ডাক ও টেলিযোগাযোগ বিভাগ
POSTS & TELECOMMUNICATIONS DIVISION

DIRECTORS' REPORT FY2022-23

teletalk
আমাদের ফোন

টেলিটক বাংলাদেশ লিমিটেড

একটি রাষ্ট্রীয় মালিকানাধীন মোবাইল নেটওয়ার্ক অপারেটর

TELETALK BANGLADESH LIMITED

A STATE-OWNED MOBILE NETWORK OPERATOR

ডাক ও টেলিযোগাযোগ বিভাগ
POSTS & TELECOMMUNICATIONS DIVISION

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The Directors' Report of Teletalk Bangladesh Limited for FY2022-23

[Under Section 184 of the Companies Act, 1994
(Act No. XVIII Of 1994)]

স্মারক নম্বর: ১৪.৩৫.০০০০.২৮০.৬৫.০০৮.২২-২২৭/৫

তারিখ: ৩০ নভেম্বর ২০২৩ খ্রি.

২৮ নভেম্বর ২০২৩ খ্রি. তারিখে অনুষ্ঠিত টেলিটক এর ২২৭তম পরিচালনা পর্ষদ সভার উদ্ধৃতাংশ (Extract)

আলোচ্যসূচি নং-৫: ২০২২-২৩ অর্থবছরের পরিচালকমন্ডলীর প্রতিবেদন (Directors' Report) এর উপর আলোচনা ও অনুমোদন।

আলোচ্যসূচি নং-৫ এর সিদ্ধান্ত:

"১। টেলিটকের ২০২২-২৩ অর্থবছরের Auditor's Report and Financial Statements পর্যালোচনা এবং Directors' Report প্রণয়ন সংক্রান্ত পর্ষদ কমিটির সুপারিশের পরিপ্রেক্ষিতে টেলিটকের ২০২২-২৩ অর্থবছরের Directors' Report অনুমোদন করা হলো।"

"২। ২০২২-২৩ অর্থবছরের Directors' Report এর সুপারিশসমূহের পরিপূর্ণ বাস্তবায়নের জন্য ব্যবস্থাপনা পরিচালক, টেলিটক বাংলাদেশ লিমিটেড -কে নির্দেশনা প্রদান করা হলো।"

"৩। উনবিংশ (১৯শ) বার্ষিক সাধারণ সভায় উপস্থাপনের জন্য ব্যবস্থাপনা পরিচালক, টেলিটক বাংলাদেশ লিমিটেড এবং জনাব জিনাত আরা, অতিরিক্ত সচিব, ডাক ও টেলিযোগাযোগ বিভাগ ও পরিচালক, টেলিটক বাংলাদেশ লিমিটেড -কে ২০২২-২৩ অর্থবছরের Directors' Report স্বাক্ষরের জন্য ক্ষমতা প্রদান করা হলো।"

(মোঃ খালেদ হোসেন)
কোম্পানি সচিব

সদয় জ্ঞাতার্থে অনুলিপি:

১। ব্যবস্থাপনা পরিচালক, টেলিটক বাংলাদেশ লিমিটেড।
২। মহাব্যবস্থাপক (অর্থ ও হিসাব), টেলিটক বাংলাদেশ লিমিটেড।
৩। অফিস কপি।

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THE DIRECTORS' REPORT

Dear Shareholders,

The Board of Directors of Teletalk Bangladesh Limited welcomes you to the 19th Annual General Meeting of the Company. We take the pleasure of presenting the operational activities and the audited financial statements for the year ended on 30 June 2023, along with the auditor's report. On behalf of the Company's Board of Directors, I express my sincere gratitude to the shareholders, the customers, and the employees for their support and trust extended to us throughout the years.

Impact of Mobile Technology on the Socio-Economic Development of Bangladesh

Bangladesh has achieved remarkable socio-economic progress in recent years. The economy grew consistently for over a decade due to rising productivity, crossing the 7% milestone in FY 2015-16 and the 8% milestone in FY 2018-19. However, the COVID-19 pandemic reduced the growth rate to 3.45% in FY 2019-20. The economy grew 6.94% in FY 2020-21 and 7.10% in FY2021-22. According to Bangladesh Economic Review 2023, the GDP growth stood at 6.03% in FY 2022-23 based on the provisional estimates of BBS.

Bangladesh has also recorded considerable improvements across several human development indices (HDIs), including adult literacy, life expectancy at birth, and gender parity in school enrolment. Ranked 1st out of 9 countries in Southern Asia and 59th out of 146 countries globally, Bangladesh scored 0.722 in the Global Gender Gap Index, 2023. The country is also progressing with the United Nations' Sustainable Development Goals. According to the Sustainable Development Report 2023, Bangladesh has achieved 2 out of 17 SDGs. The internet and digital technology have been vital tools in connecting people to new opportunities and life-enhancing services, driving economic growth, and advancing progress toward the UN's SDGs. In Bangladesh, mobile remains the primary means of internet access. It continues to be the principal technology for reaching the underserved, primarily low-income populations, women, and those in rural areas.

According to GSM Association, the mobile industry's contribution to socio-economic progress in Bangladesh can be seen in the $16 billion of economic value from mobile technology and services in 2019, equivalent to 5.3% of GDP. This includes the direct impact of the mobile ecosystem and the increase in productivity and efficiency throughout the economy brought about by the use of mobile technologies across various sectors. As Bangladesh continues its development, mobile services will play an even more significant role in the efforts to achieve socio-economic progress.

Mobile technology has contributed extensively to realizing the key priorities of Digital Bangladesh and the social and economic goals of both Vision 2041 and the UN SDGs. As the country moves towards Smart Bangladesh, the key priorities primarily rely on mobile platforms and services. Following are the pillars of Smart Bangladesh and the impact of mobile technology on them:

Table 1: Mobile Technology's Impact on Smart Bangladesh

The Pillar	Impact of Mobile Technology
Smart Citizen	Direct
Smart Society	Indirect
Smart Economy	Indirect
Smart Government	Indirect

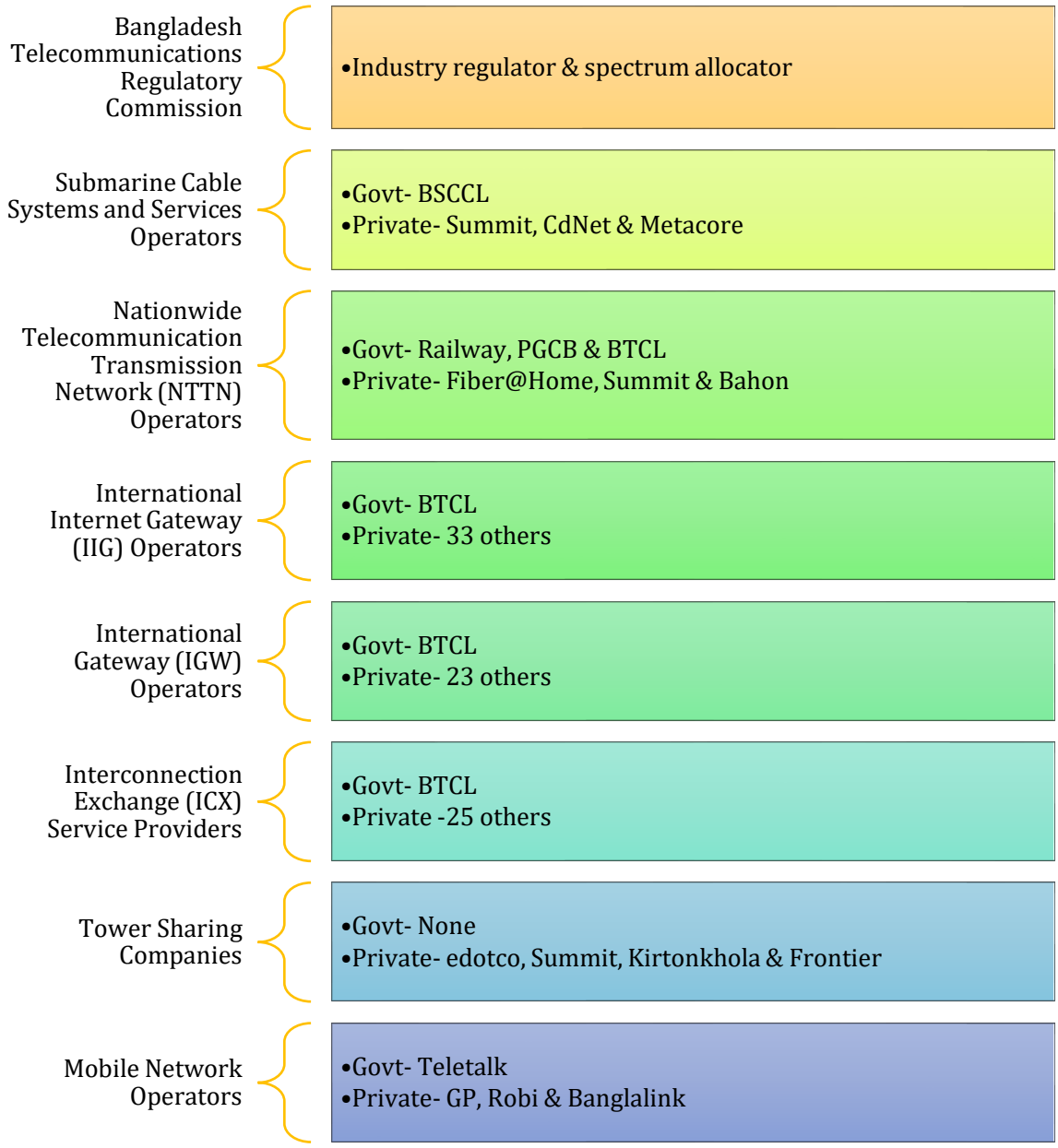
Mobile technology also enables various digital services such as e-commerce, e-banking, mobile bill payment, call center, health care services, caller tune, mobile ticket reservation, mobile banking, voice-based info, vehicle tracking systems, mobile money, news updates, etc. that directly support the goals of the Five Years Plans (FYPs) and United Nations Sustainable Development Goals (SDGs).

