Building a future-ready ecosystem: e& UAE's adoption of TM Forum's open digital architecture

From vision to reality: e& leads the industry in digital transformation by adopting TMF ODA

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Executive summary

In January 2026, e& UAE achieved TM Forum's "Running on ODA" (RoODA) status, the first operator in the UAE to be recognised for operationalising ODA in live production.

TM Forum ODA is a globally recognised framework that enables telecommunications service providers to transform legacy operations into modular, interoperable and cloud-native environments. Ahead of certification, e& UAE implemented and certified 30+ TM Forum Open APIs (Platinum tier) and standardised its ODA Canvas and DevSecOps practices — enabling consistent runtime, conformance and accelerated CI/CD.

e& UAE's ODA adoption was guided by a commitment to platform modernisation, enhanced interoperability, and accelerated innovation through standardised, modular architectures. Close engagement with TM Forum and active participation in industry initiatives enabled the adoption of best practices and continuous improvement, ensuring strong alignment with global standards.

By shifting from monolithic, legacy-bound systems to a cloud-native, modular, API-first approach, teams shortened development cycles and improved time-to-market for new digital services.

Key milestones in the ODA compliance journey include:

- Adoption of ODA principles as the foundation for enterprise-wide architecture transformation
- Reimagining the technology landscape through modular, component-based architecture
- Implementation and certification of TM Forum Open APIs to enable seamless interoperability
- Investment in skill development to empower teams for ODA-centric operations
- Sustained contribution to TM Forum initiatives, reinforcing industry leadership

RoODA recognition confirms e& UAE as the UAE's first operator to achieve this status and validates a standards-based, modular digital platform. Key outcomes of this transformation include:

- Enhanced operational efficiency through automation and optimised resource utilisation
- Improved interoperability via standardised APIs and data models, reducing integration complexity and accelerating time-to-market
- Scalable and agile architecture supporting rapid adaptation to evolving market demands
- Recognition of e& UAE's leadership in digital transformation and industry standards

Looking ahead, e& UAE remains committed to expanding ODA component coverage and certifying additional Open APIs to sustain excellence and innovation in digital transformation.

Industry context and the need for ODA

The telecommunications sector is at the centre of a profound industry transformation, shaped by rapidly evolving customer expectations, disruptive technologies such as cloud, AI, automation, microservices and increasing competitive pressures from digital-native players. Traditional, siloed legacy architectures and monolithic OSS/BSS landscapes are no longer sufficient to deliver the scalability, agility and innovation required in today's market. To remain competitive and enable new digital services and business models, service providers must embrace modern, flexible and interoperable technology architectures that support rapid change, ecosystem integration and AI-driven operations.

Historically, telecommunications IT and network systems evolved in isolation with proprietary stacks for operational support systems (OSS) and business support systems (BSS), which constrains integration, slows innovation and increases total cost of ownership. TM Forum's ODA represents a significant industry response to these challenges — a blueprint for cloud-native, component-based, interoperable digital platforms that accelerate transformation and unlock new opportunities for service agility, ecosystem expansion and operational excellence.

ODA offers a leading global architectural framework, including common design principles, standardised components and open APIs that collectively address both the technical and business imperatives of modern telecommunications. It enables service providers to break down monolithic systems into modular building blocks, adopt reusable services, and accelerate time-to-market for new offerings, while reducing integration complexity, vendor lock-in and operational risk.

Industry drivers for ODA adoption include:

- **Modernising legacy systems for agility and resilience:** The move from tightly coupled, proprietary stacks to modular, cloud-native components allows organisations to evolve incrementally, adopt best-of-breed solutions and retire legacy silos without disruptive rip-and-replace efforts
- **Accelerating product innovation:** Standardised ODA components and open APIs empower developers to build, integrate and launch new digital services rapidly, significantly shortening the concept-to-cash cycle
- **Enabling ecosystem interoperability:** Open, standardised interfaces and data models facilitate faster integration with partners, vendors, hyperscalers and third-party innovators, opening new monetisation and partnership avenues
- **Embedding AI and analytics:** An ODA-aligned, data-accessible architecture is a foundational enabler for AI-enabled automation and intent-driven operations across service, network and customer domains
- **Powering automated, autonomous operations:** ODA supports end-to-end workflows, reduces the need for manual intervention, minimises leaks and errors and improves service quality, reliability and operational efficiency

ODA builds on decades of industry standards development and collaboration, integrating frameworks such as the TM Forum Business Process Framework (eTOM), the Information Framework (SID) and Open APIs into a unified architecture that is highly modular, extensible, and AI and cloud ready.

