ooredoo

20 25 | COMPANY OF THE YEAR

Driving impact across the customer value chain

RECOGNIZED FOR BEST PRACTICES IN THE MENA TELECOM & ENTERPRISE CLOUD SOLUTIONS INDUSTRY

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Best Practices Criteria for World-class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each recognition category before determining the final recognition recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. Ooredoo excels in many of the criteria in the telecom & cloud space.

RECOGNITION CRITERIA

Visionary Innovation & Performance	Customer Impact
Addressing Unmet Needs	Price/Performance Value
Visionary Scenarios Through Megatrends	Customer Purchase Experience
Leadership Focus	Customer Ownership Experience
Best Practices Implementation	Customer Service Experience
Financial Performance	Brand Equity

Ooredoo: Closing Critical Gaps for Business Growth

Businesses across industries face challenges that hinder efficiency and growth. The lack of real-time, location-based insights limits operational optimization and customer understanding. Outdated billing systems lead to delays and administrative burden, while SMEs struggle with cost-effective solutions for global scalability. Sustainability pressures increase, yet recycling options remain limited. Managing device fleets and deploying collaboration tools remains complex, and many SMEs are underserved in digital upskilling and connectivity solutions.

Cloud-Based Footfall Intelligence

Ooredoo Flow is a next-generation cloud-based location analytics solution built on the Ministry of Communications and Information Technology's TASMU Platform. It delivers real-time footfall analytics via scalable, secure cloud infrastructure, ensuring high availability and seamless integration with existing enterprise systems. Its intuitive dashboard and API-driven architecture empower stakeholders to track customer movements, uncover trends, and make data-driven decisions. Available as a SaaS or hybrid deployment, Ooredoo Flow offers rapid rollout, flexible scalability, and robust data processing. Unlock the full potential of location intelligence in the cloud to maximize operational efficiency, drive growth, and enhance overall business performance.

Simplifying Payments

To eliminate manual bill-pay steps, Ooredoo partnered with Commercial Bank on a direct-debit solution via the CBQ Mobile App. This integration automates payments for business customers and rewards

adopters with double Nojoom loyalty points, accelerating cash flow management while enhancing customer satisfaction.

Delivering Flexible Business Plans

Recognizing SMEs' need for modularity, Ooredoo launched the Aamali Build Your Own Plan (BYOP). Companies can now choose from Standard, Advanced, or Premium bundles, tailoring voice, data, and value-added services to their precise requirements. The BYOP also introduced "International Zone Calling," enabling seamless global communication without complex roaming agreements.

Driving Sustainability Through E-Waste Recycling

In an expanded collaboration with Seashore Group, Ooredoo established dedicated channels for collecting and recycling end-of-life devices. Businesses that return obsolete handsets and routers earn Nojoom points, embedding environmental responsibility directly into operations and reducing electronic waste streams.

> *"Ooredoo comprehensive solutions effectively address the key challenges businesses face, particularly in payment automation, flexible plans, sustainability, and connectivity. By offering tailored services and leveraging strategic partnerships, Ooredoo is not only resolving current operational obstacles but also positioning businesses for long-term growth and innovation in competitive market."*
>
> *- Sapan Agarwal*
> *SVP, Frost & Sullivan*

Enhancing Productivity with Microsoft 365

Ooredoo rolled out an exclusive promotion on Microsoft 365 Business Basic, Standard, and Premium subscriptions for its business subscribers. By bundling industry-leading collaboration and security tools at preferential rates, the offer empowers teams to collaborate more effectively and safeguard their digital assets.

Empowering SMEs Through Skills Development

Understanding the knowledge gap in digital operations, Ooredoo hosted an exclusive event featuring keynote presentations and six interactive booths. SME owners learned best practices in shop setup, mobile communications, and workflow optimization, equipping them with actionable insights to accelerate growth.