The Telecommunications Industry and the Present Scenario in Bangladesh

Bangladesh's telecommunications sector has proved to be one of the most promising sectors with significant growth potential. The subscriber base has seen an increase in the past couple of years. The sector has flourished in the country in recent years mainly due to competitive voice, SMS, and data rates with affordable SIM prices offered by mobile network operators (MNO). The services of the MNOs are now not limited to only voice calls or SMS. They have expanded their business rapidly by offering diversified packages and services, e.g. e-commerce, digital finance, mobile bill payment, call center, health care management, disaster management, mobile ticket reservation, voice-based info, vehicle tracking systems, mobile money, news updates, and many others.

However, the telecommunication system as a whole is not just the mobile network operating; rather, it's a complex chain of interconnected apparatus. Bangladesh Telecommunication Act, 2001 (Act No. XVIII of 2001) defines the 'telecommunication system' as "a combination of the telecommunication apparatus (e.g. switching system, transmission apparatus, terminal apparatus, satellite etc.) whether or not these equipments are visibly connected with one another, or whether or not they are combinedly used in the transmission or reception of any information or message". The MNOs are Access Network Service operators (ANS), meaning those with direct access to the subscribers. They are the front layer of the telecommunication system, severely dependent on the other apparatuses. Following is a summary of the overall sector:

Figure 1: The Apparatuses of Telecommunications System in BD



The MNOs started their journey in 1991 in Bangladesh. Since then, several operators have entered the country's market backed up by massive foreign investments. Currently, four MNOs are operating in Bangladesh. They are- Grameenphone Ltd (GP), Robi Axiata Ltd (Robi), Banglalink Digital Communications Ltd (Banglalink), and Teletalk Bangladesh Limited (Teletalk). Apart from Teletalk, the rest of the MNOs are owned and controlled by different international telecommunications operators. Under the regulations of BTRC, all of these mobile network operators have played a vital role in the digital transformation of Bangladesh.

The total number of Mobile Phone subscriptions reached 186.10 million at the end of June 2023. Following is a brief description of the four MNOs operating in Bangladesh:

Table 2: The four MNOs of BD (as of June 2023)

MNO	Started Operation	Majority Owner	Subscriber (In Millions)
Grameenphone	1997	Telenor (Norway)	81.45
Robi	1997	Axiata (Malaysia)	56.35
Banglalink	1996	VEON (Dutch-Domiciled)	41.81
Teletalk	2005	MoPT & IT (Bangladesh)	6.49

Regulatory Environment

Bangladesh Telecommunication Regulatory Commission (BTRC) was formed on January 31, 2002, under the Bangladesh Telecommunications Act 2001, to facilitate stable socioeconomic development and to provide a dependable telecommunication environment in the country.

Clause 29 of the Act defines the following broad objectives of the Commission-

(a) to encourage the orderly development of a telecommunication system that enhances and strengthens the social and economic welfare of Bangladesh
(b) to ensure, in keeping with the prevalent social and economic realities of Bangladesh, access to reliable, reasonably priced, and modern telecommunication services and internet services for the greatest number of people, as far as practicable
(c) to ensure the efficiency of the national telecommunication system and its capability to compete in both the national and international spheres
(d) to prevent and abolish discrimination in providing telecommunication services, to progressively effect reliance on competitive and market-oriented system, and in keeping with these objectives, to ensure effective control of the Commission
(e) to encourage the introduction of new services and to create a favorable atmosphere for the local and foreign investors who intend to invest in the telecommunication sector in Bangladesh.

As per the Act, the Commission is responsible for formulating policies for establishing, operating, regulating, maintaining telecommunications establishments, and providing various telecom services in the country. Besides, fixing charges on the subscribers, ensuring the benefits for the subscribers, and ensuring people's rights for the teleservices are also tasks of BTRC.

Significant Events of the Telecom Sector of Bangladesh in the Last 5 Financial Years

FY	Events
FY2022-23	• Joint trial of national roaming began between Teletalk and Banglalink. • Major telecom operators of Bangladesh completed the trial run of 5G mobile network services by December 31, 2022. • BTRC has issued licenses to three private submarine cable systems and services operators. • eSIM was introduced by the telecom operators of the country.
FY2021-22	• BTRC instructed mobile operators to launch data packages with 'unlimited' validity. • Nearly $1.24 billion was raised from the auction for the 5G spectrum on March 31, 2022. GP and Robi each acquired 60MHz in the 2.6GHz band. Teletalk acquired 30MHz and Banglalink 40MHz in the 2.3GHz band. • Bangladesh entered a new era as the government inaugurated the 5G mobile network service through Teletalk on December 12, 2021. The service was initially launched on an experimental basis in six areas in the country.
FY2020-21	• Covid-19 had significantly impacted the telecom section, and Bangladesh is no exception. The country faced the second wave in FY2020-21, leading to decreased customer acquisition and retention. • The work-from-home scenario has become the new normal during the pandemic, and the telecommunication sector has been a vital part of it. • Tax structure for mobile internet is 21.75% (5% VAT, 15% supplementary duty & 1% surcharge) and for voice services is 33.25% (15% VAT, 15% supplementary duty & 1% surcharge)
FY2019-20	• The country faced the first wave of the Covid-19 pandemic. The telecom operators lost more than 46 lakh subscribers between February 2020 and May 2020. Meanwhile, subscriptions to broadband connections (the main alternative to mobile internet) increased by 41% during the mentioned months. • Mobile network operators became one of the frontline service providers of Bangladesh during the general holidays imposed to control Covid-19. The trend continued in the subsequent limited economic activity days as well. • Economic value of mobile technology and services was equivalent to 5.3% of Bangladesh's GDP.
FY2018-19	• The government reduced the VAT rate on mobile internet to 5% to facilitate digitalization. • BTRC fixed Tk 0.45 per minute (excluding VAT/Tax/SD) as the uniform minimum call rate for all mobile phone operators.

Teletalk- the State-Owned MNO of Bangladesh

Since the inception of mobile telecommunication technology in Bangladesh, the market has been dominated by private telecom operators owned primarily by foreign companies. This resulted in unaffordable tariffs and a lack of innovation for the betterment of marginal citizens of the country. To ensure control over this oligopolistic market, the Executive Committee of the National Economic Council (ECNEC) decided in 2002 that a State-Owned Enterprise (SOE) in the form of a public limited company would be established in the telecommunications sector with the following four objectives:

i. To provide mobile telephone service to the people from the public sector
ii. To ensure fair competition between public and private sectors and thereby safeguard the public interest
iii. To meet a portion of the unmitigated high demand for mobile telephone
iv. To create a new source of revenue for the government.

To make that idea a reality, the Government initiated the "10 (Ten) Lakh T&T Mobile Telephone Project (1st Phase- 2.5 lac)" through Bangladesh Telegraph & Telephone Board (BTTB) (currently Bangladesh Telecommunications Company Limited). At the same time, on December 26, 2004, a state-owned company, Teletalk Bangladesh Limited, was incorporated to implement the four objectives of the Government. The company was given the Certificate of Commencement of Business on the same day, and the commercial operation was launched on March 31, 2005. Upon completion of the BTTB project, its assets (worth BDT 643.86 crore) were handed over to Teletalk in 2008 via MoPT & IT.