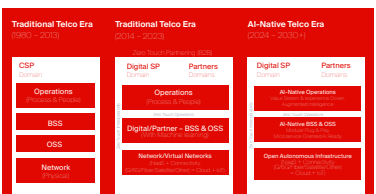


Figure 1 TM Forum's Perspective – From Digital Telco Era to AI-Native Era (illustrating the architectural shift from legacy, siloed systems to modular AI-native digital platforms)

As digital ecosystems and customer expectations evolve, ODA enables service providers to mature into AI-native, platform-centric operators capable of delivering not only connectivity but also value-added digital experiences – positioning them to lead in the next wave of telecommunications innovation.

e&'s journey to ODA

In 2022, e& launched a bold enterprise-wide strategy to transition from a regional telecommunications operator into a global technology group. Central to this ambition was a complete modernisation of the technology landscape — evolving from legacy monolithic systems toward modular, cloud-native, and open digital platforms. Adoption of ODA was established as a natural extension of this enterprise architecture transformation, providing the structural foundation for scalable, interoperable and future-ready digital services.

Figure 2: e& Journey to ODA (illustrates the phased evolution of this transformation)

The journey began in **2023** with foundational modernisation initiatives focused on:

- Application modernisation toward cloud-native architectures
- Introduction of Open API adoption
- Establishment of DevOps practices

These efforts laid the technical groundwork for decoupling legacy stacks and introducing agile delivery pipelines.

In 2024, e& advanced from foundational readiness to architectural and operating model transformation through:

- Open API certification
- Adoption of component-based architecture aligned with ODA principles
- Introduction of DevSecOps practices
- Enterprise-wide agile adoption

This phase institutionalised modular design, automated software delivery and standardised integration practices across business and technology domains.

By 2025, e& UAE progressed into full ODA alignment and industry leadership:

- Certification of more than 30 TM Forum Open APIs
- Completion of ODA self-assessment against TM Forum's Success Framework
- Active contribution to industry innovation, including winning two TM Forum Moonshot Catalyst awards
- Large-scale ODA skill development programmes across technology teams

This phase validated both technical readiness and organisational maturity for ODA adoption while positioning e& as a contributor to global telecom transformation initiatives.

In January 2026, e& UAE achieved the prestigious "Running on ODA" status, becoming the first operator in the UAE and joining a select group of global service providers recognised for operationalising ODA across live production environments.

Next phase – Sustaining excellence

Looking ahead, e& UAE is focused on:

- Expanding ODA component coverage across additional business domains
- Certifying further Open APIs in live environments
- Deepening TM Forum ODA skill sets
- Strengthening industry collaboration to shape next-generation digital ecosystems

Technical foundations for ODA

e& UAE's technical transformation toward **TM Forum Open Digital Architecture (ODA)** was built on solid principles that ensured modularity, interoperability, cloud readiness and future-proof engineering practices. These foundations not only enabled compliance with ODA standards but also directly supported real business outcomes, global best practice alignment and readiness for AI-enabled automation.

Componentisation and modular design

A central pillar of the transformation was decomposing monolithic systems into **modular, reusable components** such as Product Catalog, Order Management and Customer Management. These components encapsulate specific business capabilities, allowing teams to independently develop, test, deploy and evolve functionality without impacting other parts of the platform. This approach aligns with ODA's emphasis on reusable building blocks that expose defined behavior through standardised interfaces, dramatically improving agility and reducing technical dependencies.

Validation through the ODA success framework

Rather than implementing architectural changes in isolation, e& UAE validated architectural decisions against the **TM Forum ODA Success Framework**, ensuring that components not only compliied technically but also delivered measurable business value. This meant tracking how architectural modularity increased service velocity, reduced lead time for product launches, and improved operational resilience across business units — directly linking architecture to commercial growth.

Open APIs as the contract between components

A core enabler of interoperability was the adoption and certification of **TM Forum Open APIs**, which act as the standardised contract through which components communicate. These REST-based, technology-agnostic APIs provide common data models, abstraction and governance patterns that allow seamless connectivity across multi-vendor systems and internal platforms.

Achieving **Platinum Tier Open API certification** for over **30 unique APIs** positioned e& UAE as a leader in API standardisation, enabling consistent integration patterns and reusable interfaces across domains such as product, order, inventory and party management. This level of certification ensures that API implementations adhere to stringent industry standards and interoperability requirements, further reducing integration costs and risks.

