑ Strong growth; Q3/Q4 Net Profit
21,199.09	25,049.41	+6.9%	↑ Continued revenue growth trajectory

ection. Revenue from Operations bottomed at ₹16,809 Cr (FY 2021-22) and has been recovering.

s consistently exceeded operational revenue due to GoI revival package support and other income.

EBITDA TREND — STRUCTURAL RECOVERY FROM FY 20



₹5,612 C

FY25-26 EBITDA

₹2,395 C

FY24-25 EBITI

Positive si
FY 20-2

Consistent EBITDA p

BSNL IN PE SURVEY 2024-25

Parameter	Value (₹ Cr)	YoY Growth	Ranking / Remark
ue from Operations	20,841	8%	7th position among 166 service CPSEs
Value	2,97,908	10%	**HIGHEST**- BSNL holds 30.10% of Total Serv gross block
on	12,698	20%	8th position among service sector CPSEs
ange Earnings	300	29%	BSNL contributes to India's forex
estment	1,84,576	85%	HIGHEST financial investment in ALL service
loyed	1,98,248	54%	Major public capital infrastructure
	1,14,290	22%	HIGHEST — contributes 15.94% of TOTAL C sector net worth
to Central Exchequer	2,113	-45%	GST, Custom, Corp. Tax, Duties
E Revenue Rank	—	—	BSNL ranked 24th among 270 CPSEs

s the HIGHEST Gross Block, HIGHEST Financial Investment, and HIGHEST Net Wo ervice sector CPSE universe.

clusively demonstrates that BSNL is the backbone of India's digital infrastructure, urden.

BSNL COST PER EMPLOYEE

mployee Category	Count	Monthly Cost/Employee (₹)	Key Implication
ed ITS Officers — Deemed putation (7th CPC)	405	4,25,733	▲ 3.4x costlier than abs executives. Full cost borne
Gp-A & B Officers (ITS/IFS bsorbed in BSNL)	17,473	1,25,809	Drawing 7th CPC; 3rd PRC Entire salary borne by
t Recruits — Gr B and Gr C (2nd PRC scales)	33,389	1,18,034	Denied 3rd PRC on 'affor grounds since 201

▲ THE CONSTITUTIONAL ANOMALY:

icers who chose to Stay On Deputation draw 7th CPC pay, entirely at BSNL's exp 3/month.

own absorbed employees, are denied 3rd PRC by Application of affordability' grounds.

rliamentary Standing Committee (18th Lok Sabha, 6th Report) has explicitly recomn ng this disparity.

T NOTE (25 SEP 2000) — FINANCIAL ASSURANCES TO BSNL AT FORMATIO

5

Financial Viability Promise:

Status: ***NOT HONOURED*** *— BSNL accumulated >₹31,000 Cr losses without mandated compensa*

Licence Fee - Legacy Services:

Status: ***NOT HONOURED -*** *BSNL paid ₹30,978.69 Cr in licence fees from 2000 to 2011*

Spectrum Charges Exemption:

Status: ***NOT HONOURED-****BSNL paid 3G & BWA spectrum charges of ₹18481.8 Cr in 2010 alone*

Sales Tax Reimbursement:

Status: ***NOT HONOURED -****No reimbursement made*

Cabinet Approval for All Commitments:

Status: ***NONE of the cabinet-approved commitments were fully implemented***

losses due to non adherence to Cabinet Approval

urance	Clause	Amount (₹ Cr)	Details
xemption (5 yrs +	Clause 5.4.1	5,757.52	₹4,084.94 Cr in first 5 yrs. ₹1,672.58 Cr in next 5 yrs. Ne granted.
mption (10 years)	Clause 5.4.2	6,360.44	Dividend demanded from FY 2002-03 despite guarante exemption.
eimbursement	Clause 5.4.3	30,978.69	₹1,573–₹3,713 Cr/yr from FY 2000-01 to FY 2010-11. To unpaid.
al Loss		**▲ 43,096.65**	**Forty-Three Thousand Ninety-Six Crores and Sixty-**

se Government commitments been honoured, BSNL would have retained an additional enough its entire loss cycle.

e Primary cause of financial distress of BSNL and not inefficiency of employees, BSNL manage

ASONS FOR BSNL LOSSES — SPECTRUM & LAND POLICY DECISIO

3G

trum Charges (2010)

10,186.58 Cr

Para 3.1.1 promised spectrum
nent. Never honoured —
ged full commercial rates.

4G

4G Spectrum Pan India

₹70,000 Cr

Paid for 4G spectrum but NOT allowed to upgrade 68,000 existing 3G BTS to 4G — revenue loss during critical years.

5G

5G Spectrum Pan

₹30,000 Cr

Charged full commercial r
as private operators had r
head start in deployment.

Campus Takeover
10.11.2023)

,000 Cr asset

l Order: 81 acres +
aken by DoT without a
e paid to BSNL.

Ghitorni Land (28.09.2010)

53.31 Acres

Presidential Order retained wireless land for NICF — no compensation.