The authorized and paid-up capital of Teletalk are BDT 2000 crore and BDT 1311.60 crore, respectively. One hundred percent of the company's shares are owned by the Ministry of Posts, Telecommunication and Information Technology (MoPT & IT) of the Government of the People's Republic of Bangladesh; hence the People of Bangladesh are the true owners of Teletalk. The entity is registered under the Registrar of Joint Stock Companies and Firms (RJSC) as a public limited company, and the Posts and Telecommunication Division (PTD) of MoPT & IT is its controlling authority.

Since its commencement, Teletalk has been disrupting Bangladesh's oligopolistic mobile telecommunication market by stabilizing the overall tariff rates to an affordable level for the citizens. Teletalk offers mobile voice, SMS, and data services, as well as unique value-added services. Teletalk has affordable and customizable packages to suit the mobile telecommunication needs of all citizens of Bangladesh. Teletalk will always provide services aligning with the Government's vision of not considering only the business case but also the betterment of Bangladeshi citizens.

The National Telecommunications Policy–2018 and Teletalk

The National Telecommunications Policy 2018 (NTP-2018) was created to provide affordable and universally accessible quality telecommunication services to support the nation's sustainable development goals and integrate the country with the global knowledge economy. Point 6.3.7 of the policy states that the government will ensure appropriate regulatory measures to create and maintain a competitive environment in the telecommunication sector. Teletalk- the state-owned MNO acts as a tool of the government for price control in the mobile telecommunications market. It is also a direct instrument of the government for establishing the fourth pillar of Digital Bangladesh, which is- 'Connecting Citizens'; and an indirect one for the other three pillars- 'Digital Government', 'Human Resource Development', and 'IT Industry Promotion'.

Point 6.1.4 of the NTP-2018 states that to ensure affordable and universal access, the government will expand networks and services in marginal areas to enable economic and social inclusion by redirecting some industry revenues. For that, as a state-owned MNO, Teletalk is committed to providing the marginal citizens of Bangladesh with mobile telecommunication services. Hence, Teletalk is focused on expanding the mobile telecommunication network not only in high-revenue earning areas but also in the hard-to-reach areas of the country where private operators are uninterested in doing so due to a lack of financial profit. As a result, Teletalk is the only MNO to provide appropriate mobile network coverage for the citizens of remote areas (e.g. the Sundarbans, Chittagong Hill Tracks, Haors-Baors, Coastal Belt, etc.) of Bangladesh. These expansions are funded by MoPT & IT's Social Obligatory Fund, the usage of which is included in points 7.3.1 to 7.3.4 of the NTP-2018.

Aligning with the NTP-2018's points 6.7.3 (support innovative e-services and m-services in important social sectors) and 6.7.6 (encourage innovative use of telecommunications and related technologies and services.) Teletalk was the pioneer in digitalizing various services of the government. Some of the innovative Value-Added Services of Teletalk are- result processing, re-scrutiny, result archiving of PSC, JSC, SSC, and HSC Archiving the results of board exams (like JSC, PSC, SSC& HSC), digital admission services of schools, colleges, and universities, utility bill payment system for BREB by own arrangement and through bKash, etc. Most importantly, to facilitate the idea of 'Digital Government', Teletalk has digitalized the application procedure for government jobs. The company has a dedicated job application site called 'Alljobs by Teletalk'. It is the first and the most prominent digital job application portal in the government sector. This innovative service has eliminated the hassle of the obsolete manual application procedure for the millions of job seekers in the country.

The NTP-2018 states that the government is committed to enhancing the competitiveness of state-owned enterprises. In this regard, the government will encourage the state-owned telecommunications enterprises to adopt competitive business strategies, including human resource development, management restructuring, partnering with the private sector, and attracting local or foreign investment (7.10.1), encourage the state-owned enterprises to

identify and explore the scope of strategic and operational synergies among themselves for infrastructure creation, manufacturing, and service provision (7.10.2), establish key public telecommunications infrastructure in collaboration with the state-owned enterprises to enhance capabilities in the matters of national security, disaster management, e-service delivery and serving the underserved (7.10.3). Following these points of the NTP, Teletalk is closely working with its sibling organizations (i.e. BTCL, TSSL and BSCCL) to establish a robust, secure and sustainable state mobile telecommunication network. At the same time, Teletalk is working with state entities (e.g. BPSC, BREB, Ministry of Education and countless others) to establish a strong digital government services infrastructure.

Current Capacity and Coverage of Teletalk's Network

Teletalk's primary service as a state-owned MNO is to ensure a robust, stable, and efficient mobile telecommunication network for the citizens of Bangladesh. In other words, the 'Connecting Citizens' pillar of the vision of Digital Bangladesh has always been the primary service of Teletalk. As of June 30, 2023, Teletalk's network coverage and services are in 64 districts and 491 Upazilas in Bangladesh.

Table 3: Network Information of Teletalk (as of June 30, 2023)

S/N	Particular	4G	3G	2G
1	Band-wise Spectrum Allocation	2100: 10 MHz 1800: 10 MHz	2100: 10 MHz 900: 3.8 MHz	1800: 10 MHz 900: 5.2 MHz
2	Capacity (Unit)	PS: 49Gbps & CS: 1,10,00,000		
3	Coverage- Geographical	35%	49%	59%
4	Coverage- Districts (No.)	63	64	64
5	Coverage- Upazilas (No.)	380	484	491
6	No. of Sites (Shared)	1203	1871	2322
7	No. of Sites (Own)	2333	2981	3306
8	No. of Sites (Total)	3536	4852	5628
9	Total No. of Sites (Including Relocation in Progress /Dysfunctional)		5661	

To provide affordable mobile telecommunication service to marginal citizens of the country, Teletalk has established network services in some very remote and hard-to-reach areas of the country, such as the Coastal Belt, Chittagong Hill Tracks, the Sundarbans, and the Haors & Baors.

Ongoing Network Expansion Projects of Teletalk

Teletalk currently has two ongoing network expansion projects. Upon successful completion of these projects, a total of 3420 sites is expected to be added to Teletalk's network infrastructure and increase the existing sites' quality of service (QoS). Following is a brief description of these projects:

Project Name		Expansion of Teletalk's Network up to Rural Areas and Network Readiness for 5G Services Project	Expansion of Teletalk's Mobile Broadband Network in Coastal, Hill Tracks, and Other Hard-to-Reach Areas
Project Director	:	Md. Khayrul Hasan, Joint Secretary	A. M. Akhtarul Islam
Implementation Period	:	July 01, 2021 to June 30, 2025	December 01, 2021 to June 30, 2025
Official Start Date	:	January 04, 2022	March 30, 2022
Estimated Project Cost	:	2204.39 crore BDT	519. 93 crore BDT
Source of Fund	:	97.26% GoB and 2.74% TBL	100% Social Obligatory Fund
Project Summary	:	A total of 3000 sites (shared – 2500, own – 500) will be installed to ensure 4G network up to Rural Areas. Also, the existing 1000 sites will be upgraded to provide 4G network along with necessary Access, Core Network Support, and transmission support. 200 BTS will be replaced completely, and the capacity of 2000 sites will be increased.	This project primarily focuses on eradicating the existing digital divide by implementing high-speed mobile broadband services to the telecom-disadvantaged population in coastal, hill tracts and other remote areas. A total of 420 sites will be installed in these remote areas.
Progress (till June 30, 2023)	:	16% financial and 31% physical	0.12% financial and 7.5% physical

Teletalk Focuses on Serving the Marginal Citizens of Bangladesh

Teletalk, being a state-owned entity, does not look only for financial profit; rather, it focuses on the country's socioeconomic development. In fact, out of the four objectives of the Government for creating Teletalk, the first three focus on economic gains. This is why Teletalk is interested in establishing a solid state-owned mobile telecommunications network in remote areas of Bangladesh where private operators are not interested due to insignificant business opportunities. Currently, Teletalk is focusing on providing voice, data, and digital services to the following segments:

- Marginal citizens of the country (especially the citizens living in remote areas)
- Students of the country
- The job-seeking population of the country
- The women of the country
- The government entities of the country

Following is a brief description of Teletalk's segment-wise ongoing services and its beneficiaries:

Table 4: Major Segmented Services of Teletalk (as of June 30, 2023)