Developer ecosystem and etandard eooling

To foster adoption, innovation and ecosystem growth, e& UAE launched a **state-of-the-art Developer Portal**. This portal provides internal teams and authorised third-party developers with standardised SDKs, API specifications, sandbox environments and documentation — all aligned with TM Forum Open APIs. By enabling developers to build against a common set of interfaces and tools, the portal accelerates partner integrations and supports multi-vertical interoperability across lines such as e& life, e& enterprise and e& money.

ODA Canvas: Standardised deployment and runtime

At the heart of the ODA execution environment is the **ODA Canvas**, a standardised runtime framework that automates deployment, lifecycle management, observability and scaling of ODA components. The Canvas abstracts infrastructure differences and provides a consistent environment (often Kubernetes-based) for microservices to operate, reducing operational variance and speeding time-to-production.

This environment supports automated rollouts, conformance testing and monitoring, ensuring components behave predictably at scale.

Cloud-native infrastructure integration

e& UAE's platform integration with major hyperscalers such as **Microsoft Azure and AWS** ensured the technical stack was fully cloud-native. This enabled horizontal scaling, flexible resource provisioning and modern operational tooling, including managed container orchestration (e.g., Kubernetes), cloud-native service meshes and distributed logging and monitoring.

Vendor assessment and readiness

To maintain architectural integrity, e& UAE established **mandatory "Ready for ODA"** assessments for all vendor products. This meant requiring component-level conformance and certification as part of procurement, ensuring that third-party solutions could plug into the ODA ecosystem with predictable performance and interoperability. This strengthened vendor governance and reduced the risk of integration bottlenecks.

DevSecOps and agile practices

Technical transformation was supported by a cohesive **DevSecOps and Agile operating model**, incorporating standardised CI/CD pipelines, automated testing suites and integrated security checks. By embedding security early (shift-left practices) and automating delivery workflows, e& UAE reduced cycle times, improved quality and ensured compliance with both functional and non-functional requirements such as security, performance and scalability.

e& UAE technical foundations for ODA: Blueprint for a modular, cloud-native future

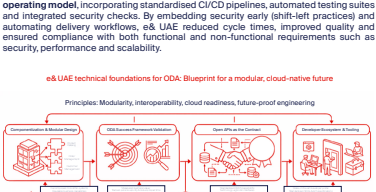
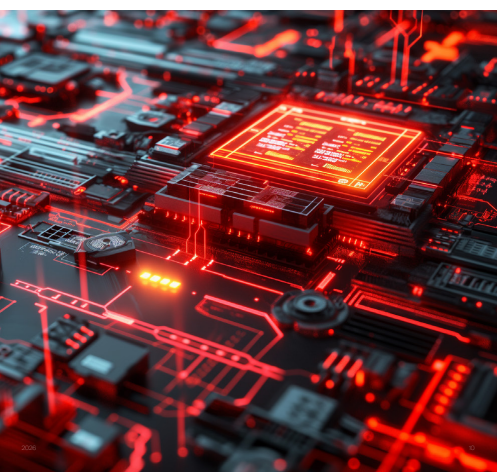


Figure 3: Technical Foundations for ODA (illustrates the core architectural pillars of e& UAE's transformation, encompassing modular componentization, Open API standardization and cloud-native execution environments)

Together, these technical foundations ensured that e& UAE's ODA transformation was more than a compliance exercise; it created a strategic engineering platform that:

- Delivered modular, interoperable business capability components
- Enabled rapid product innovation through standardised APIs
- Built a scalable, cloud-native runtime environment
- Fostered an ecosystem of internal and external developers
- Improved operational efficiency and resilience

This strong architectural underpinning positioned e& UAE to harness further advancements in AI, automation and partner ecosystems, fully aligned with the industry's transition to plug-and-play digital platforms.



ODA-aligned architecture blueprint

Component-based architecture

e& UAE's ODA-aligned architecture decomposes the traditional OSS/BSS landscape into **modular, interoperable, cloud-native components** organised around standardised business capability domains. This architecture replaces monolithic stacks with reusable building blocks that expose well-defined functionality through TM Forum Open APIs, enabling seamless integration, independent evolution of components and accelerated digital service delivery. The design follows TM Forum Open Digital Architecture (ODA) principles and provides the structural foundation for e& UAE's transition toward a platform-centric, TechCo operating model.

Key building blocks of the architecture

Engagement layer
Provides multi-channel customer and partner interaction touchpoints, including digital sales, assisted retail, customer care, B2B2X portals and partner engagement platforms. This layer enables consistent omni-channel experiences across consumer, enterprise, government and partner ecosystems.

Engagement management and orchestration
Delivers unified experience management and journey orchestration across all engagement channels. Channel orchestration, experience management and communication orchestration components ensure consistent customer journeys and coordinated interactions across touchpoints.