Upgrading Indoor Connectivity

In partnership with Alfardan Group, Ooredoo signed an MoU to deploy next-generation indoor 5G and campus-wide Wi-Fi solutions across premier properties in Lusail and central Doha. This collaboration addresses cellular dead spots, ensuring uninterrupted connectivity for both tenants and visitors.

Meeting Ultra-Low-Latency Needs

For data center and broadcast applications that demand exceptional performance, Ooredoo introduced SDN Connect. SDN Connect delivers the speed and reliability required for latency-sensitive workflows by offering private connectivity tiers from 1 Gbps up to 100 Gbps with 99.9% SLAs and end-to-end security.

Streamlining Device Management

To simplify large-scale device deployment, Ooredoo integrated Apple Business Manager across all Apple products sold to corporate clients. This streamlines bulk configuration and enrollment, ensuring secure and consistent rollout of iPhones, iPads, and MacBooks across enterprise fleets

By tackling core industry pain points with a holistic portfolio of payment automation, bespoke plans, sustainability programs, device management tools, productivity platforms, skills development, and advanced networks, Ooredoo is not only enabling businesses to overcome today's challenges but also positioning them for future growth. Through strategic partnerships and customer-centric innovation, Ooredoo continues to set the standard for enterprise solutions in dynamic market.

Ooredoo: Leading with Innovation and Strategic Purpose

In today's hyper-connected world, enterprises and consumers alike face mounting challenges around network performance, data sovereignty, and digital inclusivity. As organizations accelerate cloud migrations and deploy AI-driven services, legacy providers struggle to guarantee low latency, robust security and seamless scalability. At the same time, rapid technology adoption risks leaving small and medium-sized businesses behind, while sustainability pressures demand that telcos minimize e-waste and carbon footprints. Against this backdrop, the telecom industry must balance cutting-edge innovation with social responsibility and few market players are better positioned to do so than Ooredoo.

Strategic Partnerships as a Cornerstone

Understanding that organizations cannot navigate today's complex digital landscape alone, Ooredoo has forged high-impact alliances to strengthen ICT infrastructure. Strategic collaborations with partners like Commercial Bank, DDN Storage, and Infobip serve as foundational pillars of Ooredoo's vision to enrich the nation's technological landscape. By integrating best-in-class financial services, enterprise storage solutions, and agile communications platforms, Ooredoo delivers end-to-end capabilities, from seamless billing and financing options to scalable data management and global messaging networks.

Fostering Innovation Through Trusted Technology Solutions

Ooredoo's executive narrative consistently underscores the importance of "cultivating trust" with partners and customers alike. This trust is earned through agile service delivery, leveraging Hybrid Cloud architectures to combine public-cloud flexibility with private-cloud security, deploying AI-powered network-optimization tools to predict and resolve congestion in real time, and rolling out private 5G solutions that deliver ultra-low latency for mission-critical applications. By reshaping how organizations and individuals connect, Ooredoo positions itself as a trailblazer in the region, empowering industries from manufacturing to healthcare with tailor-made, future-proof digital infrastructure.

Driving Societal Impact Aligned with Vision 2030

Beyond commercial innovation, Ooredoo places social responsibility at the heart of its strategy. Executive statements highlight Ooredoo's commitment to Qatar's Vision 2030, manifesting through ambitious sustainability initiatives and CSR-driven programmes. Notably, the company's e-waste recycling campaigns ensure responsible end-of-life device management, diverting electronic materials from landfills and recovering valuable resources. Concurrently, Ooredoo's digital upskilling initiatives arm SMEs

with the tools and knowledge to compete in a global marketplace, extending targeted training on cloud services, cybersecurity best practices and data analytics. This dual focus on environmental stewardship and human capital development reinforces Ooredoo's role as an enabler of long-term, inclusive growth.