Segment	Service	Description	Beneficiary
1. Marginal Citizens	Establishing Mobile Networks in Remote Places	A strong state-owned mobile telecommunication network for the citizens living in remote areas of Chittagong Hill Tracks, the Sundarbans, the Haors & Baors, the Coastal Belt, etc.	All citizens of Bangladesh
	Shotoborsho SIM Package	Special mobile network package designed to commemorate the 100 years of Mujib, the Father of the Nation.	21,02,037 users
2. Students	Agami SIM Package	A unique mobile network package for the most brilliant students of Bangladesh. The SIM is awarded to students who have achieved GPA 5 in SSC or HSC for free, and the tariff rate is kept at the lowest base.	1,84,426 students
	Bornomala SIM Package	Special mobile network package for all students of Bangladesh. The tariff rate is kept at an affordable level, considering the socioeconomic condition of a typical student.	7,06,873 students
3. Job Seekers	Alljobs by Teletalk (alljobs.teletalk.com.bd)	Teletalk's job portal for government and private jobs. The largest job portal among government entities.	2,59,565 users & 1,59,848 premium members
4. Women	Oporajita SIM Package	Special mobile network package designed for all women of Bangladesh.	3,99,766 women
	Mayer Hasi SIM Package	A unique mobile network package for the mothers of students who have received stipends in primary education.	11,70,651 mothers
5. Government Entities	Corporate SIM Package	Mobile network package for Teletalk's valuable corporate clients.	48,702 users

		Teletalk is given preference for corporate usage in government entities as per Bangladesh Gazette no. 05.00.0000.111.10.001.2014-416, dated Nov. 26, 2014, and clause 26(ka), 28(kha) & 31(ja) of Government Telephone, Cellular, Fax & Internet Policy, 2018.	
	Automation System for Bangladesh Public Service Commission	Teletalk's automation system software for recruitment and promotion-related activities of Bangladesh Public Service Commission.	Approx. 58 lakh citizens
	Result Publication and Archiving of JSC, SSC, and HSC Examination	Publication of JSC, SSC, and HSC examination results of all 10 education boards, and archiving the results in a dynamic database.	All education boards, and approximately 7 crore students & guardians
	Admission System of Schools, Collages & Universities	Web & SMS based admission and result publication system.	36,000 schools, 32 universities (govt.), 70 medical colleges, 500 institutes, and approximately 22 lakh students & guardians per year
	Digital Recruitment Service	Web-based automated recruitment services for almost all ministries, directorates, commissions, armed forces, police, and government entities. Up to 10% of the exam fees can be allocated to Teletalk as commission as per MoF Gazette no. 07.00.0000.172.07.003.14-262, dated 22 September 2022.	More than 350 government entities, 37,000 educational institutes, 1 crore job-seeking citizens
	BREB Bill Payment	Bangladesh Rural Electrification Board's bill payment system by Teletalk's platform.	63 PBSs, 7.94 crore citizens

	IVR Platform for Disaster Management	An Interactive Voice Platform (IVR) service of Teletalk which is used by Department of Disaster Management (DDM) to warn citizens about natural disasters.	Approx. 9,500 calls are received per day, each with an average duration of 30 seconds.

Since Teletalk started its journey in an already established market with minimal resources, its service development strategy has been changing subject to the condition of the telecom industry of the country. Teletalk has been a strong advocate for practicing fair marketing policy following the rules and regulations set up by the concerned authorities. Teletalk has extensive plans to strengthen the existing user base's loyalty and encourage the users of other operators to switch to the state-owned network.

Customer Relationship Management (CRM) of Teletalk

Customer Relationship Management (CRM) is the second largest wing of Teletalk under the Sales, Distribution & CRM department in terms of service coverage and the number of employees. Through 70 customer care and 19 points located in different parts of the country, the CRM wing provides SIM sales, tele-charge, internet services, SIM registration, SIM ownership change, SIM replacement, Call Detail Record (CDR), Roaming, MNP (Mobile Number Portability) services, and other ancillary services to the valued customers. In addition, there is an Internet Protocol Call Center (IPCC) to provide uninterrupted online customer service and advice 24 hours a day, 365 days a year, where customers can call 121 (Helpline) from Teletalk number and 01500121121-9 from other operator numbers to get the necessary information and services. For better Customer service, there is also available Teletalk website (www.teletalk.com.bd), Facebook page (www.facebook.com/yourTELETALK), Teletalk Corner, Teletalk Service Point, and Retail Point. The website includes Teletalk's up-to-date data and SIM packages, offers, location of customer service centers, and points. Customer inquiries and complaints are regularly answered on the TBL official Facebook page.

Table 5: CRM at a Glance

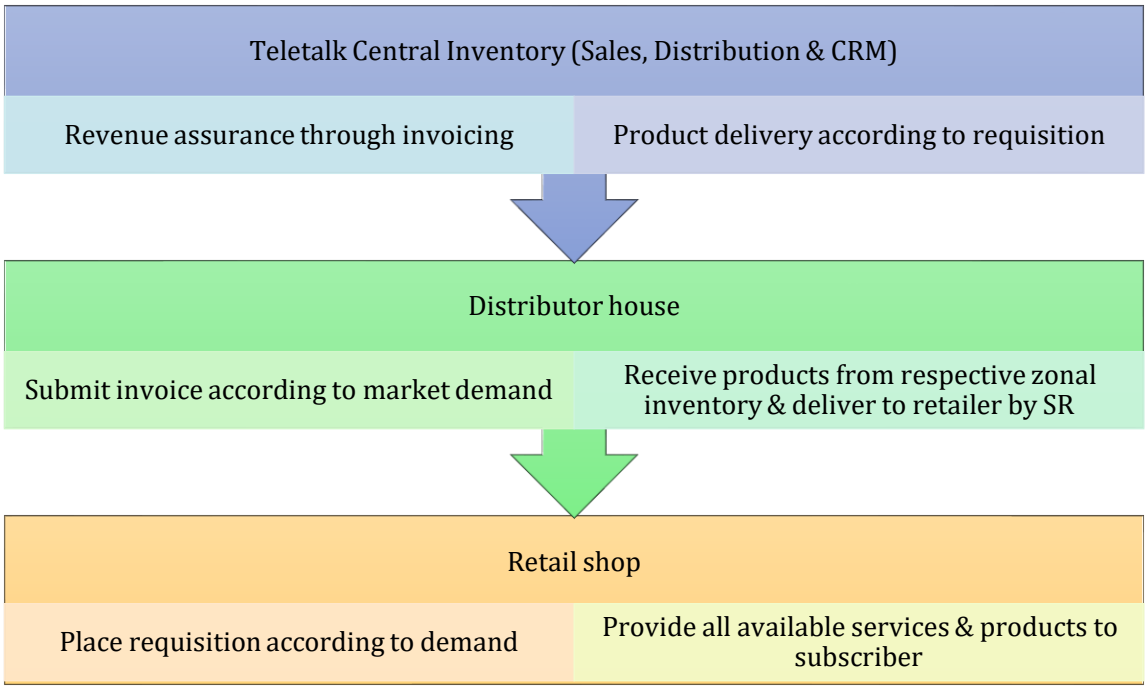
Customer Care Centers	:	70
Customer Care Points	:	19
CRM Coverage District	:	63
Manpower	:	274 (64 permanent officials and 210 outsourced employees)

Sales and Distribution of Teletalk

Teletalk Bangladesh Limited employs territory-based distributors across the country to provide service at the customer's doorstep. The Sales & Distribution wing under the Sales, Distribution & CRM department provides SIM sales/activation, tele-charge, scratch card sales, data pack activation, SIM replacement, and rural electricity bill payment service across the

country through retailers under distributors. Currently, the services mentioned are being provided through about 52,000 retailers (including 16,000 SIM sale and replacement retailers) in 107 distribution houses in 11 sales zones. Customers can avail services from the nearest retailer by identifying the retailer's location through My Teleltalk app. The retailer can execute all other activities, such as payment of Rural Electricity bills, provision of telecharge and data packs to customers, and product requisition to distributors through Telepay app. Products are delivered as per requisition from the distributor house to the retailer through Sales Representatives (SR). The distributor house receives the products from respective zonal inventory subject to revenue assurance through proper invoices as per the requisitions received from the retailers.