Decoupling and integration layer
Acts as the middleware abstraction layer separating engagement channels from backend business logic. This layer leverages TM Forum Open APIs and event-driven integration to enable standardised, real-time communication between components, supporting rapid innovation and reduced coupling between front-end and core systems.

Party management domain
Manages digital identity, customer and partner information, including identity management, customer onboarding, retention and loyalty management and partner lifecycle management. This domain ensures a single source of truth for all party-related data across the enterprise.

Core commerce domain
Implements business logic for sales, product and order management. It includes product catalogue management, product lifecycle management, sales management and order orchestration components that enable configurable product offerings, dynamic bundling, and end-to-end order fulfilment.

Billing and revenue management domain
Handles charging, billing, invoicing, payment management, revenue sharing and settlement functions. Standardised APIs allow seamless monetisation of connectivity, digital services and partner-driven offerings.

Production and service management (OSS) domain

Manages technical service and network operations, including service order management, service orchestration, resource and inventory management, service activation, assurance and SLA management. This domain enables automated, closed-loop service delivery and operational excellence.

Intelligence management domain

Supports campaign management, recommendation engines, analytics and visualisation capabilities, enabling data-driven personalisation, predictive insights and AI-assisted decision-making.

Security and governance

Provides identity and access management, policy enforcement, trust and compliance, SLA governance, logging and monitoring — ensuring secure, compliant and reliable operations across all layers.

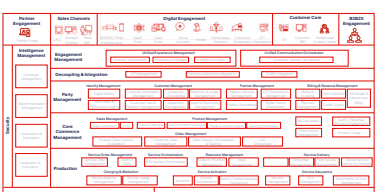
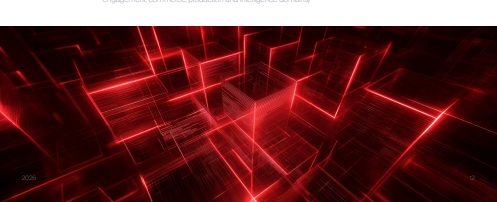


Figure 4: Component-Based Architecture (illustrates the end-to-end functional decomposition across engagement, commerce, production and intelligence domains)



Integration architecture

e& UAE's integration strategy and architecture are designed to enable seamless, secure and scalable interoperability between internal platforms, external partners and emerging digital ecosystems. Built on standardised APIs, event-driven integration and strong governance, this architecture is a foundational enabler of e& UAE's transition to a platform-centric techco model, supporting Network-as-a-Service (NaaS), CAMARA-aligned API exposure and ecosystem monetisation.

Strategic drivers

The integration architecture is guided by four strategic imperatives:

- **API standardisation through TM Forum's Open APIs and CAMARA** – enabling consistent, interoperable service exposure across internal systems and external ecosystems
- **Data monetisation via APIs** – providing controlled and secure access to network and digital assets for new revenue streams
- **Exposing Network-as-a-Service (NaaS)** – enabling programmable network capabilities for enterprises and digital partners
- **Partnership integration for techco services** – accelerating onboarding of hyperscalers, FinTechs, content providers and digital service partners

These drivers position integration not as a technical layer only, but as a **business enablement platform.**

Engagement channels

This layer provides multi-channel interaction for a diverse user base, including partners, enterprises, government entities, SMBs and consumers, through partner portals, social channels, omni-channel digital portals and mobile applications, and monetisation touchpoints. It ensures consistent digital experiences and unified access to services across all customer and partner interfaces.

Decoupling and integration layer

This is the **central middleware and interoperability layer**, responsible for abstracting backend complexity and enabling standardised communication across all systems.
Key capabilities include:

- **API gateway (Apigee)** for API exposure, traffic management, security enforcement and lifecycle governance
- **Enterprise Service Bus (TIBCO)** for enterprise-grade service orchestration and synchronous integration
- **Event Bus (Kafka)** for real-time, event-driven data streaming and asynchronous integration
- **External partner integration layer** to securely onboard and integrate third-party and ecosystem partners

TM Forum's Open APIs are embedded as the standard contract layer across all integrations, ensuring consistent data models, secure exposure and reduced coupling between producers and consumers of services. This dramatically lowers integration effort, accelerates partner onboarding and enforces architectural compliance at scale.

Application layer

This layer hosts core enterprise applications and business capabilities, including:

- CRM
- Product catalogue
- Revenue management
- Order management
- Service orchestration

These applications are architected to communicate exclusively through TM Forum's Open APIs and standardized event interfaces, enabling modular replacement, horizontal scaling, and consistent data exchange across domains.