> *"Ooredoo exemplifies best practices across various strategic areas, showcasing a customer-centric approach that yields measurable results. From scaling sustainability initiatives to optimizing digital services, ensuring service reliability, and driving cloud transformation, Ooredoo sets a high standard for operational excellence, reinforcing its position as a leader in evolving market."*
>
> *- Saurabh Verma*
> *Vice President, Frost & Sullivan*

As the telecom sector navigates unprecedented technological and societal shifts, Ooredoo's leadership model offers a blueprint for success. Through strategic alliances that amplify capabilities, a steadfast commitment to innovation that prioritizes trust, and a deep engagement with national development goals, Ooredoo not only meets today's digital demands but also shapes the contours of tomorrow's connected society. In doing so, the company exemplifies how commercial excellence and social purpose can go hand in hand, ensuring that remains at the forefront of the digital revolution.

Ooredoo: Pioneering the Future of Telecom with Strategic Innovation

Telecom operators face the challenge of balancing cloud-native agility with data sovereignty, security, cost control, and environmental responsibility. Nearly 70% of organizations face incidents due to multi-cloud security misconfigurations, while 69% of IT leaders report budget overruns in public cloud spending. Data sovereignty and sustainability concerns add complexity, as telcos navigate privacy, compliance, e-waste, and decarbonization strategies amid growing device and infrastructure waste.

Hybrid Multi-Cloud Futures

Partnering with Qatar Airways, Nutanix, Microsoft Azure, and Google Cloud, Ooredoo is co-designing a hybrid multi-cloud environment that bridges private data centers with leading public-cloud platforms. This unified architecture enables real-time scaling of next-generation applications while enforcing strict access controls to maintain data sovereignty across all deployments.

AI-Driven Engagement

To meet the shift toward messaging super-apps among Generation Z and Alpha, Ooredoo has launched AI Hub in collaboration with Infobip and Microsoft. AI Hub integrates OpenAI models on Azure with rich messaging channels, empowering enterprises to deploy conversational bots, predictive workflows, and personalized recommendations, reimagining customer engagement for a new era.

Future-Proof Connectivity

SDN Connect, Ooredoo's software-defined networking solution, offers multi-tier bandwidth, from 1 Gbps to 100 Gbps, with on-demand upgrades and 99.9 percent SLAs. Its software-defined control plane and resilient network fabrics lay the groundwork for seamless 6G-ready evolution and advanced enterprise automation.

Security and Resilience

At Milipol Qatar 2024, Ooredoo showcased its managed-security suite, including DDoS protection, threat monitoring, cloud-security services, and a 24/7 SOC, alongside its IoT Connect platform for secure, real-time device management. These capabilities underpin national and business continuity strategies in emergency scenarios across hyperconnected Gulf infrastructures.

Sustainable Digital Growth

Under the MoU with Ericsson, Ooredoo will co-develop private 5G solutions featuring Ericsson's dual-mode core and mission-critical radio portfolio. Beyond high-performance connectivity for manufacturing, airports, and oil & gas, this partnership embeds decarbonisation use cases, leveraging 5G to drive environmental impact reduction and accelerate the journey to Net Zero.

In an era of accelerating digital transformation, Ooredoo's integrated approach, anchored in strategic alliances, cutting-edge platforms, and sustainability commitments, provides a replicable blueprint for telecom leadership.

Best Practices Implementation

Ooredoo exemplifies a strong commitment to best practices implementation across multiple strategic areas. From scaling sustainability initiatives to streamlining digital services, guaranteeing service reliability, orchestrating security, and enabling cloud transformation, the company showcases a disciplined, customer-centric approach that delivers measurable outcomes.

Scaling a Pilot into a Flagship CSR Programme

Demonstrating the best practice of pilot-to-scale transition, Ooredoo expanded its e-waste pilot into a comprehensive Corporate Social Responsibility (CSR) programme. Initially launched in select locations to gauge feasibility and community interest, the initiative matured into a nationwide campaign involving public drives and employee engagement activities. By introducing incentive structures such as Nojoom loyalty points and partnering with environmental stakeholders, Ooredoo institutionalized sustainability practices within both internal operations and the wider community, setting a strong benchmark for CSR excellence.