Figure 2: Sales and Distribution Flow Chart



Organizational Performance of Teletalk

Teletalk has diversity among its 485 employees to foster creativity and corporate success. Teletalk believes that a strict chain of command, a proper system of rules and regulations, transparency and accountability, and recognition of sincerity are crucial elements for organizational efficiency. Following is a summary of Teletalk's administrative system and its performance:

Table 6: Administrative Performance of Teletalk in FY2022-23

Element of Administration	Maintained Through	Performance
Transparency & Accountability	1. The Citizen's Charter (in compliance with the Cabinet Division's guidelines of 2017) 2. Grievance Redress System (in compliance with the Cabinet Division's guidelines 2015 (revised in 2018)) 3. E-governance and Innovation Workplan	1. Teletalk's Citizen Charter is updated regularly and available on Teletalk's website. 2. Out of the 199 complaints received in FY2022-23, 198 were resolved within June 30, 2023. The remaining 01 complaint was resolved in July 2023. 3. Teletalk secured 100% marks in terms of complying with E-Governance and Annual Innovation Workplan implementation.
The Rules & Regulations	The Service Regulations (Bye-Laws) of Teletalk Bangladesh Limited- 2011	The reviewing and updating process is ongoing for the betterment of the employees.
Recognition of Sincerity	The National Integrity Strategy Award	Md. Saifur Rahman Khan, Additional General Manager. S&D&CRM, Shibo Brata Mujumder, Senior Manager, SO(Ctg) and Md. Abdul Latif, Assistant Manager, S&D&CRM were awarded the prestigious "NIS Award" for their performance and integrity.
Employee Benefits & Welfare	1. The Employee Benefit Rules of Teletalk Bangladesh Limited- 2014 2. Teletalk Employees Welfare Fund	1. Teletalk Employee Welfare Fund has been introduced. 2. 3 Claims have been placed for financial help from EWF 1 has been resolved.
Recruitment & Promotion of Employees	The Revised Recruitment & Promotion Policy- 2016 of Teletalk Bangladesh Limited	8 employees were recruited and 45 employees were promoted.

Women Empowerment in Teletalk

It is to be noted that Teletalk is a firm believer in women's empowerment in the workforce and values its female employees dearly. The company has a dedicated committee for managing sexual harassment and workplace safety issues. Following are the ratios of women in various positions of Teletalk:

Table 7: Women's Participation in Teletalk

Women in	Number	Percentage
The Board of Directors	1	10%
The Head of the Department	1	7.7%
The Employees	77	15.75%

Skill Development at Teletalk

Regular training programs are in place to develop the technical and professional capabilities of the employees of Teletalk. Several trainings and workshops (in-house and collaborated with other government & private organizations) were arranged in FY2022-23. Following is a summary of the training conducted this year:

Table 8: Training & Skill Development Summary for FY2022-23

S/N	Training Topic	Collaborated with	No. of Recipients
1	Training on Internet of Things	In-house	25
2	Training on Artificial Intelligence	In-house	25
3	Training on Annual Performance Agreement Management System	In-house	20
4	Training on Public Procurement Rules, 2008	In-house	30
5	Training on Internal Audit	Post & Telecommunications Division	30
6	Training on National Integrity Strategy	In-house	100
7	Training on D-nothi	In-house	25
8	Training on Climate Change and Health Awareness	In-house	22
9	Training on Right to Information	In-house	25

Performance of the Board of Directors of Teletalk

The Secretary of Posts and Telecommunications Division, Ministry of Posts, Telecommunications and Information Technology is the Chairman of Teletalk and is the sole judge of the validity of every vote tendered at any meeting. The Directors of Teletalk are nominated by the Posts and Telecommunications Division and appointed at Board Meetings. The Board of Directors manages the business of the company. The company's Managing Director is nominated by the government and approved and appointed by the Board of Directors. Following is the pattern of shareholding of Teletalk as on June 30, 2023:

Table 9: The Pattern of Shareholding (as on June 30, 2023)

S/N	Name of Shareholder	Status	Shares Held	Percentage
1	Ministry of Posts, Telecommunications & Information Technology	-	1311598889	99.999848%
2	Secretary, Posts and Telecommunications Division	Chairman	200	0.000015%
3	Representative of Posts and Telecommunications Division	Director	200	0.000015%
4	Representative of Ministry of Finance	Director	200	0.000015%
5	Representative of Information and Communication Division	Director	200	0.000015%
6	Representative of Bangladesh Armed Forces	Director	200	0.000015%
7	Representative of Department of Telecommunications	Director	200	0.000015%
8	Representative of Ministry of Law, Justice and Parliamentary Affairs	Director	200	0.000015%
9	Representative of Bangladesh Telecommunications Company Limited	Director	200	0.000015%
10	Representative of Federation of Bangladesh Chambers of Commerce & Industries	Director	200	0.000015%
11	Managing Director, Teletalk Bangladesh Limited	Managing Director	200	0.000015%

In total, 12 Board Meetings were held in FY2022-23 to discuss the different business issues of the company. Following are the dates of these meetings and the number of agendas discussed:

S/N	Board Meeting No.	Meeting Date	No. of Agendas Discussed
1	211	07 July 2022	7
2	212	08 August 2022	5
3	213	05 September 2022	3
4	214	31 October 2022	10
5	215	23 November 2022	6
6	216	08 December 2022	8
7	217	26 December 2022	5
8	218	12 February 2023	10
9	219	12 March 2023	9
10	220	22 March 2023	8
11	221	15 May 2023	10
12	222	19 June 2023	10

The Directors provided necessary directives to run the company smoothly and effectively. The Directors regularly followed up on the decisions taken in a previous board meeting. Following are the board meeting attendances and a summary statistics of important board decisions:

Table 10: Board Meeting Attendance (from July 01, 2022 to June 30, 2023)

Name of Directors	Designation	No. of Meetings held	Attendance	Tenure of the relevant director
Md. Khalilur Rahman	Chairman	07	07	Up to 12/02/2023
Abu Hena Morshed Zaman	Chairman	05	05	From 12/02/2023
Salima Sultana, ndc	Director	01	00	Up to 08/08/2022
Zinat Ara	Director	11	11	From 08/08/2022
Dr. Md. Abdul Mannan, PAA	Director	08	00	Up to 12/03/2023
Mohammad Navid Safiullah	Director	04	02	From 12/03/2023
Brig. General Tamjidul Haque Chowdhury, ndc, afwc, psc	Director	12	12	Full-year
Mashiur Rahman	Director	03	00	Up to 31/10/2022
Md. Rafiqul Islam	Director	09	09	From 31/10/2022
Md. Mahabubur Rahman	Director	12	12	Full-year
Dr. Mohammad Abu Yusuf	Director	03	03	Up to 31/10/2022
Mohammad Saiful Islam	Director	09	08	From 31/10/2022
Dr. Md. Rafiqul Matin	Director	12	07	Full-year
Md. Habib Ullah Dawn	Director	12	06	Full-year
Md. Shahab Uddin	Director	02	02	Up to 08/08/2022
A. K. M. Habibur Rahman	Director	10	10	From 08/08/2022
Directors who could not attend meetings were granted leave of absence by the BoD.				

Table 11: Statistics of Board Decisions for FY2022-23

SN	Nature of Decision	No. of Decisions
1	Procurement	20
2	Financial	6
3	Recruitment	1
4	Promotion	1
5	Policy	2

Apart from the Board Meetings, the Directors also have given Teletalk management the necessary directions in all contemporary issues of the company. Subject to the supervision of the Board of Directors, the Managing Director manages the company's day-to-day business. Following are the Directors of Teletalk at the date of 19th AGM:

Table 12: The Board of Directors of Teletalk at the Date of the Company's 19th AGM

SN	Name & Designation	Basis of Appointment	Position in Teletalk	First Appointment Date
1	Abu Hena Morshed Zaman, Secretary, PTD, MoPT & IT	MoPT & IT	Director & Chairman	12/02/2023
2	Zinat Ara, Additional Secretary (Post), PTD, MoPT & IT	PTD	Director	08/08/2022
3	Mohammad Saiful Islam, Additional Secretary, FD, MoF	MoF	Director	31/10/2022
4	Mohammad Navid Safiullah, Additional Secretary, ICTD, MoPT & IT	ICTD	Director	12/03/2023
5	Brigadier General Tamjidul Haque Chowdhury, NDC, AFWC, PSC, Commander, Headquarters 86 Independent Signals Brigade, Dhaka Cantonment	Bangladesh Armed Forces	Director	16/06/2020
6	Md. Rafiqul Islam, Director General, Department of Telecommunications	DoT	Director	31/10/2022
7	Dr. Md. Rafiqul Matin, Managing Director, BTCL	BTCL	Director	05/01/2020
8	Md. Mahabubur Rahman, Joint Secretary (Drafting), LPAD, MoLJPA	MoLJPA	Director	29/11/2021
9	Md. Habib Ullah Dawn, Vice-President, FBCCI	FBCCCI	Director	19/09/2021
10	A.K.M. Habibur Rahman, Managing Director, TBL	TBL	Director & Managing Director	08/08/2022

One Director (Dr. Md. Rafiqul Matin, Managing Director, BTCL), the representative from BTCL is currently on an approved leave of absence due to his retirement from Civil Service.