Security and governance

Security and governance are embedded end-to-end, providing:

- Identity and Access Management (IAM)
- Policy Enforcement and API Security
- Trust and compliance controls
- SLA and Quality-of-Service governance
- Logging, monitoring and observability

This ensures secure data exposure, regulatory compliance, operational reliability and partner trust across all integration points.

Business impact

By combining standardised Open APIs, event-driven integration and robust governance, e& UAE's integration architecture:

- Enables secure **data and network monetisation via APIs**
- Supports **rapid partner and ecosystem onboarding**
- Provides **real-time, scalable interoperability** across business and network domains
- Reduces integration complexity and vendor lock-in
- Establishes a **future-ready digital platform** for techco growth

TM Forum Open APIs thus form the backbone of e& UAE's modular digital ecosystem, enabling programmable connectivity, partner-driven innovation and industry-leading digital transformation.

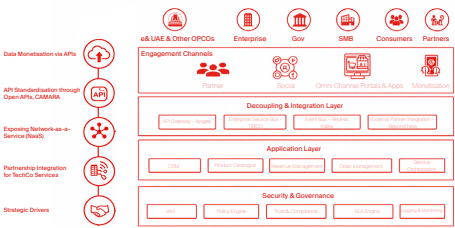


Figure 5: Integration Architecture (illustrates a four-layer integration stack aligned with TM Forum ODA principles and global best practices for composable digital platforms)

Driving change through industry collaboration

e& UAE has demonstrated a strong commitment to advancing the telecommunications industry through proactive engagement with **TM Forum**, the global alliance of more than 800 service providers, hyperscalers, vendors and technology partners shaping the future of connectivity, digital platforms and ecosystem innovation.

Industry collaboration has been integral to e& UAE's transformation strategy, enabling both contribution to and adoption of industry standards, best practices and interoperable technologies.

Catalyst projects and innovation programmes

e& UAE has actively participated in **TM Forum Catalyst projects**, which are rapid-paced, member-driven proof-of-concept initiatives that co-create, test and validate solutions addressing real industry challenges using Open APIs, ODA principles, AI and automation. These collaborations accelerate innovation, demonstrate new integration patterns, and help shape future standards and toolkits that benefit the entire telecommunications ecosystem.

Broader engagement and knowledge sharing

Technology and IT leaders from e& UAE have engaged across TM Forum's working groups, collaboration projects and community events, contributing expertise, insights and practical experience to global discussions on connectivity, OSS/BSS transformation and composable architectures. Through these engagements, e& UAE shares leading practices and gains exposure to emerging frameworks that support its internal modernisation and partner ecosystem goals.

Shaping standards and future architecture

e& UAE is actively involved in the ongoing refinement and evolution of TM Forum standards, including **Open API definitions, component models and architectural frameworks** that underpin ODA. By participating in collective development efforts, the company helps shape the foundational elements of modern digital architecture, ensuring that standards remain relevant to the rapidly evolving needs of AI-enabled, cloud-native and partner-ready service platforms. These collaborative contributions not only reinforce e& UAE's position as an industry leader but also ensure that its transformation journey is aligned with **global best practices, interoperable technologies and collective industry momentum toward open, composable ecosystems.**

Empowering teams for ODA success

To ensure the successful implementation of an ODA-based digital platform, e& UAE adopted a **comprehensive, structured and multi-dimensional approach to skill development**, equipping teams with the expertise, best practices and practical capabilities required to drive transformation and sustain long-term success.

Successful adoption of architectural and integration standards like TM Forum's ODA requires not only technical change but also organisational capability growth — a principle reinforced by industry best practices that emphasise aligning people, process and technology to achieve digital transformation outcomes.

Targeted training and certification
e& UAE implemented specialised training programmes designed to build deep understanding of ODA principles, frameworks and tools. These programmes covered:

- **Open Digital Architecture (ODA) fundamentals**, including architectural principles, component models and deployment blueprints
- **TM Forum Open APIs** enabling teams to design, implement and govern standardised API interfaces across business domains
- **Digital maturity, business process frameworks and transformation fundamentals,** aligning business and technical perspectives

Training leveraged a mix of delivery formats: online self-paced courses, workshop sessions and live instructor-led classes, to meet diverse learning needs and accelerate competence. Certification paths reinforced mastery and provided recognised credentials that validated skills across architecture, integration and service domain areas.

Structured skill pathways and best practices
Aligned to TM Forum's education model, e& UAE established **skill pathways** that guided learners from awareness through to specialist capabilities:

- Awareness and foundational understanding of ODA and digital transformation
- Practitioner-level skills in Open APIs, component architecture, and transformation execution
- Advanced competencies in autonomous operations, ODA Canvas and integration governance

This structured approach ensured consistency in knowledge transfer, reduced variation in delivery and enabled teams to apply standardised architectural best practices across projects and domains.