Embedding Integrated Digital Portals

In alignment with best practices for customer empowerment and digitalization, Ooredoo embedded Apple Business Manager and the Aamali BYOP (Build Your Own Plan) tool within its self-service platforms. These integrations enabled businesses to automate device enrolment and customize mobile plans independently, significantly reducing onboarding time and administrative effort. By offering seamless, self-managed solutions, Ooredoo enhanced user satisfaction and reduced operational friction, reinforcing its commitment to digital-first service delivery.

Delivering High-Performance SLAs with SDN Connect

In the realm of network services, Ooredoo set a benchmark by adopting best practices for service-level assurance. Through its SDN Connect solution, the company guarantees 99.9% network availability, uncontended bandwidth between endpoints, and 24/7 Network Incident Desk support. These

comprehensive SLAs provide customers with predictability, performance transparency, and rapid escalation mechanisms, critical factors for enterprises requiring reliable, mission-critical connectivity.

Demonstrating Advanced Security Orchestration

Security best practices were prominently demonstrated during Ooredoo's participation at Milipol Qatar. The company showcased a holistic, end-to-end security orchestration model, featuring cloud-based DDoS protection, continuous threat monitoring, and a fully managed Security Operations Centre (SOC). Through live simulations, Ooredoo illustrated how proactive threat detection, real-time alerting, and expert incident response combine to protect enterprise customers against evolving cyber threats, setting new standards for managed security services in the region.

Establishing Repeatable Cloud Transformation Frameworks

Adhering to best practices in enterprise IT transformation, Ooredoo successfully executed large-scale hybrid cloud migrations for Qatar Airways. By deploying Nutanix for hyperconverged infrastructure and extending services to Microsoft Azure, Ooredoo applied a standardized, repeatable framework involving detailed assessments, phased migrations, automation, and knowledge transfer. This disciplined approach minimized risk, accelerated delivery, and ensured business continuity, cementing Ooredoo's reputation as a trusted cloud transformation partner.

Ooredoo's initiatives reflect a strategic commitment to best practices implementation across sustainability, digital innovation, service excellence, security resilience, and cloud migration. By transitioning pilot projects into full-scale operations, embedding user-centric digital platforms, guaranteeing high network availability, orchestrating comprehensive cybersecurity services, and standardizing transformation methodologies, Ooredoo has set strong benchmarks for operational excellence and customer value creation in Qatar's rapidly evolving digital landscape.

Ooredoo MENA's Brand Equity Strategy

Ooredoo's brand equity is anchored in strategic global alliances, high-profile national partnerships, and prominent industry showcases. By collaborating with leading technology vendors, formalizing agreements with premier conglomerates, and maintaining a strong presence at key security and industrial forums, Ooredoo reinforces its reputation as the country's ICT integrator of choice.

Strategic Global Partnerships

Ooredoo has established deep technical and commercial ties with a range of world-class vendors. Through its partnership with DDN Storage, the company delivers high-performance computing and AI-optimized storage solutions to enterprise clients. Collaboration with Cisco enables secure, resilient hybrid-cloud deployments, while Fortinet integration strengthens network-embedded cybersecurity services. Ooredoo's multicloud connectivity solutions provide direct, low-latency access to Microsoft Azure and Google Cloud platforms, ensuring seamless data exchange and scalability. Nutanix and Infobip alliances further expand the company's capabilities in hyperconverged infrastructure and global messaging APIs, respectively. A recent memorandum with Ericsson underscores Ooredoo's role in co-developing next generation 5G and IoT offerings, solidifying its position at the forefront of MENA's digital evolution.