Appointment/Reappointment of Directors

According to Article 57 of the Articles of Association of the Company, one-third of the Directors shall retire by rotation in every Ordinary General Meeting. Accordingly, the following three Directors will retire at the 19th Annual General Meeting:

1. Zinat Ara, Additional Secretary (Post), Posts and Telecommunications Division
2. Mohammad Saiful Islam, Additional Secretary, Finance Division
3. Md. Rafiqul Islam, Director General, Department of Telecommunications

However, the retiring Directors are eligible to be re-appointed as Directors of the Company.

Statutory Auditors of Teletalk

According to Section 210 of the Companies Act, 1994, the existing auditor of the Company 'Mahfel Huq & Co. Chartered Accountants' retires at the 19th Annual General Meeting. The same Auditors expressed their willingness to be re-appointed for the financial year 2023-2024.

Credit Rating of Teletalk

Teletalk received ratings from Credit Rating Information & Services Limited (CRISL) in two distinct categories- government-supported and stand-alone entity. Following are the ratings:

	Long Term	Short Term	Validity
As Govt. Supported Entity	AAA (Investment Grade)	ST-1 (Highest Grade)	April 13, 2023 to April 12, 2024
Stand Alone Entity	BBB- (Moderate Safety)	ST-3 (Good Grade)	
Outlook	Stable		

Financial Performance of Teletalk

During the FY 2022-2023 ended on 30th June 2023, the Company has registered gross revenue of TK. 502.01 crore from operating its activities. A brief result is shown here:

Table 13: Financial Performance of Teletalk (FY2022-23 vs FY2021-22) (in BDT)

Particulars	2022-2023	2021-2022	Difference
Network Revenue	4,05,71,39,865.00	4,05,18,88,150.00	52,51,715.00
Hardware Revenue	10,94,78,757.00	23,10,74,605.00	(12,15,95,848.00)
VAS Revenue	85,34,98,149.00	70,62,52,463.00	14,72,45,686.00
Total Revenue	5,02,01,16,771.00	4,98,92,15,218.00	3,09,01,553.00
Direct cost of network revenue	1,09,98,58,975.33	1,37,04,77,546.10	(27,06,18,570.77)
Direct cost of hardware revenue	19,14,82,868.00	38,44,37,511.00	(19,29,54,643.00)
Network O&M expenses	3,53,92,32,290.00	3,34,21,84,980.00	19,70,47,310.00
General and administrative expenses	97,42,25,702.00	89,73,91,321.00	7,68,34,381.00
Selling and distribution expenses	36,56,26,751.00	40,73,58,504.00	(4,17,31,753.00)

Total Expenditure	6,17,04,26,586.33	6,40,18,49,862.10	(23,14,23,275.77)
EBITDA	(1,15,03,09,815.33)	(1,41,26,34,644.10)	26,23,24,828.77
EBITDA % on Total Revenue	(22.91)	(28.31)	5.40
Depreciation and amortization	2,61,49,68,191.00	2,59,51,14,144.00	1,98,54,047.00
Operating Profit	(3,76,52,78,006.33)	(4,00,77,48,788.10)	24,24,70,781.77
Interest Expenses (Net)	6,35,94,021.00	(69,39,59,910.00)	75,75,53,931.00
Net Profit/(Loss) before Tax	(3,70,16,83,985.33)	(4,70,17,08,698.10)	1,00,00,24,712.77
Income Tax	(1,73,20,00,162.58)	(2,25,75,06,176.10)	52,55,06,013.52
Net Profit/(Loss) after Tax	(1,96,96,83,822.75)	(2,44,42,02,522.00)	47,45,18,699.25

Major items of expenses include Direct Operating Costs, Network Operation and Maintenance Expenses and Depreciation & Amortization on Assets which were Tk. 129.13 crore, Tk. 353.92 crore and Tk. 261.50 crore respectively. Total revenue was Tk. 502.01 crore for FY2022-23 that results the EBITDA (Earnings before Interest, Tax, Depreciation and Amortization) by Tk. (115.03) crore.

The books of accounts show a Net Loss after Tax amounting Tk. 196.97 crore. Net profit would be attained in the next few years if the planned investments (short terms and long terms) can be arranged in due time.

Table 14: Financial Position of Teletalk (Last 5 FYs) (in crore BDT)

Particulars	2022-23	2021-22	2020-21	2019-20	2018-19
Total Revenue	502.01	498.92	543.73	575.16	611.26
Total Expenditure	617.04	640.18	542.41	529.61	573.51
EBITDA	(115.03)	(141.26)	1.32	45.55	37.76
Depreciation and amortization	261.50	259.51	250.53	224.99	181.97
Net Profit/(Loss) before Tax	(370.17)	(470.17)	(310.02)	(231.85)	(196.35)
Net Profit/(Loss) after Tax	(196.97)	(244.42)	(175.47)	(141.49)	(209.15)

Contribution to the Exchequer

Teletalk deposited BDT 181.58 Crore to the National Exchequer during FY2022-23. Following is the head-wise contribution summary for the last financial year:

Table 15: Teletalk's Contribution to National Exchequer in FY2022-23 (in BDT)

Particulars	2022-23
VAT on SIM	16,73,40,800
VAT on Traffic Revenue	42,12,76,778
SD on Traffic Revenue	56,27,28,255
Surcharge on Traffic Revenue	3,75,15,217
VAT from VAS Revenue	1,13,46,057

VAT from Inter-operator Revenue	3,94,90,259
VAT Deducted at Source (VDS)	16,81,15,800
Income Tax	40,79,43,930
Total	**1,81,57,57,095**

Payment to BTRC for Social Obligatory Fund sharing was Tk. 4,16,58,919/- in the FY2022-23.

Fairness of the Financial Statements

It is the responsibility of the Directors, as per the provisions of the Companies Act 1994, to prepare financial statements for each year. The financial statements and other information included in this report fairly present all material aspects, the financial condition, results of operations, cash flows, and the company's equity changes for the year under review. The Company has used appropriate accounting policies to prepare these financial statements, supported by reasonable and prudent judgment and assumptions as necessary. International Accounting Standards (IASs) and International Financial Reporting Standards (IFRSs) have been followed in preparing these financial statements in compliance with the relevant accounting principles.

Directors' Responsibility for the Preparation of Financial Statements

The Directors, at this moment, confirm that, to the best of our knowledge:

- The financial statements prepared following the relevant financial reporting framework give a true and fair view of the assets, liabilities, financial position, and profit and loss of the company;
- Adequate internal control system is in place to ensure the integrity of financial reports;
- Adequate disclosure has been provided for the users of financial statements to understand the impact of financial information, other events, and conditions on the entity's financial position and financial performance;
- Reasonable efforts have been made to safeguard company assets and detect and prevent fraud or other irregularities.

Risks and Proposed Mitigation Processes for Teletalk

As a state-owned enterprise operating in a competitive market, the Directors identify some risks and propose appropriate mitigation processes. The following are the steps taken in FY2022-23 to mitigate the risks:

Risk Type	Concerns	Mitigation Process	Steps Taken in FY2022-23
1. Financial Risk	Insignificant investment compared to the competitors with foreign backup, no	Prepare targeted development projects, effective resource allocation, and expense optimization.	• Teletalk has prepared Development Project Proformas (DPPs) to expand its network to union levels.

	allocated property or land, and operating entirely on rented premises.	Apply to GoB for land and property allocation for head office, regional offices, and customer cares. Unused GoB properties may be utilized in this regard.	• PTD has allocated 40.37 katha land for Teletalk to build its head office. • Out of Teletalk's 89 customer cares 15 are situated at BTCL compound and 1 is at Post Office compound. The remaining 54 cares will be shifted to government premises gradually.
2. Market Risk	Saturated MNO market and the threat from MFS providers for digital services	Increase presence among government organizations and in marginal populations. Apply to relevant ministries for policy preference.	• Teletalk is providing digital services (recruitment, admission, Public results, Utility Bills Payment etc.) to enhance the presence among the government organizations as well as marginal populations. • To mitigate the threat from MFS providers for digital services, Teletalk conducts relevant ministries as well as regulatory bodies for policy preference.
3.Technological Risk	Technology evolves rapidly, and existing ones quickly become obsolete	Timely completion of expansion projects, onboarding newer projects related to the latest technology, regular maintenance, and optimization.	• A project has been proposed to introduce 5G technology services in Teletalk's network.
4. Regulatory Risk	Abrupt changes in policies may hamper Teletalk's business	Apply through PTD for special preferences from BTRC (e.g. mandatory frequency allocation and other policy issues), as Teletalk is a regulatory instrument of the government.	Usually initiatives are taken when required.