Engagement with solution partners
e& UAE's transformation included **close collaboration with expert solution partners** possessing deep ODA implementation experience. These engagements provided:

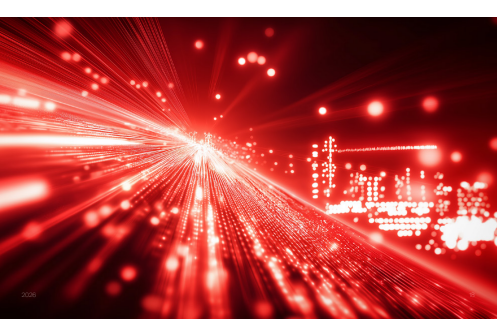
- Practical guidance on complex deployment scenarios
- Hands-on mentoring and coaching for internal teams
- Alignment on best practices for API conformance, componentisation and cloud-native operations

Partner expertise helped bridge the gap between theoretical understanding and real-world execution, ensuring solutions adhered to industry standards and implementation rigor.

Building a transformation-ready workforce
By investing in continuous learning and capability building, e& UAE upskilled its workforce across business, technology and operational domains, empowering teams to:

- Lead and contribute to architectural and integration decisions
- Operate, maintain and evolve ODA-aligned platforms
- Collaborate effectively with ecosystem partners
- Adapt to evolving industry standards and emerging technologies

This comprehensive skill development strategy ensured that capability growth kept pace with architectural change, embedding a culture of shared understanding, innovation and operational excellence — all critical success factors for large-scale digital transformation initiatives.



Overcoming challenges

e& UAE's adoption of the TM Forum's Open Digital Architecture (ODA) was motivated by a clear need to address long-standing obstacles that have constrained many traditional telecommunications operators — from legacy system complexity to slow service delivery and integration bottlenecks. Rather than incremental patchwork improvements on outdated platforms, ODA provided a **strategic modernisation pathway** that enabled architectural simplification, operational resilience and greater business agility.

Addressing legacy system complexity
Legacy OSS/BSS systems often span decades of incremental functional and technical changes. They are typically highly customised, lack standardised interfaces and operate as isolated silos, all of which inhibit interoperability and rapid innovation. This complexity increases maintenance costs, limits scalability and slows down the introduction of new services.

By modularising engagement, party, core commerce, production, and intelligence domains and implementing TM Forum's Open APIs, e& UAE replaced brittle, monolithic stacks with loosely coupled, interoperable components. This decoupling reduced technical dependencies and enabled independent deployment, evolution and scaling of key capabilities.

Integration bottlenecks and standardisation barriers
Legacy environments typically require extensive custom integration layers and bespoke point-to-point connectors, slowing down innovation and increasing operational risk. Standardised API-first design, based on TM Forum's Open APIs and common data models, has enabled e& UAE to establish **consistent, reusable integration patterns** across systems, internal domains and external partners. This API standardisation significantly reduces integration complexity, accelerates partner onboarding and enables composable ecosystem growth.

Accelerating service delivery
Before the ODA journey, many service initiatives required lengthy development cycles, multiple iterations of point integrations and significant manual coordination across systems. By adopting ODA's component-based architecture and event-driven integration, e& UAE has **dramatically shortened concept-to-delivery lifecycles**. Standardised Open APIs, shared data models and reusable business capabilities enable teams to innovate rapidly without compromising consistency or quality.

Embedding DevSecOps and automation
To sustain the gains of architectural modernisation, e& UAE embedded **DevSecOps practices** into the delivery lifecycle. This ensured automation of build, test, deployment and security validation processes, enabling faster, safer release cycles and improved operational performance. Automated pipelines, integrated security checks and standardised operational tooling reduced manual intervention and enhanced reliability.

Leveraging global industry collaboration

Active engagement with TM Forum's, including participation in Catalyst projects and working groups, provided e& UAE with access to **industry best practices, real-world proof-of-concepts and shared learning networks.** These collaborations helped the organisation navigate emerging patterns, adopt proven frameworks and contribute back to the evolution of ODA and Open APIs themselves.