Strategic Impact through High-Profile MOUs

Ooredoo has solidified its standing among domestic stakeholders through strategic memoranda of understanding. Its agreement with Alfardan Group reflects a mutual commitment to enhancing connectivity across the luxury hospitality and automotive portfolios of leading conglomerates. The MOU with Ericsson further cements Ooredoo's trusted status, outlining joint innovation programmes for public-sector digitalization, smart-city infrastructure, and mission-critical network architectures. These accords not only demonstrate confidence from MENA's most respected institutions but also contribute to national development goals by fostering local capacity and technology transfer.

Showcase Platforms at Industry Forums

Ooredoo maintains high visibility among procurement and technology decision-makers by serving as the Official Telecom Partner at ConteQ Expo and exhibiting at Milipol Qatar. At ConteQ Expo, hosted by the Ministry of Commerce & Industry and related government bodies, Ooredoo presented tailored ICT solutions for the construction and services sectors. During Milipol, its live demonstrations of DDoS mitigation, continuous threat monitoring, and Security Operations Centre workflows engaged global security professionals and showcased Ooredoo's end-to-end managed-security capabilities. These engagements reinforce the brand's image as an innovative, reliable partner committed to excellence in MENA's rapidly evolving ICT landscape.

Transforming Customer Experience: A Five-Pillar Approach

In an era where digital expectations are soaring, telecommunications providers face scaling pressure to deliver seamless, personalized experiences across every customer interaction. Fragmented onboarding processes, generic engagement strategies, and reactive support models no longer suffice. Organizations must anticipate customer needs, incentivize sustainable behaviours, and maintain uninterrupted service for both individuals and enterprises.

Addressing these imperatives requires a holistic approach that spans frictionless entry, reward-driven loyalty, real-time personalization, immersive education, and unwavering operational support.

Seamless Onboarding

Streamlining the initial customer journey is critical to minimizing churn and building trust from the outset. By enabling direct-debit activation in just a few clicks, customers can transition to automated billing without cumbersome paperwork or manual follow-up. Self-service "Bring Your Own Plan" (BYOP) portals empower subscribers to tailor their service packages independently, fostering a sense of control and personalization. Meanwhile, integrated mobile device management solutions ensure that enterprise clients can deploy and manage fleets of devices effortlessly, reducing time to productivity and accelerating adoption of new services.

Reward-Driven Engagement

Loyalty programs must evolve beyond static point accrual to actively encourage behaviours that align with both customer preferences and corporate responsibility goals. Doubling loyalty points for customers who opt into direct-debit enrollment not only simplifies bill payment but also reinforces positive digital habits. Extending rewards to users who participate in e-waste recycling initiatives further demonstrates a

commitment to sustainability, transforming environmental stewardship into a tangible benefit. These incentive schemes deepen emotional connections, drive repeat interactions, and underscore the organization's broader value proposition.

Hyper-Personalisation

Generic marketing campaigns no longer resonate in a world accustomed to on-demand, context-aware services. Leveraging advanced analytics and artificial intelligence, telecom providers can ingest real-time data streams, from usage patterns to location insights, to craft individualized experiences. In partnership with travel and hospitality brands, for example, dynamic offers and personalized notifications can be delivered via mobile apps and IoT devices, anticipating needs before they arise. Such hyper-personalized touchpoints elevate satisfaction, foster loyalty, and create a competitive edge in crowded markets.

Hands-On Learning

Empowering business customers through experiential learning cultivates deeper understanding and accelerates digital transformation. At targeted SMB events, attendees receive one-on-one consultations, live demonstrations of enterprise solutions, and direct access to technical experts. This interactive format demystifies complex offerings, such as 5G connectivity and IoT applications, by showcasing real-world use cases and best practices. As a result, small and medium enterprises leave equipped with actionable insights, ready to harness technology for growth and innovation.