5. Taxation Risk	Unfavorable taxation structure for the sector	Apply to NBR, Ministry of Finance, and other related authorities to receive required policy support, as Teletalk is a state-owned entity.	AMTOB negotiates for a favorable taxation structure for the sector.
6. Dependency Risk	Growing dependency on tower sharing, NTTN, ICX, and IGW operators	Apply through PTD to get permission to build state-owned towers and transmission networks. This would reduce the dependency risk, as well as minimize operational costs.	Application has been sent to BTRC.
7. Security Risk	The growing concern about the possibility of theft and vandalism in network sites, cyber hacking, and spreading false statements about the company in public media.	Apply for the declaration of Teletalk's remote sites as 'Key Point Installation' under KPI Policy 2013 of the Ministry of Home Affairs, and Teletalk as a 'Critical Information Infrastructure (CII)' under Digital Securities Act 2018 of the ICT Division	• Teletalk's MScs and BScs are situated in BTCL's KPI sites. • ICT Division declares CIIs, who may consider Teletalk.

On behalf of the Board of Directors, Managing Director of Teletalk shall take necessary actions to mitigate risks.

Evaluation of the Directors' Comprehensive Recommendations for Teletalk for FY 2022-23

Areas	Recommendations		Actions Taken
1. Network	1.1	Increasing the quality of service (QoS) of the existing network infrastructure of Teletalk	To increase the quality of service of the existing network- • 15+ Gbps BW upgraded in 215 links

			• Radio network capacity of 573 cells in 2G network has been modified • Power, frequency and cell parameters of approximately 2000 cells have been modified • 1900+ customer complaints from IPCC have been resolved • 3300 km+ drive test has been performed throughout the country • Physical rectification has been performed in more than 700 sites.
	1.2	Identifying the specific areas of weakness of Teletalk's existing network and taking appropriate remedial measures within a fixed timeframe	• To increase power backup, batteries have been rearranged to support high-revenue sites and hub sites. Moreover, a project proposal for installing batteries has been submitted to PTD. • To remove link congestion, the rental process of acquiring bandwidth from BTCL at 113 BTS sites is ongoing. • To reduce cell down problems, speeding up spare parts' repair and return process, procuring CPRI cables, and purchasing FAN modules for Nokia equipment have been done. • To reduce site fluctuation problems, procuring and installing 250 rectifier systems and modules have been done. • Battery exchange contract has been done for Dhaka and Chittagong.
	1.3	Ensuring the timely implementation of the ongoing network expansion projects	The progress of the two ongoing projects are- • 5G Readiness Project (GOB Funded): 16% financial and 31% physical • CHT Project (SOF Funded): 0.12% financial and 7.5% physical

	1.4	Update network coverage map every month on Teletalk's website	Network coverage map is updated every month on Teletalk's website.
2. Strategic Planning	2.1	Creating Development Project Proformas/Proposals (DPPs) that align with the National Telecommunications Policy-2018	Reviewed the DPPs of ongoing projects and aligned accordingly.
	2.2	Creating DPPs for both network expansion as well as the extension of value-added services	DPPs of ongoing projects has been reviewed to support the expansion of network, as well as to support Value Added Services.
	2.3	Take initiatives to update the existing gazettes for Teletalk through Posts and Telecommunications Division	It will be done after improving the network through 5G Readiness Project and CHT Project.
	2.4	Explore the scope of Teletalk as a government entity to ensure the best use of limited resources	Teletalk is operating the two ongoing projects with existing employees, which is helping minimizing costs and ensuring the best use of limited resources.
3. Information Technology	3.1	Updating the IT platforms to ensure data security and efficiency of Teletalk's services	IT platforms are going to be upgraded with enhanced features through 5G Readiness Project.
	3.2	Updating Information Security Policies and Standard Operating Procedures of all IT platforms	The Data Integrity and Security Guidelines for Teletalk have been prepared and are in use.
	3.3	Regularly evaluating the controls of IT platforms to prevent any unwanted incident	Initiatives are being taken to establish routine process for evaluating the IT platform controls.
	3.4	Assessing the risks of IT platforms quarterly	Risks assessments are done regularly.
	3.5	Shift Teletalk's official website from '.com.bd' to '.gov.bd' domain to match	www.teletalk.gov.bd has been made operational.

		with all government entities	
	3.6	Developing in-house software platforms instead of procuring	New CSE graguates have been recruited. Initiatives will be taken to develop in-house softwares.
4. Value-Added Services	4.1	Implementing Digital Financial Service (DFS) platform to ensure Teletalk's presence in utility bill collection	Negotiations are ongoing with venfor under the DPM method.
	4.2	Ensuring the security of data archives for VAS and digital services	Guidelines have been prepared to ensure the security of data archives.
	4.3	Modernizing the Alljobs platform and integrating it with Bangladesh National Portal (bangladesh.gov.bd)	Modernizing the Alljobs platform is ongoing. After successful completion of the necessary modifications and data migration, steps will be taken to integrate with Bangladesh National Portal.
	4.4	Ensure Teletalk's presence in the government's digitalization activities	Teletalk is present in the government's digitalization activities such as e-recruitment services, online admission services, fee collection, bulk SMS services, and more.
	4.5	Exploring newer areas of economic value addition from innovative services (e.g. educational services, online marketplace, documentary making etc.)	An educational platform is under development phase. In addition, documentaries for Teletalk's network expansion and Alljobs platform has been developed.
5. Sales and Customer Relations	5.1	Selling a targeted amount of connections and identifying the weaknesses of Teletalk's experiences	A total of 650,582 SIMs have been activated in FY2022-23, which was 54.21% of the annual target.
	5.2	Updating the dealer management and sales monitoring system to eliminate the possibility of fraud	Initiatives have been taken to add new features (such as adding geo-fencing facility to prevent cross-territory sales, making the interface smoother etc.) to the Distributor Management System (DMS) platform of Teletalk.

	5.3	Updating the customer relationship management experience of Teletalk to improve satisfaction in its customer care centers	Regular directives are provided to customer care in-charges to improve their services. Also, an official has been assigned with the duty to monitor the activities of customer cares through cc cameras. In addition, necessary feedback is provided to the complaints received from BTRC and Teletalk's Facebook page. Also, new system for IP-based call center is going to be installed under 5G Readiness Project with improved features.
	5.4	Shifting customer cares to government premises to reduce rental costs	Out of Teletalk's 89 customer cares 15 are situated at BTCL compound and 1 is at Post Office compound. The remaining 54 cares will be shifted to government premises gradually.
6. Marketing	6.1	Updating marketing policies and advertisements to promote Teletalk as the only government mobile network service provider	• Teletalk is using the Government Logo in the official letterhead pad, website, eSIM Folder, Employees' Business Cards, ID Cards etc. to promote Teletalk as the only state-owned mobile network service provider. • Taking initiatives to promote Teletalk as a state-owned company in the communication media such as digital, electronic, print, POSM (Point of Sales Material) etc.
	6.2	Conducting regular market research to analyze the trending situation in the sector	• Periodically analyzing the internal data from the BI (Business Intelligence) platform. • Collecting customer feedbacks (Facebook, Call Centre, Email, GRS, other MNO's offer etc.). • By using these data, the internal committee is analyzing the market situation in this sector.
	6.3	Launching of commercially viable and attractive packages	To provide subscribers low-cost voice and data services, Shadheen package has been relaunched with 20 FnFs.