CTS Compound, Net

Premium Delhi l

Taken by DoT; handed to
sold flats at premium. BS
have generated this reven

USOF Fund Discontinued

nd Discontinued (~2014)

ded rural BTS, services at remote/far-flung aareas — commercially unviable — entirely at its own cost af
s stopped circa 2014. Annual operational loss on rural operations became a permanent drain with no
nent.

orporated (25 Feb 2012)

ted as a separate PSU for National Optical Fibre Network (NOFN) covering 2,50,000 Gram Panchayats. To
20,000 Crore funded by USOF. BSNL had last-mile connectivity in every nook and corner of the country —
Duplicate infrastructure, delayed completion, and revenue loss to BSNL.

jects to Private Players (2019–2022)

II (₹3,214 Cr), CTDP NER (₹1,655 Cr), 7,287 Aspirational Villages (₹3,685 Cr), 502 Uncovered Villages (₹6
Villages (₹336 Cr) — all awarded to Jio/Airtel. Total: ₹10,000+ Cr denied to BSNL despite having rural
ure.

pgrade Blocked

for 4G spectrum but was NOT permitted to upgrade its 68,000 existing 3G BTS to 4G. Meanwhile private
eployed 4G freely and captured BSNL's customer base during 2016–2022. This single policy decision cos
subscribers and thousands of crore in lost revenue.

ROVISIONS SUPPORTING BSNL - NATIONAL TELECOM POLICY 201

Policy Mandate	Obligation / Implication for BSNL
BSNL/MTNL pre-eminent role in rural, remote, backward & hilly areas; strategic & security role recognised.	National mandate for GoI support — performance in cannot be judged purely on profit.
Rural OFC connectivity via USOF. BBNL created for this instead of BSNL.	₹20,000 Cr+ USOF revenue denied. Duplicate entity cr bypassed.
Indigenous R&D, domestic procurement preference, applied to BSNL alone. No extra compensation.	Extra compliance burden. BSNL purchased costlier Indiar No premium paid.
Strategic role in national security, bilateral GoI projects; preferential procurement mandated for BSNL.	GoI committed to preferential treatment — not effectively ir
Rural rollout incentives; USO Fund support for unviable areas.	BSNL should have received all USOF support — not priva Policy reversed circa 2014.

TIFICATION FOR 3rd PRC — KEY LEGAL & POLICY GROU

Guidelines Exempt BSNL:	DPE OM W-02/0028/2017-DPE(WC)-GL-XIII/17 dated 03.08.2017, Anne Para 5(c): CPSEs formed to perform a specific Government agenda are EX from affordability clause. BSNL qualifies unambiguously.
iamentary Committee (18th Sabha):	Sixth Report, Clause 12.2: 'BSNL should address disparities between ITS employees... align pay with 7th CPC standards or similarly placed CPSUs. Parliament-level mandate.
edent — Affordability Clause ved:	The affordability clause has already been waived for Coal India Ltd., SAIL, Delhi Metro Rail Corporation. BSNL — a strategic PSU serving social obje deserves equal treatment.
Obligation (PIB 168/2000):	GOM declared in PIB 168/2000 that BSNL 'would be a potent instrument decided under NO CIRCUMSTANCES would BSNL be allowed to become n viable.' Denying pay revision undermines this.
sion Contribution Anomaly ected:	DoT order dated 01.09.2025 now allows BSNL to pay pension contributio actual pay drawn (not maximum of scale). This saves several thousand cr clearing the path for 3rd PRC implementation.

3rd PRC — BSNL IS NOW FINANCIALLY CAPABLE

₹262 Cr

Q3 FY25 Net Profit

First in 17 years

₹280 Cr

Q4 FY25 Net Profit

Back-to-back profits

₹2,395 Cr

FY24-25 EBITDA

onsecutive positive EBITDA

₹25,000 Cr

FY24-25 Capex

Highest ever in BSNL hist

olds ₹1,14,290 Cr Net Worth, HIGHEST in service sector CPSE universe (PE Survey 2024-25

ovides data at ₹1/GB vs world average ₹18/GB — serving GoI's Digital India at massive social subsidy

nked 24th among 270 CPSEs in revenue; 7th among service CPSEs. 3rd PRC is now morally
ally viable.

NEGOTIATION TIMELINE — NON-EXECUTIVE EMPLOYEES

Apr 2018	DoT directed BSNL to constitute Wage Negotiation as per DPE guidelines
Jul 2018	Joint Wage Revision Committee constituted.
Nov 2021	Wage Negotiation Committee reconstituted following VRS-2019 implementation
Apr 2025	Committee reconstituted again for fresh round of negotiations to build consensu
Oct 2025	Wage Agreement signed between Management Side and Staff Side.
Feb 2026	BSNL Board in its 247th meeting Approved Wage Agreement for Non-Executives 01.01.2017.
Feb 2026	**BSNL forwarded Proposal to DoT with due recommendations**
us	**DoT approval awaited.**

BSNL vs Other CPSEs — Executive Cadre Pay Comparison (Grade-wise)