Robust Support

For mission-critical operations, downtime is unacceptable. Managed network solutions, featuring dedicated interface devices and service-level guarantees, ensure ultra-low latency and secure, uncontended bandwidth. A centralized Enterprise Services Centre provides 24/7 monitoring, proactive incident management, and rapid escalation protocols. By combining cutting-edge infrastructure with responsive human expertise, businesses can rely on continuous support that safeguards their most vital applications and processes.

Ooredoo: Accelerating Digital Transformation and Connectivity Across MENA

Integrated Connectivity & Industry Solutions in MENA

Ooredoo has established itself as a leading provider of end-to-end IoT and communications services across the Middle East and North Africa (MENA). Leveraging extensive NB-IoT networks in key GCC markets and LTE-M deployments in Qatar, the company manages more than five million IoT connections. Active membership in the IoT World Alliance and the LoRa Alliance® enables Ooredoo to collaborate with operators, chipset manufacturers and solution developers, streamlining international roaming, regulatory harmonization and low-power, wide-area network innovation. High-impact utility projects, over 330,000 smart water meters and 285,000 electricity meters, demonstrate Ooredoo's ability to deliver scalable, mission-critical systems for regional stakeholders.

Empowering SMEs with Unified Communications

Recognizing that small and medium enterprises are the backbone of many MENA economies, Ooredoo introduced Maktabi: an all-in-one communications bundle that integrates high-speed fixed-line internet,

landline service and Shahry Business Digital mobile connectivity under a single agreement. Designed for rapid deployment and ease of use, Maktabi offers unlimited group calling across employees and branch offices, inclusive national landline minutes and ample mobile data allowances. A consolidated billing model, dedicated account management and flexible contract terms (with options to add mobile lines as business needs evolve) simplify administration and support sustainable growth across the region, rom Oman to Kuwait and beyond.

AI & Data-Center Leadership Across MENA

In a strategic partnership with NVIDIA, Ooredoo is accelerating AI adoption throughout the MENA region by deploying thousands of NVIDIA Tensor Core GPUs within its AI-ready data centers. Backed by a USD 1 billion investment to expand capacity, adding 20–25 MW to an existing 40 MW footprint, with ambitions to nearly triple capacity by 2030, Ooredoo's GPU-as-a-Service model provides on-demand access to cutting-edge AI and machine-learning platforms. Announced at TMForum DTW24 in Copenhagen, this collaboration equips governments, enterprises and startups across MENA with the computational power necessary to develop generative AI applications, accelerate research and drive digital innovation.

Driving Digital Transformation Across MENA Markets

Ooredoo's regional subsidiaries are spearheading digital modernization initiatives tailored to local market needs. In Oman, partnerships with Tech Mahindra and Ericsson have modernized BSS/OSS architectures, unifying CRM, charging and rating systems and delivered end-to-end ICT solutions for major clients like Shell Oman Marketing Company. In Kuwait, Ooredoo Business has showcased SD-WAN, managed security, AI-driven analytics and a one-stop digital marketplace at high-profile industry forums, while forging public-private alliances that align with national visions such as Kuwait Vision 2035. These efforts underscore Ooredoo's role as a trusted transformation partner for governments and enterprises throughout MENA.

Strategic Impact & Future Outlook

By integrating advanced IoT connectivity, SME-centric communications bundles and state-of-the-art AI infrastructure, Ooredoo is redefining the digital ecosystem across the MENA region. Its significant investments in GPU-powered data centers, robust network platforms and industry-specific solutions will catalyze economic diversification, accelerate government digitalization agendas and empower enterprises to innovate at scale. As Ooredoo continues to expand its footprint and capabilities, it is poised to remain at the forefront of regional technology advancement, driving growth, creating new opportunities and shaping the future of digital services in MENA.