	6.4	Increasing the visibility of Teletalk as a government entity in cost-effective digital media (i.e. website and social media platforms)	Posts related to Teletalk's packages and services have been advertised on social media platforms.
	6.5	Promoting Teletalk's unique VAS and digital services (i.e. Alljobs, government recruitment, result publication, utility bills payment etc.)	• Teletalk's Alljobs platform and online school admission portal have received widespread promotion. • Sponsored various dramas on Youtube. • Scrolled advertisements in TV channels are aired • Services and packages are promoted through the official Facebook page.
7. Administrative	7.1	Implementing the recommendations of the Standing Committee on Public Accounts of Bangladesh Parliament, the Comptroller and Auditor General of Bangladesh, and the Audit Directorates	The recommendations of the Standing Committee on Public Accounts of Bangladesh Parliament, the Comptroller and Auditor General of Bangladesh, and the Audit Directorates are being followed.
	7.2	Ensuring timely implementation of the terms of the Annual Performance Agreement signed between the Posts and Telecommunications Division and Teletalk	All terms of Annual Performance Agreement are implemented timely except eNodeB.
	7.3	Updating administrative and organizational policies, rules, regulations, and charters to ensure alignment with the government	Teletalk regularly updates its Citizen Charter. Also, updating activities of Service Regulations (Bye-Laws) of Teletalk Bangladesh Limited is ongoing.
	7.4	Automating the workflow of Teletalk to speed up internal activities	Teletalk is using D-Nothi for official communication. In addition, Teletalk uses online site database to simplify maintenance work and inventory management software for store automation. Also, Zoom platform is used for conducting important operational meetings.

	7.5	Ensuring that rotation and separation of duties are maintained among the employees	Teletalk has decentralized the workforce for quick fault restoration and is implementing roster duty to ensure 24/7 site maintenance work. In addition, zones/teams/sub-teams based on the nature of equipment has been created to maximize work activity.
8. Financial	8.1	Updating and automating the asset tracking procedure to ensure the safeguarding of Teletalk's assets (in other words- the government's assets)	Teletalk currently maintains and updates its fixed asset register manually. The process will be automated gradually.
	8.2	Updating the financial charter of the company with a clearly defined delegation of financial authority	The process of updating the financial charter of the company is ongoing.
	8.3	Ensuring the justification of the annual budget, placing it before the Board within July 30 of every year, and placing a utilization statement before the board in every quarter	The annual budget for FY2023-24 was placed before the Board on September 9, 2023. However, prior approval was taken to delegate financial authority to MD for maintaining necessary operational activities. Also, a budget utilization statement is placed before the board every quarter.
	8.4	Ensuring that the company's accounts are maintained, and financial statements are prepared following all relevant rules, regulations, and Audit Directorate's recommendations	Teletalk's financial statements are prepared following all relevant laws and board of directors' recommendations.
	8.5	Ensuring that most of the procurements of the company are done using the Public Procurement Rules 2008	Most of the procurement are being done using Public Procurement Rules 2008. In case of lower value procurements, Procurement Policy of Teletalk (PPT) is followed.

The Directors' Comprehensive Recommendations for Teletalk for FY 2023-24

The board understands that Teletalk must ensure rapid growth to fulfill the government's commitment to enhancing the competitiveness of state-owned enterprises. However, the global economy has faced several shocks, the impact of which is felt at the national level as the fluctuating exchange rates are adversely impacting global trade and balance of payments, resulting in high import costs. Also, fuel prices have rapidly increased, and the chain effect is felt through higher transportation costs and expenses for essential items. To tackle the global economic volatility, the Government has taken initiatives for cost optimization and increasing efficiency in all state entities. Aligning with that, the directors are recommending the following for FY2023-24:

Table 16: The Directors' Comprehensive Recommendations for FY2023-24

Areas	Recommendations	
1. Network	1.1	Improving the quality of service (QoS) of the existing network infrastructure.
	1.2	Identifying the specific areas of weakness of existing network and taking appropriate remedial steps.
	1.3	Ensuring the timely implementation of the ongoing network expansion projects.
	1.4	Updating network coverage map regularly on the website.
2. Strategic Planning	2.1	Preparing Development Project Proformas/Proposals (DPPs) that align with the National Telecommunications Policy- 2018 and other relevant national policies.
	2.2	Taking initiatives to update the existing policy support gazettes and initiating new policy support through PTD.
	2.3	Exploring the status of Teletalk as a state-owned enterprise to ensure the best use of its limited resources.
	2.4	Formulating a sustainable corporate strategy for the state-owned MNO with the assistance of an independent and competent institution/firm to maximize the utilization of existing resources.
3. Information Technology	3.1	Regularly updating the IT platforms to ensure data security and efficiency of services.
	3.2	Regularly assessing the risks and evaluating the controls of IT platforms to prevent any unwanted incidents.
	3.3	Regularly updating the official website.
	3.4	Regularly developing cost-effective in-house software platforms instead of procuring.
4. Value-Added Services	4.1	Implementing DFS platform to increase visibility.
	4.2	Taking initiatives to integrate Alljobs platform with Bangladesh National Portal (bangladesh.gov.bd).
	4.3	Increasing presence in the government's Smart Bangladesh initiative.

	4.4	Exploring newer areas of value addition through innovative services.
5. Sales and Customer Relations	5.1	Increasing customer acquisition through appropriate steps.
	5.2	Exploring the viability of a revenue sharing model.
	5.3	Taking regular initiatives to improve quality of service of customer care centers.
	5.4	Shifting customer cares to nearby government premises gradually, if it increases service quality while reducing rental costs.
6. Marketing	6.1	Promoting Teletalk as the only state-owned mobile network operator in marketing campaigns.
	6.2	Conducting regular market research to analyze the competitors' tariffs, packages and other offerings.
	6.3	Promoting Teletalk's unique VAS and digital services regularly in cost-effective digital media.
	6.4	Launching cost-efficient target marketing and taking necessary steps to reduce the churn rate.
7. Administrative	7.1	Following the recommendations of the Standing Committee on Public Accounts of Bangladesh Parliament, the Comptroller and Auditor General of Bangladesh, and the Audit Directorates.
	7.2	Ensuring timely implementation of Annual Performance Agreement.
	7.3	Automating the workflow of Teletalk and providing appropriate training to the workforce regularly.
	7.4	Restructuring the organogram to cater the changing scenario of mobile telephony sector.
8. Financial	8.1	Automating the asset tracking procedure to ensure the safeguarding of assets.
	8.2	Updating the financial charter of the company regularly.
	8.3	Ensuring the justification of the annual budget, placing it before the Board within July 30, and placing a utilization statement before the board in every quarter of the financial years.
	8.4	Ensuring that the company's accounts are maintained, and financial statements are prepared following all relevant rules and regulations.

On behalf of the Board of Directors, Managing Director of Teletalk shall take necessary actions to implement these recommendations.

Acknowledgement

We, the Directors, would like to take this opportunity to show respect to all of the valued citizens of Bangladesh. You have chosen the country's only state-owned mobile network

operator as your preferred option, and we express our gratitude for that. We firmly believe that Teletalk will strive towards achieving the top position among the mobile network operators of Bangladesh with the blessing and continued loyal support of the citizens who have carried the slogan 'আমাদের ফোন (Our Phone)' in their hearts.

We would like to recognize that the employees are Teletalk's most valuable resources. This is the only MNO in the country with a 100% native human resource base. We respect their commitment, determination, and dedication to Teletalk and the country. Teletalk will secure a prestigious position in the industry and among government entities with their contribution

We express special gratitude to the Executive Committee of the National Economic Council (ECNEC) and the Social Obligation Fund Management Committee for their trust in Teletalk and PTD, MoPT & IT for implementing the development projects. With your support, Teletalk will continue contributing to Bangladesh's socioeconomic welfare.

We profoundly acknowledge the cooperation and assistance that Teletalk and PTD, MoPT & IT had received from the Public Accounts Committee, the Office of the Comptroller and Auditor General of Bangladesh (C&AG), Posts, Telecommunication, Science and Information Technology Audit Directorate (PTSTAD), and the Foreign Aided Projects Audit Directorate (FAPAD).

We thank all our valued stakeholders, trading partners, utility providers, financers, and others for their trust and confidence in Teletalk and PTD. We are grateful to Bangladesh Public Service Commission (BPSC), the Ministry of Public Administration (MoPA), the Ministry of Education (MoE), Bangladesh Rural Electrification Board (BREB), and all other government entities who have been using our services for years. We hope this interconnected cooperation among government entities will ensure sustainable growth in Digital Bangladesh. We also thank Bangladesh Telecommunication Regulatory Commission (BTRC), the Registrar of Joint Stock Companies and Firms (RJSC), Bangladesh Telecommunications Company Limited (BTCL), and Bangladesh Submarine Cable Company Limited (BSCCL) for their support.

For and on behalf of the Board of Directors of Teletalk Bangladesh Limited,

(A K M Habibur Rahman)
Managing Director
Teletalk Bangladesh Limited
&
Director, Board of Directors
Teletalk Bangladesh Limited

(Zinat Ara)
Additional Secretary
Posts and Telecommunications Division
&
Director, Board of Directors
Teletalk Bangladesh Limited