Change management and cultural adoption

Transformative architectural change is as much organisational as it is technical. e& UAE complemented its modernisation with **focused training, capability building and change leadership** efforts. Structured learning pathways, certification support and cross-functional coaching enabled teams to internalise new ways of working, embrace agile practices and drive cross-domain collaboration — all of which were critical enablers in realising the broader strategic objectives of the ODA adoption.

e& UAE's ODA transformation journey

Overcoming legacy challenges for strategic resilience

Figure 6. ODA Transformation Journey illustrates the modernisation pathway from legacy system complexity and integration bottlenecks toward architectural simplification, operational resilience and accelerated digital service delivery)

Outcomes and strategic resilience

By addressing these challenges holistically — architecture, integration, automation, governance and people — e& UAE has:

- **Reduced system complexity** and dependency on fragile legacy monoliths
- **Standardised integration** using Open APIs and reusable components
- **Shortened delivery cycles** for digital services
- **Increased operational resilience** and automated service delivery
- **Enabled scalable ecosystem growth** aligned with ODA principles

This multifaceted approach ensured that the transformation did not stagnate at technical compliance but delivered **measurable improvements in agility, efficiency and market responsiveness,** positioning e& UAE for continuous innovation in the digital era.

Value achieved

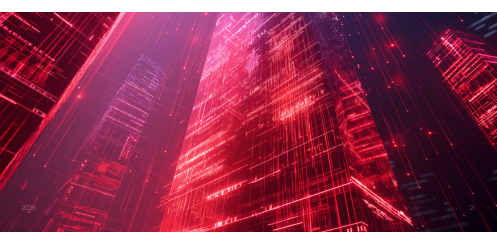
e& UAE's adoption of a TM Forum Open Digital Architecture (ODA)-aligned platform has delivered **tangible operational and strategic benefits** — positioning the organisation for greater agility, efficiency and competitive differentiation in the digital era.

Accelerated time-to-market
By modularising business capabilities into reusable components and adopting standardised APIs, e& UAE has significantly **shortened service launch cycles.** ODA's plug-and-play component model reduces custom integration work, enabling development teams to rapidly build, test and deploy new offerings in response to evolving customer and market demands. This capability is a hallmark of ODA's design principles, which emphasise modularity and standardised interfaces to speed innovation and reduce delivery risk.

Improved interoperability
The extensive use of **TM Forum's Open APIs** has eliminated many traditional integration bottlenecks by enabling consistent, reusable communication contracts between systems. These technology-agnostic, REST-based APIs support both synchronous and asynchronous data flows, facilitating rapid onboarding of internal systems and external partners while reducing

Scalable, cloud-native architecture
e& UAE's architecture, built on cloud-native, microservices-based principles, supports **horizontal scalability, resilience and operational elasticity.** This allows the platform to absorb growing workloads, adapt quickly to varying demand patterns, and support new technology paradigms, such as AI, automation and real-time analytics, without the constraints of legacy systems. ODA's emphasis on reusable, independently deployable components aligns with industry best practices for high-performance, future-ready platforms.

Summary of strategic outcomes
Together, these value dimensions reflect a shift beyond incremental modernisation toward a **platform-centric operating model** that enhances responsiveness, reduces risk and underpins long-term business growth. e& UAE's architecture not only simplifies technical complexity but also unlocks **business agility, operational excellence and ecosystem interoperability** — core enablers for success in the digital economy.



Moving forward with ODA

e& UAE remains committed to **continuous advancement and operational excellence** as part of its long-term ODA adoption strategy. Building on the progress achieved to date, the roadmap focuses on deepening architectural coverage, broadening industry adoption, and embedding automation and governance practices that reflect global best practices in digital transformation and platform maturity.

TM Forum's Open Digital Architecture (ODA) continues to evolve as a **blueprint for modular, cloud-native platforms** that enhance agility, interoperability and business resilience. This strategic evolution is supported by community initiatives such as the Master-ODA project and ongoing refinement of Open APIs and component specifications, ensuring alignment with industry needs and ecosystem interoperability.

Real-world certification of additional Open APIs
e& UAE will continue to expand the **certification of Open APIs in live production environments**, enhancing the consistency and reliability of interoperable interfaces across internal systems and external partner ecosystems. TM Forum's Open API programme facilitates broad industry adoption, with standardised APIs supporting connectivity, interoperability and portability across complex digital ecosystems.

Expansion of ODA component coverage and certification
Efforts will be directed toward broadening the implementation and **formal certification of additional ODA components** across business domains. This reinforces architectural alignment with TM Forum standards and enriches the library of reusable, plug-and-play building blocks that underpin composable digital platforms. TM Forum's ODA Components and Canvas frameworks support these modular, cloud-native elements, enabling scalable deployment and reinforcing platform consistency.