Conclusion

Ooredoo's comprehensive solutions address key business challenges through innovative, customer-centric approaches. By leveraging strategic partnerships, advanced technologies, and sustainability initiatives, the company is empowering businesses to scale, optimize operations, and stay ahead in a dynamic market. Ooredoo's commitment to driving digital transformation, enhancing customer experiences, and supporting Qatar's Vision 2030 solidifies its position as a leading force in shaping the MENA's digital future, fostering long-term growth and sustainability. With its strong overall performance, Ooredoo earns Frost & Sullivan's 2025 MENA Company of the Year Recognition in the Telecom & Enterprise Cloud Solutions industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Recognition is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Recognition Analysis

For the Company of the Year Recognition, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed to create growth opportunities across the entire value chain

Visionary Scenarios Through Megatrends: Long-range scenarios are incorporated into the innovation strategy by leveraging mega trends and cutting-edge technologies, thereby accelerating the transformational growth journey

Leadership Focus: The company focuses on building a leadership position in core markets to create stiff barriers to entry for new competitors and enhance its future growth potential

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate consistent, repeatable, and scalable success

Financial Performance: Strong overall business performance is achieved by striking the optimal balance between investing in revenue growth and maximizing operating margin

Customer Impact

Price/Performance Value: Products or services offer the best ROI and superior value compared to similar market offerings

Customer Purchase Experience: Purchase experience with minimal friction and high transparency assures customers that they are buying the optimal solution to address both their needs and constraints

Customer Ownership Excellence: Products and solutions evolve continuously in sync with the customers' own growth journeys, engendering pride of ownership and enhanced customer experience

Customer Service Experience: Customer service is readily accessible and stress-free, and delivered with high quality, high availability, and fast response time

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty, which is regularly measured and confirmed through a high Net Promoter Score®

Best Practices Recognition Analytics Methodology

Inspire the World to Support True Leaders

This long-term process spans 12 months, beginning with the prioritization of the sector. It involves a rigorous approach that includes comprehensive scanning and analytics to identify key best practice trends. A dedicated team of analysts, advisors, coaches, and experts collaborates closely, ensuring thorough review and input. The goal is to maximize the company's long-term value by leveraging unique perspectives to support each Best Practice Recognition and identify meaningful transformation and impact.

VALUE IMPACT

STEP		WHAT	WHY
1	Opportunity Universe	Identify Sectors with the Greatest Impact on the Global Economy	Value to Economic Development
2	Transformational Model	Analyze Strategic Imperatives That Drive Transformation	Understand and Create a Winning Strategy
3	Ecosystem	Map Critical Value Chains	Comprehensive Community that Shapes the Sector
4	Growth Generator	Data Foundation That Provides Decision Support System	Spark Opportunities and Accelerate Decision-making
5	Growth Opportunities	Identify Opportunities Generated by Companies	Drive the Transformation of the Industry
6	Frost Radar	Benchmark Companies on Future Growth Potential	Identify Most Powerful Companies to Action
7	Best Practices	Identify Companies Achieving Best Practices in All Critical Perspectives	Inspire the World
8	Companies to Action	Tell Your Story to the World (BICEP*)	Ecosystem Community Supporting Future Success

*Board of Directors, Investors, Customers, Employees, Partners

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About Frost & Sullivan

Frost & Sullivan is the Growth Pipeline Company™. We power our clients to a future shaped by growth. Our Growth Pipeline as a Service™ provides the CEO and the CEO's growth team with a continuous and rigorous platform of growth opportunities, ensuring long-term success. To achieve positive outcomes, our team leverages over 60 years of experience, coaching organizations of all types and sizes across 6 continents with our proven best practices. To power your Growth Pipeline future, visit Frost & Sullivan at http://www.frost.com.

The Growth Pipeline Generator™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.

Learn more.

Key Impacts:

- **Growth Pipeline:** *Continuous Flow of Growth Opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*

The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.

Analytical Perspectives:

- **Megatrend (MT)**
- **Business Model (BM)**
- **Technology (TE)**
- **Industries (IN)**
- **Customer (CU)**
- **Geographies (GE)**