BSNL: 2nd PRC (frozen 01.01.2007) | Peers: 3rd PRC (01.01.2017) | IDA: BSNL ~236.8% | Others ~49% | Source: NTPC RTI Ch-X | ONGC/IOCL pay brochures

SUPPLEMENTARY — EXECUTIVE PAY COMPARISON

Grade	Designation (BSNL)	BSNL Basic Pay (2nd PRC — 2007)	Peer CPSE Basic Pay (3rd PRC — 2017)	Deficit in Basic Pay (₹/month)	Peer Equivalent Designation
E1	JTO / JAO (Entry)	₹16,400	₹40,000 (NTPC/BHEL) ₹60,000–65,000 (ONGC/IOCL)	▼ ₹23,600–48,600 (59–75% LOWER)	Asst. Engr / ET (NTPC / ONGC)
E2	SDE / AO	₹20,600	₹50,000 (NTPC) ₹70,000+ (ONGC/IOCL)	▼ ₹29,400–49,400 (59–71% LOWER)	Engineer / Jr. Manager
E3	DE / Accounts Ofcr	₹24,900	₹60,000 (NTPC) ₹80,000+ (ONGC/IOCL)	▼ ₹35,100–55,100 (58–69% LOWER)	Dy. Manager / Sr. Engr
E4	Sr. DE / Sr. AO	₹29,100	₹70,000 (NTPC)	▼ ₹40,900 (58% LOWER)	Manager
E5	AGM / DGM equiv.	₹32,750	₹80,000 (NTPC)	▼ ₹47,250 (59% LOWER)	Senior Manager
E6	GM equivalent	₹36,600	₹90,000 (NTPC)	▼ ₹53,400 (59% LOWER)	Chief Manager / DGM
E7	CGM equivalent	₹43,200	₹1,00,000 (NTPC)	▼ ₹56,800 (57% LOWER)	General Manager
E8	**Director equiv.**	**₹51,300**	**₹1,20,000 (NTPC)**	**▼ ₹68,700 (57% LOWER)**	**Executive Director**

BASIC PAY SHORTFALL

BSNL JTO (E1) basic ₹16,400 vs NTPC/BHEL ₹40,000 → 59% lower. vs ONGC/IOCL ₹60,000–65,000 → 75% lower. BSNL executives are the LOWEST-paid engineers across all comparable CPSEs in India.

IDA PARTIALLY COMPENSATES — BUT NOT FULLY

BSNL IDA 236.8% vs peers' 49% (different reference base). BSNL JTO gross ~₹65,000/month vs ONGC/IOCL ~₹1.0–1.2 lakh. Monthly gap: ₹35,000–55,000 persists. Pension/Gratuity calculated on lower basic — lifelong loss.

THE TALENT DRAIN CRISIS & 3rd PRC LINK

Total Employees	Executives	Key Context
~2,05,000	~80,000+	Peak workforce (pre-VRS)
~1,74,000	~60,000	Annual retirements continue
~73,000	~35,000	VRS-2019: 78,569 opted out
~63,000	~30,000	Continued superannuation
57,657	29,570	Executives: lowest since formation

y Gap: BSNL E1 basic ~₹16400/month (2nd PRC 2007).

arket equivalent gets: ₹60000/month.

d PRC brings BSNL Basic to ~₹40–50K.

arrowing the gap, stemming talent drain.

72%
Workforce reduction
2,05,000 → 56,820 in 7 y

29,570
Executives remain
Average age estimated 48+

3.5×
More work per employee
vs 2017 | Zero pay revision

Rs who joined post-2010 have never seen any pay revision in last 16 years.

e of 78 (Very Good) was delivered by these same under-paid employees.
her departure directly threatens BSNL's 4G/5G rollout and revival targets.

LIDATED 3rd PRC CASE — FIVE INCONTROVERTIBLE GROUNDS

Broke Its Own mises:	₹43,096.65 Cr lost due to breach of Cabinet Note assurances. Had these bee BSNL would never have accumulated losses. The Government owes BSNL f services in Rural areas that to be at affordable rats, not the other way round.
formance is Proven & proving:	• MOU Score: 25.52 (FY20) → 78.00 (FY24). • Q3/Q4 FY25 Net Profit. EBITDA positive for 5 consecutive years. • Revenue growing. BSNL is turning around under the same employees
& Policy Exempt BSNL n Affordability Test:	• DPE OM Para 5(c): Strategic CPSEs exempt. • Coal India, SAIL, DMRC already exempted. • Parliamentary COPU recommends waiver and clearing disparity.
ay Is Now 9+ Years .f. 01.01.2017):	• BSNL Board recommended before 8 years DPE Conveyed directions for Cabi approval and COPU recommended for waiver of affordability clause. • **Delay is a constitutional injustice to 52,000 employees with 80% facing stag last many years.**
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PRAYER

- Implement Third PRC for all Executives and Employees of BSNL either by waiver of Affordability Clause or by giving consideration to

Thanks with Gratitude