Governance, process optimisation and automation
Governance remains a critical pillar for sustained success. As ODA adoption deepens, e& UAE will strengthen governance frameworks around API lifecycle management, architectural conformance and operational standards, ensuring that design, deployment and runtime practices remain aligned with evolving standards and industry expectations. TM Forum guidance emphasises the importance of governance to support consistency, reusability and developer-friendly APIs.

In parallel, ongoing process optimisation and automation efforts will further enhance operational efficiency and reduce manual dependencies, improving service quality and responsiveness. These efforts support e& UAE's commitment to **intelligent, automated digital operations,** aligning with industry aspirations for autonomous-capable systems.

Reinforcing strategic commitment
These next steps reinforce e& UAE's dedication to **continuous improvement, innovation and industry leadership** in adopting TM Forum's Open Digital Architecture. By certifying additional APIs, broadening component coverage, and strengthening governance and automation, e& UAE is not only future-proofing its technology stack but also contributing to global interoperability standards, enabling a resilient, extensible and partner-ready digital ecosystem.

Summary and strategic outlook

e& UAE's journey toward adopting **TM Forum's Open Digital Architecture (ODA)** and achieving the prestigious **Running on ODA (RoODA)** designation marks a **transformational milestone** in its digital strategy and technology evolution. TM Forum's ODA serves as a **blueprint for building flexible, scalable and interoperable digital platforms** built on modular components and standardised interfaces, enabling service providers to evolve into agile, cloud-native organisations capable of rapid innovation and sustained competitiveness.

Through a **structured, strategic approach** that aligned principles, architecture, APIs, governance, automation, skill development and industry collaboration, e& UAE has significantly enhanced both operational execution and strategic positioning:

- Adoption of ODA principles and modular architecture provided a foundation for scalable growth and business agility
- Implementation and certification of TM Forum's Open APIs ensured consistent interoperability and reduced integration complexity
- Optimisation of processes, governance and DevSecOps practices improved delivery velocity and operational resilience
- Investment in organisational capabilities equipped teams with the expertise necessary to support large-scale transformation
- Active participation in TM Forum initiatives helped shape standards and reinforced global leadership in digital ecosystems

By embracing ODA as an **enterprise-wide way of working**, e& UAE has positioned itself to deliver **innovative, customer-centric services** faster, while setting a benchmark for transformation in the region. The RoODA status reflects both technical maturity and a strategic commitment to open standards, reusable components and ecosystem participation — hallmarks of digital-native service providers.

As digital ecosystems become increasingly dynamic — driven by AI, partner-centric business models and platform-oriented service delivery — e& UAE's ODA-aligned architecture provides a future-proof foundation for continued evolution. The company's progress demonstrates that architectural modernisation and ecosystem engagement are not just operational imperatives but strategic enablers of sustained growth, innovation and market leadership in an increasingly competitive telecommunications landscape.

This journey offers a **practical model for other organisations** seeking to achieve operational agility, composable architectures and scalable service delivery capabilities as they navigate the transition from traditional telco operations to digital-first platforms.

Marwan Bin Shakar, CTO, e& UAE, said: "Achieving Running on ODA status recognises e& UAE's success in operationalising TM Forum's Open Digital Architecture across our live technology and delivery environments. By embedding open standards, modular components, and API-first principles into the way our systems and processes run day to day, we've built a cloud-native foundation that scales with our ambitions. This milestone strengthens our ability to move at ecosystem speed, deepen integration with partners and consistently deliver differentiated digital capabilities that create measurable value for customers and partners."

George Glass, CTO, TM Forum, said: "We congratulate e& UAE on achieving Running on ODA status, a clear signal of their commitment to modern digital architecture and industry-wide standards. By aligning with TM Forum's Open Digital Architecture and Open APIs, organisations can simplify complexity, accelerate time to market and unlock new opportunities for innovation and growth. This recognition reflects not just a technical achievement, but a strategic transformation toward composable, cloud-native operations that benefit customers and ecosystems alike."

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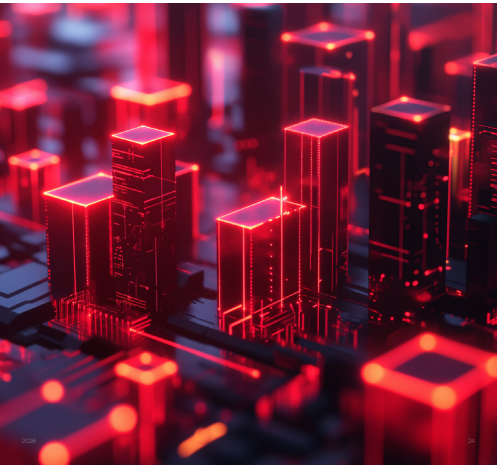

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